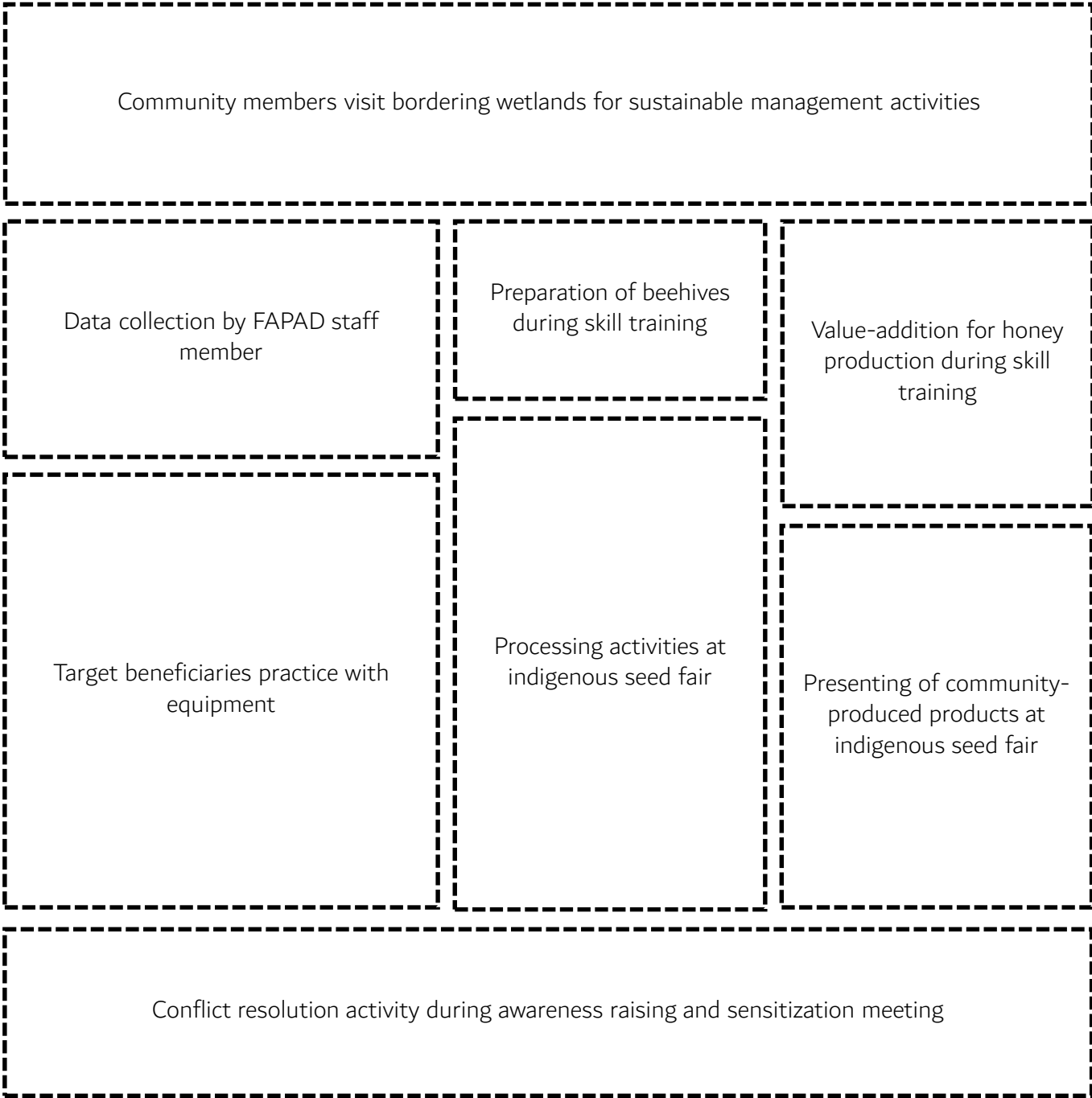


Strategic Plan 2024 - 2028



'Deepening Relevance, Strengthening Impact'



Our Vision

Equitable, Inclusive, and Resilient Communities.

Our Mission

To improve the quality of life for marginalized communities through service delivery and strengthening of systems and structures.

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INTRODUCTION

Facilitation for Peace and Development (FAPAD) is a registered non-governmental organization (NGO) that started in 2004 in response to the extensive human rights violations in northern Uganda. With a firm legal foundation under the NGO Act of 2016, bearing registration number 2314, FAPAD operates from its headquarters in Lira City, supported by branch offices in Otuke and Amolatar districts within the Lango region of northern Uganda.

Our core business centres on empowering individuals and communities to drive positive change in their lives. We create sustainable solutions fostering well-being, resilience, and inclusive development through collaboration and leveraging personal and collective resources. We believe in people's capacity for change and work closely with them to unlock their strengths. Tailoring interventions to specific contexts, we offer diverse services from education to livelihood support. Our approach prioritises long-term sustainability, empowering communities to manage challenges independently. We promote local leadership and collaborate with stakeholders to maximise impact and facilitate systemic change.

For nearly two decades, FAPAD has remained steadfast in its commitment to co-create spaces of understanding and respect for human rights within the Lango sub-region, and northern Uganda broadly. By focusing on strategic themes such as child protection, legal aid, accountable governance, food and income security, the organization has addressed systemic gaps while empowering grassroots stakeholders to drive sustainable change from within.

For the next five years (2024-2028), FAPAD will focus on three important and interconnected themes. These include sustainable livelihoods, with a focus on food, nutrition, and income security, as well as social justice, emphasizing security, sexual reproductive health rights, and effective service delivery. Additionally, FAPAD will actively engage in research and publication to enhance knowledge and the impact of research activities in northern Uganda. Through strategic initiatives and community-driven interventions, FAPAD aims to create positive and lasting impacts that empower individuals and enhance the overall well-being of marginalised populations.

Our Identity: Nurturing Empowerment and Justice

At FAPAD, we are more than just an NGO; we are a grassroots-driven force for change, firmly rooted in the principles of equality and justice. Our dedication to supporting marginalized communities is evident in our holistic approach to development, which prioritizes empowerment, social inclusion, and peaceful progress. Through capacity building, education, and advocacy, we empower individuals to shape their destinies and participate actively in decision-making processes.

Central to our identity is the facilitation of access to livelihood opportunities. By providing microfinance and entrepreneurship training, we equip individuals, particularly the youth with the tools they need to achieve economic self-sufficiency. Moreover, our advocacy efforts ensure access to social justice and essential services, promoting better standards of living and overall well-being.

As staunch defenders of human rights, particularly for marginalized groups, we advocate for their protection and amplification of their voices. Our commitment extends beyond social justice to environmental conservation and climate change adaptation, embodying our holistic approach to sustainable development.

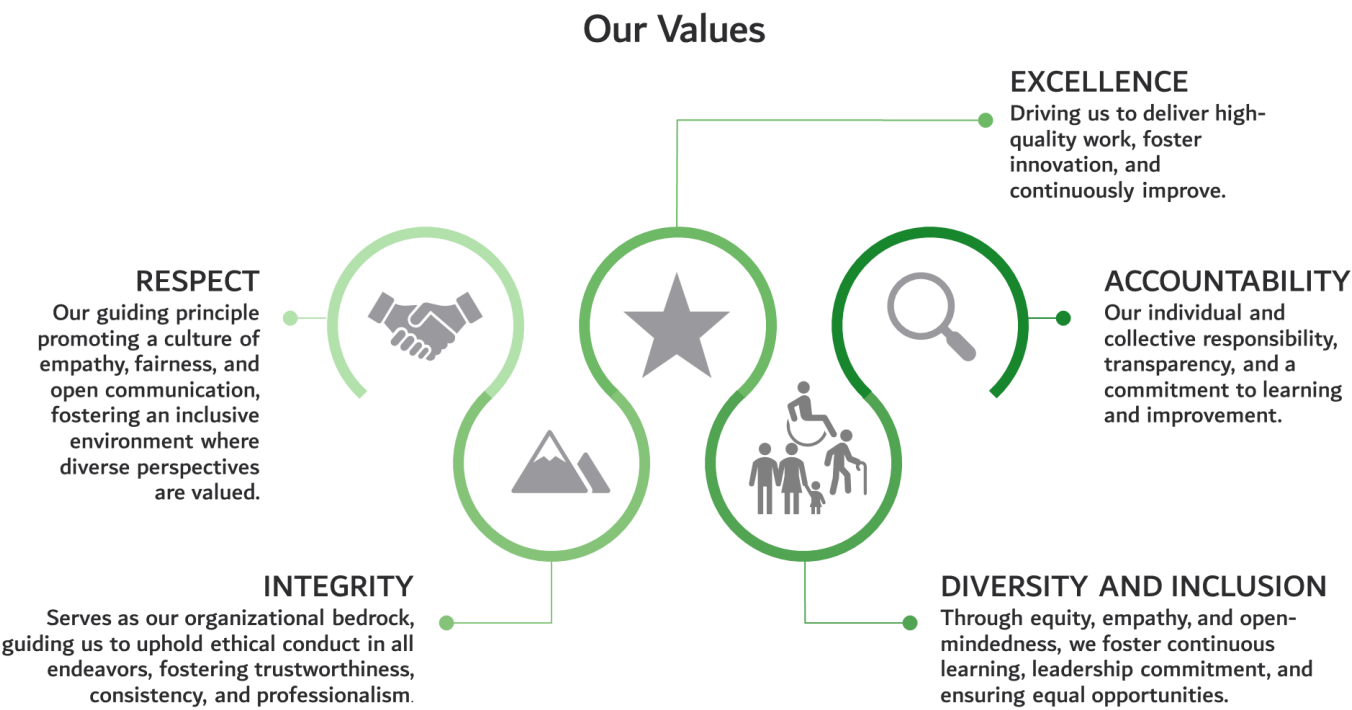
Our Vision and Mission: Empowering Communities for Sustainable Change

Our vision is clear: Equitable, Inclusive, and Resilient Communities. We envision a society where fairness, inclusivity, and resilience thrive at every level, and where every individual has an equal opportunity to flourish.

Aligned with this vision, our mission is to improve the quality of life for marginalized communities through service delivery and strengthening of systems and structures. By working at the grassroots level, we address immediate needs while laying the groundwork for long-term sustainable development.

As we embark on the next phase of our journey, our tagline, 'Deepening Relevance, Strengthening Impact,' captures our commitment to continuous adaptation and evolution. We understand that relevance is essential to making a meaningful difference, and we remain dedicated to deepening our understanding of marginalized communities' challenges to strengthen our impact.

With unwavering dedication to equality, social justice, and human rights, FAPAD stands as a catalyst for change. Together with our stakeholders, we strive to create a more equitable and inclusive society, where every individual can thrive. This strategic plan explains how we intent to achieve this mission in the next five years.



NATIONAL CONTEXT

This strategic plan acknowledges that multiple contextual factors impact and guide the decisions we have made regarding our programs. FAPAD is dedicated to consistently assessing our context to ensure that it makes necessary adjustments to our programming whenever required. This context analysis assesses the internal factors that directly influence this strategic plan, whether positively or negatively. It also looks at the national-level influences that shape FAPAD’s aspirations.



Political Gauge

- Suppression of opposition politicians involved in political activism by the state casting doubt on the country's democratic credentials.
- Challenges in terms of civic maturity, voice and accountability, which negatively impact the quality of democratic engagement across the country. This has greatly affected government programmes such as Emyoga, Uganda Women Entrepreneurship Programme (UWEP), Youth Livelihood Fund (YLF) and Parish Development Model (PDM).
- Weakness in the implementation of the instituted policy and legal frameworks.
- Infiltration of state institutions also raises unending questions. For example, the Uganda Police Force, an independent institution, has been infiltrated by the military (Uganda People Defence Force) personnel.
- The political environment for civil society has become increasingly unfavourable in recent years, marked by escalating tensions between the government and Civil Society Organization (CSO) actors. Both sides accuse each other of infiltration and pursuing hidden agendas.



Economic Gauge

- The Russia-Ukraine war has negatively impacted the cost of living in Uganda leading to a rise in oil and petroleum product prices. Inflation has consequently increased, resulting in a 6.8% rise in prices for goods and services over the past year. As production costs rise, consumer goods become more expensive, diminishing purchasing power and hindering economic advancement.
- Poverty levels have risen, with an increase from 27.5% to 32.7% since 2020, while employment rates have declined since 2021.
- Despite progress in reducing poverty rates, Uganda remains one of the world's poorest countries, with 30.1% of the population living below the poverty line.
- Food insecurity is a significant concern in Uganda, with 66% of the population facing moderate to severe food insecurity. Rural households, especially, are affected, with 40% experiencing food shortages compared to 26% of urban families. Also, the issue of malnutrition poses a risk to the health and well-being of children.
- Limited access to land, capital and financial resources hinders youth participation in agriculture. With a rapidly growing population, Uganda faces the challenge of creating sufficient employment opportunities and ensuring adequate food production.
- Women continue to face discrimination and unequal opportunities in education, employment and decision-making processes. This imbalance restricts their full participation in the economy and society, thereby hindering overall development.

- Women play a vital role in Uganda's agricultural sector, but they face productivity gaps compared to men. The gaps include lack of capital, restricted access to improved inputs, land ownership issues, limited market access and prevailing social norms.
- There is an increased local demand for certain herbs like ginger, driven by public health recommendations to boost immunity during the pandemic.
- The economy is expected to gain momentum with the final investment decision in the oil sector.
- At the local level, one prominent issue is the high monetary expectations placed on CSOs by local communities. Often, CSOs are expected to provide financial support and resources for community projects, which can create unrealistic expectations and dependency.
- Taxation policies in Uganda disproportionately impact grassroots communities, creating an unfavourable environment for their development. One example is the 6% withholding tax, which poses significant challenges to the financial sustainability of local businesses and community initiatives.
- The changing landscape of international development has brought forth new demands for service delivery, marketing, and fundraising in Uganda. Consequently, some organizations have transitioned from non-profit to profit-making models to adapt to these evolving dynamics. This raises concerns about the potential diversion of resources from essential social causes to profit-oriented endeavours.



Social Gauge

Demographics

- Uganda's population is growing at a faster rate of 3.32% annually. This poses various concerns including rapid urbanisation, poor waste management, high poverty and unemployment rates, environmental degradation, and inadequate infrastructure.
- COVID-19 led to an alarming increase in teenage pregnancies in Uganda as a direct consequence of the lockdown which deprived adolescent girls of the social protection provided by schools.
- Single parenting is a growing trend in Uganda, with nearly 40% of all households headed by single parents, according to the Demographic and Health Survey (DHS UBOS 2020).

Access to Healthcare

- The construction of lower-level health units has not effectively resolved the challenges faced by grassroots users. Funding and staffing gaps, low remuneration for health personnel and frequent drug shortages contribute to the limited range of health services available, particularly in rural and hard-to-reach areas.
- Women face additional barriers in accessing health services due to financial constraints, limited access to money and the opportunity costs associated with their gender roles.
- Lack of essential drugs in health units forces patients, including women, to purchase them from external sources, compromising their treatment plans.
- Total Fertility Rate is still high at 5.4 and the highest in Africa. There is an argument to reduce it to 2.2 children per woman, with the modern contraceptive prevalence rate (mCPR) increasing to at least 67 per cent to cause magical effects.
- Some 6,000 women and adolescent girls continue to die every year from preventable causes related to pregnancy and childbirth. For every woman or girl who dies, an estimated 20 or 30 suffer injuries, infections or life-long disabilities including obstetric fistula.

Education and Human Capital Development

- The potential productivity of a Ugandan child is only expected to reach 38% due to limited access to education and health services according to the Human Capital Index. School children also take longer in school due to poor quality of education. Moreover, the standardised national curriculum, mandatory at all levels, fails to provide comprehensive educational outcomes aligned with the skills and values demanded by a dynamic labour market.
- Boys (43%) and girls (41%) abandon school because of insufficient funding, followed by the high cost of education, according to 24% of boys and 22% of girls dropouts.
- Lack of clear policies, particularly regarding the education of teenage mothers, further exacerbates the situation. In addition, the literacy rate for adult females (15 years and above) was 70.84% in 2018 according to the World Bank.
- Sexual harassment and exploitation within schools pose significant challenges, while the absence of gender-specific necessities like sanitary towels, particularly in rural areas, contributes to girls dropping out.
- Also, approximately 1.5 million children in Uganda are denied access to education due to child labour.

Access to Water

- Approximately 7 million Ugandans lack access to safe water, while 28 million people lack improved sanitation facilities. Many water sources are non-functional or work below their level of efficiency because communities and health facilities cannot maintain or repair their water points.
- Weaknesses in the system, such as unreliable operation and maintenance and poor protection of water sources, have led to facilities functioning below target levels.
- Statistics show that in the Lango sub-region, people who still rely on unimproved water sources spend an average of 30 minutes waiting to fetch water. This is in addition to the time lost in making the round trip.
- Women and girls are typically burdened with the task of collecting and storing water.

Water for Production

- Only 2% of Ugandan water is used for production and a mere 1% of the potential irrigable area is under formal irrigation.
- Access to water for livestock stands at 49%.
- With the challenges of prolonged droughts and unexpected floods due to climate variations, Uganda is predicted to experience water stress by 2025.

Access to Sanitation

- As of 2021, 83% of Ugandan households used pit latrines, while 7% resorted to using bushes or had no toilet facilities.
- Reasons for not having a toilet include low income, negative attitudes towards toilet use, and ignorance, with the Eastern region having the highest percentage of communities lacking toilets due to low income.

Gender Equality and Women Empowerment (GEWE)

- Women in Ugandan society face powerlessness due to various factors, including cultural biases, limited education and training opportunities and low self-confidence.
- Throughout the Lango sub-region, including rural areas, women face varying degrees of socioeconomic discrimination that prevents them from achieving equal status and economic independence.



Technological Gauge

- Cyber security is a critical concern in today's digital age. The shift towards online platforms has transformed various aspects of society, including fundraising and documentation, which are now predominantly digital.
- Power connectivity remains a challenge, particularly in rural areas, hindering access to online resources.
- Technological literacy gaps also affect rapidly evolving technologies, as outdated systems become obsolete.
- Acquiring and maintaining technology can be expensive and there is a growing concern about overreliance on technology. Frontier technologies, such as artificial intelligence, robotics and biotechnology, hold immense potential for sustainable development. However, they also pose risks, including the potential for exacerbating inequalities and creating digital divides. In addition to these challenges, there are legitimate concerns regarding information privacy and the potential misuse of security measures for political interference.
- At the community level, mobile phone and internet usage, particularly in the rural areas where FAPAD operates, remains low due to gender and income disparities. Factors such as poverty and limited urban development contribute to this digital divide, as government-supplied connectivity and internet access are limited.
- The media sector in Uganda plays a vital role in shaping public discourse. However, it faces significant challenges, including the unchecked exercise of state power against journalists and economic constraints on media outlets.
- The internet has revolutionised news dissemination, with social media emerging as a primary source for many individuals. However, the lack of regulation and editorial standards has led to the proliferation of fake news and misinformation, posing a threat to informed decision-making.



Legal Gauge

- There is a mandatory obligation to file various tax returns and meet regulatory compliance requirements with institutions like the Uganda Revenue Authority (URA), National Social Security Fund (NSSF), NGO Bureau and the Money Laundering Authority. Failure to comply may result in administrative penalties that could hinder FAPAD's operations and access to resources.
- Obtaining a memorandum of understanding to work in a district can be a challenging process, as districts require CSOs to disclose their budgets.
- Support for community by-laws and ordinances has faced difficulties at the auditor general's office and there are gaps in legislation that need to be addressed.

- The NGO Act of 2016, in some cases, has been used as a political tool to restrict the operating space for NGOs. The renewal process for the certificate of operation involves numerous procedures and NGOs have been taken to court due to their advocacy work.
- Inspections of NGOs by the government have been accompanied by harassment. Penalties, such as suspension of NGO work, blacklisting and permit revocation, can be imposed for activities perceived as being anti-government.
- Donor funding is increasingly being tied to secondary conditions, such as working with the LGBTIQ agenda, which is illegal in Uganda.



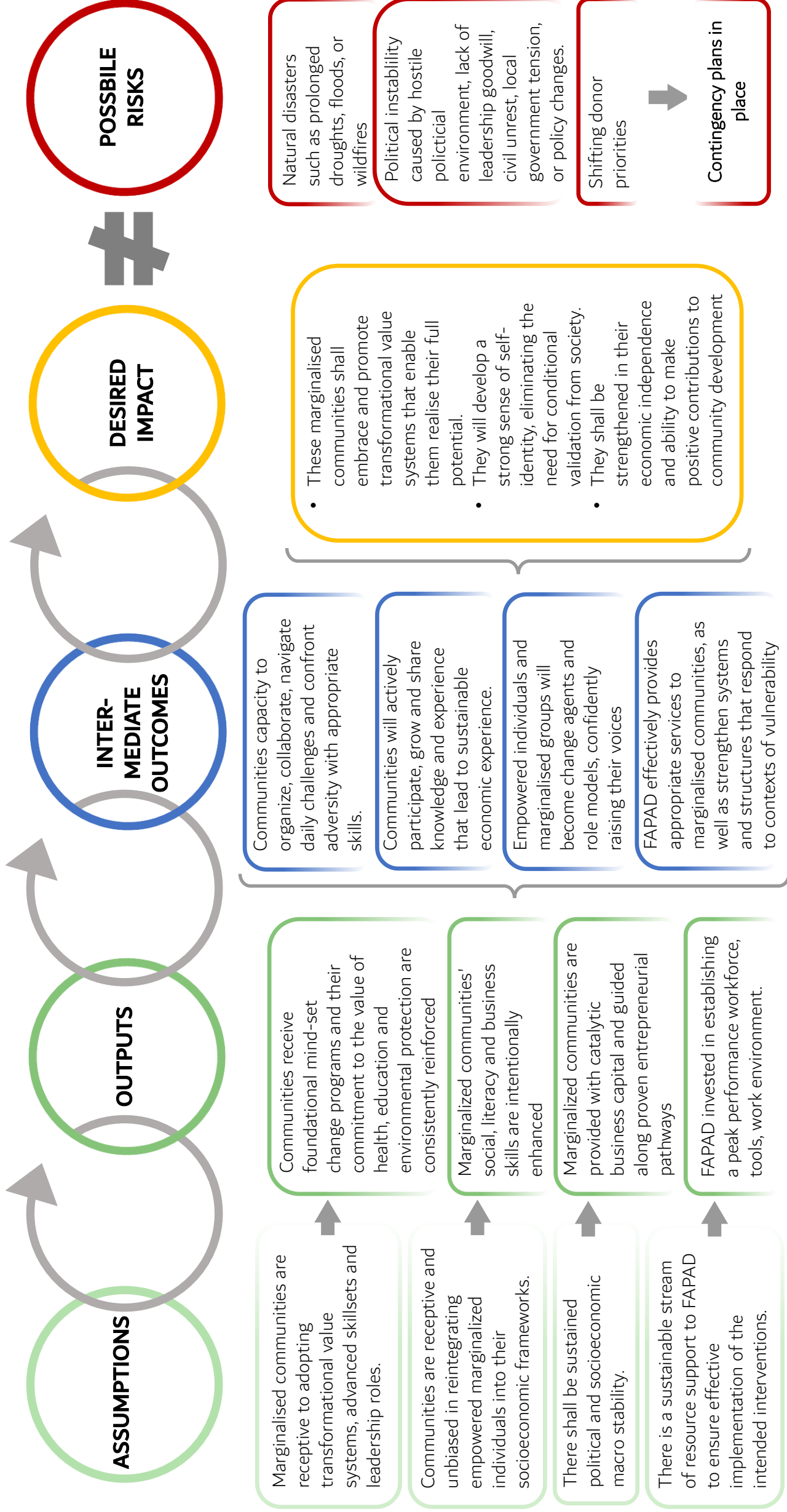
Environmental Gauge

- More than 90% of Ugandan households rely on forest wood for fuel, highlighting the significant dependence on natural resources.
- Changing weather patterns have directly impacted crop production, necessitating measures such as irrigation and water harvesting.
- This fragmentation has led to reduced food production.
- Farmers are planting seeds that are not adapted to the local soils. However, it is crucial to abandon seed varieties that are not well-suited to local soil types and environments.



Group picture of FAPAD staff during end-of-year retreat

OUR THEORY OF CHANGE (ToC)



STAKEHOLDER ANALYSIS

This Strategic Plan recognises the importance of conducting a thorough stakeholder analysis to foster partnerships and achieve organisational goals, particularly in enhancing the well-being of marginalised communities. Understanding stakeholder interests and influence, the plan promotes engagement with a diverse range of stakeholders. Aligned with the Sustainable Development Goals (SDGs) and the National Development Plan (NDP) III, FAPAD aims to contribute to Uganda's modernisation and prosperity. The partnership strategy is carefully developed, considering prevailing development frameworks, to ensure effective collaboration in targeted thematic areas and maximise development outcomes.

Leveraging collective strengths, expertise, and resources through collaboration, FAPAD seeks to create meaningful impact, address marginalised communities' needs, and contribute to sustainable development goals.



Marginalised Communities

Prioritising social justice, economic empowerment, and civic maturity within marginalised communities is crucial. Many communities in Lango region have endured significant obstacles, including displacement and trauma from conflicts such as the Lord Resistance Army (LRA) insurgency, cattle raiding and neighbouring conflicts. These communities require tailored assistance to overcome their vulnerabilities and actively participate in shaping the region's progress. In the context of this strategic plan, marginalised communities include refugees and Internally Displaced Persons (IDPs), women and girls, elderly populations, very remote communities, and low-income or socioeconomically disadvantaged groups. These communities face various challenges such as poverty, limited access to education and healthcare, and inadequate infrastructure.

Women, especially those in rural areas, experience additional socio-economic disadvantages due to patriarchal norms and discrimination. To address these issues, bold and sustainable interventions are needed, including, empowering girls and women through the provision of education and vocational training, improving access to healthcare, addressing land rights and property ownership issues, peacebuilding and Social cohesion, and meaningful engagement and representation of women in decision-making processes.

Organisations like FAPAD play a vital role in providing support and opportunities for marginalised individuals, regardless of age, religious beliefs, gender, or political affiliations.



Government

Marginalised communities face significant obstacles in accessing and benefiting from legal protections, with enforcement authorities often failing to fulfil their responsibilities toward these communities. Marginalised communities are highly susceptible to rights abuses due to this troubling situation.

To safeguard their rights effectively, both central and local governments must actively fulfil their responsibilities including,

- Providing protection
- Essential services for all individuals within their jurisdiction
- Formulating and implementing comprehensive policies that address the specific needs of marginalised communities.

- Collaboration with civil society organisations and community leaders is essential.
- Allocating sufficient resources and establishing monitoring mechanisms to assess impact and improvement areas.

Overall, the Ugandan government must recognise their responsibility to empower marginalised communities and ensure justice and equality for all.



Civil Society Organisations (CSOs)

Collaboration among CSOs with similar missions and complementary interventions is essential for achieving positive outcomes in programming. These organisations operate in similar contexts, face common challenges, and share goals, making them valuable partners for advocating for marginalised communities' rights and well-being.

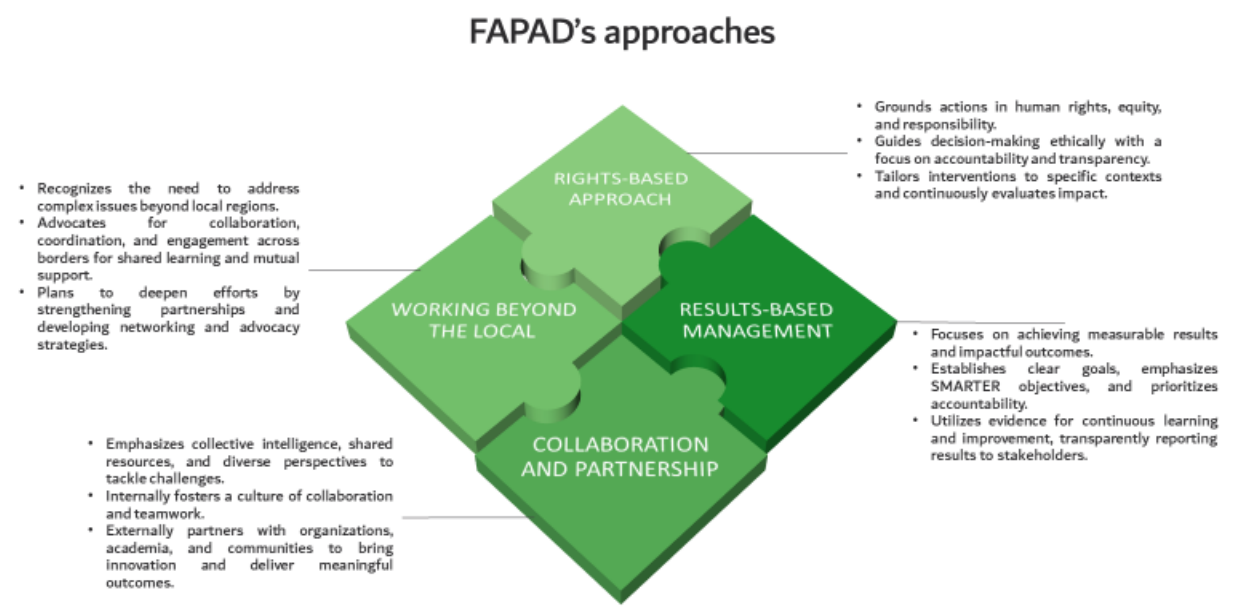
FAPAD recognises the importance of aligning with global and national instruments such as SGD 5 and emphasises consortium resource mobilisation and partnership. By fostering strong networks and cooperation, the organisation aims to enhance its influence and leadership within networks, coalitions, and partnerships. Sustainable engagements with CSOs are sought to bring value to its initiatives.



Community Peace Promoter addressing the community in Itek sub-county on the peaceful transformation of land and natural resource conflicts

OUR APPROACHES

To ensure lasting transformative impact, this plan aims to institutionalise, monitor, and evaluate harmonised approaches. We will prioritise three approaches: multifaceted approach, interactive, participatory, and measurable strategies and contextually informed interventions.



Rights-based Approach

We emphasise an unwavering commitment to the Rights-Based Approach (RBA), ensuring that all actions are rooted in human rights, equity, and responsibility. This comprehensive framework serves as a guide to address challenges effectively, make informed decisions, and allocate resources efficiently while prioritising the overall impact of initiatives.

By understanding contextual factors such as social, cultural, and economic aspects, interventions are tailored to meet specific needs and aspirations. Measurement and evaluation are conducted rigorously to assess effectiveness, collect data, gain insights, and adapt strategies for responsive and impactful outcomes continuously.

Results-based Management

FAPAD is committed to achieving measurable results and meaningful impact through its work and adopting a results-based management (RBM) approach across all organisational aspects will enhance program delivery and management effectiveness and efficiency. To effectively execute this approach, we will;

- Establish clear goals, measure progress, and ensure accountability Undertake efforts to embed RBM into our organisational culture Emphasise “SMARTER” objectives formulation and develop clear performance indicators.
- Focus on achieving tangible impact rather than just executing activities.
- Utilise evidence from RBM for continuous learning and decision-making improvement.
- Transparently report results to stakeholders, informed by RBM insights
- Undertake key actions like developing a results framework and prioritising training.
- Commit to maximising impact, resource optimisation, and enhancing accountability through RBM integration.



Working Beyond the Local

We acknowledge the benefits of expanding our work beyond the local region to address complex development issues and promote equal access to opportunities. Collaboration, coordination, communication, and engagement beyond the local area, potentially across regional borders, are crucial for efficiently addressing these challenges.

By engaging in collaborative efforts at national and regional levels, we will benefit significantly, including shared learning, knowledge management, and mutual support. Extending reach beyond the local sphere will open up new opportunities and enhance the capacity to advocate for financial and technical assistance, as well as to exchange best practices in working with marginalised communities.

FAPAD will deepen its efforts to strengthen partnerships, identifying regional, national and global partners, developing networking and advocacy strategies, and providing staff and board members with training on networking skills. These steps will establish robust partnerships, enhance networking capabilities, and effectively advocate for the communities we serve.



Collaboration and Partnerships

In today's rapidly evolving world, collaboration and partnerships are crucial for success across various domains. This programming approach emphasises collective intelligence, shared resources, and diverse perspectives to tackle complex challenges and drive progress. To implement this approach effectively, several key principles and strategies will be employed including;

- Internally, fostering a culture of collaboration. Encouraging idea exchange, knowledge sharing, and teamwork towards common goals. Emphasising open communication and mutual respect ensures every team member feels valued.
- Externally, partnerships with organisations, academia, and communities will bring together complementary strengths and resources, fostering innovation and delivering meaningful outcomes.
- Leveraging technology tools such as digital collaboration platforms and AI enhances real-time collaboration and decision-making processes, facilitating sustainable progress and long-term success.

OUR MISSION PRIORITIES

The Plan’s strategic themes will encompass promoting sustainable livelihoods, with a focus on food, nutrition, and income security, as well as social justice, emphasising security, sexual reproductive health rights, and effective service delivery. Additionally, FAPAD will engage in research and publication to enhance knowledge and the impact of research activities in northern Uganda. These are explained in detail in the following sections.



Thematic Area 1: Sustainable Livelihoods

This program area will address poverty which affects 57 per cent of the population in the Lango sub-region. Considering this pressing situation, the implementation of sustainable livelihoods programs emerges as a compelling imperative. Livelihood programs hold the transformative potential to uplift individuals and communities from the shackles of poverty by equipping them with the necessary tools and opportunities to generate stable and sufficient income. By tackling poverty at its root causes, our proposed livelihood programs have the power to foster enduring socioeconomic development in the sub-region, creating a ripple effect of positive change for generations to come. We envisage that by empowering people with sustainable livelihoods, we can provide them with the means to break free from the vicious cycle of poverty and create a foundation for a better future.

Our sustainable livelihoods programs will offer a comprehensive approach that goes beyond short-term assistance, aiming to build resilience and self-reliance within communities. These programs focus on diverse sectors such as agriculture, entrepreneurship, vocational training and skill development, offering a wide array of opportunities tailored to the specific needs and resources of targeted marginalised communities in the sub-region. By fostering the development of these sectors, individuals and communities can tap into their inherent potential and leverage available resources to create sustainable income streams. This not only lifts them out of poverty but also promotes a sense of ownership, dignity and empowerment.

Our program designs will deliberately align the implementation of sustainable livelihood interventions with the principles of environmental sustainability and conservation. By promoting environmentally friendly practices, such as agroecology, organic farming and renewable energy solutions, we can ensure the long-term viability of livelihoods while preserving the natural resources upon which communities depend. This holistic approach not only will enhance the resilience of the sub-region to climate change but also contribute to the global effort to achieve sustainable development goals.

Furthermore, the implementation of sustainable livelihoods programs will foster inclusive growth and reduce inequalities within the sub-region. By targeting vulnerable groups such as women, and youth as sub-clusters within the marginalised communities, we will provide them with equal opportunities to access resources, skills and markets. This will promote social cohesion, reduce social disparities, and empower groups enduring multiple forms of marginalisation to actively participate in the civic and socioeconomic development of their communities. By leaving no one behind, our programs will ensure that the benefits of development are shared equitably and sustainably.

To address specific fundamental vulnerabilities, we have further categorised our interventions in this thematic area into 2 program focus areas.

Programme Focus Area (PFA) 1: Empowering Food-Insecure Households through Agroecology for Food, Nutrition and Income Security.

PFA 1 will promote the well-being of food-insecure households by prioritising agroecology. By embracing this approach, we seek to address the challenges of food scarcity, malnutrition and inadequate income generation that plague vulnerable communities. Through the implementation of agroecological practices, we envision a transformation that will not only improve food production but also enhance nutrition levels and foster sustainable income sources for households in the sub-region.

By embracing sustainable farming practices and empowering communities, we envision a future where households have increased access to nutritious food, improved economic opportunities and enhanced resilience in the face of environmental challenges. Through our collective efforts, we can contribute to building a more sustainable and inclusive Lango sub-region for generations to come.

The program focus area seeks to;

- bolster food security in food-insecure households across the sub-region. This will involve facilitating access to appropriate farming inputs, such as locally adapted seeds, organic fertilisers and natural pest management methods. By prioritising agroecological practices like crop diversification, intercropping and agroforestry, we aim to enhance productivity, resilience and overall food production capacity. By focusing on sustainable farming methods, we will mitigate the risks of crop failure and improve the availability of nutritious food for households in need.
- prioritise improving nutrition levels within food-insecure households. Agroecology offers a pathway to diversify diets and promote the cultivation of nutritious crops rich in essential vitamins and minerals. By integrating agroecological principles, we will encourage the adoption of sustainable farming practices that emphasise the cultivation of indigenous, nutrient-rich crops. Additionally, we will organise training sessions and awareness campaigns on balanced diets, food preparation techniques and nutrition education to empower communities to make informed choices for their health and well-being.
- empower food-insecure households to generate sustainable incomes through agroecology. By adopting sustainable farming practices, we aim to enhance productivity, reduce production costs and promote value addition along the agricultural value chain. Through training and capacity-building initiatives, we will equip farmers with knowledge and skills in Agroecology, entrepreneurship and market access. We will facilitate the establishment of farmer cooperatives, agribusiness networks and linkages with local and regional markets to ensure the economic viability of their endeavours.

STRATEGIC OBJECTIVE 01: To empower and equip marginalised communities with the necessary knowledge and resources to effectively engage in sustainable, climate-smart, commercial farming practices.

OUTCOME 1.1: Improved food security of marginalised communities and their wider ecosystems.

OUTCOME 1.2: Improved health profiles of the members of marginalised communities through optimised nutritional consumption.

OUTCOME 1.3: Increased resilience of marginalised communities with a commensurate reduction in the environmental impact of their farming activities.

OUTCOME 1.4: Improved economic independence and financial inclusion of marginalised communities through increased agricultural productivity and smart agribusiness practices.

Programme Focus Area (PFA) 2: Increased income for youth.

PFA 2 will aim at increasing income for youth in the Lango Sub-region by creating an enabling environment that equips young individuals with the necessary tools, resources and support to overcome these barriers and thrive economically. These interventions are crucial for poverty reduction, unemployment and underemployment, empowerment, social stability and economic development. By focusing on youth and their income opportunities, positive and sustainable changes can be created benefiting both individuals and the wider community. Increasing the income of youth contributes to their empowerment and self-sufficiency, giving them more control over their lives and enabling decisions that positively impact their future.

The program focus area will seek to;

- enhance the employability of young individuals through tailored skills development and training programs aligned with the local labour market. This equips them to seize available employment opportunities and contribute meaningfully to the local economy.
- prioritise increasing the youth's access to financial resources and credit facilities through partnerships with financial institutions, youth-friendly financial schemes and financial literacy and entrepreneurship training. This expands their capital access, enabling them to start or expand businesses and create sustainable income streams.
- recognise the importance of facilitating market linkages for youth entrepreneurs. It aims to establish networks, trade fairs, exhibitions and connections with buyers and suppliers, bridging the gap between young individuals and potential markets. This allows them to expand their customer base, increase sales and enhance income-generating capacities.
- foster an enabling policy and regulatory environment that supports youth economic empowerment. The program shall collaborate with relevant national and local government agencies, local leaders and authorities, as well as other stakeholders to advocate for favourable policies, regulations and incentives promoting youth entrepreneurship, innovation and job creation. This ecosystem encourages and rewards the efforts of young individuals, stimulating economic growth, reducing unemployment and enhancing the overall well-being of the youth in the Lango sub-region.

STRATEGIC OBJECTIVE 02: To empower and equip marginalised youth with the necessary knowledge and resources to effectively and sustainably engage in income-generating activities.

OUTCOME 2.1: Improved Economic Independence and Financial Inclusion of the Youth.

OUTCOME 2.2: Reduced unemployment, poverty and inequality with a commensurate reduction in crime rates.

OUTCOME 2.3: Increased community development through increased youth-driven productivity, trade and investments.



Thematic Area 2: Social Justice

We define social justice as the fair and equitable distribution of resources, opportunities, and rights within a society so that all people have equal access to basic human needs like education, healthcare, housing, and employment. Social justice seeks to address systemic inequalities and injustices based on age, gender, socioeconomic status, disability, and other aspects of identity. FAPAD will prioritise certain key justices, as explained in this section.

Programme Focus Area 3: Promotion of Climate Justice.

Climate justice is a key component of our programming. We will address community marginalisation and create a just and sustainable future for everyone by strengthening climate resilience, ensuring equitable access to resources, advocating for climate policy, and raising awareness. We believe that through collaborative partnerships and inclusive approaches, we can create a society in which every individual, regardless of their identity, can thrive, while also combating the global threat of climate change.

Building Climate Resilience: At the heart of our program is the effort to improve climate resilience throughout the Lango subregion. We will work closely with local communities, governmental bodies, and other stakeholders to develop and implement climate adaptation strategies.

Ensuring Equitable Access to Resources: We believe that climate justice requires equal access to resources for all members of society. We will work towards reducing socioeconomic disparities by promoting inclusive policies and programs. Our efforts will be centred on ensuring sustainable livelihoods for marginalised groups, such as small-scale farmers, women, and youth, through training, capacity building, and access to financing opportunities.

Advocating for Climate Policy and Governance: To achieve long-term change, we acknowledge the critical role of policy advocacy and governance in addressing climate justice issues. We will collaborate closely with local and national governments to advocate for policies that prioritise climate action, encourage renewable energy, and protect natural resources.

Raising Awareness and Mobilising Action: Education and awareness are critical components of our climate justice program. Through targeted awareness campaigns, community engagement, and capacity-building workshops, we hope to empower people to become advocates for climate justice in their communities.

STRATEGIC OBJECTIVE 03: To address the disproportionate impacts of climate change on vulnerable groups, including women, children and hard-to-reach populations in the Lango sub-region by promoting social equity and justice in climate change responses.

OUTCOME 3.1: Increased resilience of marginalised populations to the irreversible impacts of climate change.

OUTCOME 3.2: Improved equity in access to essential resources and services like clean water, energy, healthcare, education and livelihood opportunities for women, children, indigenous communities and marginalised populations.

OUTCOME 3.3: Enhanced participation and representation of marginalised groups in local, regional and national climate change adaptation and mitigation strategies and decision-making processes.

OUTCOME 3.4: Strengthened legal and policy frameworks that prioritise social equity and justice in climate change responses and integrate gender-responsive, child-friendly and culturally appropriate approaches into climate policies and programs.

Programme Focus Area 4: Promotion of Land Tenure Security of marginalised communities.

We understand land tenure security as the legal and social protection of individuals or communities’ rights to occupy, use and control land and other natural resources. Marginalised communities in Lango often face challenges in securing their land rights, which can lead to land grabbing, displacement and unequal access to resources. This initiative aims to empower these communities, protect their land rights and foster sustainable development by addressing historical injustices and systemic inequalities in land governance.

PFA 4 aims to strengthen legal frameworks and institutional mechanisms to protect and recognise the land rights of these marginalised communities. This involves advocating for inclusive land policies, facilitating legal support services and enhancing the capacity of local institutions responsible for land governance and conflict management through peaceful resolutions. This will lead to adopting environmentally friendly and productive agricultural techniques, land restoration practices and natural resource management strategies. This not only enhances their food security and economic stability but also contributes to the overall ecological sustainability of the region.

Collaboration with the stakeholders plays a vital role in policy advocacy, legal support, community mobilisation, capacity-building and research. Working together, they can provide comprehensive support to marginalised communities, monitoring, evaluation and promoting sustainable land tenure security in the Lango Sub-region.

STRATEGIC OBJECTIVE 04: To ensure that marginalised communities have secure access to land and can fully participate in social, economic, and civic activities without the fear of losing their land or being excluded from resource allocation processes.

OUTCOME 4.1: Enhanced social and economic inclusion for marginalised communities allowing for meaningful participation in the development and management of resources.

OUTCOME 4.2: Increased land security with a commensurate enhancement of community stability and certainty.

OUTCOME 4.3: Increased responsiveness of the legal and policy frameworks to the recognition and protection of land rights of marginalised communities.

Programme Focus Area 5: Advancing the Sexual & Reproductive Health Rights of Children (SRHR Children)

PFA 5 recognises that the Sexual and Reproductive Health Rights (SRHR) of children is an essential component of social justice, aiming to ensure that all individuals, regardless of age, have the right to make informed decisions about their bodies, sexuality, and reproductive health. SRHR Children refers to the rights of children to access accurate information, education, and services related to their sexual and reproductive health. These rights encompass various dimensions, including comprehensive sexuality education (CSE), access to age-appropriate healthcare services, protection from sexual abuse and exploitation, and the right to privacy and bodily autonomy.

We believe that children, as vulnerable members of society, require particular attention and protection in this regard. Addressing the SRHR of children will not only promote their well-being but also contribute to the larger goal of building a just and equitable society.

STRATEGIC OBJECTIVE 05: To promote the sexual reproductive health rights of children.

OUTCOME 5.1: Increased awareness and education on SRHR among children, their families, communities, and relevant stakeholders.

OUTCOME 5.2: Improved access by children to quality healthcare services related to SRHR.

OUTCOME 5.3: Increased Prevention of early and forced marriages for at-risk children through legal reforms and community sensitisation.

Programme Focus Area 6: Holding Government accountable through the Promotion of the quality and quantity of service delivery for marginalised communities.

In any democratic society, the government is entrusted with the responsibility of providing essential services to all its citizens, regardless of their social, economic, or geographical backgrounds. However, marginalised communities often face significant challenges in accessing these services, leading to inequalities and further marginalisation. Lango Sub-region is home to several marginalised communities that have historically struggled with limited access to quality and quantity of government services. Promoting government accountability is crucial in addressing their challenges. Holding the government accountable involves ensuring transparency, participation, and responsiveness in the delivery of services.

STRATEGIC OBJECTIVE 06: To ensure that the government provides adequate and effective services such as healthcare, education, infrastructure, and social welfare to marginalised communities in terms of both quality and quantity.

OUTCOME 6.1: Improved access to public services such as healthcare facilities, improved quality of education, upgraded infrastructure, and enhanced public services for marginalised communities.

OUTCOME 6.2: Increased government accountability which translates into public resources being more effectively utilised for the benefit of marginalised communities.



Thematic Area 3: Research and Publication

In the dynamic landscape of Northern Uganda, FAPAD recognises the pivotal role of research in driving positive change and fostering sustainable development. As we embark on our journey to enhance the impact of research activities in the region, we will be guided by a steadfast commitment to fostering research excellence and empowering local communities. We will focus on the following activities.

Capacity Building: Empowering Researchers for Rigorous Inquiry

At the heart of our strategy lies a dedication to strengthening the research capacity in Northern Uganda. Through tailored training programs and personalised mentorship opportunities, we seek to equip local researchers with not only the technical skills but also the critical thinking and analytical capabilities necessary to conduct rigorous and impactful research. From mastering research methodologies to navigating complex ethical considerations, our capacity-building initiatives will aim to empower researchers with the tools they need to generate high-quality evidence that informs decision-making and drives positive change in the region.

Collaborative Research: Harnessing the Power of Collective Intelligence

Recognising that the most pressing challenges facing Northern Uganda are multifaceted and interconnected, we understand the importance of collaborative research in finding holistic solutions. Our programmatic theme will actively promote partnerships among researchers, institutions, and communities, fostering an environment of interdisciplinary collaboration and knowledge exchange. By bringing together diverse perspectives and expertise, collaborative research initiatives not only enhance the robustness of research outcomes but also facilitate the co-creation of innovative solutions to complex problems. Through these partnerships, we will harness the power of collective intelligence to address issues such as poverty, health disparities, education, and sustainable development in Northern Uganda.

Dissemination and Utilisation: Bridging the Gap Between Research and Action

While conducting rigorous research is essential, its impact is ultimately determined by its dissemination and utilisation. In line with this, our programmatic theme will place a strong emphasis on effectively communicating research findings to key stakeholders and ensuring their integration into decision-making processes. From policy briefs and reports to community presentations and interactive workshops, we employ a diverse range of communication channels to ensure that research findings reach those who need them most. Moreover, we will actively work to bridge the gap between research and action, facilitating dialogue and collaboration between researchers, policymakers, practitioners, and community members to ensure that evidence-based insights inform the design and implementation of targeted interventions, policies, and programs in Northern Uganda.

Research Ethics and Integrity: Upholding the Highest Standards

At FAPAD, we recognise that research ethics and integrity are foundational to the credibility and reliability of research findings. As such, our programmatic theme places a strong emphasis on promoting ethical conduct throughout the research process. Through comprehensive training programs and ongoing awareness initiatives, we aim to instil a culture of responsible conduct among researchers, ensuring adherence to ethical standards such as obtaining informed consent, protecting participants, and maintaining data confidentiality. By upholding the highest standards of research ethics and integrity, we seek to enhance trust and confidence in research activities in Northern Uganda, thereby strengthening the foundation for meaningful and sustainable development.

Integration of Local Knowledge Systems: Honouring Indigenous Wisdom

In our pursuit of research excellence, we recognise the invaluable contributions of local knowledge systems and traditional practices in Northern Uganda. As such, our programmatic theme seeks to integrate indigenous wisdom into scientific research by actively involving local communities and traditional leaders in the research process. By honouring and incorporating their perspectives, experiences, and insights, we aim to enrich the relevance and applicability of research outcomes, ensuring that they resonate deeply with the needs and aspirations of the communities they seek to serve. Through this inclusive approach, we strive to foster greater ownership and sustainability of research initiatives, paving the way for more context-specific and culturally responsive solutions to emerge.

Strategic Objectives and Outcomes: Guiding Our Path to Impact

Under Programme Focus Area 7, our strategic objectives and outcomes for the next five years are driven by a commitment to catalysing transformative change and maximising the impact of research activities in Northern Uganda.

Strategic Objective 07: To catalyse transformational mindset change of marginalised women and their dependents for sustainable development through an expanded functional literacy program.

Outcome 7.1: Increased knowledge and skills among local researchers, academics, and professionals in Northern Uganda.

Outcome 7.2: Increased effectiveness and relevance of targeted interventions, policies, and programs in Northern Uganda that are informed by robust, evidence-based research.

Through these strategic interventions and collaborative efforts, FAPAD is poised to significantly enhance the impact of research activities in Northern Uganda, driving positive change and fostering sustainable development in the region and beyond.

CROSS-CUTTING THEMES

Cross-cutting themes are recurring issues that are relevant to all these three major themes. They intersect with various aspects of society, policy, or research, and their implications affect a wide range of stakeholders. In our programming, we will pay attention to the following key cross-cutting themes.

Gender mainstreaming.

We will emphasise the commitment to supporting marginalised communities while also prioritising gender mainstreaming, with the aim of understanding and addressing the concerns and impacts of our programs on both men and women, focusing on promoting equity. We will conduct gender analysis, advocate for policies benefiting both genders and undertake actions like reviewing and strengthening our gender policy and providing staff training on gender mainstreaming.

Climate Change Adaptation.

FAPAD acknowledges the integral relationship between development, livelihoods, and the environment, particularly with climate change affecting all aspects of our work. We prioritise climate change adaptation due to the majority of our program participants (over 80%) rely on agriculture for survival. We plan to integrate climate change adaptation into our programming, focusing on the Lango Sub-region's shifting seasons.

Collaboration with marginalised communities, especially women and men, will be central to promoting sustainable resource management and implementing adaptation strategies. We will mainstream climate change adaptation across all thematic areas and program cycles, emphasising inclusive planning, implementation, monitoring, and evaluation. Key actions include enhancing understanding and application of climate change adaptation in agriculture, livelihoods, and education, as well as building stakeholders' capacities in effective adaptation and risk mitigation.

Disability Mainstreaming

FAPAD acknowledges the significance of disability inclusion, particularly for addressing the diverse needs of persons with disability. This approach sees disability as a social construct and focuses on removing barriers to foster inclusivity, aligning with international frameworks such as the UN CRPD and contributing to SDGs 10 and 11.

FAPAD is committed to incorporating a disability perspective into its work through a disability-inclusive development framework, aiming to ensure that all development processes are accessible and inclusive. The ultimate goal is to eliminate discrimination, promote accessibility, and provide equal opportunities for persons with disabilities, recognising the intersectionality of disability with various dimensions of human rights and social justice.

HIV and AIDS mainstreaming

The FAPAD recognises the significance of integrating HIV and AIDS considerations at both internal and external levels. Internally, we are dedicated to minimising staff susceptibility to HIV while supporting Persons Living with HIV/AIDS (PLHAs). Externally, we will aim to understand HIV's impact on sectors like Sustainable Livelihoods, Social Justice, and Research, and how it affects grassroots households. We also emphasise understanding factors contributing to women's vulnerability to HIV/AIDS.

To implement this approach, FAPAD plans to develop an HIV/AIDS Policy, conduct studies on HIV's impact on our thematic areas, and reinforce our sexual harassment policy.

Safeguarding

FAPAD also pledges to address underlying social determinants like gender inequality, stigma, discrimination, poverty, and healthcare access, in collaboration with various stakeholders including government agencies, civil society organisations, community leaders, healthcare providers, and affected populations to create comprehensive and sustainable responses to HIV and AIDS.

FAPAD will ensure the protection and well-being of individuals and communities served by our programming. Safeguarding is rooted in principles of human rights, dignity, and accountability and is critical for building trust and maintaining ethical standards within community interventions.

STRENGTHENING INSTITUTIONAL CAPACITY

To effectively implement our mission and meet the evolving needs of our organisation and the communities we serve, we must consistently enhance our leadership, management, staffing, governance, and overall infrastructure as well as forge strong partnerships to enhance program success, leveraging resources for greater impact and sustainability. Therefore, we will:

- Conduct thorough and regular analyses of our strengths, weaknesses, opportunities, and threats (SWOT) to provide valuable management information.
- Prioritise our efforts and fully utilise our competencies and capabilities.
- Strengthen and streamline the institutional framework to fulfil the organisation’s commitments and maximise the impact of our work efficiently and effectively.



PRIORITY AREA 1: MANAGING OUR FINANCES

FAPAD aims to enhance financial management for organisational success over the next five years. This will involve improving systems, processes, and procedures to upgrade financial management performance, and strengthening financial planning, risk management, and optimising resource allocation.

We will establish policies and procedures aligned with industry standards, invest in enhancing the skills of our program participants, board, and staff in participatory financial planning and monitoring, and ensure FAPAD has the necessary systems and policies in place to meet the requirements of donors and program participants through implementing audits, timesheets, and reliable financial systems. Effective communication both internally and externally as well as risk assessments will be conducted to maintain transparency and accountability.



PRIORITY AREA 2: FUNDRAISING AND RESOURCE MOBILISATION

While we have traditionally adopted a project-based funding approach, we intend to transition into program-based funding during this revised strategic plan period. This shift is motivated by the recognition that project-based funding poses challenges in meeting administrative and overhead costs, hindering our capacity to achieve our vision, measure impact, and ensure sustainability. Over the next five years, our focus will be on obtaining financial resources to fulfil our mission and strategic objectives through increased funding, stability, and greater fundraising contributions. Our commitments to fundraising and resource mobilisation will include:

- Diversifying income sources, and improving accountability through impact communication.
- Enhancing fundraising capabilities through training.
- Engaging donors actively.
- Developing aligned fundraising strategies.
- Strengthening Monitoring and Evaluation for impactful showcasing.



PRIORITY AREA 3: BUILDING OUR HUMAN RESOURCE CAPACITY

To fulfil our objective of becoming a preferred change agent supporting marginalised communities, we aim to strengthen and reinforce our human resource capabilities over the next five years. Therefore, we will:

- Improve the rate of acquisition, placement, and retention of talented individuals who possess the necessary skills, expertise, and motivation to achieve our strategic objectives.
- Improve organisational performance because of enhanced employee growth, development, and satisfaction.
- Increase the contribution of the HR function to the success of programming objectives.



PRIORITY AREA 4: COMMUNICATIONS AND IT

As a forward-thinking organisation, we are dedicated to harnessing the transformative power of Information and Communications Technologies for Development (ICT4D) to advance our mission aligned with the SDGs. Our strategic priorities centre around leveraging technology and innovation to enhance the impact and sustainability of our development programs.

We are dedicated to narrowing the digital divide through investing in affordable digital infrastructure, enhancing digital literacy, and skill-building. Our focus is on leveraging technology to tackle development issues, encouraging data-driven decisions, and fostering partnerships in the ICT4D community. We aim to boost innovation, improve our internal ICT systems, and empower individuals economically while ensuring our IT function aligns with our programming goals.



PRIORITY AREA 5: MEASURING OUR IMPACT (M&E)

We will extend the scope of our M&E system to incorporate our social enterprise initiatives, assessing the extent to which these ventures tangibly transform lives using participatory baselines, targets, and performance indicators to foster ownership of development outcomes. The organisation's focus is on enhancing learning and promoting evidence-based decision-making, leading to increased program effectiveness, efficiency, and accountability.

FAPAD is dedicated to creating a robust monitoring and evaluation system to track successes and challenges. This will involve enhancing stakeholder skills, assigning oversight roles, and regularly reviewing programs for improvements. Evaluation results will inform decision-making, alongside resource allocation for monitoring and evaluation. Investment in training and benchmarking will drive organisational learning and innovation. Collaboration with program participants will drive the implementation of a participatory, results-based M&E framework for continual improvement and meaningful outcomes for marginalised communities.



PRIORITY AREA 6: STRENGTHENING OUR GOVERNANCE

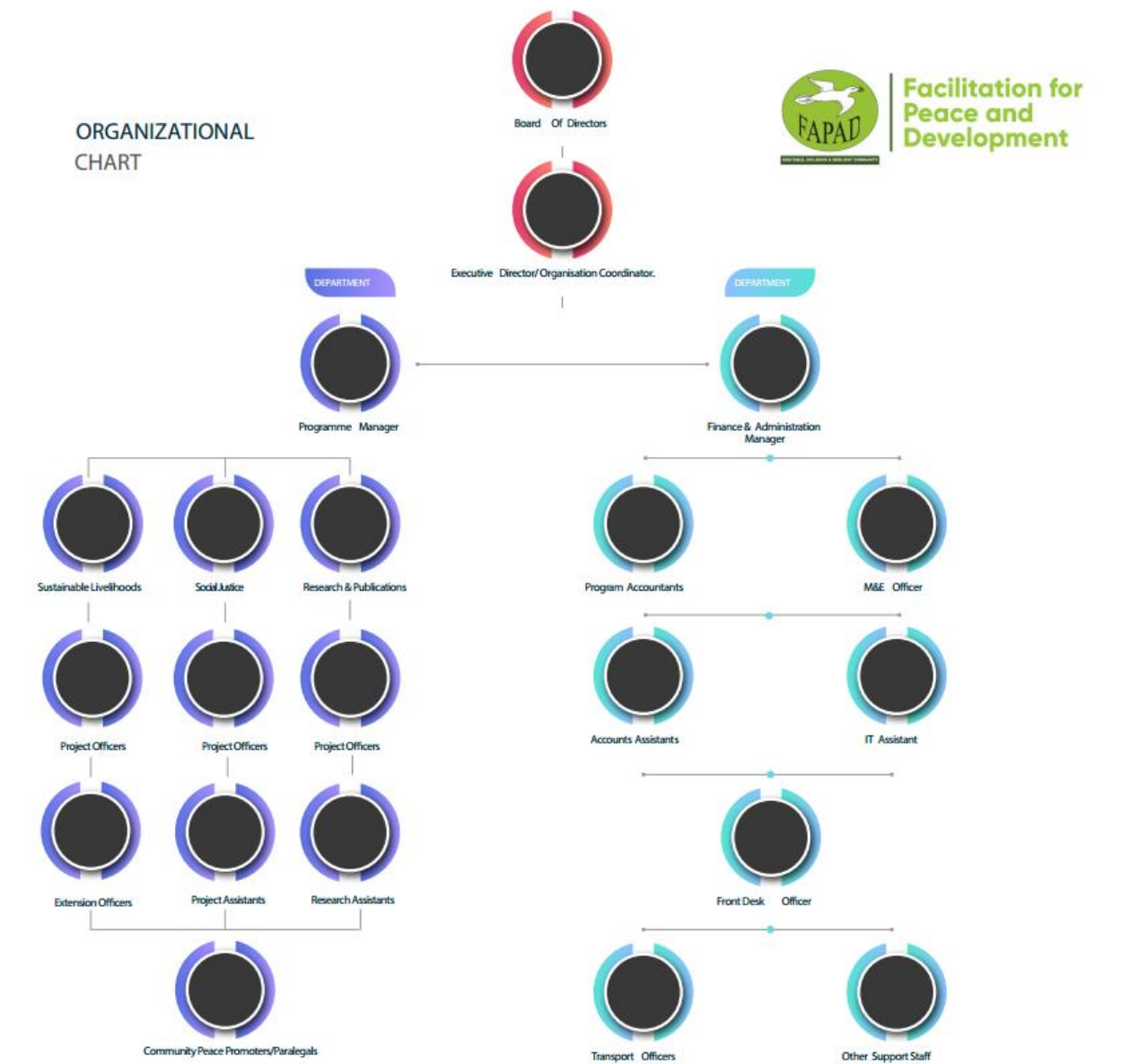
FAPAD is dedicated to good governance, ensuring transparency and accountability across all operations, including financial reporting and program monitoring. A robust governance framework will be established, defining roles, policies, and risk management strategies. Transparency will be maintained through timely communication and stakeholder engagement. A diverse and well-trained board will be assembled, with ongoing development and policy reviews to enhance effectiveness. Additionally, a comprehensive monitoring and evaluation system will track progress over the next five years, focusing on achieving strategic objectives and impacting target groups.



PRIORITY AREA 7: ORGANISATION STRUCTURE AND STRATEGIES

The board of directors is responsible for providing strategic guidance and direction to the organisation ensuring alignment with the organisation’s mission and values, while the executive management team led by the Executive director handles day-to-day operations, and goal achievement with regular reporting on the organisation’s progress, financial performance, and any other matters requiring board attention. Various committees oversee specific areas like finance, audit, and human resources to ensure efficient resource utilisation and desired outcomes. Governance will be executed through a revised structure compliant with constitutional provisions and subject to future amendments.

ORGANIZATIONAL CHART





PRIORITY AREA 8: OUR SUSTAINABILITY APPROACH

Our sustainability plan prioritises ensuring long-term viability by establishing a stable financial foundation and developing strategies to sustain activities despite challenges like funding cuts or changes in donor priorities. Our NGO's sustainability strategy will be centred on inclusive project development and monitoring, fostering community ownership and empowerment with a strong emphasis on gender equality and youth involvement.

We will prioritise accountability through clear project baselines and efficient resource management, while actively seeking sustainable business opportunities and mitigating risks as well as document our work and share the results on a regular and timely basis with our stakeholders. The responsibility for ensuring the sustainability of the organisation rests with our board who will periodically assess and provide an annual report on the health of the organisation.



Members of Village Loan Saving Association (VLSA) receive a starter-kit in Otuke District



FACILITATION FOR PEACE AND DEVELOPMENT

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