

# FAPAD STRATEGIC PLAN 2024 – 2028



**Deepening Relevance,  
Strengthening Impact.**

**COVER PICTURE: A child heads her newly orphaned household in Akalo, Kole district, Uganda. August 2017.**

**Photo Credit: FAPAD Communications Department, 2017.**

## FOREWORD

It is with great pleasure that I present FAPAD's 5-year Strategic Plan spanning from 2024 to 2028. This plan has been meticulously crafted, reflecting deep contemplation and dedicated effort. Our driving force behind this endeavour is an unwavering commitment to support communities to rise up and live out the true meaning of peaceful and prosperous lives. We exist to prosper the development of resilient societies that are enjoying sustainable livelihoods and the full respect for their human rights.

The FAPAD strategic plan for 2024-2028 seeks to address contemporary socioeconomic challenges. Just as Martin Luther King Jr., a prominent civil rights leader, emphasized the pursuit of socioeconomic justice through the expansion of dialogue and understanding, the plan aims to create a society that upholds the principles of equality, respect and inclusivity for all individuals, regardless of their race, gender, religion, or background. Within the context of what is in the best interest of Africans, we will continue to passionately advocate for and contribute to, the elimination of all forms of discrimination and marginalisation across Africa.

By taking inspiration from Martin Luther King Jr.'s vision, the FAPAD strategic plan emphasizes the importance of community engagement, strengthened grassroots movements and empowering marginalized voices. It also focuses on fostering dialogue and understanding among diverse interests, systems and structures, promoting educational and economic opportunities for underprivileged communities and advocating for policy changes that promote equality and social justice.

I extend my heartfelt appreciation to the FAPAD Board, Management team and stakeholders for their wholehearted participation in the consultative process that led to the development of this plan. We recognize that effective planning is essential to achieving targeted outcomes efficiently and as such, this plan presents strategies that will empower FAPAD to proactively address the evolving needs and expectations of marginalized communities who are the primary participants of our programs.

In formulating this new strategic plan, we have taken into account the successes, challenges and valuable lessons learned during the implementation of the previous Strategic Plan from 2019 to 2023. This presents FAPAD with a significant opportunity to reposition itself and devise innovative strategies to operate in a rapidly changing development landscape, especially in the uncertainties of the times following the COVID-19 pandemic.

This plan will ensure the optimal utilization of resources mobilized by and allocated to, FAPAD, contributing to the long-term sustainability of our various programs. Acting as a flexible guide, this Strategic Plan will work in conjunction with annual work plans, which will be developed to support its successful implementation.

**VINCENT I. OLING**

**Chairperson, FAPAD Board of Directors**

## ACKNOWLEDGEMENTS

First and foremost, on behalf of the management team of FAPAD, I would like to express my heartfelt gratitude to God for guiding us on this journey as an organization. We are immensely thankful for the progress we have made thus far and for the opportunity to redefine our identity in the new strategic plan, with a focus on improving the lives of marginalized communities. This plan holds tremendous potential to inspire transformative achievements in the coming five years and we eagerly anticipate the positive impact it will have on both our organization and the marginalised communities we serve.

I would like to extend a special note of appreciation to our valued stakeholders, whose unwavering interest, guidance and support were instrumental in shaping this plan. I am particularly grateful to the FAPAD board, led by Mr. Vincent I Oling, our esteemed BOD chairperson, for their unwavering commitment and active involvement throughout the planning process. Their valuable technical input has greatly enriched the entire strategic planning journey.

Furthermore, I would like to express my sincere thanks to the dedicated members of staff at FAPAD who demonstrated exceptional enthusiasm and unwavering commitment during the planning process. Their passion and dedication have been crucial in developing this strategic plan that holds the potential to bring about positive change in the lives of our program participants.

I would also like to acknowledge the valuable strategic consultation provided by Hansa & Lloyds Consultants, our main external partner represented by Mr. Joe ossiya Lo'Magoro, that guided the critical thinking and development phases of this plan.

As we embark on the implementation of this strategic plan for the period 2024-2028, we remain hopeful and confident that all stakeholders and program participants will actively fulfill their roles to ensure the achievement of the set outcomes and milestones. We view this strategic plan as a living document, open to new insights and opportunities for continuous improvement, always striving to surpass the expected results. We are committed to working closely and strategically with all our program participants, fostering ownership and sustainability of the gains we anticipate to make together.

I am honoured and privileged to unveil this new five-year strategic plan for 2024-2028. Building upon the lessons learned from our previous plan, this strategic roadmap positions us to envision and aspire to equitable, inclusive and resilient communities. I am deeply confident that the results and milestones outlined in this plan will leave a profound positive impact on the lives of our program participants.

Thank you once again to all the stakeholders, board members, staff and program participants who have contributed to the development of this strategic plan. Your support and dedication are invaluable and we look forward to embarking on this transformative journey together.

**For God and My country.**

**Eunice Apio - Executive Director**

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# 1 INTRODUCTION

## 1.1 ABOUT US

Facilitation for Peace and Development (FAPAD) is a duly registered, donor-supported, non-governmental organization (NGO) that was established in 2004 in response to a dire human rights crisis in northern Uganda. Co-founded by Eunice Apio, Joy Acen and Fred Ebil, FAPAD aimed to address the crisis by mobilizing local voices and investing in local solutions. The organization's initial goals were to combat impunity and improve livelihoods while highlighting the key issues that perpetuate women's poverty, including limited decision-making power, lack of access to justice resources and widespread ignorance of their rights.

Over time, the organization's experiences and lessons learned, drawn from continuous adaptation to address both persistent and emerging challenges in the ever-changing contextual environments, informed new ideas and innovations that expanded into various thematic areas, such as food and income security, accountable governance, access to justice and child protection, women's rights and climate change adaptation.

FAPAD has been deliberately proactive in recognizing and leveraging the rapid transformation of technology to positively impact the development terrain. This commitment ensures that we optimise the deployment of resources to generate desired outcomes.

Over the course of 19 years, FAPAD has continued to work with communities within the Lango sub-region to co-create and strengthen spaces for common understanding and respect for human rights, through interventions focused on four strategic themes: child protection, legal aid, accountable governance and food and income security.

FAPAD recognized that gaps and deficiencies in the governance systems, coupled with inadequate civic awareness in these communities, contributed to perpetuate the marginalisation of the community members. In collaboration with grassroots stakeholders, FAPAD realized the importance of harnessing personal and collective resources within the communities themselves to drive meaningful and sustainable change.

## 1.2 BACKGROUND TO THE DEVELOPMENT OF THE STRATEGIC PLAN

FAPAD's strategic plan for 2024-2028 is built on the foundation of their previous strategic plan for 2019-2023. The plan aims to reinforce FAPAD's reputation as a Human rights-centred organization that consistently delivers civic and socio-economic impact while maintaining a distinctly non-partisan profile and a continuous learning approach. The plan was developed through a participatory process that involved FAPAD staff, management and board, direct and indirect program participants, community and religious leaders, women between 15-45 years old and various members of the District Local leadership across Lango, among other stakeholders.

FAPAD acknowledges the valuable input provided by its network of partners, allies and volunteers at both national and international levels. These partners not only enhance FAPAD's programming scope but also contribute to its resource mobilization efforts while ensuring a balance between autonomy and mutual accountability.



The COVID-19 pandemic and other geopolitical phenomena have significantly impacted FAPAD's work and we have proactively deepened our context analyses, planning and programming considerations to compensate for these effects. The surge in teenage pregnancies, which emerged as one of the most challenging public health consequences of the pandemic across the country, was also factored into FAPAD's planning.

The success of FAPAD's previous strategic plan in reviving the self-esteem and hope of marginalized communities was recognized and appreciated right from the local grassroots level, thanks to the relevance of our interventions and the dependable support of an ever-expanding list of local and international partners and donors. This plan recognizes the central role played by the government of Uganda and the need to align with national, regional and international frameworks and development plans around addressing the interests of marginalized communities.

### **1.3 JUSTIFICATION FOR THE STRATEGIC PLAN**

In this pivotal moment of our organization's trajectory, as we boldly position ourselves to counter unprecedented global shocks and stresses, this plan serves as a compass, realigning our staff, board and stakeholders with our two core aspirations: deepening the anchors of peace and driving sustainable development.

The organisational orientation for this transformative journey dictates that we embrace a clear sense of purpose and unwavering conviction in our cause, as we navigate the structural and systemic obstacles that hinder inclusive and equitable development. To thrive in this endeavour necessitates constant innovation and the adoption of technology and development models that are tailored to deliver our aspirational end-state.

The Strategic Plan not only lays the groundwork for the relevance, efficiency, effectiveness and long-term viability of FAPAD but also acts as a guiding light, bringing together our staff, board and program participants under a shared vision. It fosters effective communication and nurtures creative thinking, all propelled by our unwavering mission.

Over the course of the next five years, we commit to dedicating resources towards consolidating and strengthening our institutional capabilities. This entails enhancing our leadership profile at both the secretariat and board levels, as well as expanding our fundraising and resource mobilization capacities. By doing so, we empower ourselves to navigate the ever-changing landscape with resilience and adaptability.

### **1.4 PROCESS OF DEVELOPING THE STRATEGIC PLAN**

The development of our new plan, initiated in the first quarter of 2023, has been a highly participatory and inclusive process. To kick-start this endeavour, we undertook an independent, rapid assessment of our implementation performance for the previous plan. We then mobilized resources to facilitate a strategic thinking retreat and provide necessary support services. During this period, we undertook a thorough review of our corporate philosophy, aiming to strengthen our relevance in both programming and geographical scopes.

Our board played a pivotal role in the discussions, as we collectively explored strategies to re-position our organization as a vision-locked and mission-driven entity. We sought to identify and focus on the areas where we have demonstrated strong comparative advantages, narrowing down and deepening our commitment to these core areas.

Consequently, we made a firm commitment to dedicate all our energies and resources to implementing interventions in three key thematic programming areas: Sustainable Livelihoods, Social Justice and Research and Publications. These thematic areas will serve as the foundation for our work, while also addressing the institutional priorities that underpin our organization.

Building on the insights gained from evaluating our previous strategic plan, we have introduced a new concept in this plan – shared responsibility and accountability. We recognize the importance of actively involving the targeted marginalized communities as program participants, rather than passive beneficiaries. By engaging them throughout the project cycle, from planning to monitoring and ownership of results, we aim to foster stronger local partnerships and shared programming responsibilities.

This approach not only empowers the marginalized communities but also ensures that they have a voice in shaping the projects that directly impact their lives. By embracing their active participation, we acknowledge their expertise, perspectives and aspirations, making them true partners in our mission. Together, we will work towards achieving sustainable and transformative change, with the marginalized communities at the heart of our initiatives.

## **2 WHO WE ARE**

### **2.1 OUR IDENTITY**

FAPAD is a grassroots-driven, development-oriented and rights-focused non-governmental organization (NGO) committed to supporting marginalized communities. With a deep-rooted belief in the equality of mankind, we strive to meet the economic and social basic needs of individuals and communities at household and local levels. By mobilizing our resources, leveraging networks and sharing expertise, FAPAD actively engages with marginalized communities, empowering them to overcome challenges and fulfill their potential.

FAPAD's work is firmly grounded on the principles of equality and justice, which form the philosophical base of our organization. These principles guide our value system and serve as a compass for all stakeholders working with and for FAPAD. Our commitment to these principles has remained unwavering over the years, forming the strategic core of our programming and shaping our approach to community development.

Throughout our journey, FAPAD has earned a reputation as a strong advocate and defender of the rights of marginalized individuals and groups. Our strategic plan reiterates and reinforces our commitment to this crucial aspect of our identity. We have taken deliberate steps to align our brand and strategic intent with the recognized characteristics and best practices of a rights-focused NGO. At every interaction with our stakeholders, we strive to instil confidence in the sustained prominence of this principle.

FAPAD's approach revolves around fostering holistic empowerment of grassroots communities, social inclusion and peaceful, sustainable development. By recognizing the unique needs and aspirations of marginalized communities, we tailor our interventions to address their specific challenges. We promote capacity building, education and skills development as well as empowering individuals to actively participate in decision-making processes that affect their lives. Through collaborative efforts and partnerships, we create platforms for dialogue and collective action, ensuring that marginalized voices are heard and respected.

In terms of projecting our identity as a factor of what we do, one of our strongest features is the facilitation of access to and exploitation of, livelihood opportunities. Our interventions include leveraging improved access to microfinance and entrepreneurship training that enable marginalized individuals and communities progress along the path towards becoming economically self-sufficient. We strive to improve access to social justice and essential social services, promoting better standards of living and overall well-being. We shall have a focus on building the knowledge stock through research and publications as well as strengthening results documentation and the attendant dissemination mechanisms.

FAPAD also actively campaigns for the protection and promotion of human rights, with a particular focus on marginalized groups, ensuring their voices are amplified and their rights respected. Our organization embraces a holistic approach to development, incorporating environmental conservation, renewable energy solutions and climate change adaptation strategies into our initiatives.

FAPAD is committed to achieving long-term, sustainable impact in the communities we serve. We measure our success not only by the immediate improvements in people's lives but also by the lasting changes and improved conditions they experience over time. By fostering local leadership, building community networks and engaging with relevant stakeholders, we create a solid foundation for continued progress and sustainable development.

FAPAD's unwavering commitment to equality, social justice and human rights serves as a driving force in our work. Through our grassroots-driven approach, we empower marginalized communities, enabling them to fulfill their potential and meet their economic and social basic needs. As we forge ahead, we remain steadfast in our dedication to advocating for the rights of the marginalized, reinforcing this essential element of our identity at every step. Together with our stakeholders, we strive to create a more equitable and inclusive society, where every individual has the opportunity to thrive.

## 2.2 OUR VISION AND MISSION

We are dedicated to our vision and mission as our central strategic anchors and firmly grounded in our corporate philosophy. Our unwavering focus is on collectively embracing, popularizing and instilling our values in every endeavour. We have re-formulated our vision and mission to ensure their ongoing relevance in the present and future. This commitment inspires us to remain dedicated and well-equipped to empower marginalized communities as frontline champions and change agents of their own social and economic transformation, as well as that of the broader social clusters and ecosystems to which they belong.

Our Vision Statement is succinct yet powerful: **Equitable, Inclusive and Resilient Communities.**

This encapsulates our aspiration for creating a society where fairness, inclusivity and resilience thrive at every level. We strive for communities where opportunities are accessible to all, regardless of their background or circumstances. Our vision paints a picture of a society where everyone has an equal chance to thrive and succeed.

Aligned with our vision, our Mission Statement reflects our proactive approach: **To improve the quality of life for marginalized communities through service delivery and strengthening systems and structures.**

By working at the grassroots level, we address the immediate needs of marginalized communities while simultaneously building the foundation for long-term sustainable development. Our mission encompasses a holistic approach that recognizes the importance of both immediate assistance and structural change.

Our new tagline, '**Deepening Relevance, Strengthening Impact,**' perfectly captures the essence of our vision and mission to keep us focused throughout the next 5 years. It signifies our commitment to continuously adapting and evolving to meet the ever-changing needs of marginalized communities. We understand that relevance is key to making a meaningful difference and we continually strive to deepen our understanding of the challenges faced by marginalized groups. Through this, we strengthen our impact and ensure our efforts are targeted, effective and transformative. Our tagline serves as a constant reminder of our dedication to creating a more equitable and inclusive society for all.

**2.3 OUR VALUES**

FAPAD operates on a solid foundation of regard for human rights and peace and we are committed to providing experiences that align with these principles in all aspects of our organization. We strive to uphold our value system not only within our internal interfaces but also in our interactions with external stakeholders and program participants. Our core values serve as the fundamental ideals that drive our work and shape our identity and brand. They are the guiding principles that govern our internal relationships, operations, as well as our engagements with program participants and external stakeholders.

Consequently, it is imperative that we demonstrate and uphold these values consistently throughout our identity and work, establishing a deeply entrenched culture that reflects the principles we advocate.

Core Value		Description of our Values and sub-values.
		<b>These help create an organizational culture where individuals feel valued, heard and empowered to contribute their best.</b>
1	<b>Respect</b>	Respect is a fundamental core value that guides our interactions and relationships. We recognize the inherent worth and dignity of every individual, fostering an environment where everyone is treated with courtesy, kindness and empathy. We value diverse perspectives and actively listen to understand and appreciate different viewpoints. We promote a culture of respect that extends to our clients, partners and the communities we serve, creating an atmosphere of mutual understanding and collaboration.

		<p>Some of the sub-values we associate with Respect include;</p> <ul style="list-style-type: none"> <li>• Open Communication: Encouraging open and honest dialogue while respecting different opinions and ideas.</li> <li>• Active Listening: Demonstrating respect by actively listening to others, acknowledging their input and considering their viewpoints.</li> <li>• Empathy: Understanding and appreciating the feelings, experiences and challenges of others.</li> <li>• Fairness: Treating all individuals equitably and impartially, ensuring fairness in decision-making processes.</li> <li>• Personal Boundaries: Respecting personal boundaries and maintaining confidentiality when necessary.</li> <li>• Professionalism: Displaying professional behaviour and treating colleagues, clients and stakeholders with respect and courtesy.</li> <li>• Recognition and Appreciation: Acknowledging and appreciating the efforts and achievements of individuals and teams.</li> <li>• Conflict Resolution: Resolving conflicts in a respectful and constructive manner, promoting understanding and reconciliation.</li> </ul>
<p><b>2</b></p>	<p><b>Integrity</b></p>	<p>Integrity is the cornerstone of our organization. We uphold the highest ethical standards and act with honesty, transparency and fairness in all our endeavours. We are committed to doing what is right, even when faced with difficult decisions or challenges. Our integrity extends to the accuracy and reliability of our work, as we strive for excellence and take pride in delivering reliable and trustworthy solutions. We cultivate an environment of trust and integrity where our stakeholders can rely on us to fulfill our commitments and obligations.</p> <p>Some of the sub-values we associate with Integrity include;</p> <ul style="list-style-type: none"> <li>• Honesty: Acting truthfully and transparently in all interactions and communications.</li> <li>• Trustworthiness: Being reliable and dependable, keeping commitments and maintaining confidentiality.</li> <li>• Fairness: Treating all individuals with impartiality and without favouritism or bias.</li> <li>• Ethical conduct: Upholding and adhering to moral principles and professional standards.</li> <li>• Authenticity: Being genuine and true to oneself, acting in alignment with personal and organizational values.</li> </ul>

		<ul style="list-style-type: none"> <li>• Consistency: Demonstrating coherence and reliability in behaviour and decision-making.</li> <li>• Professionalism: Exhibiting competence, integrity and ethical behaviour in one's professional role.</li> <li>• Compliance: Adhering to laws, regulations and internal policies and procedures.</li> <li>• Transparency: Providing clear and open information, being accessible and promoting accountability.</li> <li>• Responsibility: Acknowledging obligations and taking ownership of tasks and outcomes.</li> <li>• Reliability: Delivering on promises and commitments consistently.</li> <li>• Openness to feedback: Welcoming constructive criticism and being willing to learn and improve.</li> <li>• Courage: Demonstrating the bravery to do what is right, even in challenging situations.</li> </ul>
3	<b>Accountability</b>	<p>Accountability is a key principle that underscores our commitment to taking responsibility for our actions and outcomes. We hold ourselves and each other accountable for our work, decisions and their consequences. We understand that accountability is not limited to individual efforts, but also encompasses our collective responsibility as a team. We openly acknowledge mistakes, learn from them and actively seek opportunities for growth and improvement. By fostering a culture of accountability, we ensure that our organization continuously evolves and achieves its goals.</p> <p>Some of the sub-values we associate with Accountability include;</p> <ul style="list-style-type: none"> <li>• Responsibility: Individuals take ownership of their actions and outcomes and understand their role in achieving organizational goals.</li> <li>• Transparency: Openly sharing information, decisions and progress with relevant stakeholders, promoting trust and clarity within the organization.</li> <li>• Reliability: Consistently delivering on commitments, meeting deadlines and fulfilling obligations.</li> <li>• Consequence Management: Holding individuals accountable for their actions and ensuring appropriate consequences for both successes and failures.</li> <li>• Learning and Improvement: Emphasizing a culture of continuous learning, where mistakes are seen as opportunities for growth and improvement.</li> </ul>

		<ul style="list-style-type: none"> <li>• Clear Expectations: Establishing and communicating clear performance expectations and goals, ensuring everyone understands what is expected of them.</li> <li>• Feedback and Coaching: Providing constructive feedback and guidance to help individuals improve their performance and accountability.</li> <li>• Problem-solving: Encouraging proactive identification and resolution of issues, taking ownership of finding solutions.</li> </ul>
4	<b>Excellence</b>	<p>Excellence is the standard we strive for in everything we do. We have a passion for delivering high-quality work, surpassing expectations and continuously raising the bar. We encourage innovation, creativity and a commitment to continuous learning and development. By promoting a culture of excellence, we embrace challenges as opportunities for growth, constantly seeking new and better ways to achieve superior outcomes. We celebrate achievements, recognize outstanding contributions and inspire each other to reach new levels of excellence.</p> <p>Some of the sub-values we associate with Excellence include;</p> <ul style="list-style-type: none"> <li>• Continuous Improvement: We value excellence and therefore prioritize a culture of continuous improvement. We shall encourage employees to constantly seek ways to enhance processes, products and services.</li> <li>• Quality: A commitment to delivering high-quality outcomes is an essential sub-value to us. We shall strive to meet or exceed the expectations of our program participants and maintain rigorous standards of quality in all aspects of our work.</li> <li>• Professionalism: Demonstrating professionalism is important to us. All FAPAD staff are expected to conduct themselves with integrity, ethics and a high level of competence in their roles.</li> <li>• Attention to Detail: Paying attention to detail is crucial for achieving excellence. We shall emphasize the importance of accuracy, precision and thoroughness in all tasks and operations.</li> <li>• Innovation: we shall encourage and value innovation. We shall foster a culture that supports creativity, calculated risk-taking and the exploration of new ideas to drive progress and stay relevant.</li> <li>• Focus on our people and the program beneficiaries: Putting our people and the program beneficiaries at the centre is vital for excellence. We shall prioritize understanding the needs of our program participants, delivering exceptional service and</li> </ul>

		<p>creating products or solutions that truly address our program participants' pain points.</p> <ul style="list-style-type: none"> <li>• Results Orientation: We shall place importance on achieving tangible results. We shall set ambitious goals, track progress and celebrate achievements, fostering a culture of performance and outcomes.</li> <li>• Learning and Development: We shall strengthen our commitment to learning and development. We shall invest in employee training, professional growth opportunities and knowledge-sharing to continually enhance individual and collective capabilities.</li> </ul>
5	<p><b>Diversity and Inclusion:</b></p>	<p>We recognize and value the unique experiences, backgrounds, perspectives and talents that each individual brings to our team. We foster an inclusive environment where everyone feels welcomed, respected and empowered to contribute their best. We actively seek diverse voices and viewpoints, knowing that a rich tapestry of ideas leads to better decision-making and innovation. We promote equal opportunities and strive to eliminate barriers that hinder inclusivity, cultivating a workplace where diversity is celebrated and valued.</p> <p>Some of the sub-values we associate with Diversity and Inclusion include;</p> <ul style="list-style-type: none"> <li>• Equity: Ensuring fair treatment, equal access to opportunities and impartiality in decision-making processes.</li> <li>• Empathy: Cultivating understanding and compassion for different perspectives and experiences.</li> <li>• Open-mindedness: Being receptive to new ideas, perspectives and ways of thinking that may challenge traditional norms or established practices.</li> <li>• Transparency: Promoting clear communication and information-sharing to build trust and foster a sense of inclusion.</li> <li>• Continuous learning: Encouraging ongoing education and personal development to enhance understanding of diverse cultures, backgrounds and identities.</li> <li>• Flexibility: Embracing and accommodating different work styles, needs and preferences to create an inclusive and supportive environment.</li> <li>• Leadership commitment: Demonstrating visible support and advocacy from leaders at all levels to promote diversity and inclusion as fundamental values within the organization.</li> </ul>



## 2.4 OUR CORE BUSINESS

At the heart of our core business lies the commitment to empower individuals and communities to become agents of change in their own lives. By harnessing their personal and collective resources within their unique environments, we strive to create sustainable and holistic solutions that promote well-being, resilience and inclusive development for all.

Our core business revolves around collaborating with individuals and communities, empowering them to utilize their personal and collective resources effectively within their unique environments, in order to overcome various adversities and propel them towards a brighter future that promotes their overall well-being.

We firmly believe in the potential of people and communities to create positive change within their own lives and surroundings. By working closely with individuals, families and groups, we strive to unlock their inherent strengths and capacities. Through this collaborative approach, we aim to foster a sense of intervention ownership, resilience and self-empowerment among those we serve.

FAPAD recognizes the importance of considering the specific context and environment in which individuals and communities operate. By acknowledging and understanding the social, cultural, economic and ecological aspects of their surroundings, we tailor our programs and interventions to best suit their needs and aspirations.

We provide a range of services and support systems that are designed to address a wide array of challenges and enhance overall well-being. These may include education and skill-building initiatives, health and nutrition programs, livelihood and income-generation opportunities, psychosocial support and community development projects.

In our work, we prioritize sustainable and long-term solutions. Rather than offering short-term fixes, we seek to build the capacity of individuals and communities to independently manage and thrive in the face of ongoing challenges. We actively promote local ownership and leadership, ensuring that our interventions are culturally sensitive, inclusive and respectful of local knowledge and practices.

Furthermore, we collaborate with various stakeholders, including governments, local organizations, businesses and academic institutions, to leverage collective resources and expertise. By fostering partnerships and networks, we aim to create a broader impact and facilitate systemic change that goes beyond individual beneficiaries.

## 3 EVALUATION HIGHLIGHTS OF PREVIOUS STRATEGIC PLAN (INSIGHTS, CHALLENGES, LESSONS LEARNT):

The previous strategic plan focused on 4 thematic priorities namely:

1. Improve sustainable utilization of natural resources especially land, wetlands and forests.
2. Hold government accountable using different mechanisms within its framework.
3. Promote Income security for unemployed youth
4. Promote Gender justice

Some of the notable issues arising from the evaluation of the 2019-2023 Strategic Plan offered useful input that guided the prioritisation of the current thematic focus areas.

## **3.1 KEY FINDINGS**

### **3.1.1 Our Brand and Level of Public Awareness**

Based on the evaluation of the previous strategic plan, it was found that the FAPAD brand and its objectives had gained significant recognition among primary stakeholders and the broader communities in the project locations. The findings indicated that the initial awareness of FAPAD in these areas was primarily spread through word of mouth, DLG leaders and person-to-person recommendations.

Overall, the community perceptions of FAPAD were marked by a strong acceptance of its interventions and a positive attitude demonstrated by various community leaders. These perceptions have been largely sustained by the optimistic outlook that FAPAD instils in the program participating locations and communities. However, there were some concerns regarding the relevance of the organization's name and certain implemented interventions.

Nevertheless, FAPAD is widely acknowledged and appreciated for its substantial contributions to community development. Among its well-known projects, FAPAD has been particularly recognized for providing resilience mechanisms, including robust food security options.

### **3.1.2 Relevance**

The evaluation findings indicate a significant alignment between the programming objectives of FAPAD and the vulnerability context. Before the implementation of FAPAD projects, the program participants and their communities were facing challenges such as fragile peace, social tension and extreme poverty.

However, the interventions carried out by FAPAD as a contributing change agent within a larger development initiative have had a positive impact on these indicators, albeit to different extents.

### **3.1.3 Coherence**

The evaluation established that multiple individuals and organizations like World Vision have been actively involved in implementing similar interventions within FAPAD's project locations over the past five years. These entities have been working alongside FAPAD, demonstrating their commitment to initiatives related to agriculture, peacebuilding and grassroots socioeconomic resilience, among other areas. FAPAD has successfully engaged with some of these stakeholders, fostering productive collaborations and mutually beneficial interactions.

### **3.1.4 Effectiveness**

The evaluation findings indicate that FAPAD has successfully achieved its main objectives to a significant extent. This accomplishment is primarily attributed to the implementation of capacity building alongside

practical interventions, which effectively equip program participants with important skills in their respective professions. Consequently, this fosters the development of FAPAD programs and projects.

FAPAD employs various effective approaches to deliver its programs. These include conducting training and sensitisation sessions to support specific projects like the provision of essential tools like hoes and supply of seeds, among other measures.

However, the evaluation identified certain weaknesses in FAPAD's operations. These weaknesses include isolated and incomplete interventions, suggesting a need for a more comprehensive and integrated approach. Another notable weakness is the absence of a support plan to address commercial losses suffered by program participants in the course of their business activities. Addressing these weaknesses would contribute to further improvements in FAPAD's effectiveness and impact.

An important recommendation highlighted by the evaluation is for FAPAD to prioritize the well-being of women, children and other vulnerable individuals. It is crucial for FAPAD to address the major marginalisation issues or concerns that may affect these groups, ensuring their needs are not ignored.

### **3.1.5 Efficiency**

The evaluation findings revealed that the exchange of timely information to and from FAPAD faced certain challenges, specifically in relation to navigating the COVID-19 constraints. These challenges led to undesirable consequences such as time lags and resource penalties that could have been prevented under normal circumstances.

The process of exchanging information experienced delays and difficulties due to the imposed restrictions, hindering the smooth flow of communication. Consequently, valuable time was lost and additional resources were required to overcome the obstacles encountered. The identified challenges highlight the importance of addressing the barriers in information exchange and finding alternative solutions to ensure efficient communication with FAPAD, especially during times of crisis such as the COVID-19 pandemic.

By proactively addressing these issues, the negative impacts on timely information exchange can be minimized, allowing for more effective and streamlined operations within the context of FAPAD.

### **3.1.6 Impact**

The evaluation findings revealed significant positive outcomes resulting from FAPAD's interventions, particularly in awareness raising on issues like land rights, fostering best practices in the conservation of natural resources and empowering farmers with better farming methods. Notable impacts on farmer groups and on women were observed, encompassing a range of essential aspects. FAPAD's support for farmer groups, transformation towards agro-ecological practices, increased income and expanded acreage of production has benefited the wider community, contributing to agricultural growth, economic empowerment and poverty reduction.

FAPAD's initiatives led to a notable boost in financial rewards among grassroots farmers, fostering a sense of confidence and self-worth. Additionally, the FAPAD programs played a pivotal role in establishing sustainable income streams for marginalised women, enabling them to attain financial independence and support themselves and their families.

It was noted that FAPAD contributed to improvements in health outcomes for grassroots farmer groups and individual women. By focusing on issues such as clean water access and water usage for production, the programs enhanced their overall well-being. Access to clean water ensures a hygienic environment for farming activities, leading to better health conditions and reduced vulnerability to waterborne diseases.

Another important benefit to the wider community is the transformation of farmer groups into cooperatives or marketing associations. Through FAPAD's facilitation, these groups have gained the necessary knowledge and skills to establish cooperative structures and engage in collective marketing. This transition has not only improved their bargaining power but has also enabled them to access better market prices and engage in fair trade practices.

Furthermore, FAPAD has had a positive impact on households' income levels and acreage of production within the wider community. By empowering grassroots farmer groups and individual women, the program has increased their agricultural productivity, resulting in higher yields and greater economic gains. This, in turn, has improved the overall well-being and livelihoods of the community members, contributing to poverty alleviation and sustainable development.

In addition to the benefits experienced by grassroots farmer groups and individual women, FAPAD has had significant positive effects on the wider community. The program has supported a considerable number of farmer groups with start-up inputs and facilitated their integration into wider markets. This support has allowed these groups to expand their reach, access new opportunities and increase their agricultural productivity. Consequently, the program has contributed to the growth and development of the agricultural sector within the community.

FAPAD's interventions facilitated the creation of strong bonds, synergy and cohesion within farmer groups. This collaboration and support network proved instrumental in empowering marginalised groups like women to overcome challenges collectively. Furthermore, the program contributed significantly to the enhancement of grassroots wealth accumulation by improving access to markets and promoting better agribusiness practices. These improvements not only had a direct impact on women's well-being but also contributed to the overall health and welfare of their families.

The programs' contributions extended beyond economic empowerment, encompassing diverse aspects such as self-esteem, cohesion, health and social re-positioning, thereby enhancing the lives of marginalised population segments and the wider community.

### **3.1.7 Sustainability**

The evaluation findings revealed that most of the interventions implemented under the FAPAD project received extensive support from both the direct program participants and the communities they belonged to. This widespread endorsement indicated that the project's benefits were perceived to extend far beyond the project's duration. Stakeholders consistently expressed their confidence in the long-term sustainability of the positive outcomes generated by the interventions.

The evaluation findings reveal the significant impact of the grassroots Farmer participation in agricultural development programs on various stakeholders, particularly grassroots farmer groups and individual women. The program has led to several positive outcomes, fostering a range of benefits and empowering these groups in multiple ways. FAPAD has played a vital role in establishing sustainable income streams

for these farmer groups and individual women. Through training, capacity building and access to resources like seeds, FAPAD programs have enabled them to generate improved incomes through expanded capabilities in agricultural production. This economic empowerment has not only improved their financial stability but has also provided opportunities for them to invest in their families' well-being and future.

A key insight from the evaluation was the crucial emphasis placed on fostering strengthened alignment to the UN's SDGs, such as promotion of peaceful co-existence and respect for the environment, in achieving FAPAD's projects objectives. It was also evident that enabling each program participant to cultivate self-respect, enhance self-confidence and develop self-reliance was instrumental to their success.

The evaluation findings highlighted the profound impact of FAPAD in steering positive mindset change towards the respect for human rights through bringing program participants into the realisation that the attainment of inclusive development objectives hinged upon collaborative vigilance efforts and active engagement in the economic, social and political development of their communities. By working in synergy with others and actively participating in various aspects of community life, the program participants were able to contribute effectively to their own advancement and the betterment of their surroundings.

By emphasizing personal socioeconomic growth and active community involvement, the project succeeded in engendering positive change that was anticipated to outlast the project itself, substantiating the enduring commitment and enthusiasm exhibited by the program implementers, the participants and the wider communities.

## **4 OUR CONTEXTS**

### **4.1 RATIONALE FOR CONTEXT ANALYSIS**

This analysis focuses on evaluating the internal factors that have a direct influence, either positive or negative, on our strategic objectives. It also explores the various influences, at national, regional and global levels, that shape our aspirations.

We recognize that numerous contextual factors, operating at different levels, impact and inform the decisions we have made regarding our programs. We are committed to regularly assessing our context to ensure that we make necessary adjustments to our programming whenever required. The following assessments are a step towards achieving this goal.

### **4.2 GLOBAL CONTEXT**

As an NGO registered in Uganda that embraces the call to engage within and across sovereign borders to entrench the anchors of peace and development, we operate within several layers of an integrated global ecosystem. Our work is deeply interconnected with the global ecosystem and we adhere to various international instruments that guide the collective vision for the facilitation of peace and development. These instruments include the Sustainable Development Goals (SDGs), the UN Framework Convention on

Climate Change (UNFCCC), Maputo Protocol, Convention on the Rights of Children (CRC), CEDAW and the Beijing Declaration and Platform for Action, which are particularly relevant to our program focus.

The global community has been experiencing a growing turbulence, which will inevitably affect our organization's operations. A multitude of factors, such as the COVID-19 pandemic, political conflicts, military tensions and economic challenges between superpowers, as well as the ongoing war in Ukraine, have led to conditions of sovereign debt defaults, food insecurity, energy shortages, rising oil prices, travel restrictions and funding shortfalls in numerous international development initiatives.

Unfortunately, this has had a negative impact on human development, specifically hindering progress on gender equality, health, education and agriculture, as international funding levels decline. Escalating international oil prices further burden the already fragile global economy, impeding its recovery. Consequently, transportation costs and the overall cost of living in our project locations have increased significantly. This situation has exacerbated the economic struggles faced by women in these areas, necessitating urgent and targeted interventions to address their needs.

Furthermore, the state of the global economy and the self-preservation measures taken by the global North indicate an elevated risk of reduced financial support from key development partners, as their economies continue to experience successive shocks and stresses. As a result, previous funding commitments may be re-evaluated, leading to gaps at the implementation level.

As a result, an increasing number of programs are being imposed on host communities by developed countries, often without meaningful involvement from the intended program participants or proper consideration of the unique contextual factors present in the intended project locations.

It is imperative for us to proactively incorporate these factors into our intervention designs and risk mitigation strategies. Our board, along with management and sector leaders, will play a crucial role in initiating discussions on these matters to ensure we stay informed about global changes and their implications as they unfold.

### **4.3 REGIONAL CONTEXT**

Uganda proudly holds the distinction of being a founding member of the East African Community (EAC), a regional economic union that has established a Customs Union and a Common Market. These initiatives aim to strengthen and regulate various aspects of relations among member states, encompassing industrial, commercial, infrastructural, cultural, social, political and other spheres. Currently, discussions are underway regarding the potential implementation of a common currency within the community.

Aside from its active participation in the EAC, Uganda plays a vital role in several strategic multilateral organizations and regional economic communities. These include the African Continental Free Trade Area (AfCFTA), the Common Market for Eastern and Southern Africa (COMESA) and the Intergovernmental Authority on Development (IGAD). Through these affiliations, Uganda has emerged as a key player in regional geopolitics, particularly in areas such as cross-border security interventions, diplomatic engagement, respect for territorial sovereignty and refugee management solutions with an open-door policy.

Given its central geographical location, Uganda serves as a crucial import-export corridor for Rwanda, Burundi, Eastern Congo and Southern Sudan. It also exposes Uganda to the effects of destabilising phenomena originating from most of the EAC member states. Neighbours like South Sudan, Sudan, the DRC, Rwanda, Kenya and Burundi have experienced and exported to Uganda, the impact of significant political tension over the last 2 decades.

Looking ahead, our primary target markets for the agricultural produce of grassroots farmers over the next five years will be the integrated East African Community regional bloc. Our focus will involve enhancing their understanding of integration protocols, including the role of the African Continental Free Trade Area (AfCFTA). To achieve this objective, we will explore diverse marketing opportunities for agricultural products produced by participants in our programs, leveraging Uganda's membership in various regional economic communities.

FAPAD shall also develop a resilience protocol and risk management strategies to enable program participants navigate the overflow of instability from neighbouring countries.

## **4.4 NATIONAL CONTEXT**

### **4.4.1 Political Gauge**

Uganda's political landscape has been shaped by the 1995 Constitution, which established the country as a democratic republic. In 2005, the constitution was amended to embrace a multiparty system and elections for presidential, parliamentary and local government leadership have been held every five years since then.

Despite facing internal and external armed conflicts, Uganda has managed to maintain a relatively stable constitutional order since 1986. Prior to that, the country experienced a period of political turbulence characterized by frequent changes of government following independence. Since 1986, the National Resistance Movement Organisation (NRM) party has held the Presidency and a majority in parliamentary and local government positions. The political opposition, although fragmented, has been able to channel the frustrations of a segment of the youth population into political activism, leading to tense interactions with the state and the ruling party.

Concerns have been raised by local and international government watchdogs regarding the security apparatus's alleged use of excessive force to suppress public criticism and political opposition. These accusations have cast doubt on the country's democratic credentials.

Uganda has a robust system of local governance that supplements public sector management and extends institutional reach to the grassroots through district administrations and local councils. The government has implemented various projects aimed at addressing poverty and promoting wealth creation. However, some of these initiatives have not been successful in achieving the desired outcomes. The Parish Development Model (PDM) represents a significant milestone in decentralization, shifting the release and management of resources from the central government to the parishes and villages. Other public funding programs, such as the Emyooga funds, UWEP and the Youth livelihood fund, have also been introduced. Despite these efforts, there are still significant challenges in terms of civic maturity, voice and accountability, which negatively impact the quality of democratic engagement across the country.



Programs like the PDM provide an important platform for FAPAD-supported groups to access much-needed credit for their interventions. Therefore, there is a need to enhance the capacity of marginalised communities to benefit from such programs.

However, there is a significant percentage of the Local Leadership which is not receptive for fear that increasing the civic awareness of the grassroots masses would enable them to make conscientious political choices,

Several unanswered questions hang over state enforcement agencies like the Police into which military leadership has been institutionalised. This is widely regarded as compromising its profile as a professional institution. Whereas there is a general appreciation for the policy and legal frameworks that shape the political and governance landscape in Uganda, there are gaps in implementation and enforcement. The Uganda Vision 2040 serves as the long-term national development framework, while the country has now transitioned to the NDP III (2020/21 – 2024/25) which focuses on areas such as agro-industrialization, natural resources, environment, climate change, digital transformation, tourism, infrastructure, trade, financial inclusion, social services and security. These priority areas guide the development choices that FAPAD intends to pursue in the next five years.

Furthermore, there are complementary policies and programs aimed at improving the welfare of marginalized communities, aligned with Sustainable Development Goal (SDG) 5. These policies seek to mainstream gender at both the national and sub-national levels. The Strategic Plan of FAPAD aligns strongly with relevant national policy documents in thematic areas such as water, education and agriculture.

The political environment for civil society has become increasingly unfavourable in recent years, marked by escalating tensions between the government and CSO actors. Both sides have accused each other of infiltration and pursuing hidden agendas. Funding for NGOs has also come under scrutiny, with allegations that it is being directed towards activists seeking to change the regime. The closure of DGF, the country's largest donor funding consortium, will have detrimental effects on the sustainability of numerous development interventions, significantly impacting the poor and marginalized population nationwide. FAPAD must carefully consider how to ensure the continuity of its programs in the future.

There are unverified claims that the government has established new NGOs under its ownership to monitor existing NGOs. At the local level, some NGOs are coerced into making compulsory contributions to national events by the district, such as women's day celebrations.

#### **4.4.2 Economic Gauge**

The national budget for Uganda in the 2022/2023 fiscal year focuses on several key areas: Commercial Agriculture, Expanding and Broadening Services, Digital Transformation and Market Access. The primary objective of this budget is to expedite economic recovery. After experiencing a contraction in 2020 due to geopolitical tensions and the COVID-19 pandemic, Uganda's GDP rebounded with a growth rate of 5.1% in 2021. It is anticipated that growth in 2023 will be driven by the services and industry sectors.

The cost of living in Uganda has been negatively affected by the escalation of the Russia-Ukraine war, 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. Poverty levels have also risen, with an increase from 27.5% to 32.7% following the first lockdown in 2020, while employment rates have declined after the second lockdown in 2021.

Uganda currently lacks a direct market interventionist policy to address commodity pricing. The Bank of Uganda has tightened its monetary policy to balance inflationary and depreciation pressures, but this may have an adverse effect on production. Although Uganda's economy has transitioned from agriculture to manufacturing and services, agriculture still plays a crucial role in employment and poverty reduction, despite its declining contribution to GDP.

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. The issue of malnutrition poses a risk to the health and well-being of children.

While the service and industry sectors have grown at a faster pace than agriculture, they have not generated enough job opportunities. Limited access to land, capital and financial resources hinder youth participation in agriculture. With a rapidly growing population, Uganda faces the challenge of creating sufficient employment opportunities and ensuring adequate food production.

Rural areas in Uganda are disproportionately affected by poverty and vulnerability, with 89% of the poor residing there. 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.

Women play a vital role in Uganda's agricultural sector, but they face productivity gaps compared to men. They encounter limited income generation opportunities and predominantly engage in subsistence agriculture. Women also struggle to access resources and markets due to various challenges, including lack of capital, restricted access to improved inputs, land ownership issues, limited market access and prevailing social norms.

On a positive note, there is an increased local demand for certain herbs like ginger, driven by public health recommendations to boost immunity during the pandemic. Additionally, 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 Civil Society Organizations (CSOs) by local communities. Often, CSOs are expected to provide financial support and resources for community projects, which can create unrealistic expectations and dependency.

Inflation is another local factor that affects pricing within Uganda. Rising inflation rates lead to increased costs of goods and services, making them less affordable for local communities. This situation places additional strain on already limited financial resources and hampers economic growth.

Gender imbalances persist in Uganda, particularly regarding access to and utilization of resources. Women 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.

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. This tax places an excessive burden on small-scale enterprises, impeding their growth and limiting opportunities for investment.

Moreover, inflation exerts a negative influence at the national level, particularly affecting the prices of fuel and raw materials necessary for mass production. As production costs rise, consumer goods become more expensive, diminishing purchasing power and hindering economic advancement.

Uganda's international trade is highly vulnerable to trade sanctions imposed by other countries, leading to severe consequences. For instance, the ban on Ugandan maize and milk by Kenya has had a detrimental impact on farmers and manufacturers, severely restricting their access to profitable markets. As a result, their ability to generate income and sustain their livelihoods is significantly diminished.

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. While this change aligns with global trends in the non-profit sector, it raises concerns about the potential diversion of resources from essential social causes to profit-oriented endeavours.

#### **4.4.3 Social Gauge -**

##### **Demographics**

Uganda's current population is 45,763,811, with a significant youth population projection of 25 million. Among the total population, 50.71% are female. The country's population growth rate is presently 3.32%, which has remained relatively stable around 3% for many decades. This growth is primarily influenced by Uganda's high fertility rate of 4.78 births per woman, resulting in the addition of over 1 million people to the population each year. However, the rapid population growth poses various concerns, including rapid urbanization, poor waste management, high poverty and unemployment rates, environmental degradation and inadequate infrastructure.

During the height of the COVID-19 pandemic, there was 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. Between 2019 and 2020, 67 districts in Uganda observed a rise in teenage pregnancies, with Dokollo among those experiencing an increase of over 25%. 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).

##### **Education and Human Capital Development**

The Human Capital Index (HCI) in Uganda reflects a concerning reality. The potential productivity of a child born in Uganda today is only expected to reach 38% due to limited access to education and health services. By the age of 18, a child who starts school at 4 is projected to complete only 6.8 years of education, falling short of the Sub-Saharan average of 8.3 years. However, the effective learning years amount to only 4.3, with 2.5 years considered wasted due to the poor quality of education.

Despite the implementation of universal primary and secondary education, concerns about the quality persist, especially in public institutions. The standardized national curriculum, mandatory at all levels, fails

to provide comprehensive educational outcomes aligned with the skills and values demanded by a dynamic labour market. According to the World Bank, the literacy rate for adult females (15 years and above) was 70.84% in 2018.

Insufficient funding is the primary reason for both boys (43%) and girls (41%) leaving school, followed by the high cost of education (24% of boys and 22% of girls who dropped out). Roughly 60% of school dropouts cite education-related costs as a factor. Adolescent pregnancy accounts for 8% of females aged 11 to 24 leaving school. Additionally, the lack of clear policies, particularly regarding the education of teenage mothers, further exacerbates the situation. Uganda has one of the highest rates of adolescent pregnancy globally, often leading to exclusion from the education system. 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. Approximately 1.5 million children in Uganda are denied access to education due to child labour.

### **Access to Health Care**

Despite an increase in the health care budget, (accounting for 10.2 % of the Government's total share to social services), the quality and quantity of health services in Uganda are still inadequate to address the country's serious health issues. 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.

Family planning remains the low cost, high dividend investment option for addressing Uganda's high Total Fertility Rate (TFR), high school drop-out rates as a result of teenage pregnancy and high Maternal Mortality Ratio (MMR), as well as improving the health and welfare of women and girls, families and ultimately the achievement of sustainable development as envisioned in Vision 2040. Although modern contraceptive prevalence rate (mCPR) is improving, it is still too low to cause "magical" effects in the Total Fertility Rate (which at 5.4 is one of the highest in Africa) and the age-structure and to support the economic attainment of Vision 2040. For Uganda to realize the vision 2040, Total Fertility Rate must reduce to 2.2 children per woman and mCPR should increase to at least 67 percent.<sup>1</sup>

According to the Uganda Health and Demographic Survey, maternal mortality reduced from 418 per 100,000 live births deaths in 2006 to 336/100,000 in 2016. Even then, some 6,000 women and adolescent girls still 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.<sup>2</sup> HIV prevalence is higher among females, necessitating the prioritization of HIV interventions. Uganda has made significant progress in fighting the HIV epidemic, achieving the 90-90-90 targets, increasing access to HIV services, reducing new infections and AIDS-related deaths and preventing mother-to-child transmission.

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<sup>1</sup> [https://uganda.unfpa.org/sites/default/files/pub-pdf/familyPlanning\\_BriefEdit%20%284%29.pdf](https://uganda.unfpa.org/sites/default/files/pub-pdf/familyPlanning_BriefEdit%20%284%29.pdf)

<sup>2</sup> <https://uganda.unfpa.org/en/topics/ending-preventable-maternal-death>

## **Access to Water**

In Uganda, the increasing population puts significant pressure on existing water and sanitation services. Approximately 7 million people lack access to safe water, while 28 million people lack improved sanitation facilities. In 2019/20, 80% of households had access to improved water sources, an improvement from 75% in 2015/16.

In many parts of the world, including communities and health facilities in the Lango sub-region of Northern Uganda, access to clean, safe water is a challenge. People must travel long distances to get water, which may be contaminated if it is a drinking point for other animals, too. Additionally, 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.<sup>3</sup>

Statistics show that in the Lango sub-region, people who still relied on unimproved water sources had an average of 30<sup>4</sup> minutes spent waiting to fetch water 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. Weaknesses in the system, such as unreliable operation and maintenance and poor protection of water sources, have led to facilities functioning below target levels.

## **Water for Production**

In Uganda, only 2% of water is used for production and a mere 1% of the potential irrigable area is under formal irrigation. Out of a total of 1,300,000 hectares, only 15,000 hectares are being irrigated. Additionally, access to water for livestock stands at 49%. The country faces challenges of prolonged droughts and unexpected floods due to climate variations and it is predicted to experience water stress by 2025.<sup>5</sup> The availability of reliable water for production is crucial for grassroots populations' livelihoods.

## **Access to Sanitation**

Proper sanitation is essential for preserving dignity and preventing the spread of diseases like cholera, which are associated with fecal contamination. In Uganda, as of 2021, 83% of households used pit latrines, while 7% resorted to using bushes or had no toilet facilities. Pit latrine usage was high in both rural (86%) and urban (76%) areas. Urban areas had a higher proportion of households (12%) using VIP latrines, while a larger percentage of rural households (9%) did not have any toilet facilities. In the Lango region, 7.3% of the population defecated in the bush. Only 15% had a covered toilet with a slab and 48.3% had a covered toilet without a slab. Reasons for not having a toilet included 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)**

Uganda has made significant strides in addressing gender inequality, with notable achievements by mid-2022, including women holding key positions such as Vice President, Speaker of Parliament and Prime Minister. Women's political representation in Parliament has also increased to 34%. However, deep-

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<sup>3</sup> <https://www.jsi.com/reaching-every-person-with-clean-and-safe-water/>

<sup>4</sup> <https://www.wsbd.mwe.org.ug>

<sup>5</sup> (Ministry of Water and Environment Strategic plan 2018-2030)

rooted beliefs and discriminatory practices in certain parts of Uganda have impeded progress. Women in Ugandan society face powerlessness due to various factors, including cultural biases, limited education and training opportunities and low self-confidence.

Uganda has enacted local legislation such as the Domestic Violence Act 2010, The National Gender Policy 2009 and the National Action Plan on Women (NAPW). Additionally, the country has signed and implemented various global and regional protocols, including the Convention on the Elimination of all forms of Discrimination against Women (CEDAW) and the Beijing Platform of Action. These efforts demonstrate the government's commitment to promoting gender equality and empowering women. However, certain aspects of the societal structure, such as socio-cultural norms and formal justice systems, still favor men and hinder women's progress.

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. Before the impact of COVID-19, gender inequality in Uganda had already cost an estimated USD \$61 billion.

These circumstances highlight the urgent need for comprehensive economic empowerment programs targeting grassroots marginalized communities. Furthermore, our livelihoods initiatives are aligned with the broader development agenda of achieving gender equality by empowering marginalized communities economically.

#### **4.4.4 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. Furthermore, the digital landscape has enabled organizations to reach new development partners more efficiently. Alongside this digitalization, there have been significant advancements in technologies like artificial intelligence. Remote working has become more prevalent, offering flexibility but also presenting challenges in ensuring secure connections and protecting sensitive information.

However, several issues affect the effective use of technology. Power connectivity remains a challenge, particularly in rural areas, hindering access to online resources. Additionally, there is a need to address technological literacy gaps and keep pace with 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. Nonetheless, they also pose risks, including the potential for exacerbating inequalities and creating digital divides. The COVID-19 pandemic has underscored this disparity, emphasizing the unequal access to technology and its benefits. As a change agent, FAPAD recognizes the importance of embracing the technological revolution to promote equitable and inclusive development, especially in communities with low technology adoption. It is essential for FAPAD to actively influence policies and reforms at local, national and international levels to ensure equal opportunities for all.

In addition to these challenges, there are legitimate concerns regarding information privacy and the potential misuse of security measures for political interference. With information becoming increasingly valuable, FAPAD acknowledges the need to address political control over information flow and ensure citizens' access to unbiased platforms for information dissemination. Protecting the organization's information from cybercrime is crucial, considering the growing prevalence of internet banking and software usage.

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. FAPAD recognizes the importance of bridging this gap and working towards increasing digital inclusivity in marginalized communities.

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 revolutionized 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.

Navigating the complexities of cyber security, digitalization and technological advancements is crucial for FAPAD to pursue its mission and realise its vision. By staying informed and proactive, FAPAD can promote equitable and inclusive development, protect sensitive information, bridge the digital divide and address challenges within the media landscape to foster a more informed society.

#### **4.4.5 Legal Gauge**

FAPAD, along with other NGOs, operates under the governance of the Non-Governmental Organisations Act (2016) and its accompanying policies. The Ministry of Internal Affairs and the Ministry of Gender, Labour and Social Development directly regulate FAPAD, particularly in relation to its focus on women and gender issues. As a not-for-profit organization, FAPAD must align its activities with the requirements of the relevant laws and follow the guidance of the line ministries.

It is crucial for FAPAD to have a deep understanding of the legal and policy frameworks that pertain to the NGO sector, especially within its core programming areas. This knowledge ensures compliance with the statutory obligations that govern NGO operations and helps shape advocacy efforts to address existing legal and policy gaps affecting their work.

Uganda's legal system is predominantly based on English Common Law and customary law, with statutory law, common law, doctrines of equity, customary law and international treaties and conventions all applicable. The supreme law in Uganda is the Constitution, rendering any law or custom conflicting with it null and void to the extent of the inconsistency.

Under Uganda's Income Tax Act, FAPAD qualifies as an exempt organization, falling into categories such as religious, charitable, educational, or public organizations. Consequently, FAPAD is exempt from tax on most types of income. However, as a responsible NGO, FAPAD must 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 bye laws and ordinances has faced difficulties at the auditor general's office and there are gaps in legislations that need to be addressed.

Unfortunately, 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. Moreover, donor funding is increasingly being tied to secondary conditions, such as working with the LGBTIQ agenda, which is illegal in Uganda.

#### **4.4.6 Environmental Gauge**

Achieving overall sustainable development requires responsible environmental management. In particular, environmental sustainability is a key objective of the SDGs, as it directly impacts the performance and productivity of economic sectors by providing raw materials and enhancing overall productivity. Currently, more than 90% of households rely on forest wood for fuel, highlighting the significant dependence on natural resources.

The poor, who serve as custodians of these resources, bear the brunt of environmental degradation and are disproportionately affected by environmental hazards. As a result, the quantity and quality of environmental resources directly influence the realization of socio-economic human rights. While the Government of Uganda has implemented strategies and plans to promote sound environmental management, the quality of the environment continues to deteriorate. Reversing this alarming trend of environmental degradation poses a significant challenge.

One pressing issue is the changing weather patterns that directly impact crop production, necessitating measures such as irrigation and water harvesting. To address this, FAPAD should encourage rainwater harvesting to meet the water needs of farms. Additionally, the program needs to tackle the challenge of dangerous pests and diseases by fostering collaboration and networking with specialized sectors that possess expertise in these areas.

Another obstacle to food production is the fragmentation of land resulting from a growing population. This fragmentation has led to reduced food production. To overcome this, FAPAD can conduct training sessions with program participants, focusing on agroecological practices, improved land use rationalization and management to increase food supplies.

Moreover, it is crucial to abandon seed varieties that are not well-suited to our soil types and environments. FAPAD can establish partnerships aimed at improving agricultural outputs through the use of appropriate seed varieties. Additionally, addressing poor post-harvest handling practices is vital. Program participants should be encouraged to construct storage barns and adopt effective methods for preserving food and seeds, such as utilizing granaries.



By addressing these challenges, FAPAD can contribute to a more sustainable and resilient agricultural system, ensuring the protection and responsible use of environmental resources while supporting the socio-economic well-being of marginalized communities.

## 5 OUR THEORY OF CHANGE (TOC)

We strive to deepen our understanding of the complex web of internal and external influences that shape the vulnerable conditions experienced by marginalized communities, compromising their agency. Our theory of change is a dynamic process that continually examines civic and socioeconomic transformations and their contextual backdrop. It draws on our extensive experience and knowledge gained from years of grassroots programming and the adoption of global best practices.

Our mission espouses the promotion of comprehensive solutions that empower marginalized communities in a sustainable manner. We provide auxiliary services in addition to mobilising and engaging relevant systems, support structures and communities to foster positive transformations in the lives of every individual within these marginalized groups. This is firmly grounded on the belief that the change we aspire to achieve relies on the convergence of the following factors:

**IF...** marginalized communities receive foundational mind-set change programs based on sound socioeconomic principles, accompanied by appropriate civic and psychosocial support;

**IF...** their appreciation for and commitment to the value of health, education and environmental protection as well as their belief in a prosperous future, are consistently reinforced;

**IF...** marginalized communities' social, literacy and business skills are intentionally enhanced through targeted capacity building interventions;

**IF...** marginalized communities are provided with catalytic business capital and guided along proven entrepreneurial pathways, with access to adequate business incubation, mentoring and scaling tools;

**IF...**FAPAD invested in establishing a peak performance work force, tools and work environment

**IF...**FAPAD and its development partners Collaborate effectively to mobilize required resources;

**THEN** these marginalized communities will establish an unshakeable foundation of hope, renewed self-belief and a mind set grounded in optimism and a positive outlook on life;

**THEN** Their capacity to organize, collaborate, navigate daily challenges and confront adversity with appropriate skills, tools and emotional intelligence will significantly increase;

**THEN** They will actively participate, grow and share knowledge and experiences in profitable endeavours, leading to sustainable economic independence in the short to medium term;

**THEN** these empowered individuals and marginalised groups will become change agents and role models, confidently raising their voices on issues that affect them and other marginalized population segments.

**THEN** FAPAD would be able to effectively provide appropriate services to marginalised communities and indigent persons, as well as strengthen systems and structures that respond to and address, their contexts of vulnerability;



## AND THEN

- These marginalised communities shall embrace and promote transformational value systems that enable them realise their full potential;
- They will develop a strong sense of self-identity, eliminating the need for conditional validation from society;
- They shall be strengthened in their economic independence and ability to make positive contributions to community development;
- They shall be effective wardens of planetary value for posterity.

To implement this, we will employ the following intermediate strategies;

- i. Integrated civic, social and economic empowerment that ensures that marginalised communities are enabled to engage with their decision-makers from the perspective of empowered rights holders.
- ii. Raising awareness and advocacy. FAPAD shall articulate the aggregate concerns of marginalised communities with the strategic intent to ensure that the policy, legal and regulatory frameworks they submit to are equitable.
- iii. Building synergies and linkages with actors across the region to amplify the programming impact and sustainability.

Our assumptions include the following;

- i. Marginalised communities are receptive to adopting transformational value systems, advanced skillsets and leadership roles that enable them effectively raise their voices to be heard by decision makers.
- ii. Communities are receptive and unbiased in reintegrating empowered marginalized individuals into their socioeconomic frameworks in an equitable manner.
- iii. There shall be sustained political and socioeconomic macro stability over the mid- to long-term
- iv. There is a sustainable stream of resource support to FAPAD to ensure effective implementation of the intended interventions.

Our ToC risk scan delivered the following key threats;

Natural disasters pose a significant risk to our implementation efforts. These catastrophic events, such as earthquakes, hurricanes, floods, or wildfires, can cause extensive damage to infrastructure, disrupt supply chains and impact the overall functioning of our projects. They can lead to delays, increased costs and even the complete halt of operations. It is crucial to assess the vulnerability of the project locations to natural disasters, develop robust contingency plans and ensure proper insurance coverage to mitigate the potential risks.

Political instability is another risk that can hinder our implementation. Hostile political environments, characterized by lack of leadership goodwill or civil unrest, local government tensions, or policy changes, can create uncertainties and disrupt project timelines. Such situations can lead to regulatory challenges, changes in priorities, or even project cancellations. To mitigate this risk, it is essential to conduct thorough political and socio-economic analyses, establish strong relationships with key stakeholders and engage in continuous dialogue with relevant authorities to ensure project alignment and stability.

Shifting Donor Priorities: Our projects rely on funding from donors. The shifting priorities of these donors, such as those concerning the liberal approach to LGBTQ+, can pose a risk to the resources available for project implementation. Donors may alter their focus areas, reallocate resources, or change their funding strategies, which can affect the availability of funds for ongoing projects. To address this risk, it is important to diversify funding sources, establish long-term partnerships with donors and maintain open communication to stay informed about any potential shifts in priorities. Additionally, adopting a sustainable and results-oriented approach can help demonstrate the project's value and increase its resilience to changing donor landscapes.

## **6 STAKEHOLDER ANALYSIS**

This component of the Strategic Plan provides a concise analysis of our key stakeholders. We assess their level of interest in FAPAD's work, their potential influence on our endeavours and the networks that shape agenda setting, policies and practices outlined in our Theory of Change. Through this analysis, we foster harmonious collaboration with our partners, striving for the improved quality of life for marginalized communities, all achieved through a highly collaborative and consultative approach.

By conducting a Stakeholder analysis, we gain a clearer understanding and appreciation of the crucial role played by external stakeholders, including marginalized communities, civil society organizations (CSOs), the private sector and the government of Uganda. Armed with this knowledge, we can develop strategic and targeted plans for engaging and communicating with these stakeholders.

We fully acknowledge the significance of strategic partnerships in maximizing our development outcomes. Therefore, in alignment with our priorities, we will closely collaborate with local governments, CSOs and the private sector to support the Sustainable Development Goals (SDGs) and the National Development Plan III (NDP III). Our ultimate objective is to contribute to Uganda's vision of transforming into a modern and prosperous country within a span of 30 years. When formulating our partnership strategy, we will take into account the prevailing development frameworks governing the main thematic areas and their corresponding sub-areas in which we operate.

### **6.1 MARGINALISED COMMUNITIES**

In order to achieve sustainable development, it is imperative to prioritize the promotion of social justice, economic empowerment and civic maturity within marginalized communities. Lango Sub-region encompasses numerous communities that have long endured non-justifiable social, economic and political obstacles. These communities play a vital role in shaping the region's progress, necessitating focused assistance and support tailored to facilitate them overcome their distinct contexts of vulnerability. By acknowledging and addressing their specific needs while fostering their active involvement, the region can forge a path towards a future that is fair, inclusive and prosperous for all its inhabitants.

One of the most common traits within the marginalized communities in Lango Sub-region is the experience of displacement and significant trauma due to the Lord's Resistance Army (LRA) insurgency, which lasted for more than two decades. Many local people were forced to live in internally displaced

persons (IDP) camps, leading to loss of livelihoods, limited access to education and healthcare and increased poverty levels. Despite the relative peace that has been restored in the region, the vast majority of the grassroots communities continue to face the consequences of the conflict and require comprehensive support to rebuild their lives.

Another marginalized community in Lango Sub-region are the IDPs from the neighbouring Acholi and Teso who have not returned to their places of origin. These have also endured displacement and violence due to conflicts in areas neighbouring Lango, particularly as a result of the Karamojong cattle raiding misadventures and other conflicts. In addition, there has been a steady flow of refugees fleeing the conflicts in South Sudan. This influx of displaced persons has led to significant challenges in terms of livelihoods, access to basic services and social integration. These marginalised people need targeted interventions to address their specific needs and to promote their inclusion and participation in the region's development processes.

Furthermore, the Langi people, who are the dominant ethnic group in Lango Sub-region, also face marginalization in certain aspects. While they may have some advantages in terms of representation and civic power, there are still pockets of poverty, limited access to quality education and healthcare and inadequate infrastructure in some areas. It is crucial to recognize the diversity within the Langi community and address the specific needs and concerns of different subgroups within the population to ensure equitable development and social progress.

In many Ugandan societies, women face significant socio-economic disadvantages due to prevailing patriarchal norms and systematic stratification that discriminates against uneducated, rural-based females. FAPAD is dedicated to empowering and transforming the lives of the grassroots women in the Lango sub-region, who are among the most marginalized and overlooked members of our society.

These women are entrenched in cultural and socio-economic contexts characterized by poverty and rigid hierarchies of patriarchal dominance, resulting in their extreme marginalization. Despite Uganda's legal recognition of universal human rights, their high dependency levels render them practically voiceless in the face of rights violations.

Rural-based women carry the additional burden of raising children with limited partner support, exposing them to further challenges and rights infringements. They face risks such as recruitment into commercial sex activities, sexual violence, separation from their families, psychological distress, trafficking, economic exploitation, physical violence and other forms of harm, neglect and abuse.

The COVID-19 pandemic has exacerbated pre-existing discriminatory attitudes and practices against women, intensifying during public health and humanitarian crises. To enable women to realize their dreams and contribute to community welfare, it is essential to implement bold, well-planned and sustainable interventions. Additionally, providing spaces and opportunities for constructive dialogue with decision-makers at all levels is crucial. Women should be informed about their rights, supported in claiming those rights and hold duty bearers accountable. Moreover, they should have access to referral pathways that ensure equitable access to justice, resources and opportunities.

The political, economic, social and cultural rights of these women are universally recognized and enshrined in international instruments such as the Sustainable Development Goals and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

While recognizing the diversity of rights, responsibilities and privileges among marginalized communities in the Lango sub-region, it is important to acknowledge them as key stakeholders and participants in development programs. Their meaningful engagement and representation in decision-making processes are crucial to ensure inclusive and responsive development initiatives that address their needs. By involving these communities, their priorities can be identified, grievances addressed and socio-economic empowerment promoted.

Efforts should be directed towards providing education and vocational training opportunities to marginalized individuals, enabling them to acquire relevant skills for employment and entrepreneurship. Access to quality healthcare services, including mental health support for those affected by conflict, should be prioritized. Infrastructure development, such as roads and electricity, should be expanded to enhance connectivity and foster economic opportunities in areas with high concentrations of marginalized communities.

Furthermore, it is necessary to address land rights and property ownership issues to ensure secure tenure for marginalized communities and their full participation in agricultural activities, which are vital to the region's economy. Promoting peacebuilding, social cohesion and reconciliation among different communities is also essential for fostering a harmonious and inclusive society in the Lango sub-region.

FAPAD will continue to strengthen its non-discriminatory program participant recruitment practices and foster a culture of support for community members, irrespective of age, religious beliefs, gender or political affiliations, as long as they meet the basic selection criteria for our programs.

## **6.2 GOVERNMENT**

There is ample evidence to support the fact that marginalized communities encounter substantial barriers in fully benefiting from the protective measures defined by the law and those responsible for enforcing these measures frequently neglect to fulfill their obligations to members of marginalised communities.

This unfortunate predicament renders marginalized communities alarmingly vulnerable to various forms of rights abuses. Recognizing the crucial role in safeguarding the rights of these communities, both central and local governments must be constructively engaged to execute their responsibilities and ensure protection, provision and the delivery of essential services for all citizens and persons within their respective jurisdictions.

The undeniable presence of systemic discrimination and socioeconomic exclusion perpetuates the challenges faced by marginalized communities, impeding their access to justice and equitable treatment as rights holders. Despite legal frameworks in place to uphold human rights universally, these communities often find themselves marginalized further due to discriminatory practices, bias and inadequate enforcement mechanisms. Consequently, they bear the brunt of rights violations, ranging from limited access to education, healthcare and housing to enduring economic disparities and social marginalization.

To redress these inequities, it is crucial for FAPAD to obligate both the central and local governments to recognize their pivotal role as custodians of justice and well-being and effectively discharge the

responsibility of formulating and implementing comprehensive legal and policy frameworks that address the specific needs and vulnerabilities of marginalized communities. These frameworks should encompass protective measures, anti-discrimination initiatives and the establishment of equal and robust access to justice.

FAPAD recognises that local governments play a vital role in ensuring the effective implementation of policies and laws on the ground. They possess localized knowledge and resources necessary for tailored interventions that cater to the unique circumstances of marginalized communities within their jurisdictions. We shall collaborate with civil society organizations, community leaders and other stakeholders to ensure that local governments adopt participatory approaches that empower marginalized communities to actively engage in decision-making processes and hold duty bearers accountable.

However, the mere existence of policies and structures alone is insufficient. Central and local governments must allocate adequate resources, including financial and human capital, to effectively address the needs of marginalized communities. It is essential to invest in capacity-building programs, such as training for law enforcement officials and judicial personnel, to ensure their sensitivity to the rights and concerns of marginalized individuals and communities. Moreover, regular monitoring and evaluation mechanisms should be established to assess the impact of interventions and identify areas requiring improvement.

In conclusion, the abundance of evidence substantiates the fact that marginalized communities often encounter substantial barriers in realizing their rights due to the lack of protection from duty bearers. Both central and local governments must recognize their indispensable roles as key stakeholders in rectifying these disparities. By formulating comprehensive policies, implementing effective measures and allocating adequate resources, governments can contribute to the empowerment and well-being of marginalized communities, fostering a society where justice and equality are truly accessible to all.

### **6.3 CIVIL SOCIETY ORGANISATIONS (CSOs)**

Collaboration among like-minded Civil Society Organizations (CSOs) and those with complementary interventions is a powerful catalyst for achieving positive outcomes in programming. These organizations often find themselves operating in similar contexts, encountering similar challenges and sharing common goals, which makes them valuable partners in advocating for the rights and well-being of marginalized communities.

In line with global trends, there is a growing emphasis on consortium resource mobilization and the importance of partnerships. Global instruments such as the United Nations' Sustainable Development Goal 5, which focuses on gender equality and initiatives aimed at combating climate change, highlight the significance of collaboration. Therefore, it is crucial for FAPAD to assess the existing CSOs in alignment with both global and national instruments.

Through strong networks and cooperation, these key stakeholders play a pivotal role in bringing about a sharper focus and deeper relevance in program design, project implementation and resource mobilization efforts. Recognizing this, FAPAD is committed to actively fostering stronger cooperation and deeper collaboration to enhance its influence and leadership within networks, coalitions and partnerships.

Additionally, FAPAD seeks to establish sustainable engagements with CSOs that bring value to its initiatives.

By nurturing these relationships, FAPAD aims to leverage the collective strengths, expertise and resources of CSOs to create meaningful impact and promote positive change. Through collaborative efforts, FAPAD aspires to advance its mission, effectively address the needs of marginalized communities and contribute to the realization of sustainable development goals.

## **7 OUR APPROACHES – THE METHODS WE SHALL USE IN IMPLEMENTING OUR WORK.**

In order to ensure lasting transformative impact, we must institutionalize, monitor and evaluate harmonized approaches to our work. The approaches we will deploy will embed the following key features:

- i. Multifaceted: Our approach will encompass various dimensions, utilizing a wide range of available options and technologies to enhance our impact and foster collaboration.
- ii. Interactive, participatory and measurable: We will actively engage with stakeholders, encouraging their active participation, while ensuring that our interventions are measurable and promote solutions based on gender-equity.
- iii. Contextually informed: Our focus will be on generating solutions that are rooted in the local contexts we operate in. We will intentionally utilize approaches that address the challenges faced by marginalised communities.

Therefore, we will strive to incorporate the following approaches into our work:

### **7.1 RIGHTS BASED APPROACH**

Driven by a pragmatic mindset, we wholeheartedly embrace our objectives, fully aware of the necessary steps to reach them. Our unwavering commitment to the Rights-Based Approach (RBA) guarantees that every action we take is grounded in the fundamental principles of human rights, equity and responsibility. This comprehensive framework empowers us to tackle obstacles head-on, make well-informed choices and allocate resources effectively, all while keeping the overall impact of our endeavours at the forefront of our minds.

We firmly believe that practicality, combined with a rights-based perspective, is the key to achieving tangible and lasting outcomes that truly transform the lives of individuals and communities we strive to support. By fusing these essential elements with rigorous measurement and evaluation, we continuously strive to create meaningful change and improve the well-being of those we serve.

Our approach rests upon the bedrock of pragmatism, enabling us to transcend mere theoretical considerations and actively translate our goals into concrete actions. We recognize that progress often demands not just lofty ideals, but also a clear understanding of the intricate steps needed to bring about real and sustainable transformation. By approaching our objectives with this practical mindset, we ensure that our efforts remain grounded and our strategies remain adaptable to the ever-evolving challenges we encounter.

Embracing the Rights-Based Approach (RBA) serves as our moral compass, steering us towards ethical decision-making and equitable outcomes. We firmly believe that every individual is entitled to the full spectrum of human rights and by integrating these principles into our work, we strive to create a world where fairness, justice and dignity prevail. Our commitment to accountability drives us to not only prioritize the needs and aspirations of those we serve but also to engage in transparent practices that promote responsibility and trust.

Furthermore, we understand that achieving meaningful results requires a thorough understanding of the contexts in which we operate. By diligently assessing the social, cultural and economic factors at play, we ensure that our interventions are well-suited to the specific needs and aspirations of the individuals and communities we engage with. This comprehensive understanding allows us to craft tailored solutions, maximizing the impact of our efforts and fostering sustainable progress.

In order to gauge the effectiveness of our endeavours, we employ rigorous measurement and evaluation methodologies. By collecting and analysing data, we gain valuable insights into the outcomes and impacts of our initiatives. This evidence-based approach enables us to continuously learn, adapt and refine our strategies to ensure that we remain responsive to the evolving needs and aspirations of those we serve. By holding ourselves accountable to measurable results, we strive for excellence and remain committed to making a positive difference in the lives of individuals and communities.

In summary, our pragmatic and rights-based approach serves as the driving force behind our work. Through practicality, a focus on human rights and rigorous evaluation, we seek to achieve meaningful and sustainable outcomes that uplift and empower the individuals and communities we are dedicated to serving. By staying true to our principles and continuously improving our practices, we aim to create a world where every individual can thrive and enjoy their rightful place in society.

## **7.2 RESULTS BASED MANAGEMENT**

We are fully committed to achieving measurable results and making a meaningful impact through our work. To ensure that we stay focused and accountable, we will adopt a results-based management (RBM) approach across all aspects of our organization, including planning, budgeting, program implementation, monitoring, reporting and oversight.

By embracing RBM, we aim to enhance the delivery of our programs and strengthen the overall effectiveness and efficiency of our management practices. This approach will enable us to establish clear goals and objectives, measure progress and hold ourselves accountable for the outcomes we seek to achieve.

To embed RBM into our organizational culture, we will undertake comprehensive efforts to promote its understanding and application among our staff, board members and program participants. We recognize the importance of building capacity and ensuring that everyone involved appreciates the principles of Results-based Management.

We emphasize the formulation of "SMARTER" objectives, which are Specific, Measurable, Achievable, Relevant, Time-bound, Extending and Rewarding. In line with RBM, we will develop clear performance indicators, baselines and targets to effectively track our progress and assess the impact of our initiatives.

Our primary focus will be on achieving tangible impact rather than merely executing activities or generating outputs. We will utilize the evidence and information generated through the RBM approach to continuously learn, adapt and improve our decision-making processes throughout our programming.

Furthermore, we are dedicated to transparently reporting our results to stakeholders and partners. The insights gained from RBM will inform our reporting practices, enabling us to provide accurate and comprehensive information about our achievements, challenges and lessons learned.

To implement the RBM approach effectively, we will undertake key actions, such as developing and adopting a results framework that aligns with our organizational objectives. Additionally, we will prioritize training programs to ensure that our staff and program participants possess the necessary skills and knowledge to effectively apply the RBM principles in their work.

Our commitment to RBM underscores our determination to maximize our impact, optimize resources and enhance accountability. By integrating RBM into our organization's DNA, we aim to foster a culture of continuous learning, evidence-based decision making and transparent reporting, ultimately contributing to the long-term success and sustainability of our programs.

### **7.3 WORKING BEYOND THE LOCAL**

We understand the numerous benefits that come with expanding our work beyond the local sphere. Addressing complex and multi-layered development issues and promoting equal access to socio-economic opportunities often necessitates rapid and efficient collaboration, coordination, communication and engagement that extend far beyond the boundaries of the Lango sub-region and potentially even beyond national borders.

As an organization rooted in Lango, we stand to gain significantly from collaborative efforts at both national and regional levels. Through shared learning, knowledge management and mutual support, we can effectively tackle vulnerability contexts using insights derived from success stories from other geographical locations. By extending our reach beyond the local, we also open ourselves up to new opportunities and increase our capacity to advocate for financial and technical assistance. Additionally, we can learn from and share best practices in working with marginalized communities.

To ensure better service to marginalized communities in the future, we must deepen our efforts in this area. A critical aspect of this is building our capacity to forge and maintain partnerships. Under this approach, some key actions will include identifying regional and global partners to collaborate with, developing a networking and advocacy strategy and providing training for staff and the FAPAD board on networking skills. These steps will enable us to establish strong partnerships, enhance our networking capabilities and effectively advocate for the communities we serve.

### **7.4 COLLABORATION AND PARTNERSHIPS**

In today's interconnected and rapidly evolving world, fostering collaboration and partnerships has become a paramount strategy for achieving success in various domains. We adopted this programming approach because it increases possibilities for remarkable achievements and innovative breakthroughs. This approach goes beyond individual efforts, emphasizing the power of collective intelligence, shared resources and diverse perspectives to tackle complex challenges and drive meaningful progress.



To effectively implement this programming approach, we will employ several key principles and strategies. We shall reinforce the internal culture that values collaboration. This involves fostering an environment where our professionals and stakeholders are encouraged to exchange ideas, share knowledge and work together towards common goals. Emphasizing open communication, active listening and mutual respect lays the foundation for effective collaboration and ensures that every team member feels valued and heard.

Furthermore, building partnerships with external stakeholders is essential for expanding our reach and the impact of our programming initiatives. Collaborating with organizations, businesses, academia, government entities and communities will bring together complementary strengths, expertise and resources. Such partnerships enable the pooling of knowledge, skills and financial support, amplifying the capacity to solve problems, develop innovative solutions and deliver meaningful outcomes. Additionally, partnerships foster a sense of collective responsibility and shared ownership, driving sustainable progress and fostering long-term success.

To facilitate collaboration and partnerships, we shall leverage appropriate technology tools and platforms. Digital collaboration platforms, project management software and communication tools will enable our teams to work seamlessly across geographical boundaries and time zones. These tools enhance real-time collaboration, enable easy sharing of information and resources and provide a centralized platform for tracking progress and managing tasks. We are cognisant that emerging technologies such as artificial intelligence and machine learning can augment collaboration efforts by automating routine tasks, providing data-driven insights and facilitating decision-making processes.

## **8 CROSS-CUTTING THEMES.**

In our work, we are committed to addressing development issues that span across various aspects of our interventions. These cross-cutting themes are carefully integrated throughout all stages of our programming to ensure their effectiveness and impact. In addition to our existing cross-cutting issues of gender, disability, climate change, HIV and AIDS, we have now adopted a safeguarding lens as another important cross-cutting theme.

To ensure that our cross-cutting interventions truly contribute to empowerment and bring about positive change, we embrace the principle of accountability. Periodically, we assess and measure the effectiveness of our interventions in promoting impact and empowerment for marginalised communities. This ongoing evaluation allows us to refine and improve our strategies.

In order to align our cross-cutting priorities with our philosophy, we have revisited our values and reconfigured our mission statement. This harmonization ensures that our overall vision is reflected in the implementation of cross-cutting themes. However, one aspect that requires further attention is the establishment of an enabling culture and effective management practices within FAPAD to sustain the integration of cross-cutting issues.

### **8.1 GENDER MAINSTREAMING**

While our focus is on supporting marginalised communities, gender mainstreaming remains a top priority on our agenda. We are committed to assessing and addressing the concerns, experiences and unique impacts of our programs on both men and women. While our primary concentration is on promoting

equity, we recognize the importance of collaborating with both women and men to create a supportive environment that enables women to achieve equal status with men.

This will involve conducting gender analyses to understand the diverse needs and priorities of both genders, advocating for policies and practices that benefit women and men alike, such as environmental protection, climate change adaptation and equitable access to land ownership. As part of our efforts, we will undertake key actions including the review and strengthening of our gender policy and providing staff training on gender mainstreaming.

## **8.2 CLIMATE CHANGE ADAPTATION (CCA)**

We recognize the inseparable connection between development, livelihoods and the environment, with climate change impacting all aspects of our work. Consequently, we place great emphasis on climate change adaptation because a significant percentage of our direct program participants (over 80%) rely on agricultural farming or agricultural enterprises for their primary survival and sustenance. Given these direct linkages, we will view our development processes through the lens of climate change.

Drawing from the lessons learned from evaluating our previous plan, we will incorporate climate change adaptation (CCA) into our programming. The timing of the rainy and dry seasons in the Lango sub-region is gradually deviating from historical norms. Therefore, we will explore adaptation, resilience and modern agroecological practices to determine their effectiveness in mitigating the impacts of climate change.

To address the effects of climate change, we will collaborate closely with marginalized communities, working alongside women and men. Our objective is to promote the sustainable management of natural resources and implement adaptation strategies. Mainstreaming CCA necessitates an inclusive approach that integrates CCA considerations across all our thematic areas and program cycles, encompassing planning, implementation, monitoring and evaluation (M&E).

Under this inclusive approach, several key actions will be undertaken. Firstly, we will enhance our capacity to comprehend and apply CCA in Agriculture, Livelihoods and Education. Additionally, we will strengthen the capabilities of our stakeholders in effective adaptation and risk mitigation.

## **8.3 DISABILITY MAINSTREAMING**

Disability mainstreaming is an essential cross-cutting approach in programming that aims to ensure the inclusion and equal participation of persons with disabilities in all aspects of society. It involves integrating disability perspectives and addressing the needs and rights of persons with disabilities across various sectors, policies and programs.

The government of Uganda now acknowledges disability mainstreaming as a crucial issue that cuts across all sectors. Therefore, by FAPAD adopting disability mainstreaming as a cross-cutting approach, our programs can better address the diverse needs and rights of persons with disabilities. According to the 2014 UBOS census, the prevalence of disability was found to be higher among women than men, which further justifies our involvement in this field.

This approach recognizes disability as a social construct and emphasizes the importance of removing barriers and creating an inclusive society for all. It aligns with the principles and goals of international

frameworks such as the United Nations Convention on the Rights of Persons with Disabilities (CRPD) and contributes to the achievement of the Sustainable Development Goals (SDGs), particularly SDG 10 (Reduced Inequalities) and SDG 11 (Sustainable Cities and Communities).

To ensure inclusivity for everyone, we are committed to incorporating a disability perspective into our work. This will involve implementing the disability inclusive development framework, which emphasizes the importance of making all stages of development processes inclusive, considerate and accessible to individuals with disabilities.

Through disability mainstreaming we aim to eliminate discrimination, promote accessibility and create equal opportunities for persons with disabilities. We recognize that disability is not solely an issue of health or social welfare but intersects with various dimensions of human rights, development and social justice.

In order to effectively implement disability mainstreaming, it is crucial for us to adopt a comprehensive and multi-sectoral approach. This involves considering disability issues in the planning, implementation, monitoring and evaluation of all our programs.

**Key principles of disability mainstreaming include:**

**Inclusion and participation:** Ensuring that persons with disabilities are included in decision-making processes and actively participate in all aspects of society. This involves creating platforms for their voices to be heard and actively involving them in policy formulation, program design and implementation.

**Accessibility:** Promoting universal accessibility in physical environments, communication, information and technology to ensure that persons with disabilities can fully and independently participate in all activities. This includes providing ramps, accessible transportation, captioning, sign language interpretation and other accommodations as needed.

**Non-discrimination:** Combating discrimination based on disability and promoting equal opportunities for all individuals. This involves addressing societal attitudes, prejudices and stereotypes that contribute to the marginalization and exclusion of persons with disabilities.

**Capacity building:** Enhancing the capacities of organizations, institutions and individuals to mainstream disability effectively. This includes training programs, sensitization campaigns and knowledge sharing to promote awareness, understanding and competence in disability issues.

**Collaboration and partnerships:** Fostering collaboration among stakeholders, including government bodies, civil society organizations, disabled persons' organizations and the private sector. Collaboration ensures a coordinated and holistic approach to disability mainstreaming, leveraging the strengths and resources of different actors.

**Data collection and monitoring:** Collecting disaggregated data on disability and monitoring progress towards inclusion and accessibility. This helps to identify gaps, measure impact and inform evidence-based decision-making.

## 8.4 HIV AND AIDS MAINSTREAMING

HIV and AIDS mainstreaming is a cross-cutting approach which we shall deploy to integrate HIV and AIDS considerations into all aspects of our programming. It is a comprehensive strategy that recognizes the interconnectedness of HIV and AIDS with various social, economic and developmental issues.

According to the findings from the Uganda Population-based HIV Impact Assessment (UPHIA) conducted in 2020, it has been revealed that the existing HIV prevalence among individuals aged 15 to 49 years in Uganda stands at 5.5%. Specifically, the prevalence is 7.1% among women and 3.8% among men. The impact of HIV/AIDS extends beyond individual health, impacting community productivity and exacerbating poverty levels.

We recognize that HIV and AIDS have far-reaching implications beyond just the health sector. The epidemic affects individuals, families, communities and entire societies, impacting areas such as education, gender equality, poverty reduction, human rights and sustainable development. By adopting the HIV and AIDS mainstreaming approach, we ensure that these broader dimensions are taken into account in our programming efforts.

FAPAD recognizes the importance of mainstreaming HIV and AIDS at 2 levels in our programming. Internally, we are committed to reducing the susceptibility of our staff to HIV infection and providing support to Persons Living with HIV/AIDS (PLHAs). Externally, we aim to gain a clearer understanding of the impact of HIV and AIDS on the sectors we support, such as Sustainable Livelihoods, Social Justice and Research and Publications. We will assess the interventions implemented within these sectors to identify those that either increase or reduce susceptibility to HIV and also examine how AIDS affects the capacity of grassroots households to respond to its impact on their lives and livelihoods. Additionally, we will focus on enhancing our knowledge about the factors that contribute to the vulnerability of women to HIV/AIDS.

To effectively implement this cross-cutting approach, we will undertake several key actions. Firstly, we will develop a comprehensive Workplace HIV/AIDS Policy to ensure a safe and supportive environment for our staff. This policy will be accompanied by training sessions for staff, board members and program participants to ensure their understanding and compliance. Furthermore, we will conduct a study to gain a deeper understanding of the impact of HIV on our core thematic areas and the marginalized communities we serve. This knowledge will enable us to establish practical strategies and approaches to address the issues identified.

In addition to the above, we will review, strengthen and activate our sexual harassment policy and provide training to our staff on its implementation. Regular "Knowledge, Attitudes, Practices and Behaviour" studies will be conducted for all staff, board members and program participants to continually assess their understanding and practices related to HIV and AIDS. Through these actions, we are committed to mainstreaming HIV and AIDS in our organization and ensuring its integration into all aspects of our work.

Within our HIV and AIDS mainstreaming processes, we shall incorporate HIV prevention, treatment, care and support services into our existing programs and thematic areas. We shall also integrate HIV prevention education, counselling and testing services within that framework. This approach recognizes that education and HIV are interconnected issues, as young people, particularly girls, are vulnerable to HIV infection due to various socio-economic factors.

We shall also factor and address the underlying social determinants that increase vulnerability to HIV, such as gender inequality, stigma, discrimination, poverty and lack of access to healthcare. We shall

ensure that these issues are considered and addressed in our programming efforts to create an enabling environment for HIV prevention and support services.

Another critical aspect of mainstreaming is the involvement of multiple stakeholders and sectors in HIV and AIDS programming. FAPAD shall collaborate with government agencies, civil society organizations, community leaders, healthcare providers and affected populations to develop comprehensive and sustainable responses to HIV and AIDS. This approach recognizes that addressing the epidemic requires a multi-sectoral and coordinated effort, as no organization or sector can effectively combat HIV and AIDS alone.

## **8.5 SAFEGUARDING**

We consider safeguarding (ensuring the protection and well-being of individuals and communities that we serve) as a critical cross-cutting issue in our programming. It encompasses policies, procedures and practices aimed at preventing and responding to any form of harm, abuse, or exploitation that may occur within the organization's activities or as a result of its interventions.

Safeguarding is rooted in the principles of human rights, dignity and accountability and it is essential for building trust, maintaining integrity and upholding ethical standards within our community interventions. It requires a comprehensive approach that includes robust policies, training, recruitment processes, reporting mechanisms, response protocols and monitoring. By prioritizing safeguarding, NGOs can uphold their commitment to the well-being and protection of the individuals and communities they serve, contributing to a safer and more inclusive society.

We operate in diverse settings and engage with vulnerable populations, including children, women, refugees, internally displaced persons and marginalized communities. These groups are often at a higher risk of experiencing abuse, discrimination, violence, or neglect. Safeguarding ensures that as we work, we create a safe environment for our program participants, staff, volunteers and anyone associated with our programs.

To effectively address safeguarding as a cross-cutting issue, we shall establish robust safeguarding policies and procedures which will provide clear guidelines on preventing and responding to safeguarding concerns, reporting mechanisms and support services for any stakeholder that may have been deliberately or inadvertently targeted by a harmful practice. The policies will continuously be updated and aligned with international standards, local laws and sector-specific guidelines.

We shall ensure that our staff, volunteers and partners receive appropriate training on safeguarding. This training shall cover topics such as recognizing signs of abuse, understanding power dynamics, promoting gender equality and implementing ethical practices. We shall endeavour to create and sustain a culture of awareness and accountability, where everyone understands their responsibilities in safeguarding and feels empowered to report concerns.

To align our personnel pool, we shall always ensure that our recruitment and vetting processes are rigorous to screen individuals who are able to work well with vulnerable populations. Background checks, reference verifications and interviews shall be conducted to assess the suitability and integrity of potential

staff and volunteers. We shall also establish clear codes of conduct and ethical standards, outlining expected behavioural patterns and the attendant consequences for any breaches.

Our safeguarding component shall reach beyond preventing harm and integrate appropriate responses if an incident occurs. We shall establish safe and confidential reporting mechanisms, ensuring that survivors or witnesses can report concerns without fear of retaliation. Complaints shall be taken seriously and handled through a fair and transparent process, ensuring the well-being and rights of all parties involved.

Collaboration and partnership are vital in addressing safeguarding. We shall engage with local communities, government authorities and other stakeholders to create a collective responsibility for safeguarding efforts. We shall use methods like sharing information, coordinating actions and promoting best practices to strengthen safeguarding mechanisms and maximize impact.

We shall integrate safeguarding indicators into our monitoring frameworks to assess the effectiveness of our policies and interventions. We shall conduct regular reviews and audits to identify gaps and areas for improvement, ensuring continuous learning and adaptation.

## **9 OUR MISSION PRIORITIES**

### **Selection of thematic areas**

Our strategic intent for the 2024-2028 planning and implementation period retains strong alignment to our vision, mission, identity and values. Priority areas have been crafted within the context of Uganda's overarching development priorities but also bear specific focus on comprehensively and sustainably addressing the issues around women in the project locations.

The resultant choices also strongly reflect our program participants' demands, the context of evolving development challenges as well as maintaining alignment to FAPAD's comparative and competitive advantages. Not seen our vision and mission wondering where they have been transferred

We identified three thematic clusters, alongside critical institutional strengthening priorities, that shall guide our interventions over the next 5 years, these include:

#### **Thematic Area 1: Sustainable Livelihoods**

#### **Thematic Area 2: Social Justice**

#### **Thematic Area 3: Research and Publications**

#### **Strengthening our critical institutional capacity:**

### **9.1 THEMATIC AREA 1: SUSTAINABLE LIVELIHOODS**

The Lango sub-region, particularly in its rural areas, grapples with profound poverty challenges that necessitate urgent attention and effective solutions. The incidences of poverty in the Lango sub-region are considered high at 57 percent. In light of this pressing situation, the implementation of sustainable livelihoods programs emerges as a compelling imperative. Such 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 livelihoods programs have the power to foster enduring socioeconomic development in the sub-region, creating a ripple effect of positive change for generations to come.

One of the primary reasons for implementing sustainable livelihoods programs in Lango sub-region is the dire need to address the pervasive poverty that plagues its rural areas. Poverty has wide-ranging detrimental effects on the lives of individuals and communities, hindering their access to basic necessities, healthcare, education and decent living conditions. 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 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 deliberately align the implementation of sustainable livelihoods interventions with the principles of environmental sustainability and conservation. By promoting practices that are environmentally friendly, 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 enhances the resilience of the sub-region to climate change but also contributes to the global effort of achieving sustainable development goals.

Furthermore, the implementation of sustainable livelihoods programs fosters inclusive growth and reduces inequalities within the sub-region. By targeting vulnerable groups such as women, youth as sub-clusters within the marginalized communities, we can provide them with equal opportunities to access resources, skills and markets. This promotes social cohesion, reduces social disparities and empowers 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 ensure that the benefits of development are shared equitably and sustainably.

In order to address specific fundamental vulnerabilities, we have further categorised our interventions in this thematic area into 2 program focus areas;

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

PFA 1 aims to promote the well-being of food insecure households by prioritizing 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.

### **Agroecology at the Core:**

Agroecology forms the foundation of our efforts, embracing a holistic approach that harmonizes ecological principles, local knowledge and sustainable farming techniques. By integrating natural ecosystems, biodiversity conservation and traditional farming wisdom, we aim to create resilient agricultural systems that are both environmentally friendly and economically viable. Agroecology will serve as a guiding framework to address the interconnected challenges of food security, nutrition and income generation in a sustainable manner.

### **Promoting Food Security:**

Through the promotion of agroecology, we strive 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 fertilizers and natural pest management methods. By prioritizing 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.

### **Improving Nutrition:**

In conjunction with addressing food security, PFA1 will prioritize 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 emphasize the cultivation of indigenous, nutrient-rich crops. Additionally, we will organize training sessions and awareness campaigns on balanced diets, food preparation techniques and nutrition education to empower communities in making informed choices for their health and well-being.

### **Income Generation:**

A crucial aspect of PFA1 is empowering 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. This integrated approach will enable households to generate stable incomes, improve their livelihoods and break the cycle of food insecurity.

**Under Programme Focus Area 1, we will focus on the following interventions in the next five years:**



**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.

#### **Intermediate Strategies.**

- i. Enhancing the knowledge stock on agro-ecology through Participatory Action Research (PAR).
- ii. Deepening collaboration and partnerships with CSOs in the project locations, NARO and other research institutions.
- iii. Raising Awareness and Mobilizing Action on agro-ecology and other sustainable, climate-smart, commercial farming practices.
- iv. Capacity building on business development, Value addition, agro-ecology and other sustainable, climate-smart, commercial farming practices through specialised Training programs.
- v. Provision of critical inputs to support agro-ecology and other sustainable, climate-smart, commercial farming practices.
- vi. Conducting Exhibitions and Learner visits.
- vii. Use of Peer-to-peer planning, learning and information exchange.

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

The Lango Sub-region faces significant poverty challenges, with the youth being particularly vulnerable. Many young people in the region struggle to find decent employment opportunities, leading to rising unemployment and underemployment where skills and qualifications are not fully utilized.

High levels of youth unemployment and poverty can have negative consequences for social stability, including increased vulnerability to exploitation, crime and social unrest. To address these issues, interventions aimed at increasing income for youth in Lango Sub-region 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. Higher incomes help meet basic needs, invest in education or skills training and participate more actively in economic and social activities.

Youth with means to generate income contribute to local economic growth through increased consumer spending and potential entrepreneurial ventures, attracting further investment and improving overall regional prosperity.

Implementing interventions to increase youth income alleviates poverty, improves living conditions, creates employment opportunities, boosts entrepreneurship and enhances economic productivity. These interventions reduce vulnerabilities and contribute to a more stable and harmonious society with broader economic benefits for Lango Sub-region.

The PFA (Program for Action) is designed to address the unique needs and challenges faced by the youth in the Lango sub-region, with a primary focus on increasing their income generation capabilities. The youth in the Lango sub-region encounter significant obstacles in generating sufficient income due to limited employment prospects, lack of essential skills and training and insufficient access to financial resources and market linkages. PFA 2 seeks to create an enabling environment that equips young individuals with the necessary tools, resources and support to overcome these barriers and thrive economically.

Under PFA 2, efforts will be made 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.

PF2 prioritizes 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.

PFA 2 recognizes 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.

To ensure long-term sustainability, PFA 2 emphasizes fostering 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. Through these integrated efforts, PFA 2 will transform the economic landscape of the Lango sub-region.

**Under Programme Focus Area 2, we will focus on the following interventions in the next five years:**

**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.

**Intermediate Strategies.**

- i. Enhancing Employability and Apprenticeship Opportunities:
  - Promote vocational training programs and skill development initiatives tailored to the needs of youth.
  - Encourage partnerships between educational institutions and industries to offer apprenticeships and internships.
  - Establish mentorship programs where experienced professionals guide and support youth in their chosen career paths.
- ii. Empowering Youth in Business:
  - Provide business training workshops and courses to equip youth with entrepreneurial skills.
  - Offer mentorship programs where successful entrepreneurs guide and advise young business owners.
  - Connect youth with resources such as grants, loans and crowdfunding platforms to access financial support for their ventures.
  - Provide start-up kits or resources specific to their business ideas.
- iii. Facilitating Access to Financial Resources:
  - Create programs that help youth access financial resources, such as microloans or grants, to start their own businesses.
  - Connect youth with financial institutions that offer youth-focused funding opportunities.
  - Provide guidance on preparing business plans and securing funding for their ventures.
- iv. Empowering Youth in Decision-Making:
  - Encourage youth participation in community decision-making processes by creating platforms for their voices to be heard.
  - Establish youth advisory boards or councils where young people can contribute ideas and opinions on community development.
  - Develop training programs that educate youth on effective advocacy and leadership skills.
- v. Promoting Agricultural Entrepreneurship:
  - Provide training and support for youth interested in agricultural entrepreneurship.
  - Offer resources and guidance on modern farming techniques, marketing strategies and value-added products.
  - Facilitate access to land, equipment and agricultural inputs for young farmers.
  - Connect youth with markets and buyers for their agricultural products.
- vi. Fostering Market Linkages:
  - Organize trade fairs, exhibitions and networking events that connect youth entrepreneurs with potential customers and partners.
  - Create online platforms or marketplaces where youth can showcase and sell their products or services.
  - Establish partnerships with established businesses to provide distribution channels for youth entrepreneurs.
- vii. Supporting Entrepreneurship Ecosystems:

- Advocate for supportive regulatory frameworks that encourage youth entrepreneurship and reduce barriers to entry.
  - Establish incubation centres or entrepreneurship hubs where youth can access resources, mentorship and networking opportunities.
  - Facilitate coordination meetings and networking events for youth enterprise groups.
  - Promote an entrepreneurial culture through campaigns, events and success stories.
- viii. Organizing Learning Visits:
- Arrange visits to successful businesses or entrepreneurs to inspire and expose youth to different industries and career paths.
  - Facilitate interactions with industry professionals and entrepreneurs during the visits.
  - Provide opportunities for hands-on learning experiences and job shadowing.
- ix. Raising Awareness on Land Rights:
- Conduct workshops and training sessions to educate youth about their land rights and ownership.
  - Collaborate with legal experts and organizations to provide legal assistance and guidance on land-related issues.
  - Advocate for policies that protect and promote the land rights of youth, especially in rural areas.
- x. Establishing partnerships with local businesses, industries and government agencies to create job opportunities specifically targeted at youth and negotiate for fair wages and working conditions.

## 9.2 THEMATIC AREA 2: SOCIAL JUSTICE

### 9.2.1 Programme Focus Area 3: Promotion of Climate Justice.

Advancing Climate Justice is a cornerstone of our programming. We aim to address community marginalisation and create a just and sustainable future for all by building climate resilience, ensuring equitable access to resources, advocating for climate policy and raising awareness. Through collaborative partnerships and inclusive approaches, we believe that we can foster a society where every individual has the opportunity to thrive, regardless of their socio-economic background, while collectively combating the global threat of climate change.

Therefore, in our unwavering commitment to addressing the pressing challenges posed by climate change, we place significant emphasis on the promotion of climate justice as one of our Thematic Areas over the next 5 years. Recognizing the urgent need to address environmental disparities and ensure equitable access to resources and opportunities, we have undertaken a comprehensive initiative to foster climate resilience, empower marginalized communities and drive sustainable development in a just and inclusive manner.

#### **Building Climate Resilience:**

At the heart of our program lies the endeavour to enhance climate resilience across the Lango sub-region. We actively collaborate with local communities, governmental bodies and relevant stakeholders to develop and implement climate adaptation strategies. These initiatives encompass the dissemination of climate information, promoting sustainable farming practices and supporting the adoption of resilient technologies. By equipping communities with the necessary tools and knowledge, we empower them to withstand the adverse impacts of climate change and proactively adapt to a changing environment.

#### **Ensuring Equitable Access to Resources:**

We firmly believe that climate justice requires equal access to resources for all members of society. In Lango sub-region, we strive to address socio-economic disparities by promoting inclusive policies and programs. Our efforts focus on securing sustainable livelihoods for marginalized groups, including small-scale farmers, women and youth, through the provision of training, capacity building and access to financing opportunities. By promoting equitable distribution of resources, we aim to mitigate the disproportionate impacts of climate change on vulnerable communities and foster a more just and resilient society.

#### **Advocating for Climate Policy and Governance:**

To achieve lasting change, we recognize the crucial role of policy advocacy and governance in addressing climate justice issues. We shall work closely with local and national authorities to advocate for policies that prioritize climate action, promote renewable energy and safeguard natural resources. By actively engaging in policy dialogues and collaborations, we aim to influence decision-making processes and ensure that climate justice considerations are integrated into legislation and governance frameworks. Our goal is to create an enabling environment where climate justice is at the forefront of policy agendas, leading to tangible and equitable outcomes for the Lango sub-region.

#### **Raising Awareness and Mobilizing Action:**

Education and awareness are fundamental components of our climate justice program. Through targeted awareness campaigns, community engagement and capacity-building workshops, we seek to empower individuals to become advocates for climate justice in their own communities. By fostering a deeper understanding of the interconnections between climate change, social justice and human rights, we encourage collective action and mobilize support for sustainable practices. Through partnerships with local schools, media outlets and civil society organizations, we aim to amplify the voices of marginalized communities and drive a widespread movement for climate justice in Lango.

#### **Under Programme Focus Area 3, we will focus on the following interventions in the next five years:**

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

**OUTCOME 3.1:** Increased resilience of marginalized populations to the 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 marginalized 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 prioritize social equity and justice in climate change responses and integrate gender-responsive, child-friendly and culturally appropriate approaches into climate policies and programs.

#### **Intermediate Strategies.**

- i. Raising Awareness and Mobilizing Action on natural resource conservation.
- ii. Conducting community self-regulation by forming and strengthening wetland and environment management committees.
- iii. Conducting Advocacy, Policy Influence and sensitisation campaigns for the formulation and dissemination of progressive climate by-laws, policies and regulations.
- iv. Capacity Building to enhance the capacity of individuals, organizations and local institutions in Lango sub-region to address climate change challenges through provision of training, knowledge sharing and skills development.
- v. Use of distinct demarcations that distinguish wetlands as nature reserves.
- vi. Promotion of community consensus through dialogue and multi-stakeholder meetings.

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

Land tenure security refers to the legal and social protection of individuals or communities' rights to occupy, use and control land and other natural resources. Marginalized 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.

Therefore, the promotion of land tenure security for marginalized communities in Lango Sub-region is a vital intervention under our social justice programs. By empowering communities and promoting sustainable land management practices, PF4 seeks to enhance the well-being and resilience of marginalized groups. It seeks to empower these communities by providing legal support, advocating for policy reforms, strengthening local institutions and raising awareness about land rights.

Lango Sub-region is home to various marginalized communities, including groups and individuals carrying legacy contexts of vulnerability derived from the LRA conflict. These communities have historically experienced land dispossession, conflicts and discrimination, which have significantly impacted their livelihoods, cultural heritage and overall well-being. Lack of secure land tenure has hindered their access to essential resources, limited economic opportunities and perpetuated social inequities.

PF4 aims to strengthen legal frameworks and institutional mechanisms to protect and recognize the land rights of these marginalized communities in Lango Sub-region. This involves advocating for inclusive land policies, facilitating legal support services and enhancing the capacity of local institutions responsible for land governance.

PFA 4 seeks to empower marginalized communities through awareness-raising campaigns, training programs and capacity-building initiatives. By equipping community members with knowledge about their land rights, legal processes and dispute resolution mechanisms, they become better positioned to assert their rights and participate actively in decision-making processes related to land management.

Addressing land-related conflicts is crucial to ensuring land tenure security. PFA 4 promotes alternative dispute resolution mechanisms and encourages dialogue and mediation among community members, local authorities and other stakeholders. By fostering peaceful resolution of disputes, PFA 4 aims to reduce tension and foster social cohesion within marginalized communities.

Promoting sustainable land management practices is an integral part of ensuring long-term land tenure security. PFA 4 supports marginalized communities in 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.

We are aware that the successful implementation of this intervention requires collaboration among various stakeholders, including governmental agencies, non-governmental organizations, community-based organizations, traditional leaders and academia. These stakeholders play vital roles in policy advocacy, legal support, community mobilization, capacity-building and research. Working together, they can provide comprehensive support to marginalized communities and promote sustainable land tenure security in Lango Sub-region.

To ensure the effectiveness and impact of PFA 4, a robust monitoring and evaluation framework will be implemented. This includes regular data collection, analysis and reporting on indicators related to land rights protection, community empowerment, conflict resolution and sustainable land management. Feedback mechanisms will also be established to gather input from the affected communities, enabling their active participation in the monitoring and evaluation processes.

**Under Programme Focus Area 4, we will focus on the following interventions in the next five years:**

**STRATEGIC OBJECTIVE 04:** To ensure that marginalized 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 marginalized 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 4.2:** Increased responsiveness of the legal and policy frameworks to the recognition and protection of land rights of marginalised communities.

#### **Intermediate Strategies.**

- i. Raising Awareness and Mobilizing Action on land rights and equitable tenure systems.
- ii. Train 400 CPPs on ADR
- iii. Provide legal aid and ADR services to indigents

- iv. Conducting Advocacy, Policy Influence and sensitisation campaigns for the formulation and dissemination of progressive climate by-laws, policies and regulations.
- v. Strengthen the Legal Aid Desk at FAPAD HQ and other branches.
- vi. Carry out demarcation and registration of land.
- vii. Carry out demarcation of sensitive eco-systems
- viii. Hold training of key stakeholders.

### **9.2.3 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 are 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. Our position is that children, as vulnerable members of society, require particular attention and protection in this regard. Addressing the SRHR of children not only promotes their well-being but also contributes to the larger goal of building a just and equitable society.

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.

Providing age-appropriate and inclusive CSE equips children with accurate information about their bodies, relationships, and sexual and reproductive health. CSE promotes values such as consent, respect, and gender equality, while addressing topics like puberty, healthy relationships, prevention of sexually transmitted infections (STIs), contraception, and responsible decision-making.

PFA 5 seeks to ensure that all children have access to high-quality healthcare services tailored to their age, developmental stage, and specific needs. This includes access to confidential and non-judgmental healthcare providers who can offer services like preventive care, counselling, contraception, STI testing and treatment, and support for survivors of sexual violence.

We maintain that protecting children from sexual abuse, exploitation, and violence is fundamental to their SRHR. This requires robust legal frameworks, policies, and child protection systems that effectively prevent and respond to cases of abuse. It also involves promoting awareness and providing support services for child survivors, including psychosocial support and access to justice.

Therefore, a critical component under PFA5 shall be advocating for child-friendly policies and legal reforms that safeguard the SRHR of children. This includes engaging with governments, civil society organizations, and communities to develop and implement policies that protect children's rights, ensure their access to healthcare and education, and eliminate discriminatory practices.

PFA 5 shall promote the recognition of children as active agents in decision-making processes concerning their SRHR. Encouraging meaningful participation allows children to express their views, contribute to policy development, and be involved in the design and evaluation of programs and services that directly affect them.



**Under Programme Focus Area 5, we will focus on the following interventions in the next five years:**

**STRATEGIC OBJECTIVE 05:** To ensure that marginalized 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 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 5.2:** Increased Prevention of early and forced marriages for at-risk children through legal reforms and community sensitisation.

#### **Intermediate Strategies.**

- ix. Raising Awareness and Mobilizing Action on SRHR Children.
- x. Developing and strengthening referral pathways.
- xi. Training Protection Structures and Management
- xii. Provision of Legal Aid and ADR services
- xiii. Provision of Psychosocial support.
- xiv. Provision of Medical support
- xv. Provision of Support IGAs

#### **9.2.4 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, marginalized communities often face significant challenges in accessing these services, leading to inequalities and further marginalization. Lango Sub-Region is home to several marginalized communities that have historically struggled with limited access to quality and quantity of government services.

Marginalized communities in Lango Sub-Region face a multitude of challenges that hinder their access to quality services. These challenges include inadequate infrastructure, such as roads, schools, and healthcare facilities, limited access to clean water and sanitation, high levels of poverty, and limited educational opportunities. These factors contribute to a cycle of poverty and inequality, leaving marginalized communities further behind in terms of development and well-being.

Promoting government accountability is crucial to address the challenges faced by marginalized communities in Lango Sub-Region. Holding the government accountable involves ensuring transparency, participation, and responsiveness in the delivery of services. PFA 6 shall deploy several strategies to achieve this.

Under PFA 6, we shall advocate for more transparent governance. Transparency is vital for holding the government accountable. It involves making information on public services, budgets, and policies easily

accessible to the public. Transparent governance allows citizens, civil society organizations, and the media to scrutinize government actions and demand accountability for the delivery of services.

We shall encourage active citizen participation. This empowers marginalized communities by involving them in decision-making processes. This can be achieved through community dialogues, public hearings, and the establishment of local governance structures. By involving marginalized communities in decision-making, their needs and priorities can be better represented, ensuring service delivery is tailored to their specific requirements.

We shall also establish robust mechanisms for monitoring and evaluating service delivery. Independent monitoring bodies and civil society organizations can play a significant role in assessing the quality and quantity of services provided. They can collect data, conduct surveys, and hold public officials accountable for their performance. This information can be used to identify gaps, propose improvements, and advocate for change.

We recognise that advocacy plays a pivotal role in raising awareness about the challenges faced by marginalized communities. Through advocacy campaigns, in collaboration with other civil society organizations and community leaders, we shall highlight the issues and put pressure on the government to take appropriate actions. These campaigns shall leverage media platforms, social networks, and grassroots mobilization to amplify the voices of marginalized communities and push for positive change.

We shall also build the capacity of local communities and organizations to conduct effective advocacy and participation campaigns. Providing training and resources to marginalized communities equips them with the skills and knowledge needed to engage with government processes, monitor service delivery, and advocate for their rights.

**Under Programme Focus Area 6, we will focus on the following interventions in the next five years:**

**STRATEGIC OBJECTIVE 06:** To ensure that the government provides adequate and effective services such as healthcare, education, infrastructure, and social welfare to marginalized 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 marginalized communities.

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

**Intermediate Strategies.**

- i. Carry out Awareness raising
- ii. Networking and Collaboration
- iii. Support marginalised communities to participate in the parish, sub-county and district planning processes.
- iv. Strengthen the capacity of marginalised communities on tracking and monitoring compliance.

**9.3 THEMATIC AREA 3: RESEARCH AND PUBLICATIONS.**

### **9.3.1 Programme Focus Area 7: Enhancing the impact of research, in northern Uganda.**

The aim of this program focus area is to enhance the knowledge stock and impact of research activities in Northern Uganda. By fostering a culture of research, knowledge sharing, and evidence-based decision-making, this initiative seeks to contribute to the overall development and well-being of the region. The program focus area will address key challenges faced by researchers in the region, promote collaboration, and improve the dissemination and utilization of research findings.

We shall have a keen focus on strengthening the research capacity in Northern Uganda. This will be achieved by providing training and mentorship opportunities to researchers, equipping them with the necessary skills and knowledge to conduct rigorous research. Capacity-building activities will include research methodologies, data collection and analysis, scientific writing, and ethical considerations. By empowering researchers, we aim to enhance the quality and relevance of research conducted in the region.

We shall promote collaborative research as a necessity for addressing complex challenges and generating impactful research outcomes. This program focus area will facilitate partnerships among researchers, institutions, and communities in Northern Uganda. Collaborative research initiatives will encourage interdisciplinary approaches and foster the exchange of ideas and expertise. By promoting collaboration, we can leverage collective knowledge and resources to tackle pressing issues, such as poverty, health disparities, education, and sustainable development.

This program focus area will emphasize the importance of disseminating research findings in accessible formats, such as policy briefs, reports, and community presentations. Research findings are most valuable when they are effectively communicated and utilized by policymakers, practitioners, and community members. Additionally, efforts will be made to bridge the gap between research and practice, ensuring that evidence-based findings inform decision-making processes. By enhancing the dissemination and utilization of research, we can maximize its impact on policies, programs, and interventions in Northern Uganda.

This program focus area will emphasize the importance of research ethics and integrity in all stages of the research process. Maintaining ethical standards in research is paramount to ensuring the credibility and reliability of findings. Training and awareness programs will be conducted to promote responsible conduct, including obtaining informed consent, protecting human subjects, and ensuring data confidentiality. By fostering a strong research ethics culture, we can strengthen the trust and confidence in research activities in Northern Uganda.

This program focus area recognizes the value of local knowledge systems and aims to integrate them with scientific research. Northern Uganda is rich in indigenous knowledge and traditional practices that have been developed over generations. Efforts will be made to involve local communities, traditional leaders, and healers in research activities, ensuring their perspectives are incorporated. By acknowledging and incorporating local knowledge, we can enhance the relevance and applicability of research outcomes, leading to more sustainable and context-specific solutions.

**Under Programme Focus Area 7, we will focus on the following interventions in the next five years:**

**STRATEGIC OBJECTIVE 07:** To catalyse transformational mindset change of marginalised women and their dependants for sustainable development through an expanded functional literacy programme.

**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.

**Intermediate Strategies.**

- v. Build capacity across academia practice and 3rd sector
- vi. Develop a research hub for northern Uganda on SGBV
- vii. Create and foster a multichannel knowledge-sharing platform to connect research communities in northern Uganda.

## 10 OUR INSTITUTIONAL PRIORITIES

### 10.1 STRENGTHENING FAPAD'S CRITICAL INSTITUTIONAL CAPACITY

To effectively implement our mission and meet the evolving needs and challenges of our organization and the communities we serve, we must consistently enhance our leadership, management, staffing, governance, and overall infrastructure. We understand that the nature and extent of our work necessitate a strong organizational structure, sufficient resources, and efficient processes to achieve our objectives. By bolstering our institutional capacity, we can improve our ability to provide high-quality programs and services that meet the requirements of our program participants.

We recognize that our success depends on attracting and retaining highly skilled staff and volunteers. Investing in our institutional capacity enables us to create a supportive and empowering work environment that fosters professional growth, encourages innovation, and cultivates a culture of excellence.

Operating in a dynamic and rapidly changing environment, it is crucial for us to continuously adapt and enhance our organizational systems and processes to address emerging issues and trends. We must be responsive and adaptable to changing circumstances, equipping ourselves to seize opportunities for growth and development.

We firmly believe that forging strong partnerships and collaborations with other organizations and stakeholders enhances the success of our programs. Therefore, we will continue to establish and maintain effective partnerships, leveraging resources to achieve greater impact and long-term sustainability.

We will conduct thorough analyses of our strengths, weaknesses, opportunities, and threats (SWOT), recognizing that this assessment provides valuable management information to prioritize our efforts and

fully utilize our competencies and capabilities. It enables us to build on our strengths, capitalize on external opportunities, identify and address critical weaknesses, and mitigate existing threats.

Furthermore, we will strengthen and streamline our institutional framework to efficiently and effectively fulfill our commitments and maximize the impact of our work. FAPAD's institutional strategic intent remains focused on creating a well-balanced team with exceptional skills and motivation, operating within an environment conducive to peak performance.

## **10.2 INSTITUTIONAL PRIORITY AREA 1: MANAGING OUR FINANCES**

Recognizing the crucial role of effective financial management in realizing our organizational strategy and upholding public support for our work, we have prioritized the fulfilment of accountability expectations from our program participants, donors, and the general public. Our primary objective is to responsibly handle the funds entrusted to us while ensuring transparency and accountability.

To promote transparency and accountability, we will continuously enhance our internal financial systems, policies, and practices, all while meeting the necessary reporting requirements. We will regularly conduct audits and publish our annual accounts in compliance with standard statutory regulations. Our commitment to accountability extends beyond our donors to include our program participants and the local governments in the areas where we operate.

We understand that proper financial management is vital for making informed decisions and utilizing funds efficiently and effectively to achieve our objectives. Therefore, we will allocate funds appropriately, ensuring judicious utilization of our resources.

To accomplish this, we will exercise prudence and strategic decision-making when selecting board members, emphasizing their strong financial acumen and experience in NGO management. Additionally, we will review our Financial Management Manual, benchmarking it against the financial manuals and systems of reputable organizations with similar goals. We will provide training to all staff members to ensure their understanding and adherence to financial standards.

**Under Institutional Priority Area 1, we will focus on the following interventions in the next five years:**

**STRATEGIC OBJECTIVE 08:** Enhancing Financial Management for Organizational Success

**OUTCOME 8.1:** Improved systems, processes, and procedures that upgrade performance of the financial management.

**OUTCOME 8.2:** Strengthened financial planning, risk management, and anticipation of contingencies.

**OUTCOME 8.3:** Improved efficiencies from streamlined procurement policies, procedures, and processes.

**OUTCOME 8.4:** Enhanced optimization of financial resource allocation and utilization.

**OUTCOME 8.5:** Enhanced accuracy, clarity, and timeliness of financial reporting.

**OUTCOME 8.6:** Increased contribution of the finance function to the success of programming objectives.

### **Our Financial Management and Oversight Commitments:**

- We will establish policies and procedures to ensure that our financial management practices align with industry standards and are strictly followed.
- We will invest in enhancing the skills of our program participants, board, and staff in participatory financial planning and monitoring. This will enhance our financial reporting and accountability.
- We will ensure that FAPAD has the necessary systems and policies in place to meet the requirements of donors and program participants. This includes implementing audits, timesheets, and reliable financial systems.
- We will prioritize effective communication, both internally and externally, to ensure that stakeholders are well-informed about our financial management practices. This will help them understand the financial and audit expectations in program management and implementation.
- We will consistently conduct risk assessments and implement mitigation strategies. We will also promptly implement audit recommendations to strengthen our internal control environment and provide support for improvement.

## **10.3 INSTITUTIONAL PRIORITY AREA 2: FUNDRAISING AND RESOURCE MOBILIZATION**

Our focus on financing our strategy involves enhancing our fundraising and resource mobilization efforts to adapt to the uncertainties we currently face. Our aim is to develop strategies that enable us to establish reserves capable of sustaining all our interventions. While we have discontinued certain initiatives and reduced others, there are specific areas where we have intensified our work, which has financial implications.

Consequently, we have incorporated financing and resource mobilisation as an additional strategic dimension to fulfill our mission. We will approach financing strategically and actively employ the necessary skills to ensure adequate funding for all our programs. This perspective necessitates strengthening competencies in fundraising, communication, and accountability. It also requires evaluating our existing structure, systems, practices, and discipline, as well as formulating a comprehensive financing strategy that aligns with our goal of securing sufficient funds for planned undertakings during the strategic plan period. Alongside fundraising, it is prudent for us to reassess our marketing approach when seeking funds.

Additionally, we heavily rely on donor support for our endeavours, despite the diminishing funding and increased competition. 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, hinders our capacity to achieve our vision, measure impact, and ensure sustainability.

The responsibility for successful fundraising, as part of sound corporate practice, lies squarely with the board and will henceforth be one of its core duties. We will enhance the board's capabilities and instil a heightened sense of responsibility in managing our funds through innovative and viable fundraising ideas.

**Under Institutional Priority Area 2, we will focus on the following interventions in the next five years:**

**STRATEGIC OBJECTIVE 09:** To obtain the necessary financial resources and support required to accomplish our mission and strategic objectives.

**OUTCOME 9.1:** Increased funding and organizational financial stability by utilizing a variety of resource streams.

**OUTCOME 9.2:** Enhanced organizational sustainability by virtue of securing stable, long-term funding sources.

**OUTCOME 9.3:** Increased contribution of the fundraising and resource mobilization function to the success of programming objectives.

**Our Commitments in Fundraising and Resource Mobilization:**

- We are committed to diversifying income sources by continuously fundraising and implementing cost-recovery mechanisms and programs.
- We will improve accountability to our program participants, supporters, partners, and communities by effectively communicating the results and impact of our work.
- We will enhance the fundraising capabilities of our board and staff through targeted professional training in resource mobilization, contracts management, tendering, and the development of quality proposals.
- We will engage in timely donor intelligence, dialogues, and interactions to increase awareness of our programs, enhance FAPAD's credibility, and raise our profile.
- We will develop a fundraising strategy with specific targets aligned to our strategic goals, and provide training to our staff and board to effectively implement this strategy. The fundraising strategy will also outline how resources generated from our social enterprise ventures will be utilized.
- We will enhance our capacity to generate and analyse Monitoring and Evaluation (M&E) data. This data will serve as a marketing tool to demonstrate the verifiable impact of our work.

#### **10.4 INSTITUTIONAL PRIORITY AREA 3: BUILDING OUR HUMAN RESOURCE CAPACITY**

At FAPAD, we acknowledge the importance of our staff as our greatest asset, vital to achieving our vision and mission. The quality of the stakeholder experience we provide is determined by the commitment and professionalism of our team. Our organization's success hinges on our ability to ensure a positive stakeholder experience, and failing to do so would have significant repercussions.

In order to fulfill our objective of becoming a preferred change agent supporting marginalized communities, we must depend on an engaged and devoted team equipped with the necessary knowledge, skills, and motivation to accomplish our mission. This necessitates a robust human resource function that can address matters related to staff motivation, well-being, performance management, capacity development, recruitment, orientation, and retention. Furthermore, we aspire to enhance our work environment, both in the office and in remote settings.

Taking lessons from the emerging experiences that required extraordinary pivoting and flexibility at the height of the COVID-19 pandemic, we have integrated valuable insights into human resource management. Moving forward, we will continue investing in our staff to address these issues, enhance efficiency and effectiveness in implementing our strategic plan, and support the growth of our team's

capabilities. As a learning organization, we will undertake strategic initiatives that foster a strong performance culture of excellence at the workplace, which is crucial for our long-term success.

**Under Institutional Priority Area 3, we will focus on the following interventions in the next five years:**

**STRATEGIC OBJECTIVE 10:** Our aim is to strengthen and reinforce our human resource capabilities in order to optimize the work environment and inspire proficient organizational performance.

**OUTCOME 10.1:** Improved rate of acquisition, placement, and retention of talented individuals who possess the necessary skills, expertise, and motivation to achieve our strategic objectives.

**OUTCOME 10.2:** Improved organizational performance as a consequence of enhanced employee growth, development, and satisfaction.

**OUTCOME 10.3:** Increased contribution of the HR function function to the success of programming objectives.

**Our Human Resources Commitments:**

**WE SHALL** create and implement a versatile and proactive organizational structure.

**WE SHALL** develop robust human resource and administrative policies and standard operating procedures based on industry best practices.

**WE SHALL** strengthen our capacity to competitively attract high-quality candidates.

**WE SHALL** establish modern and comprehensive job descriptions, person-job specifications, as well as recruitment and selection policies and procedures.

**WE SHALL** provide timely and competitive compensation (salary scale) and benefits packages to our professionals.

**WE SHALL** implement and adhere to effective performance management systems.

**WE SHALL** promote and foster a high-performance, client-oriented workplace culture.

## 10.5 INSTITUTIONAL PRIORITY AREA 4: COMMUNICATIONS AND IT

As a forward-looking organisation, we acknowledge the transformative potential of Information and Communications Technologies for Development (ICT4D) in enhancing the efficiency and effectiveness of various operations and processes that promote social, economic, and civic transactions and interactions. Our commitment lies in aligning our endeavours with the SDG's objective of expanding ICT access, and we firmly believe that embracing innovative ICT solutions and documentation is crucial to accomplishing our mission priorities.

Our experience working with marginalised communities has shown that ICTs provide limitless platforms for mobilizing, planning, and organizing change agents. These technologies serve as catalysts for both economic and social progress, playing a critical role in broadening knowledge and information access within the communities we engage with.



Moving forward, we will continue to leverage ICTs to enhance our work and establish ourselves as a prominent sub-regional advocate for the empowerment of marginalised communities. Internet access will be vital in facilitating the local and international markets that are both online and offline. Moreover, we will explore innovative methods of involving marginalized communities in ICT utilization, striving to comprehend and address the digital divide's impact on economically disadvantaged population segments.

As we document the lessons learned and the impact of our initiatives on impoverished and marginalized families and communities, we will consistently communicate the strategic and operational principles underlying our wealth creation models. We will encourage our change agents and human rights champions to develop robust IT and communication functions tailored to the needs and priorities of program participants and business stakeholders. We firmly believe that ICTs will play a pivotal role in disseminating the necessary operational and administrative tools, manuals, and regulations for the growth of our program participants.

We are devoted to allocating resources to enhance our communication and IT functions, thereby bolstering our programming, development mobilization, and public representation of our work.

**Under Institutional Priority Area 4, we will focus on the following interventions in the next five years:**

**STRATEGIC OBJECTIVE 11:** Our goal is to utilize technology and innovation effectively to enhance the impact and sustainability of our development programs, while empowering marginalized communities to take control of their own progress.

**OUTCOME 11.1:** Enhanced impact through leveraging digital tools and technological solutions to expand program reach and overcome barriers to development.

**OUTCOME 11.2:** Increased empowerment of marginalized communities through access to education and training, supporting entrepreneurship and innovation and building networks and partnerships to help communities achieve their goals.

**OUTCOME 11.3:** Increased economic sustainability through application of modern production techniques and renewable energy sources with a commensurate increase in the resilience of marginalized women to external shocks.

**OUTCOME 11.4:** Increased contribution of the Communications and IT function to the success of programming objectives.

#### **Our Commitments in Communications and IT:**

1. We are committed to innovating and investing in low-cost digital infrastructure and connectivity to bridge the digital divide in the communities we serve. This will facilitate program participants and their communities in accessing information, services, and markets.
2. We will focus on fostering digital literacy and skills development, building digital capacity, and empowering communities to participate in the digital economy.
3. We will develop technology-enabled solutions to address specific development challenges, such as improving access to healthcare, education, or clean water.

4. We will foster partnerships and collaboration with other organizations and stakeholders in the ICT4D ecosystem, including technology companies, government agencies, and civil society organizations. This will help us leverage resources and expertise, as well as promote innovation and learning.
5. We will promote data-driven decision-making by utilizing digital tools and platforms to collect, analyze, and share data on selected development indicators. This will improve program monitoring and evaluation, enabling evidence-based decisions by FAPAD.
6. We will expand and strengthen our internal ICT systems and processes to support the effective and efficient implementation of our Strategic Plan.

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

At the heart of our mission is the objective of generating significant development outcomes and enhancing the well-being of marginalized communities. To accomplish this objective, we acknowledge the vital role played by Monitoring and Evaluation (M&E) in enhancing our credibility, visibility, decision-making, and overall performance. By adopting a community-led and participatory approach to M&E, we can assess whether our endeavours are truly making a positive impact at both the outcome and impact levels.

Hence, we will validate our progress by placing a strong emphasis on strengthening our monitoring, evaluation, learning, and documentation systems. We will extend the scope of the M&E system to incorporate our social enterprise initiatives, assessing the extent to which these ventures tangibly transform lives. This will involve the use of participatory baselines, targets, and performance indicators, fostering greater ownership of development outcomes.

As an organization, we recognize the significance of organizational learning and innovation for our continuous success. Therefore, we will purposefully gather and analyse relevant knowledge, sharing our findings within FAPAD and with stakeholders. This information will guide our decision-making processes and enable us to enhance our impact. We firmly believe that maintaining a strong focus on M&E will help us meet the increasing demands for accountability, transparency, and evidence of effectiveness from all stakeholders.

To promote shared learning, accountability, and decision-making across our programs, we will collaborate with program participants to develop and implement a participatory, results-based M&E framework. Through this framework, we strive to continually enhance our developmental approach and achieve meaningful outcomes for marginalized communities.

**Under Institutional Priority Area 5, we will focus on the following interventions in the next five years:**

**STRATEGIC OBJECTIVE 13:** To enhance conscientious organizational learning and promote evidence-based decision-making in order to improve program quality.

**OUTCOME 13.1:** Increased effectiveness and efficiency of evidence-based programs with a correlated reduction in costs and timelines.

**OUTCOME 13.2:** Strengthened culture of continuous improvement and innovation within FAPAD leading to better program and administrative outcomes over time.

**OUTCOME 13.3:** Increased accountability to stakeholders and donors, resulting in enhanced transparency and trust levels.

**OUTCOME 13.4:** Enhanced projection and understanding of program impact, enabling the organization to make data-driven decisions.

**OUTCOME 13.5:** Increased contribution of the Monitoring, Evaluation, Linking and Learning function to the success of programming objectives.

#### **Our Monitoring, Evaluation, Linking and Learning Commitments:**

1. WE SHALL develop a comprehensive monitoring and evaluation system that clearly defines roles and responsibilities, captures evidence of successes and challenges and identifies reasons and target groups affected.
2. WE SHALL enhance the knowledge and skills of our board, staff and program participants in collaborative planning, monitoring and evaluation and documenting stories and lessons learned.
3. WE SHALL designate responsible staff and board members to oversee monitoring, evaluation, accountability and learning (MEAL) activities.
4. WE SHALL regularly review all of our programs with relevant stakeholders, using baselines, targets and key performance indicators and implement recommendations to enhance the quality of our work.
5. WE SHALL ensure effective uptake of evaluation results by incorporating them into key decision-making processes and reporting them.
6. WE SHALL dedicate sufficient resources to support M&E, linking and learning activities.
7. WE SHALL strengthen our capacity by providing training opportunities and benchmarking for organizational learning, innovation and strategies to demonstrate our learning curve as an organization.

### **10.7 INSTITUTIONAL PRIORITY AREA 6: STRENGTHENING OUR GOVERNANCE**

The governance function in FAPAD plays a crucial role in ensuring the effective, transparent, and integrity-driven operation of the organization. It encompasses the processes and structures that govern FAPAD's functioning, decision-making, and enforcement of accountability.

Given the significant changes made to our core philosophy, it is imperative to ensure complete alignment of the policies, procedures, and guidelines that govern our activities. This necessitates a thorough examination and certification of our code of ethics, conflict of interest policies, financial management policies, and other operational policies that promote fair and responsible operations.

Our commitment to good governance encompasses establishing clear leadership structures and ensuring transparency and accountability in all facets of our operations. This includes financial reporting and auditing, monitoring program activities, and providing regular reports to stakeholders.

The board of directors will play a pivotal role in driving and promoting good governance practices throughout the organization. The new direction we are embarking upon demands a robust and dedicated governing body that effectively and efficiently fulfills its responsibilities. The board will provide sustained leadership by meticulously assessing, monitoring, and addressing risks, as well as continuously tracking and optimizing our overall performance for maximum impact.

Consequently, the survival of our organization hinges on various factors, with the board's positioning being of utmost importance. Among other responsibilities, the board must enhance our visibility, ensure organizational sustainability, adapt to our changing external environment, manage our finances, promote effective leadership and management practices, establish and uphold ethical standards, and guide and monitor the adherence to our core values.

The board will play a critical role in overseeing the implementation of our strategic plan while fostering an organizational culture that aligns with our core identity, ultimately enabling us to achieve the goals set forth in this plan. Additionally, the board will ensure the dissemination of necessary policies and programming practices throughout all levels of the organization. Strengthening the board is imperative to fulfill these multiple obligations.

**Under Institutional Priority Area 6, we will focus on the following interventions in the next five years:**

**STRATEGIC OBJECTIVE 14:** To ensure that FAPAD is effectively and efficiently managed in accordance with its Vision, Mission, Values and legal and ethical standards and strategic objectives.

**OUTCOME 14.1:** Strengthened alignment of FAPAD activities to Vision, Mission, values and legal and ethical standards and strategic objectives.

**OUTCOME 14.2:** Increased Membership growth with correlated levels of commitment and participation

**OUTCOME 14.3:** Improved organisational brand integrity and reputation.

**OUTCOME 14.4:** Increased donor patronage and support from development partners.

**OUTCOME 14.5:** strengthened alignment of FAPAD activities to Vision, Mission, values and legal and ethical standards and strategic objectives.

**OUTCOME 14.6:** Increased contribution of the governance function to the success of programming objectives.

#### **Our Governance Commitments:**

1. WE SHALL Establish a robust governance framework for decision-making, oversight and accountability within the organization. This includes defining the roles and responsibilities of the board and staff, establishing policies and procedures and ensuring compliance with legal and regulatory requirements.

2. WE SHALL ensure effective risk identification and management including conducting regular risk assessments, implementing risk mitigation strategies and ensuring that the organization has adequate insurance coverage wherever required.
3. WE SHALL Foster transparency and accountability by ensuring that FAPAD is transparent in its operations, accountable to its stakeholders, provides timely and accurate financial and non-financial information, engages stakeholders in decision-making and establishes mechanisms for feedback and complaints.
4. WE SHALL Build a strong and diverse board that has the skills and experience needed to provide effective oversight and guidance to the organization. While recruiting new members, we shall provide ongoing training and development and ensure that the board is representative of the organization's stakeholders.
5. WE SHALL review the board recruitment policy and structure making its composition stronger with additional committees being created to champion and manage specific issues.
6. WE SHALL create an enriched and proactive Board calendar through which board members can contribute to the successful attainment of FAPAD mandate
7. WE SHALL develop a comprehensive monitoring and evaluation system that clearly defines roles and responsibilities, captures evidence of successes and challenges and identifies reasons and target groups affected and conducts periodic monitoring of the strategic plan.

## **10.8 INSTITUTIONAL PRIORITY AREA 7: ORGANIZATION STRUCTURE AND STRATEGIES**

### **10.8.1 GOVERNANCE STRUCTURE**

The main reason for implementing a strong governance structure is to establish an effective decision-making and oversight framework. Typically, the board of directors is responsible for providing strategic guidance and direction to the organization, ensuring alignment with its mission, objectives, and values.

Day-to-day operations, program implementation, and goal achievement are the responsibilities of the executive management team, led by the Executive Director. They are accountable to the board and must regularly report on the organization's progress, financial performance, and any other matters requiring board attention.

In addition to the board and executive team, various committees and sub-committees are established to oversee specific areas such as finance, audit, human resources, and program evaluation. These committees play a crucial role in ensuring efficient resource utilization and the achievement of desired outcomes.

Our governance will be primarily executed through the revised governance structure. Our governance structures will be established in compliance with our constitutional provisions, subject to any future amendments.

## 10.8.2 THE FAPAD ORGANOGRAM

INSERT NEW SCHEMATIC

## 10.9 INSTITUTIONAL PRIORITY AREA 8: OUR SUSTAINABILITY PLAN

The FAPAD sustainability plan outlines our long-term goals, strategies and actions to ensure our continued success and impact in achieving our mission. Sustainability for FAPAD means that we are constantly improving our organizational capacity to continue to exist and serve our mission over the long term and that we continue to perform and deliver project benefits to our primary program participants even after donor funding terminates. The responsibility for ensuring sustainability of the organization rests with our board who will periodically assess and provide an annual report on the health of the organization.

Our sustainability plan articulates the following key factors;

1. Ensuring long-term viability: Our sustainability plan shall establish a stable financial foundation and develop strategies to sustain our activities over the long-term. This plan ensures that we can continue to function and achieve our objectives, even when faced with challenges like funding cuts or changes in donor priorities.
2. Creating a roadmap for growth: The sustainability plan provides a roadmap for FAPAD's future growth and development. It helps us to identify opportunities for expansion, diversification of funding sources and development of new programs that align with our mission.
3. Building stakeholder trust: NGOs rely on the support of their stakeholders, including development partners, program participants and volunteers, to carry out our work. Our sustainability plan communicates our long-term vision and strategy, which helps to build trust and credibility among our stakeholders.
4. Fostering innovation: We operate in a highly dynamic global ecosystem that requires us to think creatively about our interventions and explore innovative ways to achieve our objectives. This iterative process can precipitate the development of innovative approaches to the economic, social and environmental issues we are addressing.

Our sustainability as an NGO will be underpinned, monitored and measured by the following principals;

1. Short- to long-term planning
2. A people-first philosophy that emphasizes participatory project development, implementation, monitoring and evaluation. Building projects together with key stakeholders including with the district local governments will win hearts and build community support. People in the community will embrace activities because they are part of the design and implementation. Our key stakeholders and their communities will take ownership, feel valued and endeavour to do things that can help projects continue into the future.
3. Gender equality and women's and youth empowerment.
4. Articulation of project baselines and targets as well as the monitoring, evaluation, linking and learning functions.
5. Developing viable business ventures.
6. Understanding and constantly monitoring our risks.
7. Accountability and frugal use of resources.

8. Partnerships and collaborations with key stakeholders including local governments, community leaders, other CBOs and NGOs. Strong partnerships will bring on board diverse strengths, skills and experience to enable us better serve communities and sustain projects.
9. Organizational capacity building including on good governance and leadership development.
10. Expanding Training-of-Trainers interventions to include core program participants.
11. Agreements on project exit strategies with core program participants.

This sustainability plan will be supported by a robust communication and outreach strategy. We shall document our work and share the results on a regular and timely basis with our stakeholders.

## **11 APPENDICES**

### **11.1 IMPLEMENTATION PLAN**

### **11.2 BUDGET FRAMEWORK**

### **11.3 SWOT/BEEM**