



Foundation for Open Development

STRATEGIC PLAN II 2021 – 2026



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OVERTURE

Foundation for Open Development (FOD), concerned with the high plight of the Human Rights abuses, Social-Economic needs, political challenges, violations coupled with high poverty levels especially in the rural and slum areas due to lack of adequate engagements and involvement in participatory right-based development programming and short of knowledge on income generating activities and best processes to Social – Economic Transformation to champion social welfare to better the lives of the people in the Country, It is in this regard that the five-year strategic plan is to set priorities, action plans and anticipated results using a clear assessment and research of its existing resources, capacities and partner expectations. The strategy is an operational management tool to guide and support the organization in the coordination and implementation of its activities and overall execution of its mandate.

On the related note, we are aware of increasing injustices in form of: Gender Based and Sexual Violence, Child abuse, disempowerment of young people and associated human rights violations especially those that undermine the dignity and integrity of Women, Girls and young people of all forms by those holding power and authority in various levels leadership in this country because of selfishness, impunity, greed and intrigue, while well knowing the consequences of these acts to the population in ever challenging environment;

Realizing that, there is great need to mobilize resources as concerned citizens to converse for support to “*Rise the Voice of The Voiceless*”, do hereby resolve to reach out to government, donor communities, partners, well-wishers, among others to support organization’s activities, projects and Programmes so as to ensure that the communities it works with receives the services it deserves most for the attainment of organization’s: Vision, Mission, Goal and Objectives for its fulfillment of service delivery to the disadvantaged people in our society in relation to marginalization, oppression, abuse and vulnerability of such persons or communities so that they can exercise their rights through evidenced based research, advocacy, information sharing and capacity building in order to bring about efficiency and effectiveness of people tailored service delivery in right based programming to development to improve the wellbeing’s for citizens without discriminating of any nature in the thematic of: **Gender, Justice, Children and Young People. Health, Social Care Research, Policy and Practice. Education and Innovation. Democracy, Human Rights and Governance. Climate Change, Green Growth and Smart Agriculture.**

This Strategy if the resources are availed consistently then we shall go a long way in feeding into National Strategic Plan III and Sustainable Development Goals in its formation as of the thematic to which they are underpinned for sustainable transformation in the lives of the people in the Republic of Uganda.

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ACRONYMS

AGM	Annual General Meeting
AU	African Union
BoD	Board of Directors
CSO	Civil Society Organization
CUSP	Civil Society in Uganda Support Programme
EAC	East African Community
ECE	Early Childhood Education
FAM	Finance and Administration Manager
FDP	Founding Directors and Promoters
FOD	Foundation for Open Development
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für International Zusammenarbeit GmbH
GoU	Government of Uganda
M&E	Monitoring and Evaluation
MoFPED	Ministry of Finance Planning and Economic Development
MoU	Memorandum of Understanding
NDPIII	National Development Plan Three
NGO	Non-Governmental Organization
PDM	Parish Development Model
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
POMA	Public Order Management Bill
SDG	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
TDLG	Tororo District Local Government
UBOS	Uganda Bureau of Statistics.

FORWARD

I have the honor to introduce to you the second Strategic Plan for Foundation for Open Development for the period 2021 - 2026. The strategy outlines FODs Vision and Strategic direction for the next five years. The strategy was developed in consultation with a wide range of experts and stakeholders at the national and subnational levels. These included among others: Development Partners, Donor Communities, Tororo District Local Government (TDLG), Civil Society Organizations (CSOs), Staff and Structures of Foundation for Open Development (FOD).

Our Vision is to see *“The community in which citizens are vibrant holds self and leaders accountable on service delivery, good governance and democracy”*. This will be guided by our mission statement of *“To be an organization for vulnerable community established to raise the voice for the voiceless to enjoy fundamental human rights in the society they all live in and cherish”*. In order to achieve this vision, Foundation for Open Development will mainly focus on six thematic areas which include: Gender, Justice, Children and Young People; Health, Social Care Research, Policy and Practice; Education and Innovation; Democracy, Human Rights and Governance; Climate Change, Green Growth and Smart Agriculture, and Organizational Capacity Strengthening. These are the key pillars that shall define the destiny of Foundation for Open Development in the next five years working in a collaborative manner in the changing World.

Even though the context in which we work continues to evolve, our core values of: Equality and Equity; Team Work and Partnership; Transparency and Accountability, Justice and Cooperation will guide our core business model. We remain alive to the challenging operating context not only in Uganda but also around the continent which have witnessed the socio-political and economic marginalization of the poor and most vulnerable in societies.

To execute this plan successfully, Foundation for Open Development shall continue to work in close cooperation and collaboration with other Civil Society Organizations (CSOs) that dream the same way, development partners and donor communities with whom we have shared goals, objectives and value system. Above all, work closely with Government at both national and sub-national levels to offer quality service to all people equitably.

I urge all of us to embrace and support Foundation for Open Development in delivering on this strategic plan. My sincere appreciation goes to European Union (EU) and the German Government for the financial and technical support extended to Foundation for Open Development (FOD) through GIZ – Civil Society in Uganda Support Programme, Tororo District Local Government, my colleagues the Board, the Consulting Team, and staff headed by the Executive Director who have ensured timely completion of this Strategic Plan II with very rich ideologies.



.....
Boniface Emengo,
For, CHAIRPERSON,
BOARD OF DIRECTORS,
FOUNDATION FOR OPEN DEVELOPMENT (FOD)

ACKNOWLEDGEMENT

This Strategic Plan has been developed to champion the next cause of action for Foundation for Open Development (FOD) for the period 2021 to 2026. This has been done in a high level consultative and participatory manner across the FOD Structures, Civil Society Spectrum, Local and National Government levels, Partners and Donor Communities because it required input, wisdom and contributions from many individuals, groups and institutions lensing social development perspective.

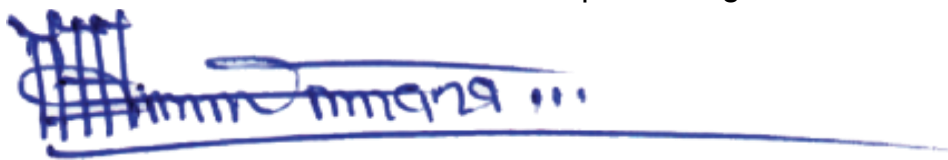
Foundation for Open Development is grateful to all stakeholders, partners, donors and staff who participated in the development of Strategic Plan II expected to cover the next five years (2021 – 2026). Special thanks go to Ms. Janine Baudach – Hub Coordinator, Mbale Civil Society in Uganda Support Programme (GIZ-CUSP), Elizabeth Ongom – Advisor, Civil Society Organizations and Social Development (Delegation of the European Union to Uganda) for her contribution, David Obutai -Technical Advisor Governance at GIZ-CUSP for all the support advanced to FOD during the development of the Strategic Plan.

Similarly, I am appreciative to European Union (EU) and German Government for the financial and technical support extended to Foundation for Open Development (FOD) through GIZ – Civil Society in Uganda Support Programme (CUSP) that financed the entire process of developing the Strategic Plan II (2021 – 2026).

Gratitude is also extended to the Ministry of Gender Labour and Social Development, National Bureau for NGOs (Ministry of Internal Affairs), Tororo District Local Government, Plan International Uganda, National Institute for Health Research United Kingdom for the rich data obtained particularly in the thematic area of Health, International Justice Mission, Uwezo Uganda, Rock Mambo Radio FM, East FM Radio among others for the leadership, great partnership and contributions towards the formulation of this Strategy.

I am indeed grateful for the tireless efforts of Robert Mugambwa and David Mugurusi, the Consultants, for the fantastic job well done in consolidating this Strategic Plan in its nature. I wish to acknowledge the role played by the Board of Directors, Staff and Foot Soldiers (community structures) at Foundation for Open Development for inputs and overseeing the finalization of this Strategy. To me the journey is just starting, let us energize ourselves and we shall reach there.

Foundation for Open Development (FOD) is committed to effective and efficient implementation of this Strategic Plan II (2021 – 2026) in partnership with all relevant stakeholders, likeminded development partners, donor communities and the Government of the Republic of Uganda.



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Peter O. Ekiikina
CHIEF EXECUTIVE OFFICER,
FOUNDATION FOR OPEN DEVELOPMENT (FOD)

EXECUTIVE SUMMARY

In 2016, Foundation for Open Development (FOD) embarked on a journey of developing its first strategic plan that is currently running and will be ending in 2021. This paved way for the process of reviewing and formulation of a New Strategic Plan II in partnership with GIZ – CUSP (Civil Society in Uganda Support Programme) and with funding from European Union (EU) currently is implementing The Change Project entitled “Enhancing The Capacity Of FOD And Its Community Accountability Structures In Participatory Governance” to enable continuity beyond 2021. Foundation for Open Development is concerned with the high plight of human right’s needs, abuses, social-economic and political effects on the people of Uganda, coupled with high poverty levels across the regions and sub-regions especially in the rural and slum areas due to lack of adequate engagements and involvement in participatory right-based development programming and short of knowledge on income generating activities and best processes to Social – Economic Transformation.

The new strategic plan which doubles as the second strategy since its formation in 2012, building on the achievements and lessons learnt from the implementation of the previous strategic plan 2016 – 2021 that describes FOD’s anticipated Vision for the next strategic period of 2021 - 2026, and how it hopes to achieve its Vision aligned to the Mission. Foundation for Open Development (FOD) will over the next five years focus on six thematic areas informed by the National development frameworks (NDP III), East African Community (EAC) Vision 2050, African Union (AU) Agenda 2063 and Global Sustainable Development Goals (SDGs) and the thematic areas include:

- 1) Gender, Justice, Children and Young People.
- 2) Health, Social Care Research, Policy and Practice.
- 3) Education and Innovation.
- 4) Democracy, Human Rights and Governance.
- 5) Climate Change, Green Growth and Smart Agriculture.
- 6) Organizational Capacity Strengthening.

These thematic areas for the next five years, 2021 – 2026, will be anchored on activities captured under each thematic area while deploying the objectives highlighted herein: - 1). Research and Innovation, 2). Policy Advocacy, 3). Capacity Building and awareness and 4). Partnership and Networking. Specific strategic objectives and activities have been developed under each thematic area. In all her activities and in the course of implementation, Foundation for Open Development will ensure to integrate inclusive participation.

In order to achieve the intended results under each thematic area, particular implementation approaches have been proposed, and these include; adoption of the Parish Development Model, Research, learning and documentation, information sharing, Capacity Building, Partnerships, Networking and Collaboration with like-minded civil society organizations, Lobbying and Advocacy with keen focus to Sustainability.

Over the next five years 2021 - 2026, Foundation for Open Development (FOD) will require a total funding Uganda Shillings amounting to UGX. 9,488,400,000, approximately US\$ 2,699,365.22¹ to spend on all her planned activities under each thematic area. The process of raising the stipulated funds will be guided by the Foundations Resource Mobilization Strategy spearheaded by the Executive Director.

¹ Used xe conversion rate (xe.com) as of 10.06.2021. See link <https://www.xe.com/currencyconverter/convert/?Amount=9488400000&From=UGX&To=USD>

CHAPTER ONE

1.0 INTRODUCTION

This document presents the second strategic plan for Foundation for Open Development (FOD) for the period 2021 to 2026. The strategic intent expressed emanates from and builds on the achievements, and lessons learnt from the strategy ending 2021 and its planned interventions. The past performance and context analysis highlighted the following key areas that need to be prioritized in the current strategy: Gender, Justice, Children and Young People; Health, Social Care Research, Policy and Practice; Education and Innovation; Democracy, Human Rights and Governance; Climate Change, Green Growth and Smart Agriculture and Organizational Capacity Strengthening. These domains shall be the focus to reckon with across the lifetime of the strategic plan.

1.1 WHO WE ARE

Foundation for Open Development (FOD) is a Community Centered multi-disciplinary indigenous Non-Governmental Organization with a mandate to address injustices in communities especially those that undermine the dignity and integrity of women and girls and other vulnerable population through Research, Advocacy, Conflict Mitigation and Capacity Building, founded in 2012 as a pressure group with lenses to defend and fight for justice for vulnerable population whose land rights was being hijacked under the disguise of development that witnessed lots of land / property grabbing of the poor people coupled with high levels of corruption, embezzlement, selfishness, impunity, greed and intrigue of those strategically placed in high profile offices in government some of whom acted as brokers. FOD is registered with Tororo District Local Government (YT. 40605) in 2013, National Bureau for NGOs (NGO Bureau - RN. 10431) in 2014 as a Countrywide Non-Governmental Organization, Uganda Registration Service Bureau with Certificate No. BRS – INCC - 5-20/23520 and Registration No. 80020002373223 as a Company Limited by Guarantee and also registered with Finance Intelligent Authority (FIA-I4-000379). FOD is **headquartered in Tororo District** located about 210 km East of Kampala. Our slogan is the “*Voice for the Voiceless*”.

Foundation for Open Development (FOD) is concerned with the incidents of human rights abuses, social-economic and political effects on the people of Uganda, coupled with high poverty levels especially in the rural and slum areas due to lack of adequate engagements and involvement in participatory right-based development programming and short of knowledge on income generating activities and best processes to Social – Economic Transformation. Based on FOD’s successes of establishing its foot prints in Tororo District through strengthening community engagements and networking with Government and other Civil Society Organizations (CSO’s) in the district and at national level. It is in this regard that the five-year strategic plan is to set priorities, action plans and anticipated results using a clear assessment and research of its existing resources, capacities and partner expectations. The plan is an operational management tool to guide and support the organization in the coordination and implementation of its activities and overall execution of its mandate.

1.2 RATIONALE AND PROCESS OF DEVELOPMENT OF THE STRATEGIC PLAN II

This is the second strategic plan for FOD that covers a period of five years 2021 - 2026. It was developed towards the end of implementation of the first strategic plan (2016 -2021). As one of the good institutional

development practices, organizations periodically review their performance over a period of time and continuously scan through their operating environment and identify critical emerging issues that can guide their strategic direction and actions within the medium and long-term basis.

In light of a rapidly changing operating environment in Uganda, this strategic plan was developed through participatory and consultative process which provides a strategic direction and clarifies the what, and how FOD can position itself in the next five years (2021 - 2026).

1.3 THE PLANNING PROCESS

The process of compiling and developing this strategic plan was consultative and participatory in nature. Staff and Board Members of the Foundation for Open Development, its Community Monitoring and Accountability Groups (Volunteers) and key district stakeholders were engaged and involved in brainstorming sessions on the strategy ending 2021 and similarly advance proposals for the new strategy, 2021 – 2026. During the sessions, there was joint review and development of goals, programme areas or domains or themes and the specific activities therein.

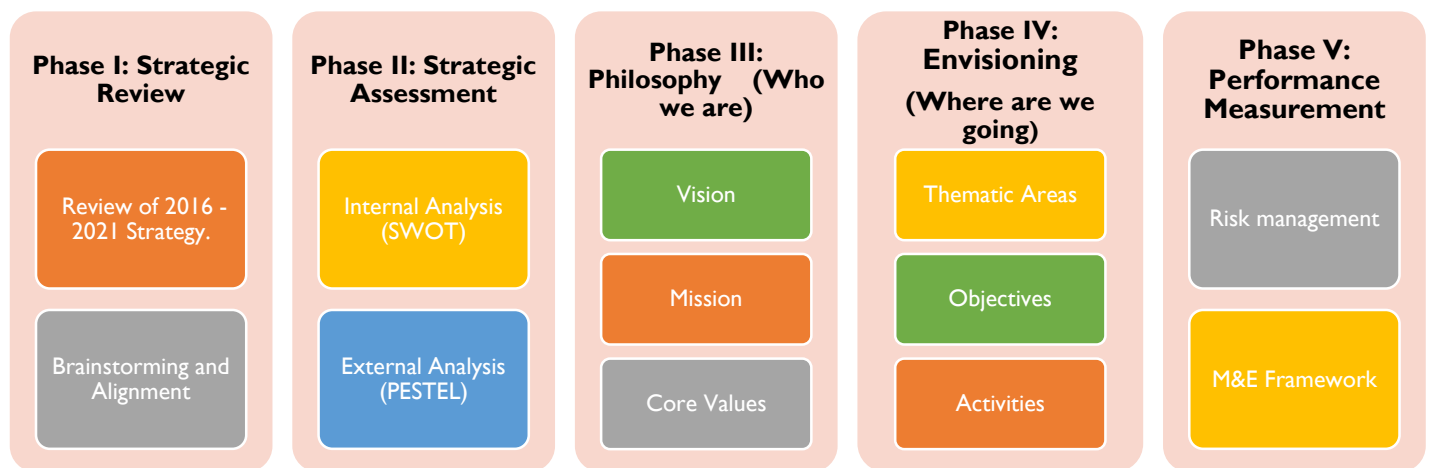


Figure 1: The summary of the phases that were undertaken to realize the final output.

1.4 STRATEGIC MANDATE AND POSITIONING

FOD as an organization has a strategic mandated of being the “Voice for the Voiceless” through advocating for unprivileged citizens to enjoy fundamental human rights and also, enable citizens to express themselves and participate in the campaigns to Gender Justice, human rights, participatory governance and quality service delivery in their Country. The organization is also mandated to provide evidence-based planning through transformative research, policy advocacy, community empowerment through capacity building, partnerships and networking.

(i) Our Vision

The community in which citizens are vibrant and hold leaders accountable on service delivery, good governance and democracy.

(ii) Our Mission

To be an organization that seeks to serve vulnerable communities through raising their voices to enjoy fundamental human rights in the society they all live in and cherish.

I.5 OUR CORE VALUES

(i) Equality and Equity

We seek to treat all people equally regardless of their status in all spheres of life (political, economic, social, religious and cultural). It also treats every individual or groups of persons with fairness, justice, and impartiality.

(ii) Team Work and Partnership

We work closely together to achieve a joint outcome, more so we work with stakeholders, Civil Society Organizations (CSOs) and Networks with whom we share common goals.

(iii) Transparency and Accountability (Integrity)

We operate utmost integrity and transparency meeting the highest ethical standards. We commit to being transparent and accountable to all our internal and external stakeholders in order to build sustainable communities in Uganda.

(iv) Justice and Cooperation

We have a soaring concern for fairness, peace, impartiality, and genuine respect for people, more so we work with joint action and combined effort hence, we exhibit exemplary, learning culture to value exemplariness and learn more through sharing ideas coupled with responsiveness, highly caring, positively in a quick process in information dissemination.

I.6 OUR OBJECTIVES

Over the next five years, 2021 – 2026, Foundation for Open Development will anchor her activities captured under each thematic area on the objectives highlighted below: -

(i) Research and Innovation.

To use research and innovation as a tool that cross cut all thematic areas and or programs hence enabling Foundation for Open Development to generate evidence that informs programming, implementation and measurement of progress or impact.

(ii) Policy Advocacy.

To compel the Local and Central Governments to formulate and implement policies that are of value to the population without segregation and discrimination in a sense empower citizens to demand equitable service delivery.

(iii) Capacity Building and Awareness.

To enhance understanding among stakeholders at various levels, namely; National, District, Sub-county, Parish and village levels and engage community volunteers to participate in development project and or programs.

(iv) Partnership and Networking.

To work with the likeminded stakeholders, partners and donors to build synergy and gain greater support in working towards being an organization for the voiceless through and achieve the strategic objective across all domains.

CHAPTER TWO

2.0 CONTEXTUAL ANALYSIS.

This section examines the internal Strengths, Weaknesses, Opportunities and Threats (SWOT) and the external Political, Economic, Social, Technological, Environmental and Legal (PESTEL) contexts in which the Foundation for Open Development (FOD) works and how these will impact on FOD in the next strategy, 2021 – 2026.

2.1 Internal Organizational Analysis (SWOT)

An analysis of the internal context of FOD reveals both internal and external factors that either positively or negatively affect her efficiency and effectiveness as an institution. The SWOT framework was used to identify the factors that may affect the operations of the organization providing climbers from which leverage can be sought to move her agenda forward. An all-inclusive SWOT analysis of FOD was done as part of the strategic plan reflection process.

2.2 FOD Strengths.

- (i) A major strength of FOD is seen in its legal status and reputation built over ten years of people focused service. FOD over the years has followed clearly defined and relevant mandate as reflected in its vision, mission and core values. The organization is legally incorporated as a company limited by guarantee and is registered by the Uganda National NGO Bureau in conformity with the current NGO Act of 2016, NGO Regulations 2017 and the National NGO Policy 2010, It was validated by Uganda National Bureau of NGOs as a legitimate operational Non-Governmental organization in Uganda and is duly registered and certified by the Financial Intelligence Authority of Uganda government in consistence with the Anti-Money Laundering Act, 2013.
- (ii) FOD has active BODs and dedicated staff who are competent and have been able to carry the organization through thick and thin and transformed it into a major actor shaping and transforming lives. The BOD is composed of respectable members of society bringing to the organization different faculties of training, expertise and experiences.
- (iii) FOD has well formulated policies and systems strategies and approaches to support the day to day running of the organization. Among them, The Constitution, Articles and Memorandums of Association, Human Resource Management and Administration Manual, Finance Management and Procurement Manual, The Gender Policy, Children and Young People Safeguarding Policy, Risk Management Policy and periodic Annual Audits among others. The organization has qualified and experienced programme, finance and administration staff with well-articulated work plans and financial estimates. It has an M & E system used to process and analyze data to help it understand the performance of its programs and activities.
- (iv) FOD has a well-established office and is very visible within the area of its operation. It has well established communication system and effectively communicates with other stakeholders. The organization enjoys good relationship with Government authorities, National and International Civil Society Organizations (CSOs), Agencies, stakeholders and right-holders across its jurisdictions.

2.3 FOD Weaknesses

- (i) The organization and its activities are still less visible and less recognized by the wider public, media and other key actors within the policy processes at the National, Regional and Global levels.
- (ii) Limited sources of funding for the organization to run its planned activities. To date, FOD is mainly funded by only three partners namely: Plan International Uganda, GIZ-CUSP (Civil Society in Uganda Support Programme) and Uwezo Uganda.
- (iii) Lack of sustainable resource mobilization strategy: FOD relies on a few partners such as UWEZO Uganda @ Twaweza East Africa, PLAN INTERNATIONAL UGANDA and GIZ-CUSP. This creates uncertainties regarding the future of the organization and makes long term planning difficult. Donor research and analysis is one of the tools FOD can use to increase on the much-desired funding.

2.4 Available Opportunities for FOD

- (i) Availability of human resources and interns who are willing to work with and support the organization especially at district levels.
- (ii) Opportunities for partnership and or collaborations with likeminded organizations or those that are implementing more or less the same program themes or activities.
- (iii) The use of social media to increase our online presence has dramatically increased our support base. Extending activities beyond Tororo could potentially increase FODs support base even further.

2.5 Threats against FOD

- (i) The shrinking CSOs space current trend in the political arena in Uganda, the laws that are being enacted in place may affect the operation of the organization since the donor community gap is narrowing. For example, the Public Order Management Act 2013 and the NGO act 2016 which requires that all NGOs/CSOs to renew their subscription annually could be limiting, at the same time CSOs that push advocacy agenda that promoting principles of good governance may fail to get this renewal.
- (ii) Uncoordinated advocacy activities among different Civil Society Platforms, which affects synergies of efforts, and duplication of work leading to wastage of limited resources.
- (iii) The eruption of Corona-Virus and other diseases globally shrink the funding basket for NGOs hence, financial and sustainability threat since; Government does not fund activities of NGOs.

2.6 Implications of the SWOT analysis to FOD

Foundation for Open Development (FOD) will capitalize on her strengths and hitch on the opportunities identified while improving on the weaknesses and minimizing the threats. FOD will in particularly devote efforts to improve on the internal weaknesses such as increasing visibility of the organization to the wider public and invest more is sourcing for funding for the current strategy and beyond.

2.7 External Organizational Analysis (PESTEL)

This section provides a comprehensive contextual analysis of the external Political, Economic, Social, Technological, Environmental and legal frameworks and how these are likely to impact on the implementation and attainment of FODs Strategic plan.

(i) Political Analysis.

On 14th January 2021, Uganda elected her national leaders who will steer the country forward for the next five years, 2021 – 2026. Although, results of the just concluded elections were contested by the opposition candidates, no chaos or election related violence has emerged from the disagreement and thus Uganda remains a relatively peaceful, stable and secure country.

Uganda is currently governed under a multi-party dispensation with a decentralized local governance system that stretches from national to local level. Decentralization sought to transfer power to the people as a means to improve service delivery and ensure maximum participation. The constitution of the Republic of Uganda (1995) and the Local Government Act (1997) gave full effect to decentralisation. The act provided for participation through empowerment of ordinary Ugandans to play a monitoring role and observe delivery of services. However, decentralization, until to date is undermined by political interference from the central government by way of appointments from the center of key local positions in both local government and local administration. Local dependency on conditional funding from the central government further erodes the autonomy promised by decentralization.

Implications on FOD.

FODs new strategy shares the same implementation period as the newly elected government. The current context places FOD in a better position to contribute to empowering citizens to be drivers of their own development. That is, enable a community in which citizens are vibrant and hold leaders accountable on service delivery, good governance and democracy. In light of the above, FOD will continue to position herself as a Voice for the Voiceless, amplifying citizens voices especially in influencing policy formulation through collaboration with relevant government line Ministries, Departments Agencies and other CSOs.

(ii) Economic Analysis

Uganda like any other country across the world has not been spared from the COVID-19 Pandemic outbreak and its effects on the economy. Uganda confirmed its first COVID-19 case on 21st March 2020 and in the same month Uganda instituted its first lockdown which lasted more than six months and thereafter the government started easing the restrictions. The COVID-19 outbreak and lockdowns will go in the history of the world and Uganda at large as events that have negatively impacted on the different economies, Uganda inclusive. According to the World Bank, in 2020, Uganda experienced a slow growth in its GDP as compared to 2019. The slow growth is mainly attributed to the effects of the COVID-19 or Corona Virus pandemic. “Economic activity stalled during the latter part of FY20 due to a domestic lockdown that lasted more than four months, border closures for all but essential cargo, and the spillover effects of disruptions to global demand and supply chains. This resulted in a sharp contraction in public investment and deceleration in private consumption, which hit the industrial and service sectors hard, particularly the informal service sector” (World Bank, 2021).

Implications on FOD.

In these unprecedented times when COVID-19 continues to spread and to impact almost every individual and organization across the world directly or indirectly, non-profit organizations or non-government organizations (NGOs) are also deeply affected now and in times to come – Foundation for Open Development is not spared either. As it is not yet clear what the current pandemic situation holds in future, it is important to balance the scale between panic and carelessness. FOD leadership should be prepared to minimize or manage the disruption and the financial implications at this time and the times to come. This can be best done by safeguarding the well-being of staff and volunteers; the community and donors / partners and other stakeholders.

(iii) Social Analysis.

Uganda's population stands at 41 million people (UBOS, 2020) with a sex ratio of 97 males per 100 females. Uganda has a young population with children (under 18 years) and youth (18 – 30 years) constituting 54% and 19% respectively. The older persons, 60 years and above, represent 4% of the total population. About 73% of the population lives in rural areas compared to 27% in urban areas (UBOS, 2020). Uganda's real GDP has showed growth over the years; however, the outbreak of COVID-19 in 2020 shocked the economy, hence affecting different economic activities. Overall, poverty has remained the same, however, the incidence of income poverty increased during Covid-19 from 19 % to 22%.

Implications on FOD.

In countries like Uganda where government capacity and revenue are often very limited, NGOs like FOD are critical to the countries socio-economic development. Not only are they become an important policy lobby, leading campaigns on development issues – such as End Gender Based Violence and Sexual Violence awareness – but they have also increased their contribution to pro-poor service delivery such as establishing VLSA Groups among women and young people aimed at reducing household poverty levels and provision of employment opportunities.

(iv) Technological Analysis.

Uganda has embraced the use of digital technologies before and during the COVID-19 lockdown such as mobile money, on-line shopping, on-line education, digital disease surveillance and monitoring, and dissemination of public health messages. This has shown great potential to support faster economic recovery and strengthen resilience against similar shocks. With the reasonable technological strides, analysis notes that Uganda still lags with a phone penetration rate of 69.2% of the population, far below the average of 84% for Africa. There are gender and geographical gaps in access; for example, 46% of female adults have access to mobile phone compared to 58% of male adults. Similarly, adults in urban areas are more likely to own mobile phones (70%) and have access to the internet (25%) compared to adults in rural areas (46% own phones and 5 percent have internet access).

Implications on FOD.

In this digital age, technology has the power of great positive transformation for organizations such as Foundation for Open Development. Information and Communication technology (ICT) is a booming area and FOD can use ICT as an opportunity to strengthen internal systems and improve on external stakeholder involvement and communication. ICT can also be applied in implementing digital infrastructure of the organization, application or implementation of programs, monitoring and evaluation, interpersonal communication, information dissemination and advocacy among many others.

(v) Environmental Analysis.

The livelihood of most Ugandans intimately deepens on the environment, both a source of subsistence and as a basis for production. Environment degradation in the country, which includes wetland encroachment and contamination of water sources is critical. Based on estimates, degradation costs represent an environment debt of about USD 1 - 4 billion today.

Implication of FOD.

Foundation for Open Development and many other NGOs are recognized as crucial actors in environmental related issues, both at the national and local levels. With their involvement in issues such as biodiversity and conservation, desertification and climate change, they have become significant actors. In the new strategy, FOD

should position itself as a “shaper” of information and ideas, brokers of knowledge, norms and initiatives, and doers of implementing policies and influencing behaviors”.

(vi) Legal Analysis.

Civic Space in Uganda is rapidly shrinking. Independent civil society organizations are being openly threatened and placed under excessive scrutiny by Government and powers that be. Civil society members are increasingly being accused of being agents of the political opposition or foreign powers out to “destabilize” the government. The President posed a rhetorical question in parliament in February 2021 while speaking on Uganda’s energy policy: “Who is civil society? These are some individuals in the employ of foreign NGOs.” This is a rhetoric often employed by governments seeking to restrict their domestic civil society. “The situation in Uganda is rapidly deteriorating as civil society members are being intimidated in an attempt to stop them airing their views,”

Current laws governing NGOs in Uganda create a highly restrictive regime, allowing unwarranted interference into NGO activities. NGOs are subjected to excessive bureaucratic control through mandatory registration, which is subject to broad executive discretion. Additionally, government officials are granted wide-ranging powers to limit the scope of NGO activities. For example, NGOs are required to give seven days’ advance notice in writing to local authorities if they intend to make direct contact with people in their area of operation.

Implication on FOD.

The current trend in the political arena in Uganda may in some way affect FOD. The laws that are being put in place may affect the operation of the Organization. For example, the Public Order Management Act 2013 and the NGO act 2016 which requires that all NGOs/CSOs to renew their subscription annually could be limiting, at the same time CSOs that push advocacy agenda that is against the government may fail to get this renewal.

CHAPTER THREE

3.0 STRATEGIC FOCUS

3.1 Thematic Areas

For the next five (5) years, Foundation for Open Development (FOD) shall mainly focus on the following thematic areas highlighted below which are informed by the National development frameworks (NDP III), East African Community (EAC) Vision 2050, African Union (AU) Agenda 2063 and Global Sustainable Development Goals (SDGs).

(i) Gender, Justice, Children and Young People.

Aware of the issues that led to the founding of FOD, the aspects of Justice among women, Girls, children and the segregation of young people in the development agenda especially at the community levels are some of the underlying factors that this thematic area shall seek to address. The rights associated to land ownership, land use and land management are still heavily violated leading to deprivation of land to women and girl children by close family members due to related harmful cultural beliefs. To support productivity of communities, FOD intends to contribute towards Land justice and reduce incidences of Gender Based Violence against Women / Girls and Sexual Violence of its form. The young people are prioritized in this strategic plan because Uganda is faced with a demographic challenge of a young population that is faced by many socio-economic challenges. By focusing on the young people, in the next five years FOD intends to increase the young people's participation in community development largely through enter-premiership and skilling for a vibrant society.

(ii) Health, Social Care Research, Policy and Practice.

Health and social care research seeks to discover new knowledge intended to inform health practice, policies, or care. Without health and social care research, clinicians (doctors, nurses, dentists, social workers, and other health professionals) would continue to carry out their work the same way without knowing if a new treatment or approach would be more effective for the person they are supporting or treating. Uganda's health system still faces a number of challenges from a very low physician and Nursing or Midwife density per 1,000 populations (0.093 and 0.648) to reduced public financing. The quality of health care especially to women and children still needs improvement across the country. FOD in the next five years intends to undertake evidence-based health and social care research and advocate for better quality health services using community engagement and involvement and private public involvement aimed at empowering beneficiaries of health services in monitoring, lobbying & advocacy skills for increased community participation in Health care services leading to the protection of women, girls and young people reproductive health rights. Ultimately this thematic area shall contribute towards SDG 3 and 5. FOD intends to increase awareness and campaigns on promotion of Sexual Reproductive Health and Rights among others for women and young people.

(iii) Education and Innovation.

Quality and equitable education is one of the developments factors that can bridge the socio-economic gaps in society. In the next 5 years, FOD intends to contribute towards increased numbers of children enrolled and completing the schooling cycles as such, focus shall be on addressing education barriers in most affected communities of Uganda with a deliberate focus on girls. Aware of the high dropout rates in Uganda and recognizing the efforts of the government of Uganda and her partners in offering universal primary and secondary education, FOD in the next five years will advocate and support Early Childhood Education (ECE), engage primary schools' teachers in improving the education delivery approaches with use of ICT and tap into the innovative minds of the children. Having learnt from Covid-19 pandemic, the use of innovations through

technology shall be heightened to have all children learn. This thematic area shall therefore contribute to the realization of Global SDG; 4, 5, 9 and 10.

(iv) Democracy, Human Rights and Governance.

The Civic awareness across Uganda is wanting and for any sustainable development to occur, the beneficiaries of any development investments be it by state or non-state actors should be monitored and protected by the citizens. Holding duty bearers accountable, promoting good governance where information on development projects is not a preserve of the few but the community, promoting and defending Human rights in communities and the appreciation of the citizen’s duties as enshrined in the 1995 Constitution of the Republic of Uganda as amended shall be the thrust of FOD in the next 5 years. This thematic area shall contribute towards the realization of SDGs especially Goal 10 & Goal 16.

(v) Climate Change, Green Growth and Smart Agriculture.

Smallholder farmers (SHF) are one of the most vulnerable groups to climate change, yet efforts to support farmer adaptation are hindered by the lack of information on how they are experiencing and responding to climate change. SHF farming systems, livelihoods and survival are adversely affected by Climate Change because of their direct dependence on climate and natural resources, relative poverty, and often poor access to support systems and safety nets. FOD will in the next five years focus more on promoting the green growth agenda, promoting general adaptation and mitigation measures that are necessary, practical and appropriate in the different regions. Research, advocacy and Information sharing amongst communities will be key strategies in advancing these approaches. Largely, this thematic area shall contribute to the global sustainable Goals 7, 13, 14 and 15.

(vi) Organizational Capacity Strengthening.

Organizational capacity strengthening will be at the heart of FOD for the next five years. FOD leadership will ensure a better organizational strategic positioning and Resourcing in terms of Financial, Human, and Physical Assets, ensure increased visibility and sustainable operations of the organization.

3.2 STRATEGIC OBJECTIVES AND PROPOSED ACTIVITIES.

The following strategic objectives under each thematic area will guide the operations of FOD in the next five years. The proposed activities herein will also form the basis for the financing framework for this strategic plan over a period of five years.

Thematic Area I: Gender, Justice, Children & Young People	
Strategic Objective 1	Reduce social tolerance to VAW/G and GBV among communities in Uganda by 30% by 2026.
Proposed Activities	<ul style="list-style-type: none"> a) Conduct Advocacy meetings on GBV and Children rights at local, national and regional levels. b) Conduct lobby meetings at district, National and regional levels on Children & women rights. c) Build capacities of women and Young people groups at district and national level to influence the elimination of discriminations against women, Children and Girls. d) Train community leaders on women & children rights & responsibilities. e) Conduct lobby meetings and support to government institutions (especially Police, DCDO) involved GBV, children rights, VAW/G prevention and response. f) Train & facilitate Male champions as community change agents on VAW/G and GBV.
Strategic Objective 2	Increase Land registration and improve land ownership documentation among families in Uganda by 10% by 2026.

Proposed Activities	<ul style="list-style-type: none"> a) Create awareness on Land justice among women and youth groups. b) Partner with district Land offices and other land administration units to train communities on Land registration and ownership. c) Conduct lobby meetings to address land administration referral bottlenecks faced by women and children majorly.
Strategic Objective 3	Increased Participation of Young People in Community Development by 30% by 2026.
	<ul style="list-style-type: none"> a) Create awareness on the different Government Programmes that promote Young people's social wellbeing. b) Form and support groups and cooperatives of young people focused on entrepreneurship. c) Conduct trainings among young people on their role in the development agenda of communities and the country. d) Create Market linkages for identified & developed enterprises by the young people.

Thematic Area 2: Health, Social Care Research, Policy and Practice.	
Strategic Objective 1	Increased community participation in Health Governance by 25% BY 2026.
Proposed Activities	<ul style="list-style-type: none"> a) Strengthen community structures on health care systems particularly on promotion of SRHR / SV b) Monitoring health facilities on service delivery especially SRHR, HIV / AIDS, Maternal and Neonatal Health. c) Build capacity of Mothers on Children's Nutrition. d) Build capacities of health workers on community outreach and sensitization on SRHR, Nutrition, Mental Health & Hygiene. e) Monitoring of Health facilities and budgeting at national, district, Sub-County and Health facility level. f) Conduct awareness, campaigns, meetings, workshops and trainings on health-related issues g) Research on mental health situation in Uganda
Strategic Objective 2	Influence promotion and protection of women, girls and young people reproductive health rights in 50 communities by 2026
Proposed Activities	<ul style="list-style-type: none"> a) Capacity Building of Young people through community groups on SRHR, healthy living Hygiene and Sanitation. b) Create awareness on SRHR & nutrition among young people. c) Conduct health talks among young people in school and out of school.

Thematic Area 3: Education & Innovations	
Strategic Objective 1	Increase the number of schooling children complete their education cycle by 30 % by 2026.
Proposed Activities	<ul style="list-style-type: none"> a) Promotion of Early Childhood development education for children to start education at right age. b) Carry out research on factors leading to completion or non-completion of school cycles. c) Support efforts that address teenage pregnancy, early marriage and child labor. d) Promote menstrual hygiene and advocate for safe spaces for the girl child to stay in school. e) Conduct trainings and awareness activities to promote increased parent involvement in the learning of their children.

Strategic Objective 2	Increase the number of young people in selected communities with gainful employment by 10% by 2026.
Proposed Activities	<ul style="list-style-type: none"> a) Conduct and promote skills-based education for young people both in school and out of school. b) Create partnerships with formal education institutions to incorporate vocational training for young people both in school and out of school. c) Conduct innovation campaigns and workshops on adopting the use of new technologies and businesses for young entrepreneurs. d) Conduct Training of young people on how to advertise using social media and other digital platforms.
Thematic Area 4: Democracy, Human Rights & Governance	
Strategic Objective 1	Enhance the capacities of communities at to participate, engage and influence decision making structures and processes for responsive gender democratic governance by 20% by 2026.
Proposed Activities	<ul style="list-style-type: none"> a) Catalyze communities' abilities to find solutions to their local challenges b) Enhanced skills and knowledge of the population to advocate for social accountability. c) Promote community and participatory monitoring of development programs through community monitoring and accountability groups that include the youth, women and children. d) High level stakeholder meetings and trainings of local government officials on council operations and budgeting processes. e) Activate community engagement and involvement of stakeholders in planning, budgeting processes and implementation. f) Create platforms and build inclusive capacities of women and young people in civic education, engagement on gender equality and democratic governance in communities.
Strategic Objective 2	Increased number of community members with ability to protect the rights of people in most vulnerable situation by 2026
	<ul style="list-style-type: none"> a) Support children and Women to bring cases to challenge discrimination and abuse in communities to referral systems. b) Conduct trainings and awareness activities to promote increased respect of Human Rights in general and Women and children rights specifically. c) Defend Rights of people experiencing extreme breaches of their fundamental rights. d) Build capacities and support of women and Men Groups to be Human rights Defenders. e) Support local government departments in improving the referral system of addressing Human Rights cases.

Thematic Area 5: Climate Change, Green Growth & Smart Agriculture	
Strategic Objective 1	Increased adoption of Climate Change mitigation and adaptation practices with a green growth & Smart Agriculture focus among communities in Uganda by 20% by 2026.
Proposed Activities	<ul style="list-style-type: none"> a) Conduct awareness and sensitization meetings on smart agriculture among smallholder farmers at District, Sub-County, Community levels. b) Conduct awareness and sensitization meetings on efficient renewable energy technologies adopted for households and institutions. c) Conduct training on clean cooking technology among women and Youth groups at community levels. d) Conduct dialogues at national and regional levels on climate change mitigation and adaptation practices. e) Conduct dialogue meetings for increased budget allocation for Water for smart agriculture at National and Local government levels. e) Conduct value chain mapping for selected enterprises in the different communities or regions.

	f) Conduct policy analysis and engagements on smart agricultural Production.
Strategic Objective 2	Increased awareness, access to climate change mitigation and adaptation (CCM&A) strategies among communities in Uganda by 2026.
Proposed Activities	<ul style="list-style-type: none"> a) Conduct Policy analysis and engagements on Natural Regeneration Management as a pathway to avert effects of climate change. b) Conduct training on Natural Regeneration Management processes among women and Youth groups at community levels. c) Conduct lobby meetings with National Forest Authority, District environment Officers and other relevant actors to provide tree seedlings to the women and youth for tree planting efforts. g) Support Local governments in passing of ordinances instituted on environmental management at district level.
Thematic Area 6:	Organizational Capacity Strengthening
Strategic Objective 1	Develop FOD as an independent not-for-profit organization in Uganda with the resources and capacity to execute its mission effectively.
Proposed Activities	<ul style="list-style-type: none"> a) Strengthen staff capacities through relevant trainings b) Establish partnerships with relevant stakeholders from the community to the global level to support FOD in achieving and sustaining her mission c) Implement capacity building plans in management systems. d) Train staff in resource mobilization. e) Create a training center for FOD that can also provide a permanent home and sustainable income sources for the organization. f) Organize and facilitate Board, Management and Partnership meetings at all levels.

CHAPTER FOUR

4.0 IMPLEMENTATION APPROACHES

4.1 Implementation Model.

Foundation for Open Development (FOD) will follow a performance review, planning, execution and progress monitoring model in the realization of the strategic drive. Prior to implementation, FOD will embark on rigorous performance reviews, assess prevailing service delivery gaps and align actions for the subsequent period to the strategic focus defined herein. Annual work plans shall be produced for endorsement by the AGM as part of the process along with the budgets.

4.2 Working Approaches and Strategies

(i) Parish Development Model (PDM)

In an effort to complement government efforts of improving delivery of public and private sector interventions for wealth and employment creation. And in addition to other proposed implementation models, FOD will adopt PDM to enable her to reach the most marginalized communities in Tororo and Uganda and at large. In implementing all her planned activities, FOD will work with the existing government structure at the parish level comprising of: Chairperson; Vice Chairperson; General Secretary; Secretary for Information, Communication and Education; Secretary for Security; Secretary for Finance; Secretary for Production and Environment Affairs; Secretary for Youth; Secretary for Women; Secretary for Persons with Disabilities and Secretary for Council of Old Persons (MoFPED, 2021).

(ii) Research, Documentation and Information sharing.

FOD believes in evidence generation and use of data and evidence in doing her advocacy work. Drawing from the past experiences, FOD will ensure strengthen her M&E systems to ensure that data and information is periodically generated, and used to do meaningful advocacy, documents and periodically share information with stakeholders.

(iii) Capacity Building.

FOD shall be deliberate in assessing her internal capacity gaps in relation to its competencies, processes, policy frameworks, systems and resource mobilization capabilities to ensure that the strategic focus is effectively executed.

(iv) Partnerships, Networking and Collaboration.

FOD shall leverage on existing collaborations and partners to build resilient communities that are coordinated, vibrant and committed maximizing available resources and expertise.

(v) Integration of Gender.

The design and implementation of interventions by FOD shall not be discriminative or have a lens of partiality; instead, we shall promote equality and equity regardless of gender, beliefs, race and or age.

(vi) Lobbying and Advocacy.

FOD shall purposely undertake comprehensive research on matters affecting the children, young people and adults with the anticipation of building proper arguments that influence policy and encourage the deployment of available guidelines and principles.

(vii) Sustainability.

FOD will ensure integration of sustainability strategies in all her programming across the various strands right from the financial sustainability to sustaining the positive results achieved over time. Emphasis will be put on the use of local resources and leveraging on existing innovation including ICT to minimize short-term actions that have not direct impact.

4.3 RISK ANALYSIS AND MANAGEMENT

Foundation for Open Development (FOD) has ambitious activities but seeks to be adaptable and diplomatic in pursuing them. We are aware that during implementation there could be some risks, both internal and external that may affect implementation of the planned activities. The matrix below gives examples of risks that we anticipate and ways in which they will be mitigated. The internal risks relate to risk factors within the control of the organization whereas external risks relate to those beyond the control of the organization.

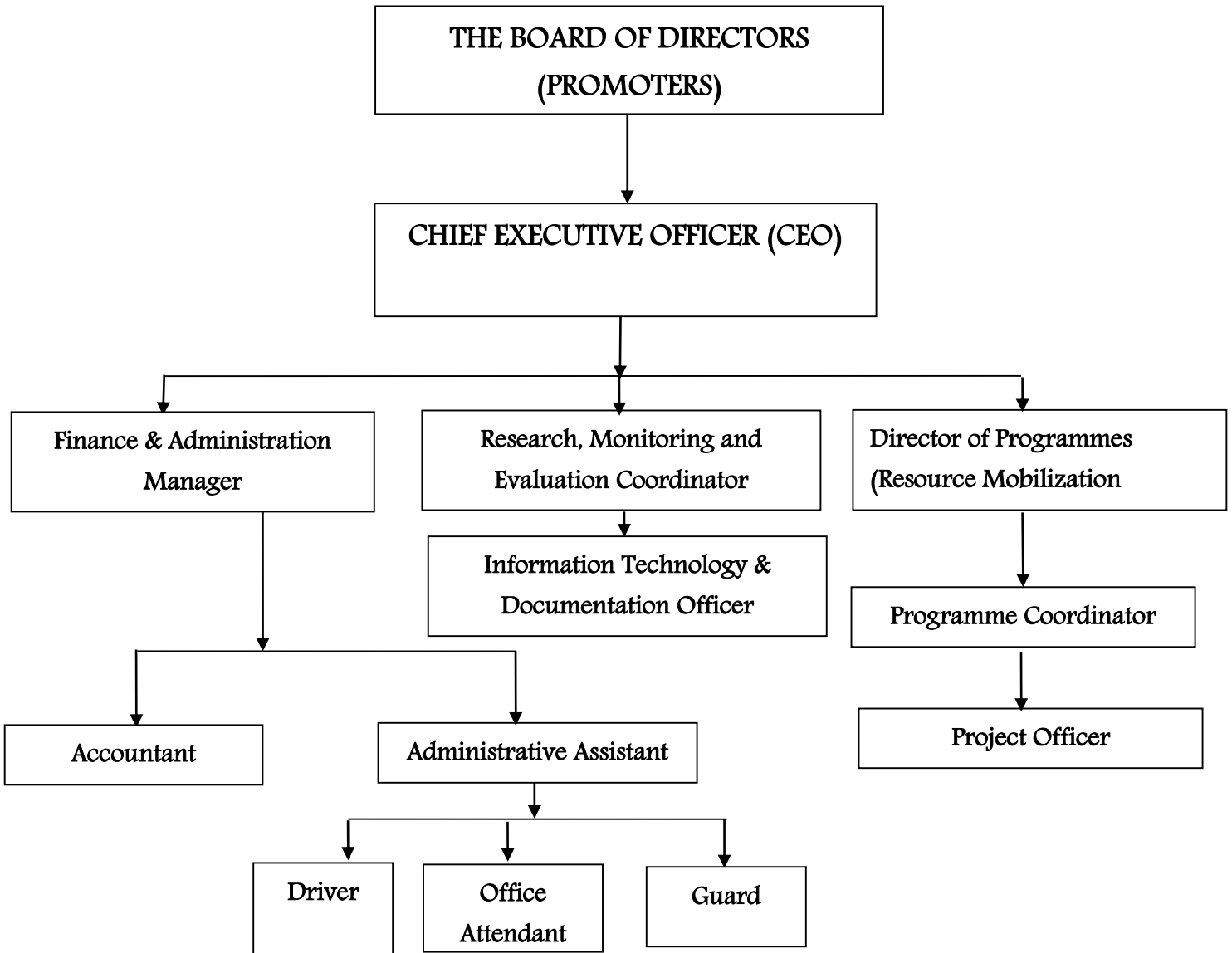
Risk	Likelihood	Impact	Mitigation Strategies
INTERNAL RISKS			
High	High	High	<ul style="list-style-type: none"> Development of a resource mobilization strategy for sustainable financing of FOD Projects. Establishment of a resource mobilization committee to do rigorous resource mobilization and fundraising
Staff turnover.	Medium	Moderate	<ul style="list-style-type: none"> Have in place staff orientation and performance management frameworks.
Because of funding constraints, FOD has difficulty in implementing all the intended activities within the strategy period.	Medium	High	<ul style="list-style-type: none"> Maintain an order of priorities among the activities. Be ready to engage in partnerships for some activities.
EXTERNAL RISKS			
Inflation (unexpected increase in prices of the raw materials and other related costs which will increase the cost of implementing activities)	High		<ul style="list-style-type: none"> Inform the relevant partners about the periodical changes in inflation Increase networking collaboration
Shrinking Civic Space – reducing political space for Civil Society Organizations to freely do advocacy work	High	High	<ul style="list-style-type: none"> Involve and work closely with the political leadership in Tororo and Uganda at large. Meaningful engagement with MDAs in the operations of the organizations.
Changing donor landscape and donor	High	High	<ul style="list-style-type: none"> Identify resource mobilization strategies Identify, use and manage local resources
Low participation of local communities towards local contributions which hinders the implementation processes.	Medium	High	<ul style="list-style-type: none"> To emphasize the importance of the intended development programme / project and their contribution from the onset.

<p>In relation to advocacy activities, some officials and/or politicians may accuse FOD of meddling in policy matters and seek to curtail its influence. (The NGO Act in Uganda is already a constraining factor.)</p>	<p>Medium</p>	<p>Moderate / high</p>	<ul style="list-style-type: none"> • Present our work, including advocacy, as a professional and responsible contribution to public discourse. Avoid any political party alignment, but insist on open debate.
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CHAPTER FIVE

5.0 GOVERNANCE AND MANAGEMENT STRUCTURE

The Annual General Meeting (AGM), also known as Trustees or Promoters will be the highest governance body of Foundation for Open Development. It will be the supreme body, headed by the Executive Director who is also the overall supervisor of the Secretariat. It will be responsible for all affairs of the organization including approving all relevant policies. It will review all organization documents, supervise, monitor and evaluate the elected Board of Directors, the Secretariat and associated members or organizations, and it will scrutinize and approve tenders.



After the AGM, there will be a Board of Directors who shall be the policy formulating organ of the Organization. The member (s) of the Board shall be a person (s) of honesty, dignity and integrity. They shall comprise of five members, who include: The Chairperson; Deputy Chairperson; Treasurer; Secretary General

who doubles as the Chief Executive Officer and one other member. A Board Member shall be voted out of office by a full Board of Directors if in view of the board such a member is engaging himself/herself in activities that are contrary to the ethics and integrity of the organization. Such a member shall cease to be a member of the organization and his/her duties assigned to any other member. Every two years if need arises the Board Members will seat to review and consider Co-opting new member (s).

The Board of Directors shall be: the policy formulating organ of Foundation for Open Development; responsible for the smooth running of the organization through regular meetings and lobbying for funding opportunities; Setting stratagems for financing and controlling the finances of the organization; responsible for co-opting any person (s) / organization that may need for specific purposes; Determine committees, sub-committees and task forces to be set up for specific tasks and responsible for the recruitment and disciplining of the secretariat staff.

5.1 KEY MANAGEMENT POINTS.

The management team of FOD will consist of four core positions:

Chief Executive Officer.

The CEO will continue to lead the organization. He / she will be responsible for the overall strategic direction and success of FOD. He / she will have lead responsibility for interacting with and be accountable to the General Assembly (overall). He / she will also lead the management team, sign off on all major decisions, and represent FOD nationally and internationally.

i. Director of Programmes.

His/her prime responsibility will be to direct and manage the overall projects and operations, including managing grants. Furthermore, he/she will supervise and support project and administrative staff to undertake their roles.

ii. Research, Monitoring and Evaluation Coordinator.

He/she will work closely with the DoP on Research, M&E of FOD. He/she will be responsible for supporting staff to develop a culture and practice of learning and reflect on strategic effectiveness and document lessons learned.

iii. Finance and Administration Manager.

He/she will work closely with the CEO on to manage all financial related elements of FOD. He/she will be responsible for supporting staff to utilize grants or donor funds efficiently and effectively, ensuring value for money.

The purpose of separating the four roles is to give ample time to the CEO to focus on the strategic direction of FOD and build relationships and engage more in mobilization of funds for the organization. On the “overall staffing”, FOD reflects a desire to establish a strong core capacity and ability to bring in people to achieve FOD objectives with quality – see organizational structure above.

CHAPTER SIX

6.0 MONITORING AND EVALUATION FRAMEWORK.

The overall purpose of monitoring and evaluation will be to measure and assess performance in order to learn and manage the results more effectively and inform decision-making. Monitoring of the strategic plan will focus on strategic objectives, outcomes/results, strategic actions and indicators that have been incorporated in the strategic plan results framework. As much as is possible, the process of monitoring and evaluation will be participatory, involving all the key stakeholders and in particular the target groups.

6.1 Monitoring Tools

(i) Reports.

FOD will use a variety of monitoring tools which will include: work plans, reports (program management reports, quarterly narrative and financial reports, audit reports and donor specific reports etc.), field visits, annual staff appraisal forms, and staff meetings.

(ii) Field Visits.

FOD secretariat will conduct field visits to observe how project are affecting beneficiaries and stakeholders. The personnel undertaking the visits will prepare reports either at the site or immediately after visits, focusing on relevance and performance, including any early signs of potential problems or success areas.

(iii) Meetings.

FOD will hold staff management meetings and governance meetings on a regular basis or as per schedule to discuss important issues pertaining to the programs/projects and take appropriate action, where necessary.

(iv) Annual Staff Appraisal.

Annual staff performance appraisal will incorporate assessment of attainment of strategic objectives and strategic actions as set for each thematic area of focus.

(v) Evaluation Tools.

FOD will undertake Baselines, Midlines and Summative/End line evaluations for different programs or projects under implementation. The purpose of these evaluations will be to collect information on the status of the subject before an intervention is implemented (**Baseline**), respond to key questions regarding the outcome and impact of any project (**Midline**) and measure against comparative data (**endline**). The evaluations will either be run by Foundation for Open development (FOD) using internal expertise or will be outsourced to external consultants depending on the availability of funds or as maybe determined by the donor or funder.

6.2 Monitoring Plan for FODs Strategic Plan 2021 - 2026

Thematic Area Strategic Objectives	Targets	Means of Verification (MOVs)	Who is responsible?
Thematic Area 1: Gender, Justice, Children & Young People			
Strategic Objective 1. Reduce social tolerance to VAW/G and GBV among communities in Uganda by 50% by 2026.	<ul style="list-style-type: none"> No. of advocacy meetings held at the district, national and regional levels. No. of lobby meetings held at the district, national and regional levels. No. of women and young people trained and their capacity built or enhanced. No. of community leaders trained on rights and responsibilities. No. of male champions identified and trained on VAW/G & GBV. 	<ul style="list-style-type: none"> Change agent's profiles. Activity reports Attendance lists. Meeting minutes. 	Chief Executive Officer, Director of Programmes & Research, M&E Coordinator.
Strategic Objective 2. Increase Land registration and improve land ownership documentation among families in Uganda by 10% by 2026.	<ul style="list-style-type: none"> No. of awareness meetings held. No. of lobby meetings held with land administration. 	<ul style="list-style-type: none"> Activity reports Attendance lists. Meeting minutes. 	
Strategic Objective 3. Increased Participation of Young People in Community Development by 30% by 2026.	<ul style="list-style-type: none"> No. of awareness meetings held. No of entrepreneurship groups formed No. of training held among young people. 	<ul style="list-style-type: none"> Activity reports Attendance lists. 	
Thematic Area 2: Health, Social Care Research, Policy and Practice.			
Strategic Objective 1. Increased community participation in Health Governance.	<ul style="list-style-type: none"> No. of monitoring visits undertaken. Capacity building workshops organized. 	<ul style="list-style-type: none"> Activity reports 	Chief Executive Officer, Director of Programmes & Research, M&E Coordinator.
Strategic Objective 2. Influence promotion and protection of women, girls and young people reproductive health rights in 50 communities by 2026.	<ul style="list-style-type: none"> No. of health talks organized. No. of community awareness meetings held. Capacity building workshops organized. 	<ul style="list-style-type: none"> Activity reports 	
Thematic Area 3: Education & Innovations			
Strategic Objective 1. Increase the number of schooling children complete their education cycle by 30 % by 2026	<ul style="list-style-type: none"> A number of researches conducted. No. of trainings and awareness meetings conducted. 	<ul style="list-style-type: none"> Activity reports Attendance lists. Meeting minutes. 	Chief Executive Officer, Director of Programmes & Research, M&E Coordinator.
Strategic Objective 2. Increase the number of young people in selected communities with gainful employment by 10% by 2026.	<ul style="list-style-type: none"> No. of partnerships with education institutions entered. No. of innovation campaigns workshops held. No of trainings of young people held. 	<ul style="list-style-type: none"> Activity reports Attendance lists. 	
Thematic Area 4: Democracy, Human Rights & Good governance			

Thematic Area Strategic Objectives	Targets	Means of Verification (MOVs)	Who is responsible?
Strategic Objective 1. Enhance the capacities of women & Young people at national, district and community levels to participate, engage and influence decision making structures and processes for responsive gender democratic governance by 2026.	<ul style="list-style-type: none"> No. of participatory monitoring visits undertaken. Platforms created and capacity building workshops organized. No. of stakeholder meetings conducted. 	<ul style="list-style-type: none"> Activity reports Attendance lists. Meeting minutes. 	Chief Executive Officer, Director of Programmes & Research, M&E Coordinator.
Strategic Objective 2. Increased a number of community members with ability to protect the rights of people in most vulnerable situation by 2026	<ul style="list-style-type: none"> No. of cases of Human Rights violation referred & settled No. of trainings of women, youth & men groups trained No. of people experiencing extreme breaches of their fundamental rights supported No. of Local governments & departments referral systems improved 	<ul style="list-style-type: none"> Activity reports Attendance lists. Meeting minutes. 	Chief Executive Officer, Director of Programmes & Research, M&E Coordinator.
Thematic Area 5: Climate Change , Green Growth & Smart Agriculture			
Strategic Objective 1. Increased adoption of Climate Change mitigation and adaptation practices with a green growth & Smart Agriculture focus among communities in Uganda by 2026.	<ul style="list-style-type: none"> No of awareness and sensitization meetings held. No of training undertaken. No of dialogue meetings conducted. Policies on smart agriculture production analyzed. 	<ul style="list-style-type: none"> Activity reports Attendance lists. Meeting minutes. 	Chief Executive Officer, Director of Programmes & Research, M&E Coordinator.
Strategic Objective 2. Increased awareness, access to climate change mitigation and adaptation (CCM&A) strategies among communities in Uganda by 2026.	<ul style="list-style-type: none"> Policy analysis and engagements on Natural Regeneration Management undertaken. Training on Natural Regeneration Management processes undertaken. Lobby meetings with National Forest Authority, District environment Officers and other relevant actors undertaken. 	<ul style="list-style-type: none"> Activity reports Attendance lists. Meeting minutes. 	
Thematic Area 6: Institutional Capacity Strengthening			
Strategic Outcome 1. Develop FOD as an independent not-for-profit organization in Uganda with the resources and capacity to execute its mission effectively.	<ul style="list-style-type: none"> No. of competent staff recruited and retained Percentage of financial resources mobilized per year (of the total annual requirements) by FOD. A partnership, resource mobilization and sustainability strategy in place A staff recruitment and capacity development plan in place 	<ul style="list-style-type: none"> Annual Financial Performance Reports Audit reports Staff Terms of reference & Job Descriptions, Staff appraisal reports Asset registers 	Chief Executive Officer & Finance and Admin Manager.

6.3 FINANCING THE STRATEGIC PLAN 2021 – 2026

FOD shall place great importance on good stewardship of resources through accountability and transparency. Thus a financial management and accounting systems in place shall ensure that there is transparency, accountability and prudence in the administration of the financial resources of the platform. FOD will therefore adhere to the financial management principles and procurement guidelines under its financial management policies.

(i) Budgeting.

The FOD will develop and share annual work plans and budgets with details of particular activities, outputs, targets and costing. These budgets shall strictly be in coherence with the strategic plan thematic areas. And within the SP cost as shown in the Table below.

(ii) Resource Mobilization.

Collaborative resource mobilization is one of the key financing strategies that work for such a platform. A resource mobilization strategy will be developed and a resource mobilization committee will be constituted which will be responsible for mobilizing resources to finance the activities in this strategic plan. This committee will work hand in hand with the Board to ensure that adequate resources are mobilized for the organization. Some of the suggested financial mobilization strategies for the platform include but not limited to;

- Application for grants
- Calls for Proposals
- Donations / Gift from different partners and well-wishers
- Research Grants

(iii) Financial Reporting.

Financial reports provide a summary of the organization's income and expenditure and allow stakeholders to monitor its financial position. FOD shall prepare financial reports periodically as required by the partners /donors as per the signed grant agreements. Further, the organization shall prepare annual consolidated financial statements using applicable Financial Reporting Standards, in respect of all the funds received. FOD shall also give such other information as may be appropriate to indicate the financial position and shall maintain such accounts and records as are necessary to report to the Board.

6.4 Implementation Plan and Budget 2021 – 2026

SN	Thematic Area I: Gender, Justice, Children & Young People	Time Frame					Total
		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	
<i>SO1: Reduce social tolerance to VAW/G and GBV among communities in Uganda by 30% by 2026.</i>							
Activities	1. Conduct advocacy meetings on GBV and children rights at local, national and regional levels						325,000,000
	2. Conduct lobby meetings at district, National and regional levels on children and women rights						75,000,000
	3. Build capacities of women & Young people groups at district and national level to influence the elimination of discriminations against women, Children & Girls						120,000,000
	4. Train community leaders on women & children rights & responsibilities						125,000,000
	5. Conduct lobby meetings & support to government institutions (especially Police, DCDO) involved GBV, children rights, VAW/G prevention and response.						35,000,000
	6. Train & facilitate Male champions as community change agents on VAW/G & GBV						72,000,000
<i>SO2: Increase Land registration and improve land ownership documentation among families in Uganda by 10% by 2026.</i>							
Activities	1. Create awareness on Land justice among women groups						140,000,000
	2. Partner with district Land offices and other land administration units to train communities on Land registration & ownership						100,000,000
	3. Conduct lobby meetings to address land administration referral bottlenecks faced by women and children majorly						80,000,000
<i>SO3: Increased Participation of Young People in Community Development by 30% by 2026.</i>							
Activities	1. Create awareness on the different Government Programs that promote Young people's social wellbeing						70,000,000
	2. Form and support groups and cooperatives of young people focused on entrepreneurship						240,000,000
	3. Conduct trainings among young people on their role in the development agenda of communities and the country						90,000,000

	4. Create Market linkages for identified & developed enterprises by the young people							180,000,000
	Sub Total							1,652,000,000
Thematic Area 2: Health, Social Care research, Policy & Practice								
<i>SO1: Increased community participation in Health Governance by 25% BY 2026</i>								
Activities	1. Monitoring health facilities on service delivery especially SRHR, HIV / AIDS, Maternal and Neonatal Health.							195,000,000
	2. Strengthen community structures on health care systems particularly on promotion of SRHR / SV & Build capacity of Mothers on Children's Nutrition.							150,000,000
	3. Build capacities of health workers on community outreach and sensitization on SRHR, Nutrition & hygiene.							150,000,000
	4. Monitoring of Health facilities and budgeting at national, district, Sub county and Health facility level.							237,500,000
	5. Research on Mental Situation in Uganda.							400,000,000
<i>SO2; Influence promotion and protection of women, girls and young people reproductive health rights in 50 communities by 2026</i>								
Activities	1. Capacity Building of Young people through community groups on SRHR, healthy living and Sanitation.							400,000,000
	2. Create awareness on SRHR and nutrition among young people.							100,000,000
	3. Conduct health talks among young people in school and out of school.							130,000,000
	Sub Total							1,762,500,000
Thematic Area 3: Education & Innovations								
<i>SO1: Increase the number of schooling children complete their education cycle by 30 % by 2026</i>								
Activities	1. Promotion of Early Childhood development education for children to start education at right age.							80,000,000
	2. Carry out research on factors leading to completion or non-completion of school cycles.							54,000,000
	3. Support efforts that address teenage pregnancy, early marriage and child labor							200,000,000
	4. Promote menstrual hygiene and advocate for safe spaces for the girl child to stay in school.							120,000,000

	5. Conduct trainings and awareness activities to promote increased parent involvement in the learning of their children.						54,000,000
<i>SO2; Increase the number of young people in selected communities with gainful employment by 20% by 2026</i>							
Activities	1. Conduct and Promote skills-based education for young people.						135,000,000
	2. Create partnerships with formal education institutions to incorporate vocational training for young people both in school and out of school.						60,000,000
	3. Conduct innovation campaigns and workshops on adopting the use of new technologies and businesses for young entrepreneurs.						240,000,000
	4. Conduct Training of young people on how to advertise on social media and digital platforms.						96,000,000
	Sub Total						1,039,000,000
Thematic Area 4: Democracy, Human Rights & Good governance							
<i>SO1; Enhance the capacities of women & Young people at national ,district and community levels to participate, engage and influence decision making structures and processes for responsive gender democratic governance by 2026</i>							
Activities	1. Enhanced skills and knowledge of women and Youth Groups to advocate for social accountability.						72,000,000
	2. Promote community and participatory monitoring of development programs through community accountability groups that include the youth, women and children.						320,000,000
	3. High level stakeholder meetings and trainings of local government officials on council operations and budgeting processes.						70,000,000
	4. Activate community engagement and involvement of stakeholders in planning, budgeting processes and implementation.						275,000,000
	5. Create platforms and build capacities of women and young people in civic education, engagement on gender equality and democratic governance in communities.						240,000,000
<i>SO2; Increased number of community members with ability to protect the rights of people in most vulnerable situation by 2026</i>							
	1. Support children and Women to bring cases to challenge discrimination and abuse in communities to referral systems.						360,000,000
	2. Conduct trainings and awareness activities to promote increased respect of Human Rights in general and Women and children rights specifically.						180,000,000

	3. Defend Rights of people experiencing extreme breaches of their fundamental rights						300,000,000
	4. Build capacities and support of women and men groups to be Human Rights Defenders						300,000,000
	5. Support local government departments in improving the referral system of addressing Human Rights cases						300,000,000
	Sub Total						2,417,000,000
Thematic Area 5: Climate Change, Green Growth & Smart Agriculture							
<i>SO1: Increased adoption of Climate Change mitigation and adaptation practices with a green growth & Smart Agriculture focus among communities in Uganda by 2026</i>							
Activities	1. Conduct awareness and sensitization meetings on smart agriculture among smallholder farmers at District, Sub county, Community levels.						191,400,000
	2. Conduct awareness and sensitization meetings on efficient renewable energy technologies adopted for households and institutions.						112,500,000
	3. Conduct training on clean cooking technology among women and youth groups at community levels.						115,000,000
	4. Conduct dialogues at national and regional levels on climate change mitigation and adaptation practices.						270,000,000
	5. Conduct dialogue meetings for increased budget allocation for Water for Smart Agriculture at National and Local government levels.						180,000,000
	6. Conduct value chain mapping for selected enterprises in the different communities or regions.						100,000,000
	7. Conduct policy analysis and engagements on smart Agricultural Production.						156,000,000
<i>SO2: Increased awareness, access to climate change mitigation and adaptation (CCM&A) strategies among communities in Uganda by 2026.</i>							
Activities	1. Conduct Policy analysis and engagements on Natural Regeneration Management as a pathway to avert effects of climate change						150,000,000
	2. Conduct training on Natural Regeneration Management processes among women & Youth groups at Community levels						75,000,000
	3. Conduct lobby meetings with National Forest Authority, District environment Officers and other relevant actors to provide tree seedlings to the women & youth for tree planting efforts.						39,000,000

	4. Support Local governments in passing of ordinances instituted on environmental management at District level						200,000,000
	Sub Total						1,588,900,000
Thematic Area 6: Organizational Strengthening & Capacity Building							
<i>SOI: Develop FOD as an independent not-for-profit organization in Uganda with the resources and capacity to execute its mission effectively</i>							
Activities	1.Strengthen staff capacities through relevant trainings						30,000,000
	2. Establish partnerships with relevant stakeholders from the community to the global level to support FOD in achieving and sustaining her mission						100,000,000
	3. Implement capacity building plans in management systems.						40,000,000
	4. Train staff in resource mobilization.						14,000,000
	5. Create a training center for FOD that can also provide a permanent home & sustainable income sources for the organization.						800,000,000
	6. Organize and facilitate Board, Management and Partnership meetings at all levels						45,000,000
	Sub Total						1,029,000,000
	Grand Cost						9,488,400,000

APPENDICES

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