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STRATEGIC PLAN 2020-2025

OVERVIEW

The aim of the Kabalega strategy is to advance social, cultural and economic development. To turn our strategy into action, Kabalega Foundation will make strong investments to implement unique programs and use resources more efficiently to scale up the impact.

We have defined various strategic development goals, which embrace various programs in every community where we operate. We will put in place effective and efficient organizational culture through knowledge management, networking, collaboration and alliance/partnership building efforts, and the diversification of funds to secure the organization's sustainability.

WHO WE ARE

Background of the Organization.

Kabalega Foundation (KF) is non-profit non-government organization registered under laws of Uganda registration number INDR152224158NB and a company limited by guarantee registration number 80020002140688 to advance social, economic and cultural development. Kabalega foundation (KF) works to preserve and promote the legacy of Omukama Chwa II Kabalega, the ruler / Omukama of Bunyoro-Kitara Kingdom from 1870 to 1899, and a celebrated hero in Africa who fought gallantly to preserve the Independence, development, rights, dignity of Africans against colonialism and dehumanization.

Our vision

Socially, culturally and economically empowered societies

Our mission

To advance Social, cultural and economic development

Our Values

Transparency: We are accountable for our actions and decisions to the community we serve, to partners, staff, government, and the public at large.

Voluntarism: We promote voluntary service guided by a will to pursue shared interests for the common good of society.

Innovation: We embrace continuous improvement, bold creativity, and change.

Respect for human rights: We treat all people with dignity and respect in accordance with the constitution and laws of Uganda.

Independence: We maintain independence so that we are able at all times to act in accordance with our vision, mission, and values.

Courage: For social good, we choose to tackle areas many are afraid of in order to make our vision and mission a reality.

Our objectives:

To research, promote, enhance, strengthen, preserve, and protect the tangible and intangible culture and heritage

To enhance access to formal, informal, and life skills education for the people

To support policy and community engagement for advancement of social equity, rights, and justice of people and communities

To foster and enhance social and economic development in communities

To enhance environmental protection, conservation, and preservation, as well as promotion of best practices towards mitigation of climate change effects.

To enhance the health, wellness, and sanitation of people

What We Do

We understand that many causes of society problems are linked, and we use a multifaceted approach to addressing them. From local communities to the global stage. We operate, advocate for and support programmes that we believe present a better chance for wholistic community development. We aspire to create a world where everyone thrives and achieves their best potential, with special emphasis and focus on women, children, person's with disabilities, and youth in our programme interventions, and with special attention to pressing issues such as climate change, youth employment, and a violent free society, promotion of human rights as enshrined in the constitution of Uganda, and response to humanitarian crises.

These include; Civic Advocacy and Engagement, Cultural Research, Documentation, and Promotion, Environmental Protection, Water, Health and Sanitation, Education & Life Skills Development, and Livelihood Improvement Programmes.

OUR PRINCIPLES AND COMMITMENT FOR A POSITIVE CHANGE

Principles

The best principles of respect, participation, nondiscrimination, justice and equality guide all our actions

Impact Commitment

In order to maximize our impact, Kabalega Foundation will make strong investments to implement unique programs and use resources more efficiently to scale up the impact and advancing sustainability

Methodology:

All our activities are based on an approach that clearly states our way of working, how we understand and address the existing issues, who we are, work with and where. We will use various approaches to make positive changes in the communities where we operate and ensure sustainability

Together we can:

Kabalega Foundation will strengthen partnership, collaboration, networking with organizations, governments and individuals in order to scale up the impact. We will create and maintain relationship with organizations, governments and individuals we work with to achieve organizational goals and objectives effectively.

ORGANISATION THEORY OF CHANGE

Kabalega Foundation sets out to be an active participant in creating socially, culturally and economically empowered societies. We work by facilitating positive changes in societies where we operate. We believe in working with all stakeholders in solving society challenges and ensuring all stakeholders work towards making positive changes in communities.

Using the evidence from our programming, we advocate for social, cultural and economic positive changes. We research, and advocate for, the practical application of lessons learnt from past experiences.

Kabalega Foundation efforts seek to ensure positive changes in communities where no one is left behind. We work to ensure all people realize their full potential through our social, cultural and economic programs. We will work in humanitarian and development contexts to bring positive changes in communities. To realize this, Kabalega Foundation will work to strengthen partnership, collaboration, networking with other organizations, governments and individuals in order to solve society challenges in the areas of social, economic and cultural development thus promoting inclusive and sustainable development.

COUNTRY ANALYSIS AND POLICY ENVIRONMENT

Cultural context

Uganda culture has endured challenges, including colonialism and political stability, which have left their mark on nation. However, the Ugandan people have demonstrated remarkable resilience, drawing strength from their cultural heritage to rebuild their communities and preserve their identities. The culture sector in Uganda is facing challenges of inadequate awareness of the cultural heritage, limited political will and resources to develop and promote heritage and limited implementation of legal instruments to protect cultural heritage. Uganda has traditional and social treasure such as herbal medicines and traditional clinic, informal and non-formal education, folk tales, rituals, rites and ceremonies, traditional stories, dances, music, hand crafts, blacksmithing, hunting, farming and many more. Culture is has capacity to transform the economy in Uganda and beyond through tourism, trade, industrialization and economic resilience.

Economic Context

- Over 70% of Uganda's population is still locked up in subsistence agriculture with low output, according to Ministry of gender, labour and social development 70% of Ugandans are living on less than sh 4400(\$1.3) a day the majority are youth and women.
- Only 28% of women own agricultural land compared to 72% of their male counterparts
- Uganda's economic growth declined to a low 4.5% from an impressive 7% in 2006. This has been further worsened by deepening regional, age and gender inequality 83 out of every 100 youth have no meaningful work.
- Only 27% of girls enroll for vocational training implying a need for more skills training for girls in Uganda to expand on their opportunities for accessing employment in the formal sector and informal sector.

- Endemic corruption and patronage has undermined livelihood and economic development of the country which is a potential source of conflict and political instability.
- Over 24 trillion shillings has been lost to corruption in the last ten years.

Social and Demographic Context

- More than half of the now 44 million persons in Uganda, half of the population is children under the age of 15 years (NDP II, June 2015) due to the country's high fertility rate estimated at an average of 6.2 children per woman.
- The country witnessed a drop in the literacy rate from 73% in 2009/10 to 71% in 2012/13 mainly due to high school dropout rates at primary level (NDP II). However, introduction of USE improved transition from primary seven from 47% in FY2006/07 to 73 % in FY 2013/14
- About 56% of women aged 15-49 years have experienced physical violence at least once since age 15 and 27, and 22% had experienced physical violence within the 12 months prior to the UDHS 2011, survey.
- Uganda ranked 11th among African countries with the highest number of child brides, either forced or lured into marriage before the age of 18, according to World Bank (2014). The UN Women Survey (2014) and the Institute for Social Development UK, Issues Paper, 108, (Feb, 2015) both denote that gender inequalities are extracting high economic costs and leading to social inequities amidst several State commitments to national and international women policies, conventions, guidelines, etc. The World Survey on the role of Women in Development, 2014, highlights gender mainstreaming as a key aspect of development, and the need for gender sensitive development planning approaches with a focus on gender equity.

Health Context

- 29% of young children in Uganda are stunted according ministry of Gender, labour and social development and Ministry of Health
- Under-5 mortality rate is at 90/1000 live births, infant mortality rate at 54/1000, and neonatal mortality rate at 27 deaths per 1000 live births (38% of all infant deaths).
- Maternal mortality ratio has stagnated at 438 per 100,000 live births (UDHS 2011)
- Proportion of pregnant women delivering in facilities is at 34% partly due to poor terrain, operation and maintenance of ambulances, and lack of medicines and supplies

- Unmet need for Family Planning stands at 41%, with poor coverage of services especially in the hard-to-reach areas, resulting into unwanted pregnancies and its related complications in the adolescent and youth age groups. Linked to unwanted pregnancies and unsafe abortions are the persistent cases of sexual and gender based violence.
- Although Uganda is hailed for her commitment to tackling SGBV, cases of trafficking, child labor, sexual exploitation and early marriage still prevail and have significant implications on health of women and girls in particular. UNICEF situation analysis of children in Uganda (2015) indicates that by 2012 nearly more than half (49%) of women aged 20-49 were married before the age of 18 years and (15%) by the age of 15 years.
- HIV prevalence among persons aged 15 to 49 years stands at 7.3 percent (UAIS 2011), with that of women high at 8.3 percent compared to 6.1 percent for men.
- HIV prevalence amongst adolescents shows an increase from 0.3 -1.7% among boys, and 2.6 -3.0% among girls aged between 15 and 19 years.
- 55% to 75% of all adults living with HIV are women who have been initiated into early sex and/or child marriages - UNFPA (2012) and UNICEF (2013)
- Approximately 23,000 Ugandans including 19,700 children under 5, die each year from diarrhea, nearly 90% of which is directly attributed to poor WASH (UNICEF 2012)
- About 13.8 million Ugandans use unsanitary or shared latrines; 3.2 million have no latrine at all and defecate in the open with the poorest quintile is 13.5 times more likely to practice open defecation than the richest
- •Non-communicable Diseases(NCD) contribute to about 27% of all urban deaths in Uganda, and the probability of dying at ages between 30 and 70 years from the 4 main NCDs is 21% (WHO 2014)
- Highest on the list of NCDs in Uganda are: Injuries (13%), cardiovascular diseases (9%), Cancer (5%), chronic respiratory diseases (2%), and diabetes at 1%.

STRATEGIC DEVELOPMENT GOALS

In pursuit of our mission, we will strive to deliver on the following goals.

We will work with other organizations, governments, private sector and individuals to scale up the impact

We will participate in conferences, workshops, seminars, and other events to enhance organization development and scale up the impact.

We will organize and conduct or hold annual conferences, lectures, workshops and other related events to scale up the impact and promote organization work.

We will use the website and social media to fundraise and promote organization work.

We will establishment of partners, collaborators, supporters, sponsors data base to support organization cooperation and organization development

We will publish materials that promote the organization programs and development.

ORGANISATION MANAGEMENT SERVICES

Management Services endeavors to regularly ensure that it provides Headquarters and field offices with timely and accurate support through approvals for procurements, travel authorizations and settlements; updated policies and procedures; and improved facilities maintenance, management and expansion as warranted.

We will complete updating of the policies and procedures manual; reduce turn around time for service requests; establish facilities maintenance procedures; and co-ordinate the Headquarters building expansion project including updated zoning approvals and fund-raising.

Organization Management Services objectives include on an ongoing basis to, develop a plan to ensure that modern technology is available to facilitate: voice and data communications; standard protocols for archiving; teleconferencing; system security; and to ensure effective hardware/software maintenance; equipment replacement and upgrades are provided as required. Emphasis is also placed on maintaining a standard field financial platform and a functional intranet.

We will write standard IT protocols to ensure consistent and reliable data back-ups, recovery plans, security and maintenance; establish an intranet platform for sharing policies, procedures, forms and other information essential to running the business; and work to ensure reliable voice and data communications between Kabalega Foundation Headquarters and field offices.

HUMAN RESOURCES AND ORGANISATION DEVELOPMENT

In keeping with our mandate to attract, develop and retain highly qualified staff, and to create a culture of organizational excellence.

We will develop people to be their best in order to meet the needs of Kabalega Foundation by:

- building and maintaining an effective overall performance management system;
- providing appropriate and timely training to meet the needs of customers and demands of the organization;
- providing organizational development services that will facilitate change and continuous improvement in the organization;

We will align the best management and total compensation philosophy to attract and retain the most qualified employees by:

- maintaining a current total compensation and classification process to effectively attract and maintain employees; and

- evaluating and addressing employee retention issues;
- We will continue to improve the quality of the work culture by:
- recognizing and rewarding individual and team talents and contributions;
 - identifying, developing and implementing policies and procedures, intervention, and training to improve the quality of work life and the culture of the organization.

FUNDRAISING AND DEVELOPMENT STRATEGY

We are committed to implementing innovative strategies for growing and diversifying our funding.

We will establish closer ties the partners, collaborators, funders and sponsors, implement fundraising strategies for legacies and patronage, innovate channels that enable us to reach more partners, collaborators, funders and sponsors and Promoting geographic diversification in the search for funders, partners, collaborators and sponsors

We will establish social enterprises and other related income generating initiatives to generate alternative source of funds for the organization

We will establish research and development positions to enable the organization to develop innovative solutions and bring innovative positive changes in communities

We will use technology in fundraising to enable the organization to raise more resources to support organization work.

We will ensure the organization is resourceful, responsible, transparent and accountable thus creating organizational development and popularity.

We will recruit more volunteers to help the organization to raise more sources

We will respect our sponsors, partners, collaborators and funders and support their lawful interests and plans

We will work with the organization patrons and supporters to continue promoting the image of the organization and all we work with.

We will establishment of alliances, collaborations and partnership with companies, organizations, private sector, institutions, trusts and foundations whose work is coherent with our organizational philosophy. Our progress towards achieving this objective will be measured by the following indicators

- Increase in funding from private companies, trusts and foundations. The following courses of action contribute to reaching this objective:

- Developing specific materials for raising funds and building loyalty among companies, trusts, foundations and individuals
- Supporting companies' corporate social responsibility policies.
- Participating in calls for funding proposals
- Implementing specific strategies for fundraising and handling large-scale contributions.
- Promoting geographic diversification in the search for funding from companies, trusts, governments, foundations and individuals
- Our progress towards achieving success will be measured by the following indicator:
 - Increase in popularity, grants and donations received.

PROTECTION AND SAFETY

As an organization that works with children and women, We will ensure children and women are protected and safe by creating protection and safety policies.

MONITORING AND EVALUATION

We will conduct monitoring and Evaluation of the Strategic Plan in order to implement the framework of action proposed by this Plan, the first step is to establish the pertinent baselines.

The information derived from these will provide the basis for the Action Plans developed by the foundation as well as the corresponding programs

Through these Action Plans and Programs we will establish proposed lines of work and, consequently, analyze the associated indicators to ensure their proper monitoring.

To this end we will form a Strategic Plan Review Committee, consisting of Kabalega Foundation members and strategic partners in the programs area; We will also include several representatives in this process

This committee will monitor the progress made towards the established goals and objectives every six months, basing their review on the analysis of the corresponding indicators. The results of the review will be consolidated in the form of a report that includes recommendations for the following period. After the first year of the Plan's implementation, we will undertake an initial evaluation to identify any elements that would enable us to refine and/or redirect the Plan as needed.

Basis of Monitoring and Evaluation

A logical framework for this strategic plan (2020-2025) will form the basis of systematic monitoring and evaluation. The logical frame work will guide development of the following tools and processes:

Monthly, quarterly and annual work plans on performance of targets; Monitoring checklists, monitoring and evaluation visits and studies, and other monitoring and evaluation guidelines.

Focus of Monitoring and Evaluation

- Monitoring and Evaluation will focus on tracking and creating knowledge on: expected inputs for service delivery, including timing and quality; timeliness of activities implementation and the resultant effects on the beneficiaries; Level of partners and beneficiary involvement; changes and corrections in activities needed; and application of relevant strategies and methodologies, among others.

Levels of Monitoring & Evaluation

- Monitoring and evaluation will be conducted by the Executive Director, Deputy Executive Director, Coordinators, Thematic heads and the Monitoring and Evaluation Officer, and at the field levels, under leadership of the Field based Program Managers supported by designated project officers. Field based staff guided by Programme Managers shall conduct the day to today monitoring and will report on activities and outputs, following agreed formats designed by the Area Program team supported by the Monitoring and Evaluation Officer.

Stakeholders Involvement

The stakeholders like the local government structures, Community based Organisations, and Civil society organisations involved in service provision will jointly with Kabalega Foundation staff, or independently conduct Monitoring and Evaluation of activities and report based on agreed simple monitoring formats. Target groups will also participate in Monitoring and Evaluation through Focus Group Discussions and other appropriate processes facilitated by community volunteers and Kabalega Foundation project officers.

Implementation Schedule

Establish baselines, Action Plans, Programs/project

Half-yearly review by the Review Committee, Initial evaluation, Mid-term evaluation, Final evaluation

FINANCING, SUSTAINABILITY & RISK MANAGEMENT

We will develop a fundraising strategy to source financial and in-kind resources from donors and individual supporters to scale up interventions. Kabalega Foundation will also work with the communities, institutions and other organizations to tap into resources that would allow the achievement of the objectives set in this strategic plan.

Risk Management

We will promote of consensus and capacity building of the different stakeholders by clarifying and specifying the roles and responsibilities of the different stakeholders and promoting accountability at all levels for the responsibilities undertaken to manage risks.

We will engage in advocacy through Alliances with other organizations. The programs area will further develop a risk management plan to mitigate the impact of emerging risks during programs implementation

Sustainability

We will create a critical mass of social capital necessary to ensure sustainable social, cultural and economic development through Strengthening capacity of stakeholders like families, community based organizations, academic institutions, Civil Society Organizations, communities, government departments, Women and Youth Groups, internally displaced and Refugees and others to empower them with knowledge, experience and skills to bring a positive in the society.

IMPLEMENTATION METHODOLOGIES

Partnership for Policy Dialogue and Civic Action

We will strengthen partnerships and Networks of local organizations and Community groups, for engagements with the government, private sector and institutions of development, at District and national levels on citizen's basic rights and responsibilities in fostering sustainable development.

- Facilitate forums for dialogue and bring in the perspectives from the grassroots in the various debates at the national levels on topical issues.

Research and Documentation

We will strengthen research-led programming approaches and support quality and timely information generation that will be packaged into useable forms for policy dialogue and program monitoring.

Capacity Building

We will Strengthen capacity and empower Civil society organizations, Private sector, community based organizations, other social movements, and communities to enable address community needs and to engage with the government, the private sector and other institutions, in policy advocacy and development initiatives.

Service Delivery

We will Work directly with other civil society organizations, community based organizations, private sector and local governments on initiatives for addressing the practical needs of the target population, particularly to demonstrate to duty bearers the feasibility and need for such actions where local capacity and expertise is lacking.

Advocacy

We will facilitate initiatives for advocating for social, economic and cultural rights of the poor and the marginalized and bring positive change in the communities.

Participatory Action Learning Approaches

We will strengthen Application of participatory methodologies like the Social Exclusion Analysis framework in deepening understanding of people's conditions of poverty and

exclusion, and support identification of locally owned solutions and a common agenda that people can act on and advocate for to change their situations.

Mainstreaming of cross-cutting issues

We will ensure that issues of culture, gender, environment, human rights and values are an integral parts of programme design, planning, implementation, monitoring, evaluation and analysis.

TARGET GROUPS

Primary beneficiaries of practical interventions are the most vulnerable, and marginalized groups of people in bunyoro kitaara Kingdom and beyond who include the poor, refugees, sick, ignorant, women, youth, minorities, abused, Persons with disabilities, unemployed people, single and child mothers, school dropouts, unskilled population, Child headed households, orphans etc

Secondary beneficiaries will include: local governments, academic institutions, Civil society organizations, community based organizations and groups. Kabalega Foundation will strengthen their capacities to deliver on their mandates and fulfill their social and statutory responsibilities of providing holistic and comprehensive services to the communities.

INSTITUTIONAL SETUP AND IMPLEMENTATION MODALITIES

Head Office – Hoima:

- The Executive Director will have overall responsibility of program development including strategic leadership and management. The Executive Director will be supported by Deputy Executive Director other staff.

These will support on resource mobilization, representation, and establishing cross organizational thematic linkages. The Monitoring, Evaluation, research and learning Officer will provide crosscutting support on research, monitoring and knowledge management.

Field Levels

At field levels, the Team Leaders will provide technical support to Field Project/program Officers to strengthen organisation's research-led programming, support quality and timely information generation for packaging into useable forms for policy processes and practice changes, monitoring, and institutional learning. Each project location is composed of relevant Project/program Officers, Support, Finance and Administrative staff.

Secretariat –Hoima Offices:

The secretariat office in Hoima will supervise and provide direction all organization's programs/projects across the country

Partnership, sponsorship and collaboration Framework

We believe in a multi action approach and Kabalega Foundation will work in alliance with a number of stakeholders and actors at the community, district, national and international levels. These will inter alia include selected families, Community Based Organisations, Groups, Civil society organisations, foundations, trusts, governments, media, cultural institutions, academic institutions, relevant government ministries and departments etc.

Together we can