



Restoring and building strong
family dynamics

STRATEGIC PLAN

2024
2028

Theme

More vulnerable youths and women from excluded communities will enjoy greater food security, self-reliance (income), prosperity and resilience through significantly more equitable sustainable livelihoods.

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Executive Director's Message

Our esteemed partners,

I'm thrilled to present our strategic plan for the next five years, outlining our vision, mission, and strategic priorities. As we reflect on our journey since our inception in 2013 and NGO registration in 2018, we've achieved significant milestones together. At DROHA Uganda, we're dedicated to empowering women and communities across various fronts: livelihood, WASH, financial inclusion, food nutrition, gender justice, and climate justice. By tackling these interconnected issues, we aim to create sustainable change and contribute to the SDGs.

Over the years, we've employed diverse approaches, equipping women and youths with skills for sustainable incomes, improving nutrition and food security through community/backyard gardens, empowering women through gender-sensitive programs, and reducing the climate change impacts with sustainable agriculture initiatives.

Looking forward, our plan includes scaling our impact, deepening community engagement, strengthening partnerships, and advocating for policy changes.

I extend my heartfelt gratitude to our dedicated team, volunteers, donors, and partners whose unwavering support has been instrumental in our success thus far. Together, we will continue to strive towards a future where all women and youth have the opportunity to thrive, free from poverty, discrimination, and injustice.

Thank you for your continued commitment to DROHA Uganda's vision to have transformed communities with self-reliant households of sustainable livelihoods to live in humanity and dignity.

Warm regards,
Jackson Were
Executive Director
DROHA Uganda

Executive Summary

Overview

This strategic plan outlines DROHA Uganda’s strategic direction for the next 5 years. It indicates our strategic program choices, goals, objectives and approaches to these programs. DROHA envisions transformed communities where self-reliant family households thrive, cultivating sustainable livelihoods and embracing humanity with dignity. Our main focus is on youth, women, and people at risk. We work towards a world where women are free from injustice and inequalities.

Goals

- **To empower 50,000 individuals to achieve sustainable livelihood and economic independence.**
- **Promote gender equality by advocating for women’s rights and addressing Gender Based Violence**
- **Build resilience to climate change impacts and advocate for climate justice, promoting sustainable development.**
- **Improve access to clean water, sanitation, and hygiene facilities, particularly for marginalized communities.**

Strategic program choices

Programs	Key areas
Livelihood	<ul style="list-style-type: none"> • Skilling • Financial Inclusion • Food and Nutrition • Pre-urban farming • women economic empowerment • private sector engagement • Entrepreneurship
Gender Justice	<ul style="list-style-type: none"> • Gender equality • Gender-Based Violence • Sexual Reproductive Health Rights
Climate Justice	<ul style="list-style-type: none"> • Adaptation and Resilience • Renewable Energy • Climate policy advocacy • Green gas growth
WASH	<ul style="list-style-type: none"> • Access to clean water • Sanitation Improvement • Menstrual Hygiene Management • Inclusive WASH

Approaches

- Integrated Skill Development Centers
- Value Chain Development
- Community-based Savings and Loan Groups
- Partnerships with Corporates
- Community Sensitization and Awareness
- Linkages and Support Services
- Women's Empowerment Groups
- Policy Research and Advocacy
- Climate Resilient Agriculture Initiatives
- Community-led Total Sanitation (CLTS):
- Integrated Skill Development Centers
- Hygiene Promotion Campaigns
- Innovative Technologies

Introduction

DROHA is committed to fostering self-reliance and sustainability, which reflects our deep-rooted belief in promoting dignity and humanity among those we serve. Our collaborative efforts within the humanitarian sector have been expansive and diverse, addressing a wide range of challenges faced by women and marginalized groups. One of our key focuses has been on livelihood support, reaching a total of 31,710 people. Through various programs such as vocational training and entrepreneurship development, we have equipped women with the skills, resources, and support needed to generate sustainable incomes. As a result, these women have emerged as economic drivers within their communities, fostering resilience and self-reliance not only for themselves but also for their families and communities.

Furthermore, our advocacy for gender equality has been unwavering. We have tirelessly worked to promote gender-inclusive policies and practices and reached 25,305 individuals, empowering women through advocacy campaigns, GBV awareness, Sexual Reproductive Health, HIV/AIDS, and Gender-sensitive programming. We have empowered women to assert their rights and claim their rightful place as equal members of society. This commitment to gender equality is not just rhetoric; it is embedded in every aspect of our organization, including our personnel roster, where the majority of our staff are women.

In addition to livelihood and gender equality initiatives, we have also been actively engaged in climate change interventions, awareness campaign programs, tree planting, and more. This impact is a testament to the dedication and hard work of our team, whose extensive experience in community engagement and poverty eradication has been instrumental in driving our mission forward.

As we look to the future, our commitment remains unwavering. DROHA is determined to build upon our achievements and milestones, leveraging our expertise and partnerships to empower even more individuals and communities in the next five years and beyond. By continuing to prioritize contemporary Monitoring and Evaluation techniques, we will ensure that our interventions are effective, sustainable, and accountable.



STRATEGIC STATEMENT

More vulnerable youths and women from excluded communities will enjoy greater food security, self-reliance (income), prosperity and resilience through significantly more equitable sustainable livelihoods.

VISION

To have transformed communities with self-reliant households of sustainable livelihoods to live in humanity and dignity

MISSION

To restore and build strong family dynamics by empowering community family households with practical skills and fundamentals of business management for their self-reliance and sustainable livelihoods.

CORE VALUES

- Compassion
- Accountability
- Inclusiveness
- Innovation

- Team Work
- Integrity
- Professionalism

SDGs we contribute to

- SDG 1: No Poverty
- SDG 2: Zero hunger
- SDG 3: Good health and well being
- SDG 4: Quality Education
- SDG 5: Gender equality
- SDG 13: Climate Action

- SDG 6: Clean Water and sanitation
- SDG 8: Decent work and economic growth
- SDG 9: Industry, innovation and Infrastructure
- SDG 10: Reduced Inequalities

Situation analysis

In Uganda, women face significant challenges. Tasked with the everyday responsibility of home management, their ability to engage in income-generating activities is restricted, increasing gender inequality and low income levels (UN Women, 2020). Moreover, a report from the Uganda Bureau of Statistics reveals that approximately 56% of women aged 15-49 have experienced physical violence at some point in their lives. That's more than half of women! Regarding access to clean water and sanitation, the situation is equally alarming.



According to UNICEF, about 39% of Ugandans lack access to clean water sources, and nearly 25 million people lack basic sanitation facilities. This issue particularly affects women, who often spend hours each day fetching water. Because of this, around 22% of girls in rural areas complete primary school, compared to 35% of boys. A number of girls drop out of school for a lack of proper sanitation facilities during their menstruation.

With approximately 21.4% of Ugandans living below the poverty line, many women struggle to make ends meet. These statistics paint a troubling picture, underscoring the urgent need for action to support women in Uganda and improve their safety, health, and opportunities for a better future. Additionally, climate change compounds these hardships, impacting agriculture—the primary livelihood for many Ugandans. Erratic rainfall patterns and unpredictable weather conditions threaten food security and livelihoods, disproportionately affecting women who often bear the responsibility for food production and household sustenance.

Addressing these challenges requires tailored interventions that prioritize the needs of women in Uganda. Providing accessible skills training, counseling services, and financial assistance targeted towards sustainable programs can empower women to overcome economic barriers and build resilient livelihoods. Moreover, implementing climate-smart agricultural practices and supporting women farmers can enhance food security and mitigate the adverse effects of climate change on vulnerable communities. As DROHA, it is these compounding issues that inform our program choices in the Busoga region.

Strategic Program choices

To address the above challenges, DROHA Uganda will implement the programs below in Eastern Uganda, specifically in the Busoga region. Our primary focus will be in the districts of Jinja, Kamuli, Mayuge, and Luuka. We also hope to expand our reach to Buyende, Kaliro, and Bugweri.

1. Livelihoods



Skilling for sustainable livelihood: We will provide training and skills development to individuals to enhance their employability and income generation, with a focus on sustainable practices. This equips women with skills for income generation, reducing dependency, and enhancing financial autonomy.

Financial Inclusion: Increasing access to financial services, such as savings, credit and linkages through SWIPICs (Saving with a purpose Investment clubs). They will offers access to financial services, empowering women to manage finances and invest in their families' welfare.

Food and Nutrition: Addressing issues related to food security, nutrition education, and access to nutritious food for vulnerable populations. Addressing nutritional needs is crucial for women's health and well-being, especially during pregnancy and lactation.

Pre-urban farming: Providing opportunities for women to engage in agricultural practices in urban and peri-urban areas, ensuring food security and economic empowerment.

Women's economic empowerment: Empowering women economically through training, access to resources, and support for entrepreneurship and employment opportunities, fostering economic independence, enabling women to participate in decision-making and have control over resources.

Private sector engagement: Collaborating with private companies to create employment opportunities, support local economies, and promote sustainable business practices.

Entrepreneurship: Supporting the development and growth of small businesses and startups through training, mentorship, and access to start up kits.

2. Gender Justice



Gender equality: We will continue promoting equal rights, opportunities, and treatment for people of all genders, and challenging discriminatory practices that limit women's participation and advancement.

Gender-based Violence: Addressing and preventing violence, discrimination, and abuse based on gender by providing support services and advocating for legal reforms to protect women's rights.

Sexual Reproductive Health Rights: Providing education, services, and support related to reproductive health, family planning, and sexual health. This will increase demand and access to reproductive healthcare services, including family planning and maternal care, empowering women and adolescents to make informed choices about their bodies and health.

3. Climate Justice



Adaptation and Resilience Building: DROHA will work with women in communities to enhance their resilience to climate change impacts. This will involve training women in sustainable agricultural practices and empower them to better manage agricultural activities and secure their livelihoods.

Renewable Energy: Promoting the use of renewable energy sources, such as solar to reduce greenhouse gas emissions and mitigate climate change. This will promote access to clean energy solutions, reducing women's reliance on traditional fuels and improving their health and productivity.

Climate policy advocacy: Advocating for policies and regulations that address gender-specific impacts of climate change, promote women's participation in sustainable initiatives, and provide support for women in vulnerable communities to adapt and thrive.

Green gas growth: Encouraging the growth of green industries and technologies that reduce carbon emissions and contribute to a more sustainable future.

4. Water, Sanitation and Hygiene (WASH)



Access to clean water: Ensuring access to safe and clean drinking water for all, particularly in underserved and remote areas. This will improve women's health and freeing up time spent fetching water for other productive activities.

Improvement of sanitation: DROHA will promote the improvement of sanitation facilities in communities, to reduce diseases and achieve (ODF) Open Defecation Free status.

Menstrual Hygiene Management: Addressing the specific needs and challenges related to menstrual hygiene, including access to sanitary products, education, and facilities. This addresses a significant barrier to women's health and participation in daily activities.

Inclusive WASH: Ensuring that WASH programs and facilities are accessible and inclusive for all, including people with disabilities and marginalized communities. This guarantees that WASH interventions consider the needs and priorities of women, promoting gender-sensitive approaches to infrastructure development and behaviour change campaigns.

Strategic Goals and objectives

PROGRAM	<u>GOAL</u>	<u>OBJECTIVES</u>
Livelihood	<ul style="list-style-type: none"> To empower 50,000 individuals to achieve sustainable livelihoods and economic independence. 	<ul style="list-style-type: none"> Objective 1: Increase the employability of 20,000 individuals through skill development programs for sustainable livelihoods. Objective 2: Train and support 250 SWIPICs groups (Saving with a Purpose Investment clubs) with 80% women, to enhance financial inclusion. Objective 4: Promote adoption of climate-smart agricultural practices to increase productivity and enhance food security.
Gender Justice	<ul style="list-style-type: none"> Promote gender equality by advocating for women's rights and addressing Gender Based Violence 	<ul style="list-style-type: none"> Objective 1: Increase awareness among 50,000 community members about gender equality issues and positive gender norms. Objective 2: Provide support to survivors of gender-based violence, reaching 80% of those in need in the community Objective 3: Increase access to sexual and reproductive health services for 30,000 women and adolescents of reproductive age. Objective 4: Increase women's representation in leadership roles by 40% within communities where DROHA works.
Climate Justice	<ul style="list-style-type: none"> Build resilience to climate change impacts and advocate for climate justice, promoting sustainable development. 	<ul style="list-style-type: none"> Objective 1: Implement adaptation projects benefiting 10 vulnerable communities and 50 schools, reaching a total population of 50,000 individuals. Objective 2: Increase the adoption of renewable energy sources by 50% in communities with a combined population of 100,000. Objective 4: Train 10,000 farmers in sustainable agriculture practices increasing the adoption rate in farming communities. Objective 5: Increase awareness of climate change impacts and solutions among 50,000 community members.

WASH

- Improve access to clean water, sanitation, and hygiene facilities, particularly for hard to reach communities.

- Objective 1: Increase access to clean water for 5,000 individuals in 3 districts of
- Objective 2: Improve sanitation facilities for 5000 individuals in remote villages.
- Objective 3: Provide menstrual hygiene support to 5000 girls in different schools
- Objective 4: Ensure accessibility for 90% of people with disabilities in target communities with an estimate of 100 individuals.

Program Approaches

Integrated Skill Development Centers

DROHA will establish skill development centers that offer comprehensive training programs tailored to local market needs, incorporating technical, soft, and entrepreneurial skills.

Value Chain Development

Facilitating the entire value chain process, from production to marketing, by providing training and support to small-scale producers, enabling them to access markets and increase their income.

Community-based Savings and Loans Groups

Creating community-based savings and loan groups to promote financial inclusion, encourage savings, and provide access to credit for small businesses and entrepreneurs.

Partnerships with Corporates

Collaborating with private sector companies to design vocational training programs aligned with industry needs, including internships and job placements for graduates.

Community Sensitization and Awareness Programs

Conducting community outreach programs to raise awareness about gender equality, rights, and available support services, challenging harmful gender norms and stereotypes.

Linkages and Support Services

Providing linkages to legal aid and support services to survivors of gender-based violence, including counseling, medical assistance, and access to justice.

Women's Empowerment Groups

Establishing women's empowerment groups or networks to provide peer support, skills training, and opportunities for economic independence and leadership development.

Policy Research and Advocacy

Conducting research and advocacy campaigns to inform policymakers about the local impacts of climate change and advocate for policies that prioritize climate adaptation, mitigation, and justice, particularly for marginalized communities.

Climate Resilient Agriculture Initiatives

Promoting climate-resilient agricultural practices, such as agroforestry, crop diversification, and soil conservation techniques, to enhance food security and livelihoods in the face of climate change.

Community-led Total Sanitation (CLTS)

Facilitating CLTS programs that empower communities to analyze their sanitation practices, identify gaps, and collectively take action to end open defecation and improve sanitation and hygiene behaviors.

Water User Committees

Establishing water user committees or management groups to oversee the operation and maintenance of water supply systems, ensuring sustainability and community ownership.

Hygiene Promotion Campaigns

Conducting hygiene promotion campaigns using participatory methods, community events, and mass media to promote handwashing with soap, safe water storage, and menstrual hygiene management practices.

Innovative Technologies

Introducing innovative technologies, such as water filtration systems, eco-friendly toilets, and low-cost sanitation solutions, to improve access to clean water and sanitation facilities in underserved areas.

Monitoring, Evaluation, Accountability and Learning (MEAL)

To ensure the effectiveness and impact of our programs, we will implement a robust MEAL strategy. We aim to strengthen our program's accountability and learning capacity, ultimately maximizing our impact and improving the lives of those we serve.

MONITORING

- Establish a comprehensive monitoring system to track progress towards program and national objectives and targets.
- Develop monitoring tools, including data collection forms, checklists, and indicators, to capture relevant information at different stages of the program cycle.
- Conduct regular monitoring visits to program sites to observe activities, verify data, and assess implementation quality.
- Engage program staff, beneficiaries, and community members in monitoring activities to promote participation and ownership.
- Compile monitoring data in a centralized database or management system for analysis and reporting.

EVALUATION

- Conduct mappings to establish a starting point and collect data on key indicators related to program objectives.
- Plan and implement mid-term reviews to assess progress towards objectives, identify challenges and lessons learned, and make any necessary adjustments to program strategies or activities.
- Conduct end line evaluations to measure the final outcomes and impact of the programs, comparing results to initial mappings and assessing overall effectiveness.
- Use a mix of qualitative and quantitative methods, including surveys, interviews, focus group discussions, and participatory approaches, to gather data for evaluations.

ACCOUNTABILITY

- Establish clear mechanisms for receiving and addressing feedback, complaints, and grievances from program beneficiaries, communities, partners, and donors.
- Develop and disseminate regular progress reports and updates to stakeholders, highlighting achievements, challenges, and areas for improvement.
- Strengthen partnerships and collaboration with local organizations, government agencies, and other stakeholders to enhance transparency and accountability in program implementation.
- Conduct periodic reviews and audits to ensure compliance with organizational policies, donor requirements, and best practices in program management.

LEARNING

- Facilitate regular reflection sessions and learning forums among program staff, partners, and stakeholders to discuss lessons learned, best practices, and innovative approaches.
- Document and share success stories, case studies, and good practices through reports, presentations, and online platforms to disseminate knowledge and inspire others.
- Encourage innovation and experimentation within the program, allowing for adaptive management and the exploration of new ideas and solutions.
- Provide training and capacity-building opportunities for staff and partners to strengthen their skills in monitoring, evaluation, and learning.
- Incorporate feedback from stakeholders into program planning and decision-making processes, ensuring that interventions are responsive to community needs and priorities.

MEAL IMPLEMENTATION APPROACH

1. Assign dedicated MEAL staff or focal points within each program to oversee the implementation of the MEAL strategy and ensure its integration into program activities.
2. Develop a MEAL work plan with clear timelines, responsibilities, and milestones for implementing monitoring, evaluation, accountability, and learning activities.
3. Provide regular updates and training sessions for program staff and partners on MEAL processes, tools, and methodologies to build capacity and promote buy-in.
4. Foster a culture of data use and evidence-based decision-making within the organization, encouraging staff to use monitoring and evaluation findings to inform program planning and implementation.

SWOT Analysis

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. High demand for youth skilling programs reflects the pressing need in vulnerable communities. 2. Deep community understanding stemming from shared backgrounds. 3. The abundance of local volunteers offers opportunities for amplifying impact through capacity building. 4. Tax-exempt status minimizes operational costs, optimizing resource allocation. 5. An experienced and dedicated team with expertise in program implementation and management. 6. Robust organizational infrastructure and systems for program planning, implementation, and reporting 	<ol style="list-style-type: none"> 1. Funding constraints limit project activities and hinder the recruitment of experts for youth engagement. 2. Limited community awareness and motivation hinder program effectiveness and outreach. 3. Equipment and facility shortages hamper program execution and effectiveness. 4. Increased program costs stemming from professionalization efforts and expanded responsibilities necessitate careful resource management.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Collaboration with similar programs in the area can optimize resources and expand reach. 2. Broadening the beneficiary base to include those outside the traditional education system aligns with government priorities for inclusive development. 3. Government partnerships that offer funding opportunities and policy support for sustainable growth. 4. Integration of technology and innovation enhances program efficiency, scalability, and accessibility. 5. Diversifying funding sources through social enterprises and corporate partnerships strengthens financial sustainability and resilience. 	<ol style="list-style-type: none"> 1. Socio-economic barriers in the Busoga subregion communities' hinder beneficiaries' ability to afford program requirements, placing financial strain on the organization. 2. The high prevalence of vulnerable youths overwhelms DROHA's program capacity and resources, potentially leading to resource depletion and compromised service quality. 3. Limited institutional capacity, including organizational structure and resource availability, may impede DROHA's ability to adapt and sustain operations amidst complex socio-economic environments. 4. Changes in government policies or regulations could affect program implementation and funding availability



Conclusion

In conclusion, the strategic plan outlined for the implementation of the Livelihood, Gender Justice, Climate Change and Justice, and WASH programs reflects our commitment to addressing pressing societal challenges and advancing sustainable development goals. Through robust monitoring and evaluation systems, and a focus on stakeholder engagement and learning, we aim to maximize the impact and effectiveness of our interventions while ensuring accountability and transparency in our operations. As we embark on the journey to implement these programs, we recognize the importance of adaptability, innovation, and collaboration. By leveraging partnerships, making use of technology, and empowering communities, we will strive to create lasting positive change and improve the lives of those we serve.

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