

SEVAC FOUNDATION UGANDA (SFU)

STRATEGIC PLAN

2017-2020

1TH MAY 2017

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FORWARD

This is the third 3 year strategic plan for Sevac foundation Uganda . It is a 3 year work plan designed to serve as a frame work for the preparation of the operational plans for Sevac foundation Uganda .

This plan is a statement designed out of intentions to be fulfilled in a certain set objectives to achieve certain goals. It involved implementing projects and programs. Therefore, the plan has been made to avoid loading the plan for beyond the capacity for Sevac foundation Uganda to implement. This document concentrates more on Sevac foundation Uganda's mission to serve the community through coordinates delivery of services which focus on the National priorities and significant local needs in order to promote the social and economic growth of northern Uganda .

Efforts have been made to consult all the stakeholders i.e. plan from other community projects, Nabuur.com and others.

I wish to congratulate the lango community and Directors of Sevac foundation Uganda .

1. URMI TRESSIA CASTILLION
2. KWAGA EVA
3. APIO JENNIFER

For coordinating to see that they come up with the third draft document of this kind in the history of Sevac foundation Uganda Community.

I therefore, appeal for the concerted effort by all the stakeholders in implementing of this 3 year strategic plan. This is emphasized in order to alleviate the massive poor education affecting the children of northern Uganda.

Special appeal goes to Donors, volunteers of sevac, foundations and Uganda Government to come and fully give a hand especially in areas of unsecured funds.

Thanks

Executive Director: Jimmy Felex Okullo
Sevac foundation Uganda (SFU)

ACKNOWLEDGEMENT

**OFFICE OF THE CHAIRPERSON SFU
WIWENG VILLAGE COMMUNITY
P.O. BOX 528, LIRA (U)**

RE: THE 3 YEAR STRATEGIC PLAN.

I am glad to introduce to you the 3 year document of the 3 year strategic plan. This is only a step after necessary and sufficient approval by Sevac foundation Uganda (SFU). Many steps were involved towards development of this 3 year strategic plan. These involved among others training workshops, data collection, sectorial documents, northern Uganda Community approval and there after 3 years strategic plan in place.

This 3 year strategic plan has been made in away that it emphasizes giving first priorities to the national priority areas. Thanks go to all my heads of departments for the cooperation rendered to me and for all moral support given to me towards production of this document.

It is therefore important to note that the document presented to you today dwells on the problem identification in the education, Health, and Agricultural sector of the community.

I further thank whoever gave a hand towards development of this 3 year development plan.

**Executive Director, Jimmy Felex Okullo
Sevac foundation Uganda**

BACK GROUND

Uganda is the one of the five current East African countries that lie along the Equator. It is characterized by savannah grass land in the North, Eastern and part of Western. The central part of the country is mainly characterized by tropical rain forest. There are 2 main rain fall peak seasons (May/June and August September). With the rest being dry and normally experiences famine especially in Karamoja, which is inhabited by nomadic pastoral people. The central, southern, western and Northern parts of the country are agriculturally productive, practicing mixed farming.

The country is 85% rural and 15% urban. The major economic activity is farming with small scale subsistence farming being the major pre-occupation. The Gross Domestic Product (GDP) is 7.8% making it rank among the 10 poorest countries in the World although it is currently registering tremendous economic growth and it is rated to be one of the fastest growing economies in the world.

Inflation is rated at 4% while the economy is rated to be growing at an average of 7% per annum. These figures indicate a bright future for Uganda if current wave of insecurity in the Northern and Western parts of the country do not affect the trend. Threat of even greater political instability in the great lakes region and internal governance. The country is characterized by low literacy levels (to give %age), insufficient distribution of social services (Schools, Hospitals, Roads system) especially in rural areas.

SEVAC FOUNDATION UGANDA VILLAGE PROFILE

1. LOCATION:

Lira District where SFU is situated lies in the northern parts of Uganda. It lies between longitude 33 degrees 0 minutes East, and Latitudes 06 minutes north and 1 degree 12 minutes north. It borders with Pader to the North , Alebtong to the East, kole to the west and apac to the south .

2. RAINFALL:

The District has a mean rain fall of 119.36mm in the wetter and 104.8mm in the drier East. With in the wetter west precipitation varies. Lira municipality County where SFU indents to concentrate its activities receives 120mm of rainfall per year. In general there are 2 peak rainfall seasons from December to March.

The pattern however is complicated by unpredicted rainfall failures in the peak months and heavy rains with hail storms in the dry months. Therefore, although the amount of rainfall is adequate for the growth of variety of crops, whether is far from being predictable.

3. POPULATION

Lira District is becoming increasingly populous. It covers a land area of about 3832 square kilometers per a population density of 230 persons per square kilometers. This high population density therefore, put strain to the existing resources especially land which has already deteriorated in fertility hence forcing them to grow wetland rice, and coupled with social services that are not adequate.

The majority population in lira is young with over 47.2% of the population below the age of 15 years. The fertility rate of the population is reportedly high. The economic activity group (14 – 64 years) constitutes only 49% of the total population and this

implies a high dependency ratio/economic burden of the inactive age group to the active age group.

4. THE ECONOMY

74% of the population both male and female is in the rural areas, 72.2% and 67% respectively. The economic active population, the majority are unpaid family workers with 36.2%. The majority of the unpaid population is females both in rural and urban areas.

Generally, the majority of the population is economically active with 48.5% active and 52.4% inactive, only 16.48% of the total population has access to clean and safe water. Most of the water sources of the District are unprotected and a big part of the population especially in rural areas depend on swamp water.

SFU PROFILE

SFU (SEVAC FOUNDATION UGANDA) is a Non-Governmental Organization fully registered with national NGO board Kampala and Lira District for its operation in northern Uganda .

SFU is a Local NGO , started in February 2012 with the initiative of 3 members from Lira District as a community base organization.

The major objective of the Organization then was of essential education services to the children within and around the community and to set up an orphanage recreation centre and a school. Specific activities to achieve this objective included; Community Mobilization and sensitization, Home visiting and care, Monitoring families with such children and support supervision, Resource mobilization and planning among others.

In April 2015 in an Annual general meeting, members resolved that the organization Addresses Education development issues more directly. In 2016, SFU recognized the need to broaden the scope of the interventions to cover other social economic poverty issues and health in a holistic and sustainable manner.

SFU has already made a long term plan that considers the root causes of insufficient Education care will be the pilot project area as it has many orphans, street, needy children with low level of community awareness on Education.

SFU three years strategic plan 2017-2020

- Vision
- Mission
- Goals
- Values

The assessment and planning process identified the need for SFU to clarify its identity and direction. As its conception, SFU's mission, vision, Goal and values assessment identified the need to clarify these statements. All SFU staffs were involved in discussing and developing SFU's core vision, mission, goal and value statements.

As a result SFU can now define and articulate them as below:-

1. VISION:

Children living in a community that is socially and economically developed using the little resources available.

2. MISSION

Giving hope to Orphans, Needy, Vulnerable and Disabled children, medical care, Education for development.

3. GOALS :

- To provide basic education services to orphans, vulnerable needy and disabled children within and around the community.
- Provide quality services in social support and community capacity building.
- To network with Agencies/NGOs working with orphans, Needy, Vulnerable and Disabled children among other for mutual benefits and referral support.
- To improve on the general standard of the orphans, vulnerable, needy children through promoting income generating activities with skills to assist households where such children are living.

- To promote children's rights by preserving their legal rights.
- To provide counseling services to orphans, Needy, Vulnerable, Disabled etc, with HIV/AIDs, families which lost their dear ones, youth both in schools and out of schools.
- To set up orphanage recreation centre and a school in the community.
- To train orphans, needy and vulnerable children, women, youth in environmental activities.
- Set up income generating activities for orphans, youth, vulnerable children and others.
- Provide technical services, training to the community volunteers, orphans, vulnerable children and youth in the field of HIV/AIDS prevention, human rights and other productive issues.
- Provision of safe and clean water to children and communities to prevent the risks of water born disease and ensuring proper disposal of human wastes through educating and support.
- Creating awareness to children and communities in matters concerning health issues like home hygiene, water source maintenance, environmental conservation, training members all preventive measures concerning health related problems in schools and communities.
- Promotion of talent activities and art and craft to supplement other income generating activities,

4. VALUES

- SFU believes that learning skills and capacity building is an essential development that will help to uplift the status of Northern Uganda Children
- SFU believes that there will be positive education change in children and that a capable social development sector will contribute to that change.
- SFU believes that Children are the main resource for Education development and creating equitable relationship between them is a key factor in achieving positive social change.

5. STAKEHOLDER ANALYSIS:

STAKE HOLDER	POSITIVE INFLUENCE	NEGATIVE INFLUENCE
Religious and Political leaders		
Local community		
External workers		
CBOs and Organized groups (Women and youth)		
SFU		
Donors		

6. STRATEGIES TO BE USED

The strategies to be applied will be more than one and they will include the following:-

A. COMMUNITY PARTICIPATION

Community participation and the children who are also beneficiaries of the project will actively be involved at all levels of project implementation. Skills in participatory community appraisal will be applied during the project implementation process. Techniques in children literacy will be very essential in this process.

B. INVOLVEMENT OF COMMUNITY STRUCTURES AND EXISTING COMMUNITY GROUPS.

Political and political community structures will be actively involved not only in mobilizing the children but also in implementation of project activities.

Key community structures will have their capacity built and assigned particular roles in the project

This project will target using support staffs at the project, volunteers. By doing this, it is believed that not only sustainable of the project activities will be guaranteed but also strong relations between the local community, children and the support staff will be developed.

7. NET WORKING

Net working with already existing NGOs and CBOs with similar or related interests will be largely explored. It is thought that in this approach that the project shall generate combined effort to put up a difference in the project area.

8. ACTIVE PARTICIPATION OF CHILDREN, WOMEN AND YOUTH

The above groups are very important people in matter of food production and preparation of homes. As such, women, youth and children will be actively involved in this project. School going girls and boys will be given information about education, nutrition, life skill and health.

9. OVERALL GOAL:

Provision of basic and essential education services to the children within and around the community.

10. OBJECTIVE ONE:

To provide basic education to orphans, needy, vulnerable and disabled children within and around the community.

PROJECT 1

- a) Provision of scholastic material
- b) Provision of food to the children.
- c) Provision of school uniform, clothes
- d) Support staff, and medical worker of the organization
- e) Provision of medical care to children.

For A,B, C and D to be implemented, support staff and medical worker to be motivated and paid.

For E, we shall employ a Nurse and Nursing Assistant to help:-

- (i) Treating children
- (ii) Distribution of drugs

- (iii) Distribution of mosquito nets

OBJECTIVE TWO

To build the capacity of SFU to carry out the planned activities. SFU will need to be strengthened to the effectively and efficiently manage and facilitate project development process.

PROJECT TWO

A. TRAINING IODC STAFF

SFU staff will be trained in specific skills relevant to the roles and tasks played by individual staff members.

B. PROCUREMENT

The following procurements will be meant to enable smooth implementation of project activities.

- (i) Expansion of Office .
- (ii) Purchase of land
- (iii) 3 Computers, printer and 1 scanner
- (iv) Office furniture
- (v) Office telephone
- (vi) 5 motor cycles
- (vii) 4 Digital Cameras
- (viii) Internet connection
- (ix) 3 vehicles

(i) EXPANSION OF OFFICE

We expect to recruit more personnel number, the size of the office has to be expanded in order to cater for a large number of staff/personnel and visitors

(ii) PURCHASE OF LAND.

The land will be used for setting up school, recreation ground, pig rearing farm, poultry, school garden among others.

(iii) 3 COMPUTER, 2PRINTER AND 1 SCANNER

They are for both office use more so in data base collection, storage, printing, photocopying and distribution of project data to the staff, stake holders, donors and other CBOs, NGOs of interest.

(iv) OFFICE FURNITURE

With the expected recruitment of personnel number in the office, more furniture, chairs will be needed.

(v) OFFICE TELEPHONE

This will be used in day to day communication of the project. Making business calls, receiving business calls for the smooth running of the project.

(vi) 5 MOTOR CYCLES

The motor cycles will be used in the day to day implementation of the project activities. The project officer and SFU volunteer who are legible to ride the motor cycles (with the valid driving permits) will be using these motor cycles to reach the project areas and other areas where SFU may have business.

Maintenance of these motor cycles will be done from both local sources and what is provided for in this project budget.

(vii) 2 DIGITAL CAMERA

The cameras will be used in the day to day implementation of project activities. The cameras will be used to take photographs of project activities taking place at a particular time.

(viii). INTERNET CONNECTION

It is for office use more so in distribution and urgent communication of project data to the staff, stakeholders, donors and other CBOs, NGOs of interest

(ix) ORGANIZATION VEHICLES

Is required particularly because of the many activities that will be conducted in the community. During such activities, children will be taken to tours, shows and many outgoings as deemed fit by the Organization. Also the staff members on many occasions will use the same for transportation.

OBJECTIVE THREE:

Provision of easily accessible education services children in northern.

PROJECT THREE:

- (A) Construction of 1 orphanage recreation centre and a school in the community
- (B) Construction of water source for provision of water to the school and the surrounding area.
- (C) Construction of a sick bay at school and purchase of its relevant equipments and drugs
- (D) Fencing of the orphanage and school premises.
- (E) Provision of boarding facilities that is beds, mattresses, blankets, bed sheets among others.

For A, B, C, D and E to be implemented, there is need of funds to purchase facilities necessary and paying of workers.

OBJECTIVE FOUR:

Set up income generating activities for orphans, youth, vulnerable children and others.

PROJECT FOUR

- (A) Putting up model gardens at school
- (B) Poultry farming
- (C) Provision of artisan skills e.g Tailoring

For A, B and C to be implemented and tools, poultry birds, machines like sewing machine have to be bought. By so doing, these projects will help pupils to get skills which can enable them to survive after school.

OBJECTIVE FIVE;

Set up a pig farm for orphans and community as a demonstration farm to supplement income

PROJECT FIVE

- (a) Putting up a pig farm at school as a demonstration farm for the community
- (b) Provision of management skills to the farmers
- (c) Provision of pigs to the farm
- (d) Provision of feeds and vaccines to the farm.

For A, B, C and D to be implemented, there is need of funds. By so doing these projects will help pupils, members, support staff and the surrounding community to get skills for survival more in agriculture.

11. THE ORGANIZATION STRUCTURE

In light of the new activities under taken by SFU to achieve the 2017-2020 strategic objectives, the organization structure has been reviewed and restructured.

The new SFU Organization chart appears below.

SFU STRUCTURE 2016

See on a separate page

12. MONITORING, EVALUATION AND REPORTING

12.1 MONITORING AND EVALUATION

Effective monitoring and evaluation are essential to ensuring SFU programs remain on course and achieve their expected result. SFU monitoring and evaluation methods will be wholly participatory involving community members, community leaders, Donors, SFU staff, the BOD and other stakeholders.

In order to provide a frame of reference to monitor and evaluate the project, the target group baseline data will be provided by SFU.

MONITORING

SFU will monitor program in the field through site visits, where the beneficiaries and programme participants will be interviewed or given questionnaires in order to gain their feed back on the progress and ongoing results of the project. Results will be collected and discussed with staff members, community leaders and BOD, and adjustments will be made to working procedures as necessary.

The project coordinator will spend apportion of their normal working time in the field monitoring program implementation, monthly progress report will be compiled and any other problems which are identified will be responded to immediately. Problem which arises outside the monthly report will also receive immediate attention and action will be taken in line with the seriousness of the issue.

SFU will hold weekly meetings between training staff and program officer in which the SFU director will periodically participate. These meetings will discuss the progress of the project, past activities and their achievement of the overall programme goals and comparison with the work plan to what methods are providing most effective and assessing the feasibility of new methods and approaches to achieve results.

EVALUATION:

SFU's evaluation process will aim to identify weaknesses and strengths in the development of the committees and the success of the organization's programs with in that development.

Program manager and training staff will regularly evaluate their annual, quarterly and monthly work plans.

A monthly financial report will be prepared by the SFU accountant, verified by the program coordinator and submitted to the Executive Chairman. The program unit will prepare monthly and annual reports of SFU's implementation, and more regularly as required by the donors.

A database of all SFU programme report and additional information will be compiled. This will not only provide a thorough and transparent reporting system, but also become a useful tool for formulating thematic reports and recommendations for future planning.

An annual evaluation of all SFU activities will take place at the end of each founding year. All SFU staff will be involved in this evaluation process.

SFU will provide the results of all evaluations in writing to Donors agencies.

12.2 REPORTING:

SFU will provide progress report on all the organization activities every six months, or more regularly according to the requirement of the donor agencies.

An annual report will be produced at the end of each funding year. The SFU Executive Chairman will be ultimately responsible for the preparation of this report and they will use data and observations collected from field visits, stakeholders' discussion, staff input and the progress report database. The annual report will be submitted to all Donors.

13. APPENDICES

LIST OF APPENDICES

- ❖ Community Assessment Report
- ❖ SFU personal Policy

- ❖ **SFU Human resource policy and Manuel**
- ❖ **SFU Financial Policy and Procedures**
- ❖ **SFU Anti-corruption Policy**