



**RAVENS FOUNDATION (RAF)**

**RAVENS FOUNDATION**

**STRATEGIC PLAN FOR YEAR 2024-2026**

**FOR APPROVAL BY THE BOARD OF DIRECTORS**

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<b>Our Vision</b>	Fanning the Wisdom of Motherhood and Nobility of Womanhood.
<b>Our Mission</b>	RAVENS FOUNDATION (RAF) exists to develop and impact women and girls with the love of Christ through sharing the word of God, counseling, life skills training and social services provision, hence enabling them to become women of noble character who continually build their homes and communities.
<b>Our Goal</b>	To contribute to the process of TRANSFORMATIONAL DEVELOPMENT in the lives of teenage mothers, adolescent girls, other vulnerable women and communities.
<b>Our core values</b>	<ul style="list-style-type: none"><li>• People- focused</li><li>• Adaptability</li><li>• Integrity</li><li>• Openness</li><li>• New opportunities.</li><li>• Excellence</li></ul>
<b>Who we serve</b>	RAF serves girls and women living in vulnerable circumstances, impacting and mentoring them into becoming fulfilled individuals.

<p><b>Our service areas</b></p>	<p>RAF accomplishes its mission through a process of transformational development. We create an environment that enables our target beneficiaries to move towards fullness of life with dignity, justice, peace and hope. In order to bring about this our interventions operate through six programmatic areas;</p> <ul style="list-style-type: none"> <li>• Habilitation and rehabilitation.</li> <li>• Psycho-social and mental development.</li> <li>• Economic empowerment through skills building.</li> <li>• Spiritual nurture.</li> <li>• Health, Hygiene and Nutrition promotion.</li> <li>• Human rights advocacy.</li> </ul>
<p><b>Our purpose statement (theory of change)</b></p>	<p>RAF recognizes the fact that God is involved in the lives of women as well as of men. We also recognize, acknowledge and believe that human development is a continuous process of profound change brought about by the grace of God through individual and philanthropic efforts at personal, community and national levels. All our interventions and consequent impact are consistent with the development agenda of Uganda as a country.</p>
<p><b>Over all Objectives</b></p>	<ol style="list-style-type: none"> <li>1. To instill Godly motherhood values in the young mothers.</li> <li>2. To train and mentor mothers in acceptable and safe food handling/preparation habits.</li> <li>3. To equip girls and women with skills that encourage self-reliance.</li> <li>4. To promote better access to health care services to teenage mothers and other vulnerable women.</li> <li>5. To empower individuals, families and entire communities so that they are able to use their God-given strengths, talents and dedication to build a better world.</li> </ol>

	<p>6. To act as a voice for the voiceless in advocating for, promoting and protecting the rights of women and girls in relation to sexuality, parenting and property ownership.</p>
<p><b>Our priorities 2024-2026</b></p>	<ul style="list-style-type: none"><li>• Strengthen the capacity and quality of our Board of Directors.</li><li>• Create financial stability.</li><li>• Girl Empowerment.</li><li>• Skills building for better livelihoods.</li></ul>

## **BACKGROUND**

**RAVENS FOUNDATION (RAF)**, is an indigenous non-profit organization founded early in 2018, with the aim of contributing to the process of transformational development in the lives of teenage mothers, other vulnerable women and entire communities. The calling of motherhood is the most noble and important work in the world, and the most rewarding. Without this calling being done well, no one can effectively do anything in this world. Whether it be politicians, bankers, economists, clergy, name it; they all need good mothering in order to become people of substance.

RAF has its head office in Mukono district, but carries out most of its activities in Budaka district, Iki-Iki Sub County, in the villages of Bukomolo, Kadenghe, and Petete. There are more than 500 households in these three villages and majority of them are disadvantaged peoples, depending on subsistence farming. Women and girls in the proposed project area live in critical economic conditions because of their poverty and unsustainable work to generate their income. Unemployment is one of the major problems among the community, due to lack of right skills.

Women play an active role in day to day survival of the poorer communities in these villages. They bear the double burden of work in the house and in the farms. More than 70% of the women and girls in these villages are both semi illiterate or totally illiterate, and they do not have any employable skills to help them earn a living.

## **CONTEXTUAL ANALYSIS: THE PLIGHT OF WOMEN IN UGANDA**

Uganda has ratified several United Nations human rights conventions relevant to the rights of women, including the International Covenant on Economic, Social and Cultural Rights in 1987 and the International Covenant on Civil and Political Rights in

1995, the Convention against Torture in 1986 and the Convention on the Rights of the Child in 1990. This is in addition to the regional and continental laws and treaties, to which Uganda is a signatory. Uganda ratified the Convention on the Elimination of all forms of Discrimination against Women (CEDAW) in 1985, without reservations

Uganda has also ratified the African Charter on Human and Peoples' Rights (ACHPR) and, in July 2010, the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol). Uganda is also a signatory to the African Union Solemn Declaration on Gender Equality in Africa.

The 1995 Constitution of Uganda contains several provisions on the principle of non-discrimination and equal rights of women and men. Article 21 states that, "All persons are equal before and under the law in all spheres of political, economic, social and cultural life and in every other respect and shall enjoy equal protection of the law... [A] person shall not be discriminated against on the ground of sex, race, colour, ethnic origin, tribe, birth, creed or religion, social or economic standing, political opinion or disability."

The Constitution sets the minimum age for marriage at 18 years and specifies that "men and women are entitled to equal rights in marriage, during marriage and at its dissolution" (Article 31). Article 33, entitled Rights of women, provides that "The State shall provide the facilities and opportunities necessary to enhance the welfare of women to enable them to realize their full potential and advancement"; "Women shall have the right to equal treatment with men and that right shall include equal opportunities in political, economic and social activities"; and "Laws, cultures, customs or traditions which are against the dignity, welfare or interest of women or which undermine their status, are prohibited by this Constitution". This article also provides for special measures to increase women's representation in public life:

“women shall have the right to affirmative action for the purpose of redressing the imbalances created by history, tradition or custom”.

Despite all the above legislations being in place, women and girls in Uganda, especially in rural areas, still face innumerable challenges and obstacles as compared to their male counterparts;

For example, Sexual and gender based violence is widespread in Uganda. The most common type of abuse is intimate partner violence and other forms of domestic violence. According to studies, more than two thirds of women who have been in marital relationships have experienced some form of violence by an intimate partner. A study conducted by the Uganda Law Reform Commission revealed that half of the women surveyed reported experiencing violence on a daily or weekly basis, yet the very notion of domestic violence is not generally recognized in Ugandan society at large. The novelty of the concept for the general population is reflected in the perception that the term “domestic violence” applies only to the most serious cases, where physical injury is both visible and grave.

There are still serious obstacles hindering women and girls from accessing education and health services. In rural areas, girls often start schooling at an already advanced age, in part due to risks associated with walking long distances to school. Girls also have higher drop-out rates, in part due to early marriage and pregnancy.

Statistics indicate that 25.8 percent of teenage girls in Budaka district get pregnant before the age of 18. Our target sub-county, Iki-Iki is one of the sub-counties with the highest teenage pregnancies that is 156. The saddest issue is that some of these girls give in to men just to get a packet of pads, and end up with unwanted pregnancy. Moreover, because of extreme poverty girls and young mothers use dirty pieces of cloth, dry banana leaves, and other unhygienic materials around them when in their menstrual cycle. So equipping them with skills in making re-usable sanitary pads will not only improve their menstrual hygiene but will also boost their self-esteem, and even help keep more girls in school longer.

Although there are no written laws prohibiting women from owning land, women traditionally do not own family land in Uganda. Whilst women do most of the agricultural work, it is estimated that they own only 7 percent of agricultural land. Land generally belongs to the family or clan and is held by men, though women may have the right to live on land and farm it. In addition, discriminatory laws governing inheritance result in the vast majority of women being excluded from land ownership.

Lack of skills training opportunities among young women is a common issue. Often, due to social-cultural norms and financial crisis, they are unable to undertake vocational and skill trainings in the expensive training centers. Women depend on subsistence farming to earn income. Some of them do casual labor work but it produces poor earnings, not sufficient to take care of their personal needs and their children; and this greatly impacts on the health of women.

Such a background has greatly informed RAF's work, hence the three year plan that focuses on girl empowerment and skills building for better livelihoods. We aim at reaching the poor people with appropriate community mobilization and capacity building.

## **ORGANISATIONAL COMPETENCIES REQUIRED TO EXECUTE THE PLAN**

Our strategic plan is ambitious because we seek to do our best in serving the needs of vulnerable women and girls. To effectively develop and implement our plans, certain resources and competencies are required:

- a. We must create a sense of ownership among all the stakeholders; women and girls, staff, Board, volunteers, donors, the larger community, of our vision, values and organizational mission.
- b. We must define clear roles, make clear commitments, and hold each other accountable for consistent follow through in implementing our strategies.
- c. We must be effective in facilitating and nurturing team work among the Board, staff and volunteers so we always work to maximize the unique strengths and complementary talents of all involved.
- d. We must embrace technology to work smarter, faster and more efficiently.
- e. We must continuously assess our processes and procedures to ensure we are using our resources wisely for maximum impact and with integrity.

## OUR STRATEGIC PRIORITIES 2024-2026

<b>Strategic Priority #1: Strengthen the capacity and quality of our Board of Directors.</b>	<b>Time Frame</b>
RAF will recruit members to form a new Board of Directors.	April 2024
RAF will set up clear Board expectations.	By end of July 2024
RAF will develop a simple Board orientation manual	By end of December 2024
RAF will conduct a Board training.	By the end of December 2024
RAF will conduct quarterly Board meetings.	2024-2026
<b>Strategic priority #2: Create financial stability</b>	
RAF will recruit some Board members with financial expertise.	April 2024
RAF will establish strong internal budget controls.	April-June 2024
RAF will establish a simple and explicit accounting system.	May 2024
RAF will develop a fundraising strategy.	June 2024
RAF will develop a Finance and Administration policy manual.	By the end of 2025
<b>Strategic priority #3: Girl Empowerment</b>	
RAF will conduct life skills training sessions to equip the women and girls with the necessary skills in assertiveness and decision making.	Start in 2024
RAF will design and carry out interventions geared towards reducing the prevalence of teenage pregnancy, early marriages, HIV/AIDS and other STIs.	Start in 2025
RAF will design and carry out interventions towards prevention of sexual and gender based violence.	Start in 2026
RAF will equip women and girls with information and skills on menstrual health and making of reusable menstrual pads.	Continue throughout the 5years
<b>Strategic priority #4: Skills building for better livelihoods</b>	

