

SHF STRATEGIC PLAN 2023-2028

From vulnerable to Valuable

Set Her Free has a vision: *All marginalised girls and young women in Uganda are empowered break free from all forms of exploitation, reclaim their rights, and achieve their life and development goals!*

Actualising this vision needs overcoming the lack of investment in the vulnerable girls and young women living marginalised communities in Uganda. ***As outlined in the State of the World's Children 2011, adolescence is a critical phase of human development during which the stage is set for later life.*** The lack of adequate targeted investment for girls has meant that they continue to make the larger numbers that drop out of school, are married of early, bear the brunt of poor sexual and reproductive health outcomes, are exploited, and pushed into undignified employment that further threatens their human rights.

The mission of SHF is to provide support, and empower girls, and young women with knowledge, skills and resources that build their resilience to make informed life and sexual reproductive health choices needed to escape the cycle of exploitation.

Through the period 2023 – 2028, SHF wants to see consolidation of her gains over the last eleven years since her inception, in reducing the vulnerability of girls and young women. Increasing their awareness and access to education, safe spaces, access to livelihood skills they can master, and sexual reproductive health services that will inevitably enable them to make better life, sexual choices, and increased access to safe employment.

Apart from seeking to reach more girls and young women, there is a need to ensure that girls and young women that

have been empowered, skilled and provided the right sexual reproductive health information and services achieve permanent wellbeing without slipping back into poverty.

Our Value propositions

- We want to be a leader in ensuring girls and young women in marginalised communities in Uganda have a safe haven.
- We are the lead organisation that the local government and authorities call upon to support, protect and provide a safe sanctuary to the girls and young women at risk of exploitation, abuse, and neglect in the areas we operate in.
- We are the organisation that focuses on securing the safety of the girls and young women under the threat of exploitation, abuse, and neglect.
- We have successfully positioned ourselves in providing a wide range of vocational and life skills to vulnerable girls and young women that make them employable and enable them to make better life decisions and choices.
- Providing age-appropriate Sexual Reproductive Health rights knowledge to girls and young women.
- Working with local authorities, communities, and other actors to strengthen child protection structures and reduce violence, and exploitation of girls and young women.
- We want to be the leading organisation implementing programming with a focus on girls and young women.
- Providing interventions for girls and young women that set them free from the clutches of poverty and all forms of exploitation.
- Be the lead in providing evidence-based advocacy that will influence policy and hold all

stakeholders accountable for better outcomes for girls and young women living in urban and rural marginalised communities.

interventions outside the five divisions of Kawempe due to the availability of resources and technical expertise.

Whom we plan to target during this strategic period

Set Her Free will continue to support interventions that target marginalised girls and young women in urban and rural Uganda. We will continue to target girls and young women aged 08 to 24 specifically targeting:

1. Very young girls and young women at risk of and affected by sexual exploitation
2. Girls and young women at risk of gender-based violence
3. Girls and young women from broken households that are not able to support their needs
4. Girls and young women that are out of school and lack skills to get gainful employment
5. Girls and young women involved in indecent and unsafe livelihoods

Interventions that the organisation will implement will focus around the five thematic areas of education, child protection, resilience, health, and climate change adaptation.

Which Context

Set her Free will target girls and young women in the urban and rural marginalised communities in Uganda.

Where we plan to work

Implementing interventions in Uganda's urban and rural marginalised communities with the intention of expanding

**OUR FOUR GOALS TO
REDUCE VULNERABILITY OF
URBAN POOR GIRLS**

Introduction

This plan sets out the priorities for Set Her Free for the next five years, 2023-2028. This strategy will guide how we utilise our resources, programs, resource mobilisation, and how we operate as an organisation.

With an Increasing urbanisation rate of 5%, Uganda has seen a rapid growth of its urban and rural communities. Majority of those on the move are adolescents and youth attracted by social amenities, access to basic services and search for employment. This movement has put many of them at risk of abuse, exploitation, trafficking, discrimination, violence, or conflict with the law.

During the last 2 strategic periods, Set Her Free has observed the growth of the urban poor slum community in Kawempe where the organisations work has focused on providing interventions. This growth has led to rising inequalities within the urban poor that has negatively affected both male and female adolescents.

While we are aware that both genders are at risk and entitled to decent livelihoods, girls face disproportionate risks and distinctive consequences from the vulnerabilities experienced. Young girls are more likely than their male peers, to drop out of school, marry at an early age, bear children before the age of consent and face the brunt of poor sexual and reproductive health outcomes that make them marginalised and vulnerable.

This strategic plan sets out to build on our existing interventions with a view of strengthening our thematic focus around our four breakthroughs of Education,

Protect and Empower, Sexual Reproductive Health and Climate Change Adaptation. We will continue to provide solutions for girls and young women within the framework of our theory of change that focuses on providing a **Safe Space** for girls and young women to engage, learn and be protected. That ensures their **Inclusion** and participation in making decisions that affect their lives.



That enables us to **Invest** in building assets for girls and young women by skilling them and jointly working together to develop **Responsive and adaptive programs** that meet their needs and elevate them from the vicious cycle of poverty and vulnerability.

The program priorities are set out in four goals that will guide us over the Strategic Planning period. In each of the goals, the approach will be to equip girls and young women with knowledge and skills that will reduce their vulnerability to succumbing to any form of exploitation.

The Strategic plan describes our four goals to reduce, vulnerability of the adolescent girl at risk, followed by the operational goals that will guide our way of work and a section on the budget to support the plan.

Pillar 1: Education and Development

Goal:

Provide quality education and skills development opportunities in a safe and friendly environment to marginalised girls and young women for their sustainable future.

Young girls and young women living in urban and rural communities can gain control over their lives by accessing formal education and the necessary vocational and life skills that will enable them to make better life choices, gain decent employment to improve their wellbeing and sustain their futures.

During this strategic period Set Her Free will continue to invest in enhancing girls and young women's **human capital**, we believe that this not only increases their knowledge and exposure but also increases their social protection networks, delays sexual initiation, and reduces early childbearing.

This goal will be pursued, by focusing on supporting vulnerable and marginalised girls and young women through formal primary, secondary and tertiary levels of education and offer vocational programmes aligned to local market demands to enhance employability

This goal aims to connect with households within the communities where we work to encourage them appreciate the importance of education and recognise

the consequences of not participating or supporting girls and young women to actualise their formal learning and skills development dreams.

Objectives for 2028

Set her Free will work towards ensuring that more vulnerable and marginalised girls and young women from the urban and rural communities have access to education and skilling programmes by:

- Establishing non formal education programs at SHF that deliver basic literacy, numeracy, and communication skills.
- Collaborating with local schools to support access to formal education for marginalized girls and young women needing support and at risk of transitioning into exploitative or harmful labor.
- Offering Vocational training programs aligned with local market demands to enhance employability of girls and young women.
- Providing early childhood development services to marginalized young mothers and community members to enable them to pursue sustainable futures

How we will achieve the Goal

Strengthen our education sponsorship Approach

- We will purposely work to improve our sponsorship program base, approach, and profile, especially the communication between the Sponsors and beneficiary girls and young women.
- Improve the knowledge management processes, that strengthen

documentation and capture of success stories

- Improve Identification of Sponsor beneficiaries by developing our sponsored child vulnerability index
- Raise resources towards expanding and strengthening our education services at various levels.

Parental and community participation

- Strengthen community outreaches and awareness creation on the importance of girl child education
- Develop agreed positions on parents' role in supporting the education of the girl child and skilling of young women at school and at home.
- Establish partnerships with the local leaders and structures in the identification of support systems needed for vulnerable marginalised girls and households in the slum communities

Expanding the employable skill package

- SHF will expand the current package of skills provided to girls and young women to diversify employability options and increase opportunities of employment for the trainees
- Establish a partnership with the DIT to enable the girls and young women to benefit from the vocational qualification's framework certification process
- Identify partners both in the private and development sector that can provide additional skills or knowledge to the trainees to expand their employable skills
- Support trainees develop investment clubs and small-scale enterprises that increases their chances of accessing seed funding

Lobbying and Advocacy

- Purposely work with government to put in place targeted education interventions for the marginalised girl and young women in the areas where we operate
- Work with other like-minded institutions to develop inter agency referrals and linkages to provide education and skilling programs for the girl child and young women

Expected Impact by 2028

More Poor and marginalised urban girls and young women will have received access to formal education through an expanded sponsorship programme with increase community and parental support.

Pillar 2: Protect and Empower

Goal:

Protect and empower marginalized girls to overcome exploitative labour and lead self-determined lives.

While all girls and young women have the right to protection, those living in marginalised communities face disproportionate risks and distinctive consequences. This is especially when we are not able to create a safe and friendly environment or are unable to invest in reducing their vulnerabilities that make them susceptible to violence abuse and exploitation.

During this strategic period, SHF will invest further in strengthening its protection and empowerment approach beyond providing a transit shelter for girls and

young women to be safe, access psychosocial support, empowerment, health, and education services.

With limited enforcement of local protection policies and laws, there is need to have a multipronged approach to protection. This strategic period SHF will target the vulnerable girls and young women, the environment in which they reside, engage communities, and establish partnership with law enforcement entities, other likeminded organisations in the sector and engagement with the parent ministries.

Objectives for 2028

Set her Free will work towards ensuring that more vulnerable and marginalised girls and young women from the urban and rural communities will have access to protection and empowerment services by:

- Strengthening the Identifying and community outreach program to reach girls and young women at high risk or currently in violent, abusive, and exploitative labour in target communities
- Providing a safe spaces and counselling services to support their emotional well-being and build their resilience
- Developing customised empowerment programs focusing on education, life skills and vocational training (investment clubs, VSLA, Self-help groups)
- Lobbying and advocating to Influence local and national policies, and actions to investment, more services, systems, and structures for the protection of girls and young women

How we will achieve the Goal

Support girls and young women's participation

- Strengthen the participation of girls, and young women in the monitoring and demanding of their rights.
- Carry out joint advocacy with other CSOs promoting girl child and young women participation to direct government efforts to narrow the gap of protection realities for marginalised girls and women
- Strengthen the knowledge, awareness and participation of girls and young women in financial inclusion.

Supporting engagements with parents, local authorities, and other protection agencies

- SHF will work with Government and CSOs to deliver reliable timely and quality services for girls and young women survivors of violence, sexual exploitation, and harmful work.
- Work with local government, CSO actors and local authorities to strengthen the vigilance and responsiveness of protection systems and structures at community level
- Develop strong referral mechanisms and networks with various actors and government agencies that ensure girls and young women access quick health care, sexual reproductive health, psychosocial support services and re-entry into education or skilling programming.

Expected Impact by 2028

More Poor and marginalised girls and young women will be empowered to claim and advance their rights; and both sexual

and exploitative labour is significantly less socially acceptable and prevalent.

Pillar3: Sexual Reproductive Health

Goal:

Urban and rural marginalised girls and young women have access to quality health services and information on SRH to make better life choices

Investing in health outcomes for girls and young women is critical especially in the marginalised communities. This will reduce vulnerabilities caused by poor sexual reproductive health choices, poor water, and sanitation as well as abuse of drugs and alcohol. Providing programs and information to girls and young women to tackle these health risks will enable them to live longer and have lives that are more productive.

There is a widening gap, between the needs of the urban and rural marginalised communities for health service delivery. The ability of government and other actors to meet this need keeps growing, and the brunt of this is faced by the girls and young women whose health is negatively affected by poor living conditions in the communities. The lack of adequate water and proper sanitation, lack of information and access to general health and reproductive health services to address their health needs removes them from participating in education, income generation and other developmental opportunities that can improve their wellbeing and reduce their vulnerability.

Objectives for 2028

Set her Free will work towards ensuring that more vulnerable and marginalised girls and young women from the urban and rural communities have access to general health and age-appropriate sexual reproductive health services by:

- Strengthening access to information on general health and age-appropriate sexual reproductive health services that are socially packaged targeting girls and young women.
- Providing quick emergency medical care to treat injuries and effects of GBV and SRH conditions
- Strengthening our expertise and partnerships to provide adequate psychosocial support services and counselling

How we will achieve the goal

Increasing menstrual hygiene management information and services

- Package age-appropriate information for girls and young women on menstrual hygiene management
- Engage parents and community members on affordable and healthy menstrual hygiene practices for girls and young women
- Training of girls and community members on the manufacture of re-usable menstrual pads (RUMPS)

Provision of a comprehensive adolescent sexual reproductive health package for girls and young women.

- Engaging parents and communities on the sexual reproductive health needs, vulnerabilities, and strategies to engage their girls and young women.
- Packaging age-appropriate information and services for girls and young women on the dangers and

consequences of making poor sexual reproductive health choices.

- Providing a safe space within the community where girls and young women can access psychosocial counselling and information on SRH issues

Establishing partnerships with other health actors and reproductive health specialists

- Identify and establish partnerships with health care providers to provide girls and young women with friendly reproductive health services.
- Strengthening health facility mapping for girls and young women to enable them to know where to access various reproductive health services
- Improve referral partnerships with health facilities and other reproductive health organisations that can support cases where we do not have the capabilities

Influencing others and campaign for more investment in health outcomes for girls and young women.

- Join and participate in the reproductive health alliance coalition to influence SRHR policies and programmes in the country.
- Engage local authorities on the need to improve age-appropriate health services within our implementation areas

Expected Impact 2028

More girls and young women have access to friendly health services that enable them to realise better health outcomes

Pillar 4: Climate Change Adaptation

Goal:

Equip marginalized girls, young women and communities with the knowledge and skills to adapt to the impacts of climate change and contribute to sustainable development

The effects of climate change adaptation tend to disproportionately affect the urban and rural marginalised communities that predominantly live below the poverty line. These communities are reliant on the use of firewood or charcoal, live in places with poor housing, sanitation and hygiene, and access to safe drinking water. Girls and young women in these communities tend to have distinct roles and responsibilities related to climate sensitive activities. Involving them in climate adaptation programs helps reduce their vulnerability, by tailoring interventions that address climate related specific challenges they face and provide them with sustainable solutions, that will improve their resilience and minimize the risks of vulnerability.

Objectives for 2028

Set her Free will work towards ensuring that more vulnerable and marginalised girls and young women from the urban and rural communities have access to information, knowledge, and skills on climate change adaptation by:

- Facilitating training on climate smart agriculture, renewable energy, waste management, and other climate resilient activities
- Supporting girls and young women to develop and implement climate adaptation projects, fostering their leadership and active participation.

- Lobbying and advocating for Climate change adaptation policies and programs, focusing on climate vulnerability, natural resource management, and sustainable livelihoods for urban and rural communities

How we will achieve the goal

Increase community knowledge and awareness on Climate change adaptation and its impact on the community.

- Conduct climate awareness campaigns and education programs to enhance the understanding of climate change impacts, risks, and adaptation strategies within urban and rural marginalised communities
- Work with the marginalised girls and young women as champions in the community to promote climate change adaptation practices
- Promote networking with other like-minded organisations and platforms to facilitate exchange of knowledge, best practices and innovative solutions that can work in our areas of operation.

Promoting climate change adaptation initiatives around re-greening, water management conversation, waste management and livelihood diversification

- Promote sustainable agricultural practices, urban farming, and alternative income generating activities to enhance food security and economic resilience.
- Enhance urban greening efforts through tree planting, kitchen garden formation, and green infrastructure/ tree planting in the community.

- Promote community-based water management systems such as rainwater harvesting, wastewater recycling, efficient water uses practices and reduce water waste management.
- Promoting and educating communities on reusable energy management practices

Expected Impact 2028

More girls and young women and the communities where we work have adopted climate change adaptation practices and are contributing to sustainable development

Introduction

With an urban population growing at a rate of 4% annually, coupled with a growing and demanding young population that is not getting enough investment. There is need for CSO actors such as SHF to become more effective and efficient in how we operate by building on our experience and evolving rapidly to address the needs of the urban and rural marginalised girls and women.

Having her roots in the urban poor community has enabled SHF to build relationships and alliances with local community structures, from women's groups to the political leaders and the police. We have ably worked with these individuals and institutions to identify the areas the organisation can invest and add the most value in the lives of vulnerable girls and young women in the urban poor slums.

The ability of the organisation to engage these various stakeholders has also come with the need to strengthen our accountability and transparency on how we utilise resources to tackle the community challenges. This downward accountability builds trust and enables us to make lasting impact that we can share with our partners, government, and the donor community that over the years has demanded that we become more accountable, efficient on how we utilise resources and become an organisation that adapts to the needs of our beneficiaries and the development sector.

This is the third strategic plan since the founding of SHF in 2012 and aims to change our way of doing business. It builds on the work we have done and learned from in tackling vulnerabilities of

the urban poor girl and strengthening her capacity and resilience to improve her wellbeing. It has also drawn lessons from the growing needs and demands of the urban poor communities, change in the operation and legislative environment in which CSOs work in Uganda, as well as the demands from the changing donor-funding environment.

The strategy 2023 -2028 proposes a more powerful drive for Set Her Free to strengthen her presence as a key actor and enabler in providing and expanding her services for marginalised girls and young women. This will be beyond the urban poor slums, while working to influence authorities, and the powerful to provide dire services needed by our growing number of marginalised girls and young women in our urban and rural communities.

With the new approaches and way of working, there is need for increased stewardship from the various leadership bodies of the organisation. This will ensure that SHF is kept on track and the organisations brand identity, reputation and trust from donors and beneficiaries is improved.

During this period improving programme quality by strengthening our monitoring, evaluation and learning agenda will be a key driver in ensuring value for money in all we do. We need to capitalise on our best practices to maximise on the impact we make in the lives of our beneficiaries.

Having a strong operational structure that guides how our workforce functions together is closely linked to program quality. Ensuring that during this period we break down silos between departments is crucial to ensuring we achieve our goals.

The operational structure will be supported by the goal of investing in people by building on their expertise, diverse experience and investing in their ability to improve to serve.

We have learnt that improving costs effectiveness and accountability both upwards and downwards is integral for ensuring value for money as well as maintaining and earning trust from communities, donors, campaigners, and individual contributors.

Cost effectiveness and sustainability feeds into our last operation goal that focuses on diversifying our income streams and attracting income in new ways and new sources. This will be achieved by investigating ways the organisation can move towards being a social enterprise that is able to generate and sustain income streams to support the work that we do.

Achieving these six Operational Goals will help transform SHF to becoming a key player in providing innovative and effective interventions that improve the wellbeing of marginalised girls and young women in the four breakthroughs of Education, Protect and Empower, Sexual Reproductive Health, and Climate Change and Adaptation. This will entail developing a new ambitious and inclusive culture in the organisation.

Goal 1: Strengthening Governance

Growing stakeholders' expectations, fluctuating funding/donor markets, pressures of globalisation and increased regulatory requirements by both donors and national governments have brought the more scrutiny on the quality and performance of the governance structure of non-government organisations

A key organ in the governance structure of any organisation is the board that performs three major roles – it provides direction by setting the strategic direction of the organisation, it controls by monitoring the management, and provides support and advice to the management and staff in executing their roles to achieve the organisations vision and goals. For SHF to actualise her goals set in this strategic planning period, a strong leadership structure is required to steer the organisation in the right direction.

Objectives for 2028

- Strengthen the oversight of the organization program operations and support functions
- To strengthen organization systems and structures to ensure the organization passes capacity assessments like the OCAT
- To ensure that the organisation stays on the right path to actualise its vision, mission, and goals

How we will achieve the goal

- Through the development of a board of governance charter with clear roles and responsibilities of board members that will be utilised during the annual board effectiveness assessment
- Development of clear processes and reporting lines between the board and secretariat to strengthen the oversight and support role of the board.
- Strengthen participation of board members in strategy development, monitoring and reviews of program implementation and evaluations
- Strengthen board members participation in visibility initiatives as well as donor canvassing and lobbying to raise revenue for the organisation.

Expected Impact

Strengthened governance structure that has the right people, robust accountability, and feedback mechanisms, attracts resources while being able to keep the organisation on track to actualise its vision mission and goals.

Goal 2: Improve Program Quality

Monitoring and evaluation are important management tools to track your progress and facilitate decision-making. While some funders require some type of evaluative process, the greatest beneficiaries of an evaluation can be the community of people with whom your organization works

Improving the quality of interventions that Set Her Free, delivers remains a key principle for the organisation. To actualise this, we need to strengthen our program and operations monitoring, evaluation, and knowledge management processes. Doing this will enable us to become a learning organisation that is able to effectively document what works, doesn't work, what can be improved, what can be scaled up to ensure that we produce interventions that positively impact the lives of the girls and young women. While this is our personal drive, we must also be conversant that the increased scrutiny by development partners also needs us to demonstrate that we are truly are learning organisation that delivers quality programmes that ensure value for money.

Objectives for 2028

- Develop a robust and functional M&E system for the organisation
- Improve innovation, learning and knowledge management in program design, implementation, and monitoring of SHF programmes

- Demonstrably strengthen the capacity of our team to meet agreed Program Standards
- Improve accountability to donors, beneficiaries, and other stakeholders

How we will achieve the goal

- Developing program quality standards for each program activity, that feed into overall program standards and developing manuals and policies for SHF staff that will ensure consistency in delivery of our work
- Training our team to better understand the importance and application of M&E to enable them better design, monitor, evaluate and document programs to enable us to actualise our strategic plan
- Encourage evidence-based learning that will feed into our advocacy, lobbying and fundraising
- Share our learnings and good practices with our peers' partners and stakeholders
- Through documentation ensure that that program implementation innovations are captured and where possible multiplied

Expected Impact

Standardisation of quality program delivery approaches, that ensures value for money, and build on the organisations learning agenda.

Goal 3: Operations structure

Operations management lies at the heart of any successful institution. A well-planned and resourced organisation structure will enable SHF have clear management responsibilities, for all staff in the organisation in the design, operation, improvement, and delivery of effective and efficient programs.

This operation objective is crucial to SHF Achieving her strategic plan. The organisation has grown since inception, and has taken up new thematic areas, strategies, and programs that necessitate review and amendment of the organisation's operation model. This will enable SHF ensure that it has the right operational model that attracts the right people and creates a smooth optimum working relationship between programs and the operational areas of finance, grants, administration, procurement and logistics, ICT, and security.

Objectives for 2028

- Develop a robust and functional organization operations model/structure that supports program delivery
- Develop operation policies and procedure, to guide and streamline how operations support department's function.
- Strengthen SHF adherence to global, regional, and national statutory laws and obligations

- Development of measurable minimum standards for operations support departments
- Strengthen and invest in the capacity of staff to meet the new operations procedures and structures and new way of working

How we will achieve the goal

- Reviewing the operation support function departments needed to effectively support program delivery, clearly mapping out gaps and resources required to fill them
- Develop a clear operations organogram identifying the link between support and program personnel with a clear scheme of delegation
- Development of support services departmental procedures in finance, supply chain, IT, awards management, Human Resource and safety and security management
- Develop essential standards for operations support service departments.
- Developing standardized Key performance indicators that measure the monthly, quarterly, and annual performance of the operations support functions

Expected Impact

A clear standardised operations structure that is streamlined, costed and whose performance is measured to ensure that the organisation delivers programmes efficiently and effectively

Goal 4: Strengthen Our Investment in People

For an organisation to achieve its strategic goals, it must have a comprehensive human resources plan that covers effective staff recruitment and retention, set the tone for the organisations purpose, culture, values and capacity strengthening needs. -

Since the organisations, inception Set Her Free has prided itself in being able to attract a team of passionate staff and volunteers that have worked tirelessly to reach many marginalised girls and young women. This team over the years has now become a family. With the growing need to expand our programme interventions, departments, teams, and roles, it is imperative that during this strategic plan period we invest in our human capital to ensure we have a highly motivated team that we support and develop to perform.

Objectives for 2028

- Strengthen the organizations capability to attract, retain and grow staff to effectively deliver the organisations programs and strategic plan
- Ensure that the organisations HR policies, structures, and guidelines are in line with the labour laws
- Strengthen the organization Culture and Leadership

- Improve human resource systems and structures

How we will achieve the goal

- Establish a strong human resource desk that is well resourced and functional.
- Ensuring that our human resource and administration policy, procedures and guidelines are in line with international and national labour laws
- Carry out a staff capability assessment and skills audit to identify staff capacity gaps
- Development of a clear staff performance management, appraisal, and development plan.
- Develop and hold annual planning and staff retreat meetings
- Development of a shared organisation culture that has the principles of accountability, trust, honesty, and integrity
- Strengthen documentation and formalisation of all human resource processes and actions
- Identify and develop standardised shared staff security and health plans that can be resourced
- Ensure that resource mobilisation to finance staffing needs is prioritised and staff are remunerated on time

Expected Impact

A motivated family of employees and volunteers that is skilled, motivated, valued and supported to grow to better actualise the organisations goals that make a positive change in the lives of girls and young women

Goal 5:

Strengthen Cost Effectiveness

With the increased scrutiny of the operations of non-government organisations and the increased competition to attract donor funds has made it paramount for organisations to improve their systems and structures to ensure that there is no wastage of resources that would have otherwise gone to the intended beneficiary.

This strategic plan sets out several ambitious goals and more so, the need to change how we do business. It is thus, paramount for SHF to review our cost of doing business so that we can streamline our operations and make them as optimal and cost effective as possible. We need to ensure that we are not only attractive to the donors but are able to demonstrate that every penny accounted for makes an impact in the lives of an adolescent girl.

Objectives for 2028

- Strengthen the cost effectiveness and systems for SHF to procure goods, services, and human resource
- Improve optimum efficiency in program delivery to ensure donor funds achieve the maximum possible outputs and outcome at a low cost
- Strengthen documentation and standardisation of cost-effective approaches and processes

How we will achieve the goal

- Establish set standards for optimising costs while ensuring quality

- Investing in tools and systems that improve the speed of tasks
- Improve organisation and staff culture on cost effectiveness to ensure that this is always a consideration
- Develop an organisation cost allocation methodology that ensures that donor funds are utilised for the right purpose they are meant for, and all costs are split between income streams
- Development of master budgets, forecasts, funding gaps and project pipeline indicators
- Ensure that all procurement processes are streamlined with clear procedures and guidelines.
- Reduce program management costs as a percentage of program spend
- Analyse the impact of different ways of working to identify the most cost effective.
- Strengthen organisation budget monitoring to ensure accurate data on actual revenue versus anticipated income and current operation costs

Expected Impact

Improved monitoring of operational and program expenditure and increased efficiency and investment in interventions targeting marginalised girls and young women

Goal 6: Improving the Organisation Income Strategy

With approximately over 10,000 NGOs registered in Uganda, donor fundraising amongst the traditional donors has increasingly become competitive. As a many NGOs have either downsized or totally closed due to the ability of not being able to sustain the cost of doing business. For those that have been able to survive they have been able to do this by diversifying their income streams to be able to gain non-restrictive funding and self-generated income.

Set her free during this strategic planning period will work to expand her funding streams to not only look at attracting institutional funding but also focusing on child sponsorship and the sale of goods and services to ensure the organisations sustainability.

Objectives for 2028

- Strengthen networking with Peers partners and donors working with and funding interventions of urban poor
- Improve the organisations capacity (systems and structures) of SHF to compete for grant applications
- Improve SHF brand visibility and publicity of her work
- Strengthen the social enterprise component of the organization
- Obtain a permanent home for the organization

How we will achieve the goal

- Strengthen donor mapping, scoping, and cultivating
- Reviewing the social enterprise model of the tailoring shop/catering business and commercial agriculture as income streams
- Improving internal capacity and accountability systems and structures
- Putting in place a clear strategic plan with clear milestones
- Improving the organisations visibility and voice in policy and advocacy for the marginalized girls
- Establishing dedicated research and development staffing to support donor market intelligence
- Investing in individual/sponsorship giving to expand the funds to reach more marginalised girls
- Carry out bi-annual organisation capacity self-assessments to review our systems and structures

Expected Impact

Improved funding streams from various traditional and individual donors as well as unrestricted funding emanating from our social enterprises