



# STRATEGIC PLAN

2023 - 2028

STRATEGY | GOALS | OBJECTIVES

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# Foreword

# 1

This document sets out the strategic direction and the future reference of Children of the Sun Foundation Uganda Limited (hereinafter called the organization) for the next five years 2023-2028.

It outlines a disciplined approach for the organisation to achieve its goals and objectives in line with serving the key population community in Uganda. The Strategic Plan aims to ensure that Children of the Sun Foundation Uganda Limited remains focused on delivering health, security, economic and legal services to the Ugandan key population community.

The organisation undertook a significant planning exercise in July 2022 with the aim of revising its services and directing its focus on specific areas which correspond

to the niche of the organization. A team of staff, board members and partners was gathered to look into what works for the organisation as well as into current constraints and future plans. Subsequently, the team came up with a comprehensive plan which ensures the improvement of service provision and the development of the organization as whole.

It is undeniable that each and everyone associated played a crucial role in this strategic planning process that is to say the direct beneficiaries, board of directors, staff, volunteers and peer leaders. We acknowledge everyone's priceless effort and contributions to come up with this important document and hope this motivation is maintained until the plan is successfully implemented.

**The strategy is set out to be challenging and measurable, so that we can operate successfully in a highly homophobic environment and track progress of the organization's performance during the next 5-year period which we hope to walk altogether as a team.**

# Board of Directors' Statement



for the financial and technical support and for the patience during this journey. It is because of your support that COSF Uganda now has developed its roadmap for the next 5 years. We are proud that we have walked with you this journey of developing our 5 years' Strategic Plan where we have embedded all our dreams. Dreams fueled by our donors, partners, friends and members. It has been months of consultation and conversations through dialogues.

COSF Uganda envisions a world which respects Human Rights for all people including the key population persons in Uganda. The Strategic Plan focuses on the following areas: Health, Wellbeing, Sheltering and Economic empowerment of our targeted groups. We are guided by the notion "Nothing about us without us." At all levels of operation thus the equal and equitable representation.

We acknowledge and appreciate our relationship with different partner

Dear friends of COSF Uganda,

We are grateful for the journey walked with you so far. Through collective action, we have seen COSF Uganda grow from a baby to where it is now. This is witnessed by the expansion of its territories and service delivery. You are our best gift, Kudos to you.

We are grateful to all involved stakeholders

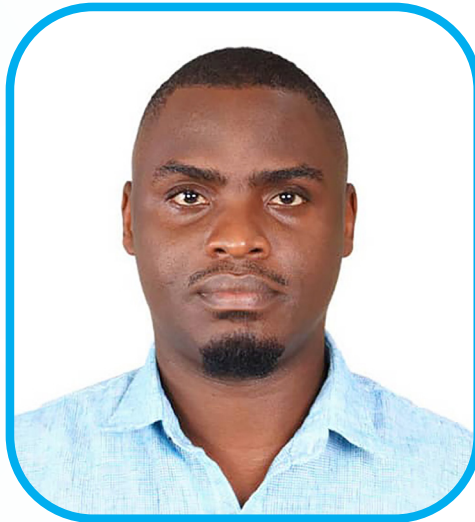
organizations that have nurtured and supported us through this journey. As we reach for this more expansive future, we will continue to maintain and strengthen our relationship with them and building more meaningful and healthy relationships.

We are embarking on this new strategy with resilience, togetherness and ready to listen more. We promise to deliver to our best without limits because we are a part of our communities and experience the same challenges thus the passion for the work we do. We believe that collective approaches make a great difference and help us move further. We will continue to Unlearn and Relearn as we aspire to greater heights.

We look forward to a fruitful collaboration and partnership.

**Winfred Mugambwe**  
Board Member

# Executive Director's Statement



It is with great excitement that in this moment we get to share with you our strategic plan 2023-2028 and this is not only because we have been able to stage undeniable milestones this year but also because of the remarkable impact achieved, lives changed and hope restored.

In the face of challenging encumbrances such as uncertainty, stigma, discrimination, limited resources among others; we have been able to juggle opportunities and resources and been able to serve without excuses.

I would be a hypocrite if I said

that all this has been by the works of my hand and fail to acknowledge the magnificent efforts of all involved stake holders. I would therefore like to extend my at most gratitude to our donors, partners, staff and volunteers who have risen to the unprecedented challenges of this past. They have demonstrated outstanding resilience and dedication to the communities we serve and unwavering commitment to our mission to create, provide, and advocate for health and economic empowerment services for the marginalized community in Uganda.



**Henry Mukiibi**  
Executive Director | Founder



# 2 Background of the Organisation

The organisation is a key population-led non-governmental organization established in 2014 and registered on 23/08/2016 under the laws of Uganda by the Uganda Registration Services Bureau as a company limited by guarantee.

The organisation was created to support and enable the key population community members by creating programs in the area of gender identity, health services, employment and security. The organization promotes, protects, and advances human rights of key population by strengthening capacities of community members. It supports key population led initiatives such as the Children of the Sun Foundation Uganda clinic, Children of the Sun Foundation Uganda shelter and Children of the Sun Foundation Uganda restaurant to provide quality services and employment to the key population community.

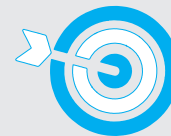
The organisation's office is located in Kampala but its services are spread throughout the country.

## Vision



A just society where human rights are respected and all can live meaningful lives.

## Mission



We create, provide and advocate for health and economic empowerment services for the marginalized community in Uganda.

## Core Values



- Accountability
- Transparency



- Integrity
- Reliability



- Confidentiality
- Non-Discrimination

# SWOT Analysis

# 3

As a starting point for the strategic planning, the organisation conducted a self-analysis to identify the core strengths, weaknesses, opportunities and threats (SWOT) of the organization. The SWOT analysis focuses on information on internal factors as well as on external forces that might have an impact on the operating of the organization. It serves to get a realistic and fact-based picture of the organization and its context and creates a foundation to get fresh perspectives and ideas for the strategic process to build on.

## STRENGTHS

Flexible, highly motivated, highly qualified team of staff which works with limited supervision and can easily multi-task.

Safe office space at its disposal that beneficiaries can access easily.

Led by a strong leadership both on the management and governance level.

Implements income generating activities that avail unrestricted money to keep the organization operating even in the challenging environment.

High standard of transparency and accountability and efficient record system.

## WEAKNESSES

Insufficient funds. This Strategic Plan and the newly developed Resource Mobilization Strategy are crucial steps in improving the situation.

Several of the organisation's internal policies are outdated. We have made it a priority to update them and improve the internal governance system of the organization.

## THREATS

Majorly threatened by the legal, political, cultural environment of Uganda which is clouded by the authoritarianism of government leaders.

Global needs such as climate change and Covid 19 shift donor priorities.

The shrinking civic space in Uganda threatens existence of the organisation as civil society organisation.

## OPPORTUNITIES

Access to partnerships and networks which avail funding opportunities to the organisation.

Friends who can offer in-kind donations to the organisation

Strongly supported by well-wishers and volunteering staff.

# 4 Strategic Objectives and Key Interventions

*Through consultations with staff, board members, volunteers and allies, the organisation identified the following as their priority areas of focus for the period 2023 - 2027:*

## **Strategic Objective 1:**

The most at risk key population members have improved access to the organisation's quality and nationally acknowledged medical services by 2027.

### **Key interventions**

- 1.1 Strengthen the peer-to-peer network
- 1.2 Build and maintain a partnership with Ministry of Health (MoH) and other private sector health entities
- 1.3 Increase the quality of the organisation medical services each year
- 1.4 Increase the number of services at the organisation clinic

## **Strategic Objective 2:**

By 2027, the most-at-risk key population persons have improved access to quality security and protection services in the Central Region.

### **Key interventions**

- 2.1 Conduct sensitization trainings on security management for the key population community
- 2.2 Provide shelter services/relocation services to reduce cases of homelessness
- 2.3 Provide paralegal support for legal first aid justice for our arrested key population community members
- 2.4 Carry out human rights awareness sessions for the key population community in Uganda

## **Strategic Objective 3**

By 2027, the members of the organisation have increased access to vocational training and job opportunities.

### **Key interventions**

- 3.1 Avail job opportunities through organisation's different social enterprises
- 3.2 Create an empowering training environment to skill the organisation's members
- 3.3 Match job seekers to job opportunities

## **Strategic Objective 4:**

The organisation is recognized nationally as a compliant non-governmental organization (NGO) with an effective working team supported by relevant partnership and collaborations by 2027.

### **Key interventions**

- 4.1 Register the organisation as an NGO under the NGO Act
- 4.2 Capacitate members of the board, staff and volunteers
- 4.3 Establish relevant partnerships and collaborations
- 4.4 Implement the key interventions of the resource mobilization strategy
- 4.5 Establish a safety and security mechanism for the office and staff



# Monitoring and Evaluation

# 5

The organisation finds it important to keep track of the progress of its work and status of implemented activities. It therefore created a tool through which progress can be monitored, activities can be assessed and errors can be identified in order to be able to accomplish its mission and goals by 2027. The monitoring will be conducted consistently, and an evaluation will be done on an annual basis.

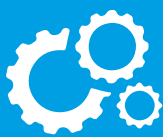
## The Organisation's Results Framework

<b>Strategic Objective 1</b>	The most at risk key population members have improved access to the organisation's quality and nationally acknowledged medical services by 2027.
<b>Outcome</b>	Access to and quality of medical services has been improved for most at risk key population members.
<b>Outcome Indicator</b>	25,000 key population members have accessed the organisation's quality medical services by 2027.

No.	Key Intervention	Key Intervention
1.1	The peer to peer network has been strengthened.	40% increase of number of clients linked to services by peers (Current baseline: 10%).
1.2	A relationship with MoH and other private sector health entities has been built and maintained.	5 co-operations with signed MOU with MoH and other private sector entities have been established.
1.3	The quality of the organisation's medical services has been improved.	Client satisfaction has increased by 5% per year (requires a baseline).
1.4	The number of services at the organisation's clinic has increased.	The number of services offered by the organisation's clinic increases by 10 within the next 5 years (from 18 in 12/2022).



OBJECTIVE



PROCESS



ANALYSIS



MEASURING



EVALUATION



REVIEW

**Strategic Objective 2** By 2027, the most at risk key population persons have improved access to quality security and protection services in the Central Region.

**Outcome** Access to quality security and protection services for most at risk key population persons has been improved.

**Outcome Indicator** 800 most at risk key population persons have accessed security and protection services by 2027.

No.	Key Intervention	Key Intervention
2.1	The key population community is better equipped to react to security risks.	20 sensitization trainings on security management have taken place.
2.2	Cases of homelessness of most at risk key population persons have been reduced.	300 cases of homelessness have been solved by 2027 with reported permanent places of living.
2.3	The key population community is equipped with legal knowledge.	200 participants have attended legal sensitization meetings.
2.4	The organisation paralegals have mitigated legal cases.	150 cases have been mitigated by the organisation paralegals

**Strategic Objective 3** By 2027, The organisation members have increased access to vocational training and job opportunities.

**Outcome** The organisation members have accessed vocational training and job opportunities.

**Outcome Indicator** 40% of The organisation members participated in vocational trainings and seized job opportunities by 2027 (baseline 2023: 10%).

No.	Key Intervention	Key Intervention
3.1	Job opportunities through the organisation's different social enterprises have been availed to its members.	50 job opportunities have been availed to members.
3.2	An empowering training environment to skill The organisation members has been created.	60% of training participants agree that the training environment was empowering (post training assessment).
3.3	The quality of the organisation's medical services has been improved.	Client satisfaction has increased by 5% per year (requires a baseline).
3.4	Job seekers have been matched to job opportunities.	150 job seekers have been matched to job opportunities.

**Strategic Objective 4**

The organisation is recognized nationally as a compliant NGO with an effective working team supported by relevant partnerships and collaborations by 2027.

**Outcome**

The organisation is in a better position to efficiently, stably and sustainably serve its members.

**Outcome Indicator**

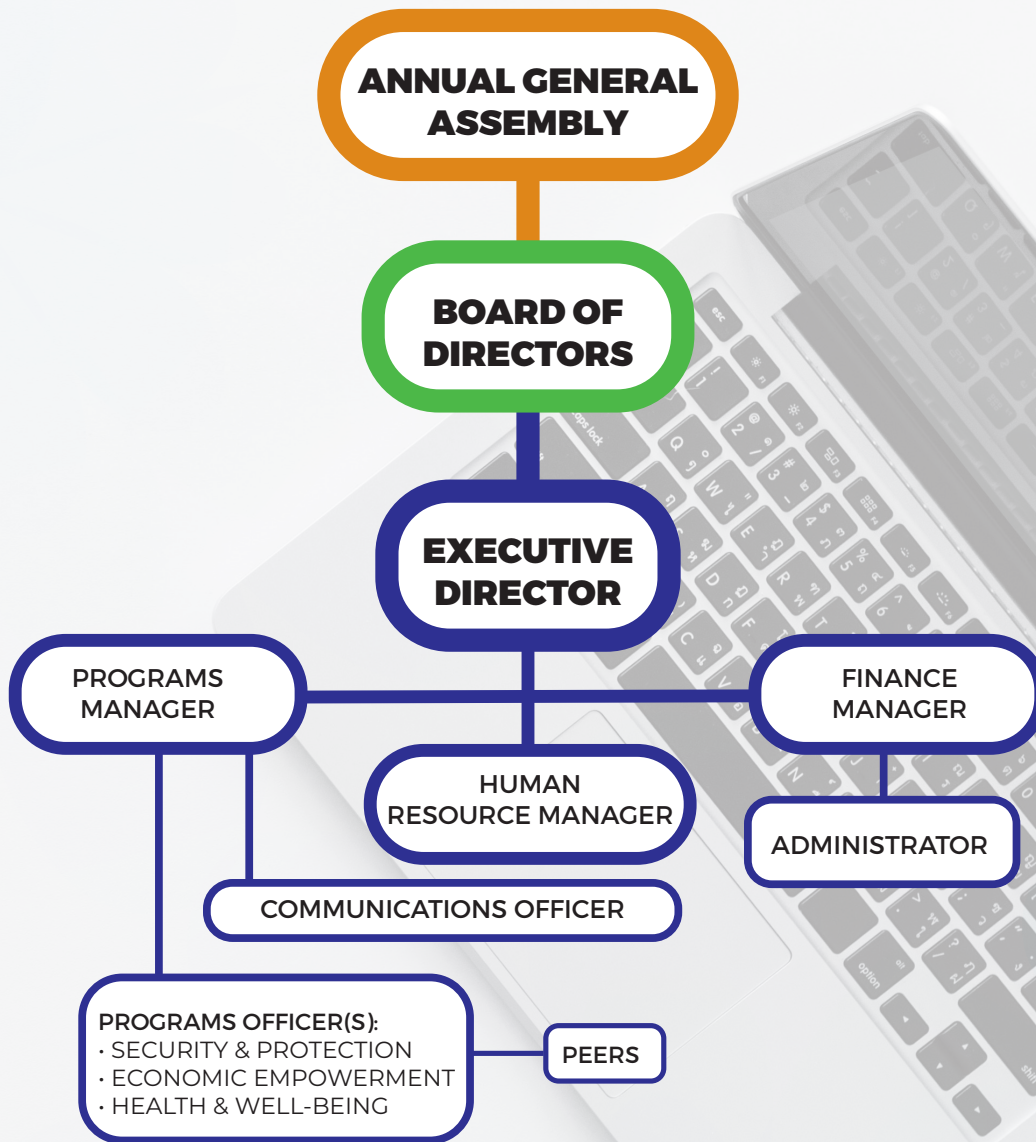
The organisation has been registered under the NGO Act and signed 5 MOUs with different partners by 2027.

No.	Key Intervention	Key Intervention
4.1	The organisation has been registered by the NGO bureau.	NGO bureau certification attained.
4.2	The organisation board, staff and volunteers have been capacitated.	2 capacity trainings per year attended by the staff, board and volunteers.
4.3	Relevant partnerships and collaborations have been established.	5 MoUs have been signed and implemented.
4.4	Key interventions of the resource mobilization strategy have been implemented.	The number of services offered by the organisation's clinic increases by 10 within the next 5 years (from 18 in 12/2022).
4.5	An internal safety and security system has been established.	Relevant security measures both digital and physical have been put in place.





# 6 Implementing Structure



# Resource Mobilization Strategy 7

To successfully implement this Strategic Plan, the organisation requires resources. To generate them systematically and sustainably, it has developed a Resource Mobilization Strategy that is tailor-made for the organization to fulfill its mandate and serve its constituency. The pillars of the Resource Mobilization Strategy are the following:

## Operation of Various Enterprises

The Organisation operates a number of social enterprises such as the Children of the Sun Foundation Udanda Limited Medical Services Clinic, the Children of the Sun Foundation Udanda Limited Restaurant, a rabbit and goat rearing project, hand crafts making and the Children of the Sun Foundation Udanda Limited clothing line. These projects have the potential to generate revenue for The Organisation.



## Partnerships and Networks

The organisation wants to strengthen the existing meaningful and relevant partnerships and networks as well as explore new partnerships such as foundations and companies.



## Our Members

Members are one of the sources that Children of the Sun Foundation Udanda Limited utilizes in various areas of need. Members can help to generate non-restricted fund through membership subscription but also support as volunteers in various ways.





## Crowd Funding

The organisation furthermore intends to widen its scope of individual funders and therefore plans to initiate crowd funding campaigns, for example by organizing online and physical events in form of fundraising dinners.



## Social Media

The organisation will also strengthen its social media engagement and communication channels to improve its visibility and raise awareness about its activities.



## Staff Capacity

The organisation wants to enhance the staff capacity development in resource mobilisation, financial management and accounting and better implement the existing internal policies and systems. Furthermore, projects will be developed with time bound budgets, financial planning will be strengthened, and fundraising strategies developed.







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