



Meaningful Well-being Of communities through Knowledge

“Building resilience of communities to local disasters for sustainable development”

STRATEGIC PLAN (2021-2025)

FOR:

MWOK ORGANIZATION (MWOK)

FINAL DRAFT

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Foreword

Meaningful Wellbeing Of communities through Knowledge immediate focus for the next 5 years is to build resilient communities from disasters with move towards sustainable development. In order to do this, MWOK’s main focus will be dwelt upon provision of appropriate environmental, food security and nutrition, capacity development and research and innovation for its programmes. Our major achievements have been the

A critical evaluation of our strengths, weaknesses, opportunities and threats informed the emergence of our first MWOK strategic plan 2021-2025. Our strategic agenda is therefore concentrating on combating climate change, extreme hunger and poverty; improving social service delivery and bringing positive change to communities through knowledge transformation to enhance local capacity towards building community resilience for long lasting/sustainable well-being and development. We shall consolidate with the mechanism of service delivery platforms towards enhancing our programs, but also leverage upon establishing relevant partnerships with government and development partners, and private sector to scale up our work.

The development process has also been assisted by a critical evaluation of MWOK’s relevance against national health priorities, including the National Development Plan, the Health Sector Strategic and Investment Plan as well as the Sustainable Development Goals.

A consultative process has been adopted involving key relevant stakeholders from implementing partners, an external consultant, and MWOK members (founders, Board of Directors and staff). We have laid down strategic objectives that will enable MWOK achieve its mission. Our stakeholder feedback has affirmed our intensity towards service delivery.

On behalf of the founders and Board of Directors, I wish to express my gratitude to all stakeholders whose involvement has made it possible for us to develop our first MWOK’s first Strategic Plan 2021-2025. I am confident that this plan will provide a roadmap for the coming five years as we work towards attainment of our vision, “A resilient communities that is healthy, productive and empowered for sustainable well-being and development.”

XXX

Chairman, Board of Directors – MWOK

Preface

I am pleased to be associated with the publication of **Meaningful Wellbeing Of** communities through Knowledge's (MWOK's) first strategic plan 2021-2025, and would like to take this opportunity to thank all those stakeholders, development and business partners, government institutions who have contributed to the completion of this important document.

This strategic plan was developed with broad guidance and involvement of the Founders and Board of Directors of MWOK, including past BoD and committee members who gave their time to reflect and refresh the mission, vision, core values and assumptions underlying MWOK's approach to its work.

The Strategic Plan 2021-2025 breaks new ground for the organization, signalling a determination to apply more focus, rigor and results orientation to our work. We are now well placed to respond to new demands, areas of need and growth pathways as indicated to us by our clients, donors, and other stakeholders.

The Strategic Plan focuses on critical programmatic outcomes, intended towards community development through partnerships, collaboration, and learning.

The seven strategic objectives outlined in this strategic plan constitute the framework within which MWOK will work. These strategic objectives will serve as the basis for MWOK's resource mobilization plans, business development and growth pathway during this strategic period. Annually, we will focus our efforts on meeting tangible performance goals, with clear performance indicators and milestones. Our success in realizing the milestones will indicate overall progress in achieving the strategic objectives and mission stipulated in this strategic plan.

I trust that our current and prospective partners will not only find this strategic plan helpful, but will also use it as a guide to inform strategic decisions in our partnerships.

NAME

Executive Director – MWOK

Acknowledgement

MWOK HO would like to acknowledge and appreciate each one who contributed to the formulation of this strategic plan 2021-2025 including, our development partners, implementing partners – both individuals and institutions – and other organizations and companies in Uganda in working with us to achieve our mutual goals. We are continually appreciative of the MWOK HO advocates (our committed Found Members, Board of Directors, and staff), who have been instrumental in making this new strategic plan a reality. We also appreciate our communities and the beneficiaries of our services, with whom we partner to achieve our vision. Many thanks to our Consultant for the good facilitation at all stages of the strategic plan development to its final document.

Abbreviation/Acronyms

BOD	Board of Directors
CCA	Climate Change Adaptation
CBO	Community based Organization
CSO	Civil Society Organization
DLG	District Local Government
DRR	Disaster Risk Reduction
DRC	Democratic republic of Congo
FAO	Food and Agricultural Organization of United Nations
GAM	Global acute malnutrition
GBV	Gender Based Violence
GDP	Growth domestic product
GOU	Government Of Uganda
NGO	Non-Governmental Organization
NSPP	National Social Protection Policy
MWOK	Meaningful Wellbeing Of communities through Knowledge transformation
OPM	Office of Prime Minister
UNDP	United Nations Development Program
UNICEF	United National Children`s Fund
USAID	United states agency for international development
WFP	World Food Program
WHO	World health organisation

Executive summary

The ethos of this Strategic Plan 2021-2025 is the understanding that ensuring sustainable development is a key development need for the human survival. **Meaningful Wellbeing Of** communities through **Knowledge** has for the last five years worked to build resilient communities through effective collaborative approaches. This foundational understanding continues to form the basis on which this Strategic Plan 2021-2025 is grounded.

This strategic plan starts out with an introduction of MWOK HO through the story of its rich heritage and capability in its industry, its achievements and value proposition.

To gain a deeper understanding of the environment MWOK HO operates in, a thorough situational analysis was carried out. A synthesis is included for the current health context in Uganda with respect to MWOK HO's priority core areas: Community DRR, Nutrition, Food security, Environmental and Natural Resource management, Capacity development, research and innovation; an overview of, the policy environment including Public Private Partnerships, current rapid population growth, demographic structure with a contingent *youth bulge* and access to appropriate services. A descriptive SWOT Analysis was developed with input from a PESTLE analysis of the environment and extensive stakeholder consultations. From the major findings of this situational analysis and in light of MWOK HO's core competencies, MWOK HO has made strategic choices to be implemented in this period.

MWOK HO's Strategic Direction and Focus 2021 - 2025 is reflected in the theme chosen for the planning cycle: '**Building resilience of communities to local disasters for sustainable development**'. In order to achieve its goal of combating climate change, extreme hunger and poverty; improving social service delivery and bringing positive change to communities, MWOK HO will focus on seven strategic objectives listed below;

Strategic Objective 1: To strengthen resilience of poor and vulnerable communities threatens by climate change and variability through integrated community based adaption and mitigation measures for Disaster Risk Reduction (DRR).

Strategic Objective 2: To promote climate smart Agriculture for increase local production of small holder farmers including women through enhanced value chain analysis and market linkages towards improved food and nutrition security.

Strategic Objective 3: To promote good health and nutrition for women and young people through increased nutrition and health promotion & education in schools and communities for consumption of healthy foods which are organically produced within the agro-ecological environment.

Strategic Objective 4: To improve water and land and environmental management through local ecosystem management mechanisms including wetland protection

Strategic Objective 5: To strengthen community partnership for effective GBV/IPV response interventions for mitigation and prevention

Strategic Objective 6: To engage in local capacity development for staff, community-based organizations and district local governments for project management.

Strategic Objective 7: To embrace and strengthen usage of technology in local research and innovation for development

The Strategic Plan is completed with a detailed Organizational structure, a high-level monitoring and evaluation framework and a high-level budget that shows total projection of UGX 54bn (approximately US\$15.0 million) for the five year period.

1.0 Background of MWOK Humanitarian Organization (MWOK HO)

Meaningful Wellbeing of Communities through Knowledge Humanitarian Organization (MWOK HO) is a fully registration National Non-Governmental Organization with registration number 12200. It is non-political, non-denominational and not-profit local organization well established in 2015. MWOK HO obtained a full registration with NGO Board of Uganda, Ministry of Internal Affairs on 16th July, 2016; and its operation license is 60months (5years) from the date of issue.

The organization operates in emergency settings and development areas through empowering vulnerable communities to strengthen their resilience for sustainable well-being and development. We envision resilient communities that are healthy, productive, and empowered for sustainable well-being and development.

1.1 MWOK HO Achievements

In the period 2017-2018, MWOK HO has engaged several development actors such as Government through OPM, district local governments, Civic Society Organizations, UN agencies, International and National NGOs and multi-lateral donors to bridge the funding gap faced by NGOs in Uganda.

MWOK humanitarian organization's achievement include the following;

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1.2 Value proposition

MWOK HO offers the Uganda government and development partners a ready platform to improve livelihoods through its different facets such as, disaster resilience, food security; nutrition, community health and WASH; environmental and natural resource management GBV and social protection; local capacity development; research and innovation. These programme focus areas have embraced collaborative improvement model where our quality of work drives demand.

1.3 The strategic plan development process

The Strategic Plan was developed in a consultative and interactive process facilitated by an external consultant. An introductory phase consisted of meetings with MWOK HO Management and a literature review to allow for background and comprehension of the organization. The review included, but was not limited to, relevant literature such as the MWOK HO Strategic information strategy, Annual reports, organizational profile, Organizational Structure, Human Resources (HR) Policies & Procedures, a constitution of the Republic of Uganda, sector policies and strategies, capacity assessment reports, funded project proposals/concepts and board members meeting minutes

1.3.1 Stakeholder analysis

The process comprised of interviews and focus group discussions with internal stakeholders including Founder Members, Board of Directors, Senior Management and selected key staff to inform the development of this strategic plan. Interview guides and focus group discussion guides were used to collect data from these internal stakeholders.

1.4 Rationale for a five year strategic plan

MWOK HO five year strategic plan aides to provide strategic foresight and far-sight towards the programme management and delivery of MWOK HO strategic objectives. Its intended use is to guide resource mobilization and allocation, planning and programming of project/programme interventions.

1.5 Guiding principles of the strategic planning process

The MWOK HO Strategic Planning process was guided by the following principles:

- a) Local context;
- b) Systemic, long-term, realistic approach;
- c) Humanitarian and development imperatives of the country.
- d) Participation, consultation and involvement of key internal and external stakeholders
- e) Informed by global and regionally agreed development goals and commitments.
- f) It is human rights, gender, equity and results-based.

2.0 Contextual Analysis

2.1 Uganda Profile

Over the past decades, Uganda has made strides in reducing poverty levels, especially through agriculture (World Bank Statistics, 2019). These stats shows poverty being halved for 1992-2013. Despite efforts in poverty reduction, the country still faces external shocks such as, the increasing population growth rates, and disasters exacerbated by climate change and variability among others. Implying that for every three Ugandans who get out of poverty, two fall back. This number is considerably high for the Northern region. Also, Uganda's Human Capital Index (HCI) is low with a child expected to be only 38 percent productive. For instance, primary education completion rates for a child is 18 years compared to 8.1 for regional counter parts – with actual learning years being 4.5 with 2.5 considered wasted due to poor quality education. This implies that only 6 percent of children can read a paragraph at the end of their fourth grade.

In addition, under-nutrition is high affecting at least one-third of all children under 5 years in Uganda. With no exception, Uganda's continues to be challenged with high fertility of 5.4; high population growth rate at 3 percent; high teenage pregnancy (25 percent). The country's population is expected to reach 100 million by 2050. Furthermore, since 2016, the refugee population in Uganda has tripled to at least 1.35 million becoming the large refugee host in Africa and third in the world. While its open-door refugee policy is one of the most progressive in the world, and refugees enjoy access to social services, land and can move and work freely, the continued influx is straining host communities and service delivery.

2.2 Demography

Uganda has one of the fastest population growth rate 3.2% per annum (UBOS 2014- National Housing and Population Census). An estimated 78% of the population is under the age of 30 years. The population aged 10-19 years is estimated at 25% while that between 20 and 24 years is about (UNHPC 2014). The country's population is mainly due to the high fertility levels at approximately six children per woman, which in the long run is affected by the high maternal mortality rate at 26 percent. This is coupled with the high level of abortion and high HIV prevalence (7.6 percent compared to 4.7 percent for males). More than half of the pregnancies (53 percent) in the country are unintended largely among teenagers and adolescents. One in four teenage girls aged 15-19 years has had a child or is pregnant and 42 percent of all pregnancies among adolescents in Uganda are unintended (UDHS 2016). The reflection towards the increasing population depicts that a population increase to 46.7 million by 2025. A significant rural/urban divide persists, with rural fertility at 7.1 and urban at 4.4. Sustained high fertility rates over decades have created an alarming youth bulge, with half of the Ugandan population now under 15 years of age. Continued population pressures have the potential to negatively impact not only health outcomes but also to hinder economic growth, strain the environment, and threaten political stability.

2.3 Policy framework

The National Development Plan (NDP, 2015/16 – 2019/2020) provides an overall development framework for GoU. It highlights the strategic agenda for the Country's priority interventions in all sectors of the economy, including food security; nutrition, community health, and environment. The plan positions sustainable growth as a key priority to improve livelihoods for local communities namely, food security, environmental management, nutrition, social protection and research and innovation.

In addition, GoU public commitment to the sustainable development goals is evidence towards the need to leave no one behind in achievement economic growth and development. Other legal and policy documents such as; The 1995 Uganda Constitution, Non-Governmental Organizations Registration Act 1989, Non-Governmental Organizations Registration (Amendment) Act 2006, NGO Registration Regulations 2009, The Companies Act 1961, The Trustees Incorporation Act 1939, The Income Tax Act 1997, The Value Added Tax (Amendment) Act 2005, National NGO Policy 2008, East African Community Customs Management (EACC) Act (2004), and NGO Quality Assurance Mechanism among others continue to guide institutional arrangements in Uganda. However, Uganda still faces a challenge to translate its commitments into actions and results.

Furthermore, the PPP policy, which is aligned to the NDP, provides the space for private sector health growth - in which MWOK HO is a key player. The Constitution of the Republic of Uganda guarantees the right to development by encouraging private initiative and self-reliance so as to facilitate rapid and equitable development. Article 29(1e) guarantees every person the right to freedom of association which shall include the freedom to form and join associations or unions, including trade unions and political and other civic organizations. Article 38(2) guarantees the right to participate in peaceful activities to influence the policies of Government through civic organizations. NGOs are primarily governed by the Non-Governmental Organizations Registration Act, Cap 113 of 1989, which was amended by the NGO Registration (Amendment) Act 2006. The NGO Registration Act defines an “organization” as a “non-governmental organization established to provide voluntary services, including religious, education, literary, scientific, social or charitable services to the community or any part of it (Section 1(d)).

Sustainable development goals

Which reflect newfound resolutions by the world leaders to make the world population healthier and safer. SDG 1 focuses on ending poverty in all its forms everywhere; SDG 2 focuses on ending hunger, achieving food security, improving nutrition and promoting sustainable agriculture; SDG 5 focuses on achieving gender equality and empowering all women and girls; and SDG 13 focuses on taking urgent action to combat climate change and its impacts.

Decentralization Policy

MWOK HO will work within the decentralization policy framework where the districts are charged with the responsibility of planning and provision of services.

Public Private Partnership (PPP).

MWOK HO will work within the framework of PPP by collaborating with both the Private and public actors in order to increase accessibility and utilization of quality environmental and nutritional services.

3.0 Situational Analysis

3.1 Climate Change Vulnerability Analysis

Climate change continues alter socio-economic patterns that support livelihoods in Uganda; a country which greatly thrives on agriculture which employs at least 70 percent of its labor force and provides 25 percent to GDP struggles with changing climatic conditions. Environmental and natural resources are under threat for both natural and man-made drivers of change. Fragile ecosystems are facing encroachment and degradation. Pollution levels are also on the increase and the country is contending with new and emerging environmental issues arising from e-waste, unsound use of chemicals, oil and gas development and the impacts of climate change. For instance, observed annual rainfall totals vary from 500mm to 2800mm, with an average of 1180mm; also, observed annual surface temperature near 21°C with temperatures highest in the northern region. This has resulted into bumper harvesting throughout the various regions in Uganda.

According to Uganda Climate Change Vulnerability Assessment Report (2013), environmental deterioration due to rampant forest degradation and/ poor agricultural practices have led to increased disasters from climate related hazards such as floods, drought, epidemics that occur frequently and disrupts livelihoods. Uganda has been experiencing an influx of refugees which increases pressure on natural, social and economic resources of the refugee hosting districts, which adds to other stresses including climate change, further reducing adaptive capacity. Also, according to the Economic Assessment of the Impacts of Climate Change 2015, Climate change damage estimates in the agriculture, water, infrastructure and energy sectors will collectively amount to 2-4% of the GDP between 2010 and 2050.

Fortunately, Uganda signed and ratified both the United Nations Framework Convention on Climate Change (UNFCCC), Kyoto Protocol (KP) and the Paris Agreement thus committing itself to the adoption and implementation of policies and measures designed to mitigate climate change and adapt to its impacts. The country is also a party to the implementation of the East African Community (EAC) Climate Change Policy, which requires member states to initiate and develop consistent and harmonized, policies and plans to address climate change. Uganda also intends to implement strategies, plans and actions for low greenhouse gas emission development in the context of its development goals. These mitigation and adaptation intentions are based on the country's National Climate Change Policy (NCCP) 2015, which is derived from the Constitution of the Republic of Uganda (1995, as amended in 2005 and 2015) and reflects Uganda Vision 2040 (2012), all which have been embedded in NDP II and III to achieve its sustainable development goals.

3.2 Food Security

The Government of Uganda is committed to fulfilling the constitutional obligation of ensuring food security for all Ugandans. However, the ever changing climatic conditions continue to alter the farming seasons leading to food insecurity. According to the National Food Security Assessment Report of 2017, recurrent threats to food security in Uganda are influenced by several factors such as; unpredictable climatic conditions, insecurity, outbreaks of crop and livestock diseases; exacerbated and low social and economic capital, among other factors. For instance, the prolonged dry spell between March and August 2016 led to crop failure and suppressed harvests in most parts of the country.

The current food insecurity situation, when compared with the last two IPC assessments of November 2015 and July 2016, respectively, shows an increase in the percentages of the country's population that are in

Phase 2 (stress level of food insecurity). The adoption by the GoU of the “Integrated Food Security Phase Classification”³ (IPC) protocol as the main tool for determining and reporting on the country’s food security situation has facilitated coordination among humanitarian and development partners, NGOs, and CSOs operating in Uganda to improve this food crisis gap.

The IPC provides insights on key characteristics of Uganda’s food insecure populations, in terms of their number, geographical location, social conditions and severity of food insecurity. Combined with other data collected by government agencies such as; UBOS, Uganda National Meteorological Authority, and key line ministries responsible for agriculture, among others, the IPC food security ranking contributes to inform policy formulation and to improve the effectiveness and efficiency of a coordinated response.

3.3 Nutrition

Malnutrition is a major development concern in Uganda, affecting all regions of the country and most segments of the population. The current levels of malnutrition hinder Uganda’s human, social, and economic development. Although the country has made tremendous progress in economic growth and poverty reduction over the past 20 years, its progress in reducing malnutrition remains very slow. Stunting indicates chronic malnutrition in children; the stunting prevalence rate of 39 percent means that about 2.3 million young children in Uganda today are chronically malnourished.

As noted, the meagre improvements in ensuring the nutritional well-being of Ugandan children stand in stark contrast to the large gains in economic growth and poverty reduction over this period. Micronutrient deficiencies are common among both groups such as Vitamin A deficiency affects one out of five young children and women of reproductive age, resulting in impaired resistance to infection and consequently higher levels of illness and mortality, as well as potentially severe eye problems. Iron-deficiency anaemia affects three-quarters of children 6–59 months old and half of women of reproductive age. Anaemia in women leads to chronic fatigue and impairs productivity, earnings, and caregiving abilities. Pregnancy complications, premature birth, low birth weight, and even maternal mortality all arise from iron deficiencies in women. In children, anaemia leads to a significant slowdown in cognitive development, decreased physical activity, and reduced resistance to disease. The prevalence of zinc deficiency ranges from 20 percent to 70 percent in young children and 20 percent to 30 percent in adults.

Therefore, through the Uganda Nutrition Action Plan (UNAP), GoU has provided a framework for addressing nutrition issues in the country sequentially to develop strong and quality human capital that will propel socioeconomic transformation. The UNAP has been formulated within the NDP to achieve vision 2040. The goal of UNAP is to improve the nutrition status of all Ugandans, with special emphasis on women of reproductive age, infants, and young children.

3.4 Community Health

Current disease burden and other health data analyses reveal that the health status of Ugandans has stagnated or shown only slight improvements over the past decade. The Maternal Mortality Rate (MMR) persists at 438 deaths per 100,000 live births. Haemorrhage and sepsis are the most common causes of death of Ugandan mothers. Most Ugandan women (94%) attend at least one antenatal care (ANC) visit with a skilled provider and only 47% of women have four recommended ANC visits. Nevertheless, many fewer women deliver in health facilities (41%) or have a skilled attendant at birth (42%). Teenage (13-19 years of age) pregnancies is high where a total of 19% have had a child, and a total of 297,000 carry out, mostly unsafe,

abortion every year. Modern contraceptive use among all women of reproductive age is 15.4% with pills and injectables being the most commonly used methods. There is increasing demand for long acting and permanent methods (LAPM), including implants, the availability of which historically has been limited. The Ugandan unmet need for family planning is one of the highest in sub-Saharan Africa at 34.3%.

Uganda's infant and under-five mortality has dropped slightly to 76 and 137 per 1,000 live births respectively. New-born mortality has stagnated over the last 10 years, now at 29 per 1,000 live births. Only 23% of women and their new-borns have a post-natal visit within two days of delivery. The most common killers of children under five include malaria (25%), neonatal diseases (23%), pneumonia (19%), and diarrhoea (17%). Results from the 2009 Uganda Malaria Indicator Survey (UMIS) showed that 47% of households nationwide owned one or more insecticide-treated nets (ITNs) and 44% of pregnant women and 33% percent of children under five had slept under an ITN the night before the survey. These results represent a marked improvement in comparison with the 2006 Uganda Demographic and Health Survey (UDHS) results. Sixteen (16%) percent of children in Uganda are underweight and 38% stunted; under-nutrition is an underlying cause of 60% of deaths for children under-five. Exclusive breastfeeding of infants under six months is 60% for Ugandan women but often initiation is not within the first hour of life. Only 10.2% of children 6 to 23 months of age consume a minimal acceptable diet with regional variation (7% in the North and 36% in East Central). Micronutrient malnutrition poses a huge burden on women and children especially, with rates of vitamin A deficiency among children and women at 20% and 19% and anemia at 75% and 49% respectively.

3.5 Environment and Natural Resource management

Uganda is endowed with a rich scenery involving a formidable landscape that would promote the flourishing of agriculture, tourism, forestry and urban development. However, the environment and its biodiversity has over time been depleted. For instance, glaciers that have been the fountain of numerous rivers supporting the eco-system, and biodiversity that has always sustained the livelihood of the flora and fauna on one part and to a large extent, the socio-economic development of Uganda and Africa are close to extinct. Forest cover has been destroyed, because firewood that is used for cooking and timber for construction has been got through cutting the cutting down of trees. Among several factors endangering the eco-system, humanity is central to its survival. Ironically, this life support ecological zone is increasingly becoming endangered. The loss of this biodiversity is a grave challenge to the survival of the current and future generation. Unless stringent measures are urgently put in place, the current and future generations including the fauna and flora are inevitably apt to extinct.

3.6 GBV and Social Protection

The Government of Uganda formulated a National Social Protection Policy (NSPP) to provide a framework for transforming the population of Uganda into a society where all individuals are socially secure and resilient to socio-economic risks and shocks. Uganda's 1995 constitution and broader normative and policy frameworks reflect global standards, are strongly supportive of Gender Equality (GE) and, within recent policy documents, address gender-based violence (GBV) explicitly. Uganda is a state party to nearly all international human rights conventions as well as relevant regional protocols. The National Health Sector Plan reflects a rights-based approach and acknowledges international conventions. The National Action Plan on Elimination of Gender Based Violence in Uganda (2016-2020) frames the issue of GBV as an urgent development priority and factor to address in achieving Uganda's development goals for 2020.

Similarly, the interconnected work on ending child marriage and teenage pregnancy is framed by the new dialogue on leveraging for development the demographic dividend of a large, youthful population.

The most recent data from the UDHS 2016 show that women are more than twice as likely to experience sexual violence at some point in their lives as men (one in five or 22% for women; one in 10 or 8% for men). The pattern holds for reports of recent sexual violence: 13% of women and 4% of men reported experiencing sexual violence in the 12 months preceding the survey. Older women are more likely to report having experienced recent sexual violence than younger women aged 15 to 19. 13% to 16% of older women and 5% of younger women reported recent sexual violence. In addition, within the refugee settlements services must cope with high rates of violence and very high rates of concealing violence on the part of both refugees who are 'protecting their culture' and the host communities who view the available GBV services as for the refugees, and so 'self-censor' and do not report or pursue services.

Although much of GBV and harmful practices (HPs) remains hidden and the health and development costs of such violence insufficiently explored, Uganda has also contributed to early efforts to document the enormous costs of GBV.

4.0 Strengthens, Weaknesses, Opportunities, Threats (SWOT)

Strengthens	Strategies to maintain strengths
<ul style="list-style-type: none"> • MWOK HO is legally registered with 5yrs Operation permits from NGO Board of the Ministry of Internal Affairs. • Availability of constitution and policies in place for governance & management. • MOU with OPM-DOR and SRA Alliance agreement for refugee operations • Management and technical capacity to mobilise resources and manage the country program portfolio • Strong networks and alliance with other institutions and other organizations. • Reliable internal control mechanism. 	<ul style="list-style-type: none"> • Compliance with National NGO Act and policy • Strengthen governance and management through trainings ,regular and ad hoc board members meetings and review/feedback meetings • Continuous resource mobilization through creating networks with donors/government agencies for proposals and maintain in-house spirit of contribution through membership and subscription • Conduct regular internal audit to assure complaisance with internal control systems
Weakness	Strategies to overhaul weakness
<ul style="list-style-type: none"> • Very limited funding opportunities for seed grants for local national NGOs in Uganda. • Organization is still new and is struggling to established connections/networks with donors/governments for financial support for projects. • Lack of resource mobilization and fundraising strategy to provide guidance to fundraising by Board members and senior management. • Inadequate governance and management skills of board members to improve on their capacity to carry out oversights activities 	<ul style="list-style-type: none"> • Widen donor networks and local partnership/consortium for project development and implementation • Increase geographical presence at the districts and refugee areas especially in Southwest • Develop resource mobilization and fundraising strategy to guide resource mobilization process. • Develop Terms of reference for Board members and build their capacities in governance and management
Opportunities	Strengthens to harness opportunities
<ul style="list-style-type: none"> • Government initiative for local context and willingness to support local organizations • Development/Humanitarian partners are willing to support localization in Uganda through C4C • Good political will, peace, security stability and community support that has created friendly environment. • Rapidly evolving ICT technologies and digitalization that can be used for effective virtual engagements with donors across the world • Available community structures and volunteers who are more than willing to transform their communities. • Limited capacities for CBOs in providing technical core areas like DRR for climate change adaptation/mitigation. 	<ul style="list-style-type: none"> • Continue to review organization structure and programmes based on the level of growth and expansion. • Strengthen skills and knowledge of staff through regular orientation, learning sessions and based on their technical functions. • Continue to embrace consortium approach to seeking funding and improving partnership/networking with wider digitization and online engagement with donors • Mobilize resources for office space, equipment and capacity building for permanent staff and others.
Threats	Strengthens to combat threats

<ul style="list-style-type: none"> • Diminishing funding opportunities from donors given the current donor fatigues • High competition for limited donor funds coupled with stringent donor requirements • Limited financial based for scaling pilot activities to support resource mobilization 	<ul style="list-style-type: none"> • Continue to map vulnerable communities, partners and geographical scope for long term interventions • Strengthening collaboration and networking. • Maintain neutrality in the face of national and local politics • Align strategies to address priority needs and interventions with donor requirements and in line with the NDPs and SDGs
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5.0 Strategic direction

Vision

MWOK HO's vision is; "A resilient communities that is healthy, productive and empowered for sustainable well-being and development".

Mission

To work with communities and district local governments in disaster prone areas for building resilience for sustainable development.

Goal

The overall strategic goal of MWOK HO is to combat climate change, extreme hunger and poverty; improve social service delivery and to bring positive change to communities through knowledge transformation to enhance local capacity towards building community resilience for long lasting/sustainable well-being and development.

Core values

In order to realize our goal, MWOK HO's operations will be guided by the following core organizational values:

1. Competency
2. Transparency
3. Integrity
4. Accountability
5. Cultural sensitivity
6. Diversity
7. Result focused

Objectives

MWOK HO will pursue the following strategic objectives (SOs) in order to elevate itself to achieve its mission:

Strategic Objective 1: To strengthen resilience of poor and vulnerable communities threatens by climate change and variability through integrated community based adaption and mitigation measures for Disaster Risk Reduction (DRR).

Strategic Objective 2: To promote climate smart Agriculture for increase local production of small holder farmers including women through enhanced value chain analysis and market linkages towards improved food and nutrition security.

Strategic Objective 3: To promote good health and nutrition for women and young people through increased nutrition and health promotion & education in schools and communities for consumption of healthy foods which are organically produced within the agro-ecological environment.

Strategic Objective 4: To improve water and land and environmental management through local ecosystem management mechanisms including wetland protection

Strategic Objective 5: To strengthen community partnership for effective GBV/IPV response interventions for mitigation and prevention

Strategic Objective 6: To engage in local capacity development for staff, community-based organizations and district local governments for project management.

Strategic Objective 7: To embrace and strengthen usage of technology in local research and innovation for development

6.0 Implementation strategies

6.1 Partnerships

MWOK HO recognizes that partnerships at international, national and community levels will be very critical in realizing the goals and objectives of this strategic plan. At the international level, MWOK HO will seek to partner with organizations bidding on bilateral projects, which provides an opportunity for MWOK HO to learn best practices for community development programming while strengthening collaborative partnerships for scaling up MWOK HO's competences and understanding of private sector approaches. At the national level, we will collaborate with like-minded partners to replicate and/or scale up MWOK HO's successful models and facilitate cross-fertilization of ideas within coalitions. Aware of the importance of grassroots community-based organizations that interface with our targeted populations, MWOK HO will invest in partnerships with selected CBOs through grants and technical assistance for capacity building to support penetration of our programs for last mile reach.

6.2 Climate Smart agricultural models

Sustaining agriculture will require the application of community climate smart agricultural models to improve production and productivity. MWOK HO will utilize an asset based approach that will be family centred. It will position the family as a building factor to the development of the community. Every family will have an organic based agricultural venture that will not only be an economic venture for income but also a source of healthy food. There will full involvement of family members to understand and participate in the project. In the long run, this will shift every family out of poverty. Promoting community-based climate smart agricultural models will strengthen value chain and market information for agro-based ventures.

6.3 Nutrition education

Nutrition stands out as a key aspect to living a healthy life-style. Attaining a balance diet within every meal reduces the likelihood of sickness. Therefore, MWOK HO will strengthen community health and nutrition interventions, and promote and support nutrition education in schools. This will improve child development and in the long run, the child will share the same knowledge to the family.

6.4 Research and innovation

MWOK HO will collaborate with research institutions, consulting firms, individual experts and incubation of ideas for local research and innovation for development. Information attained will support resource mobilization, improve knowledge management and monitoring and evaluation. This will enhance learning and support development of new models to improve programming.

6.5 Resource Mobilization

Implementation of the MWOK HO five year Strategic Plan 2021 – 2025 will require US\$15 million (Fifteen million dollars only). These funds will be raised from grants from development partners. MWOK HO will leverage on its past experience of responding to Request for Application (RFAs) and intends to raise US\$13.5million (Thirteen million, five hundred thousand dollars only) for the 5-year period.

7.0 Programmes

7.1 Community-Based DRR for Resilience

Community-based disaster risk reduction (CBDRR) interventions aim to enhance local capacity to protect livelihood assets and increase use of integrated indigenous and modern knowledge for early warning communication systems for disaster preparedness and response. This will be done through; Disaster Risk Assessment/Analysis/Prioritization (DR-AAP) using HVCA approach, Disaster Risk Awareness-DRA (Knowing your risk to prepare better), Disaster Risk Communication for Early warning for preparedness and response, and Implementation of DRR mitigation/Adaptation measures for common disaster hazards.

7.2 Food Security and Livelihood

The rationale for improving food security is to increase year-round climate smart production of high value crops including vegetables and horticultural crops to enhance income for rural and urban poor women towards food security and resilience. MWOK HO will place its emphasis on multiplication of seeds of common crop varieties; value addition within food systems and market linkages. In order to realise food security and livelihood, actions such as, supporting establishment of seed bank systems for commonly grown nutritious and high value crops, support smallholder/household farmers to access improved agricultural inputs from seed bank for increase production, support the organisation of farmers (especially women) to form groups or cooperatives bulk marketing, and support post-harvest handling, value addition and quality control during storage, distributions and marketing

7.3 Nutrition and Community Health

The main focus is on strengthening community health system for surveillance, prevention and integrated case management of common preventable diseases and notification of emerging infectious diseases. Special focus is on maternal and child nutrition to address chronic malnutrition (i.e., stunting) and nutrition education in schools using NUTRITION-SENSITIVE APPROACH & BEHAVIOUR CHANGE COMMUNICATION. This will be achieved through; putting in place a nutrition surveillance at household using MUAC tapes, increasing nutritional risk awareness-NRA (Knowing your nutritional risk for appropriate action), and promoting production & consumption of diverse nutritious healthy foods

7.4 Environment and Natural Resource Management

Creation of a sustainable future for citizens, conservation of the environment is at the forefront. MWOK HO will build capacity of communities to understand the benefit of saving the environment. The organization will develop a mechanism of ownership and protection the environment for the current and future generation.

7.5 GBV and Social Protection

Gender based violence is a severe vice in Uganda's society. It involves physical and mental abuse inflicted by both parents due to socio-economic challenges. The after effects of this vice are precarious leading to loss of loved ones, divorce, and child neglect among others. MWOK HO is committed to working with relevant violence prevention bodies to protect vulnerable victims to seek justice, protection, treatment and counselling services in the affected communities. The organization will strengthen partnerships, learning, and coordination of GBV response in the most affected areas.

7.6 Local Capacity Development

MWOK HO embraces the need to ensure its team has the required skills and expertise. This will be done through supporting training and mentorship for local community based organizations to deliver quality services that meet the needs of the community; and also, supporting lifelong skills training for vulnerable persons and disadvantaged communities.

7.7 Local Research and Innovation

MWOK HO will conduct community research studies that will guide the implementation programmes. Research will guide the development of appropriate models to propel community development. This information will enhance knowledge, attitude and practices (KAP surveys, and other studies to commercial organizations).

8.0 M&E Approach

8.1 Introduction

The Monitoring and Evaluation (M&E) mechanisms suggested below are meant to effectively track progress regarding the strategies and activities of MWOK HO. To this end, tools and capacity for supervision, monitoring and evaluation of activities will be specifically developed.

The M&E department will take lead in the coordination of monitoring and evaluation activities. The M&E department shall on a regular (monthly, quarterly, bi-annual and annual) basis collect reports from all projects. The Senior Level Management will use reports against its annual work plans to review progress towards meeting the strategic aims and objectives. The M&E department will ensure that whoever is doing the work is keeping appropriate records so that progress can be assessed. This will involve, at the implementation stage of the plan, being clear about what systems and structures are required. All activities will be measured to give an indication of how well the organization is doing hence performance measures.

8.2 Levels and Linkages of M&E

We will continue to monitor what takes place at all relevant levels and will endeavour to involve all key partners.

8.3 Inputs/Arrangements for M&E

The following will be in place to guide the monitoring and evaluation work of MWOK HO:

- The Log frame matrix of MWOK HO's strategic plan including the strategies, objectives and intervention areas with delineated indicators, a scheduled timeframe and expected outcomes.
- Annual and quarterly work plans and monitoring checklist will be prepared, guided by the Strategic Plan. These work plans are vital for tracking the delivery process, i.e. translating inputs into outputs.
- Monitoring and support supervision of the partner CBOs and NGOs implementing MWOK's programs will take the key role for regular monitoring.

8.4 Key Elements for Monitoring

The following shall constitute the major aspects of monitoring for MWOK HO:

- Availability of expected inputs for service delivery, including timing, quality and amount,
- Activities implemented vis-à-vis activities planned,
- Timeliness of implementation of activities,
- Evidence of outcomes of the activities implemented, including their timing, quality and amount,
- Level of involvement of actors as planned,
- Beneficiaries, both targeted and unintended,
- Activities not implemented, or rescheduled,
- Changes, omissions, deletions or additions (in activities or entire strategic plan),
- Capacities of implementing partner CBOs and NGOs.

8.5 Key Elements for Evaluation

MWOK HO shall prepare for the mid-term evaluation and end-term evaluation of the strategy. The evaluation shall be guided by strategies and activities reflected in the strategy logistical framework. Surveys and other studies will be conducted to generate information relevant indicators.

The following shall constitute the major aspects for evaluation of MWOK HO:

- Effectiveness of programs of MWOK HO in meeting the goal and objectives set,
- Efficiency in attaining the objectives/targets, in terms of cost-effectiveness in service delivery,
- Validity and coherence of designs of interventions/programs,
- Sustainability of programs and activities,
- Possible alternative strategies that could help or be more effective and efficient in attaining the same objective,
- Unanticipated effects of MWOK HO.

8.6 Means of Verification/Instruments for M&E

The following means will generate the information required as process, output and impact indicators to monitor and evaluate the work of MWOK HO:

- Baseline and impact studies at onset, mid and end of strategy implementation,
- Standard M&E instruments and guidelines including report formats, standard checklist and other tools developed,
- Supervision and monitoring visits,
- Periodic review meetings,
- Quarterly and annual reports of MWOK HO and partner CBOs and NGOs.

8.7 Sharing and Utilization of M&E Results

The M&E results will be shared on a regular basis with the Board of Directors, Senior Level Management, staff, beneficiaries, development partners and the wider development community. Appropriate formats and channels will be identified targeting the different audiences (Board of Directors, Senior Level Management, Staff, Beneficiaries, donors and the wider community).

The M&E results will inform decision-making during policy and program development and regular reviews.

Category of people	Required information and format	Events/timeframe
Board of Directors	Written progress reports on program implementation, social marketing and achievement of results in line with the Strategic Plan.	Quarterly/Annual review meetings
Senior Level Management	Written reports/briefing papers/power point presentations.	Quarterly review meetings/management Team meeting
General Staff	Written reports/briefing papers/power point presentations.	Quarterly progress review meetings
Beneficiaries	Verbal presentation, backed up by summarized document, using appropriate tables, charts, visuals and audio-visuals.	Regular field visits and meetings
Donors	Written progress reports on program implementation, social marketing and achievement of results in line with the set targets for each program/project.	Quarterly/Annually reports

Wider development community	Electronic and print media (Journal articles, newspaper supplements, TV/radio talk shows), paper presentations (during seminars/conferences at national and international level) and development of policy briefs among others.	Continuous
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9.0 Assumptions, strategic risk assessment & Mitigation plan

Assumptions:

- Comprehensive assessment of risk exposures and opportunities at MWOK HO (strategic, operational, financial, regulatory, reputation, IT and Communication and People risks)-Risk Register
- Clear understanding of the pathway set by the Board and Management to give confidence to staff of a bright future –Performance management and its implementation)
- Improved customer satisfaction to capitalize of their changing patterns and market requirements.(Research and evidence based service delivery)
- Clear implementation plan with review timelines for the approved Strategic Plan (Implementation plan with timelines and persons responsible)

Strategic Risks

Risk Event	Current Practices and short comings in place.	Likelihood	Impact	Rating	Risk mitigation strategy/controls proposed to be put in place
1. Strategic plan not understood and reviewed on a regular basis. – Managing Director	<ul style="list-style-type: none"> • Strategic plan duration and relevance to the current operations of MWOK HO • Inadequate utilization of research data and analysis 	Likely	Major	Disaster	<ul style="list-style-type: none"> • Updated strategic plan and logical framework • Periodic monitoring and review. • Board meetings that address PEST, SWOT and the strategic direction. • Management meetings focus on performance improvement. • Be used as a reference by top management and all staff in their work.
2. MWOK HO being project based threatens its going concern basis— Managing Director	<ul style="list-style-type: none"> • Failure to look at MWOK HO as a going concern. 	Likely	Major	Disaster	<ul style="list-style-type: none"> • Develop core brigade of institutional staff who are not based on life of projects while other staff are seconded to projects on needs basis.
3. Performance management not adequate- to have the right people and skills for the company. – Director of Human Resources	<ul style="list-style-type: none"> • Performance management system is not very comprehensive 	Possible	Major	High	<ul style="list-style-type: none"> • Performance management system that is working and transparent with periodic staff assessment and feedback. • Risk management and controls be monitored regularly.

4. MWOK HO to focus on its Agenda and be accountable to achieving what it promises to do. – Managing Director	<ul style="list-style-type: none"> Focus is not always on MWOK HO agenda. Accountability required for funds spent and services rendered. 	Possible	Major	High	<ul style="list-style-type: none"> Clear focus on its agenda with clear policies and procedures. Proper accountability for funds as spent to services delivered.
5. MWOK HO spreading itself thin with less impact on the ground with an ineffective M&E processes. – Director of Programs and Services	<ul style="list-style-type: none"> Focus on key areas Outcomes and impact required on evaluation with robust M&E in place. 	Possible	Major	High	<ul style="list-style-type: none"> Be in approved strategic areas based on evidence of disease prevention Carry out a comprehensive analysis of areas of engagement for value enhancement. Establish a robust M&E Department to oversee M&E in all MWOK HO projects.
6. Un planned Disease pandemic that can have an impact on MWOK HO's service delivery – Director of Programs and Services	<ul style="list-style-type: none"> UN planned disease outbreaks in the different parts of the region (Cholera, Ebola, COVID-19 etc) could paralyze MWOK HO business and have a dent on its service delivery and revenues. 	Possible	Major	High	<ul style="list-style-type: none"> Build safeguards to ensure quick action to minimize costs when unexpected diseases break out. (Contingency plan and budget). Invest in hiring multi skilled program staff
7. Lack of clear people management for effective implementation of the strategic plan in several critical areas – Managing Director	<ul style="list-style-type: none"> Technical staff lacking in several critical areas PMP achievements not directly proportional to the funds spent 	Possible	Major	High	<ul style="list-style-type: none"> Have single person in charge of technical matters in MWOK HO accountable to MD. Value for Money statement required on quarterly basis from senior level management to the Board.
9. Failure to innovate and remain relevant through ideas and technology –	<ul style="list-style-type: none"> Relevant Products be in place Relevant Service be the guiding model 	Possible	Major	High	<ul style="list-style-type: none"> Innovation team establishment and empowerment Carrying out research/ surveys to gauge acceptability of MWOK HO services.

10.0 Consolidated MWOK HO Strategic plan budget (2021-2025)

10.1 Indicative country program Budget

A country program budget of about USD\$15Million is required over the five years (2021-2025) to implement the planned strategies and activities to achieve the planned results as summarized in Table below;

s/n	Program Area	\$Year 1 (2021)	\$Year 2 (2022)	\$Year 3 (2023)	\$Year 4 (2024)	\$ Year 5 (2025)	\$TOTAL
1	Community-Based Resilient Intervention (CB-DRR) for Climate Change	500,000	500,000	500,000	500,000	500,000	2,500,000
2	Food security and Livelihoods	100,000	400,000	500,000	400,000	400,000	1,800,000
3	Nutrition and Community Health for disease prevention	500,000	500,000	500,000	500,000	500,000	2,500,000
4	Environment and Natural Resource Management	500,000	700,000	1,000,000	1,000,000	1,000,000	4,200,000
5	GBV and Social protection	100,000	400,000	500,000	500,000	500,000	1,500,000
6	Local Capacity Development	50,000	50,000	50,000	50,000	50,000	500,000
7	Operation Research and Innovations	100,000	100,000	100,000	100,000	100,000	500,000
	Total Direct cost	1,850,000	2,650,000	3,150,000	3,150,000	3,150,000	13,500,000
	Overhead costs (10%)	185,000	265,000	315,000	315,000	315,000	1,500,000
	GRAND TOTAL	2,700,000	2,915,000	3,330,000	3,330,000	3,330,000	15,000,000

10.2 Main sources of financing the strategic plan (2021-2025)

The strategy plan shall be implemented with financial resources mobilized both in country and off-shore as described below:

10.2.1 Internal sources of financing

- Contributions of Board members
- Contributions of membership and subscription fees
- Conducting consultancy and research/survey works.
- Establish income generating projects

10.2.2 External sources of financing

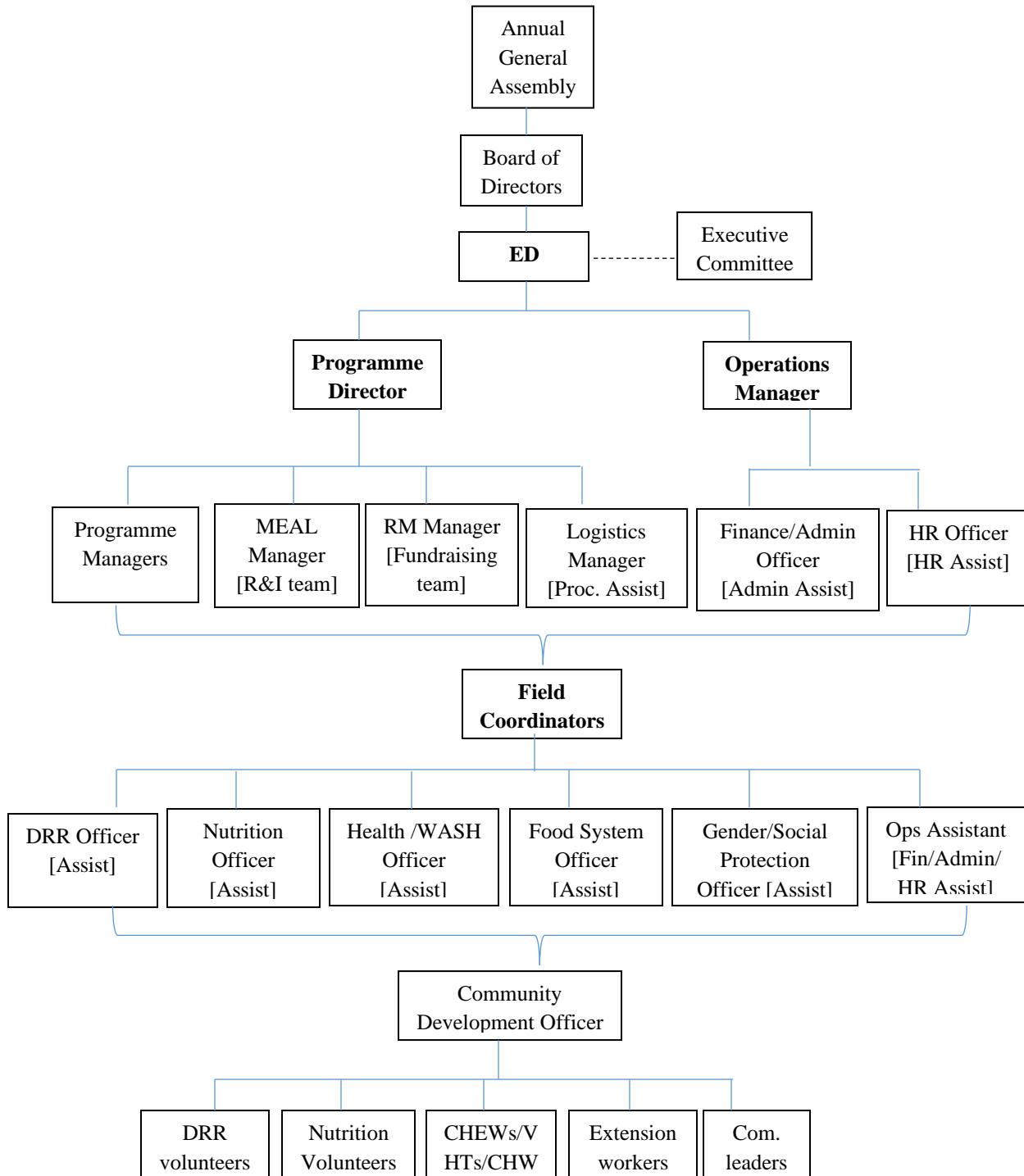
- Grants from foundations, charity organizations, development partners and humanitarian both locally and internationally through submitting concept papers and project proposals

- Consortium partnership for projects fundraising activities

10.2.3 Resource Mobilization strategies

- Internally: This is a voluntary process and no limit amount is fixed for the contributions and donations from individual staff or board members
- Externally: Resources can also be mobilized externally both within and out of the country (internationally) to support core programmes.
- Hire of Resource Mobilization Specialist/consultant

11.0 Organizational structure



12.0 Appendix: Strategic objectives – Logical Framework

SO1: To strengthen resilience of poor and vulnerable communities threatened by climate change and variability through integrated community based adaption and mitigation measures for Disaster Risk Reduction (DRR)			
Sub-Objective	Expected Outcome	Indicators	Verification Means
Increase community involvement in climate smart techniques	Increased uptake of climate smart measures	Percentage of communities adapting to DRR measures	Baseline, Mid-Term & End of Period Survey
Increase availability of optimal tree species	Increased restoration of tree species	Percentage of tree species restored	Baseline, Mid-Term & End of Period Survey
Increase demand for eco-system-based adaption Agroforestry	Change in eco-system management	Percentage of target population practicing agroforestry	Baseline, Mid-Term & End of Period Survey
To strengthen partnerships, networks to support climate smart techniques	Increased volumes of climate smart measures in place	Proportion of people served through partnerships	Signed MOUs, periodic reports from partners.

SO2: To promote climate smart Agriculture for increase local production of small holder farmers including women through enhanced value chain analysis and market linkages towards improved food and nutrition security			
Sub-Objective	Expected Outcome	Indicators	Verification Means
Increase knowledge for climate smart agriculture	Increased knowledge of climate smart agriculture	No. of farmers taking up climate smart techniques	Progress reports
Promote gender inclusion towards agriculture	Increased women involvement in agriculture based practices	No. of women engaged in agriculture	Progress reports
Promote local irrigation technology for climate smart production.	Increased agricultural productivity	No. of farmers utilizing irrigation technology	Monthly reports
Establish farmer groups to utilise modern agro business	Increase uptake of modern agro business	No. of farmer groups utilizing modern agro-business practices	Progress reports
Establish relevant partnerships to accelerate climate smart agriculture	Increased uptake of climate smart agriculture	Proportion of people utilizing climate smart agriculture	Progress reports
Provide incentives towards community based agricultural services	Increased community engagement in agricultural services	No. of people taking up community based agricultural services	Progress reports
Establishment of, farm-based and community-based best-practice demonstration sites	Improved farm practices	No. of demonstration sties No. of new farming practices	Progress reports
Strengthen rural advisory services, which represent the best	Improved quality of agricultural services	No. of farmers seeking advisory services	Progress reports

local benefit/cost ratios for quality service delivery			
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SO3: To promote good health and nutrition for women and young people through increased nutrition and health promotion & education in schools and communities for consumption of healthy foods which are organically produced within the agro-ecological environment			
Sub-Objective	Expected Outcome	Indicators	Verification Means
Integration of MIYCF activities at MCH, RH and community health services	Increased demand for MCH, RH and community health services	No. of people utilizing community health services	HMIS reports Monthly reports
Increase knowledge on nutrition-based feeding for infants and young children	Improved nutritional practices for infants and young children	No. of infants and children received appropriate nutritional diet	Progress reports
Increase availability of nutritional messages	Change in behaviour for positive nutritional practices	No. of families having a balanced diet	Reports

SO4: To improve water and land and environmental management through local ecosystem management mechanisms including wetland protection			
Sub-Objective	Expected Outcome	Indicators	Verification Means
Capacity development of local leaders, community groups, and LCs on environment and wetlands ecosystem monitoring and maintenance.	Leaders at national and district levels prioritizing resources and efforts for implementing ecosystem monitoring and maintenance	Implementation milestones	Progress reports
Develop community-based advocacy and communication strategy for wetlands protection	Increased wetland protection measures in place	No. of wetlands conserved	Reports

SO5: To strengthen community partnership for effective GBV/IPV response interventions for mitigation and prevention			
Sub-Objective	Expected Outcome	Indicators	Verification Means
Support participatory development of community action plans for GBV prevention and social protection services	Increased involvement of SGBV protection actors towards service provision	No. of actors involved in GBV protection	CPU reports, Monthly reports
Increase resource mobilization for GBV and social protection response interventions	Increased funding for GBV	No. of SGBV funded programmes/projects	Signed project contracts

Strengthen capacity for GBV and social protection interventions	Increased capacity of GBV social protection	No. of stakeholders engaged in GBV programmes	Progress reports
Support advocacy and community sensitization campaigns for GBV/IPV using locally appropriate channels			

SO6: To engage in local capacity development for staff, community-based organizations and district local governments for project management.

Sub-Objective	Expected Outcome	Indicators	Verification Means
Strengthen staff capacity and management	Improved staff performance	Proportion of staff who have achieved outstanding performance.	Staff appraisal reports and staff satisfaction survey reports.
Strengthen management of MWOK	Strengthened strategic leadership and organizational oversight.	Proportion of good governance principles & practices being institutionalized.	Annual board performance evaluation reports
Strengthen human resources and administration capacity and capabilities	Strengthened human resource	No. of staff capacity developed	Performance evaluation,
Strengthen capacity for procurement and logistics management.	Strengthened procurement and logistic performance		
Strengthen capacity for financial management, accounting and audits.	Improved compliance, effectiveness, cost and operational efficiency.	Proportion of queries in management letters/ proportion of timely and accurate financial reports/Quality of financial projections.	Annual Audit reports/ Quarterly Financial and management reports /Approved Business Plan/Quarterly performance audit reports.
Strengthen capacity for M&E including research and development.	Improved knowledge management, program accountability, learning and innovation.	Proportion of projects and models that are evidence based/evaluated. Number of innovations adopted per annum.	Annual program evaluation reports, Organizational wide updated PMP, No. of operational models.
Build capacity for internal and external communications and public relationship management	Improved visibility, partnership and collaboration with stakeholders.	No. of new engagements/partnerships sealed per annum	Signed contracts, agreements and membership to professional bodies, stakeholder plan

SO7: To embrace and strengthen usage of technology in local research and innovation for development

Sub-Objective	Expected Outcome	Indicators	Verification Means
Strengthen the management of organizational assets base and infrastructure.	Improved operational efficiency	The percentage of assets and infrastructure being acquired, maintained and disposed off according to the set standards	Fixed assets register, offsite back ups

Strengthen the corporate brand, communication and external linkages of MWOK	Improved visibility, partnership and collaboration with stakeholders.	No. of new engagements/partnerships sealed per annum	Signed contracts, agreements and membership to professional bodies, stakeholder plan
Strengthen the program design, implementation and management.	Improved program efficiency, relevance and accountability.	The proportion of programs that have successfully met the desired result.	End of project Evaluation reports, stakeholders satisfaction survey reports