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STRATEGIC PLAN

2016-2020

# A word from the board of directors

This strategic plan was developed by the Board of Directors, volunteers and staff of Somero Uganda. It provides Somero Uganda with a five-year roadmap for services, support and organization development. The progress of the plan will be reviewed and updated by the Board of Directors and the staff as need arises.

The Strategic Planning process involved a series of meetings by a strategic planning committee that engaged board members, staff, national and international volunteers, current and former beneficiaries, representatives from partner organizations, local and religious leaders.

The Committeemet several times to reflect on the mission, vision, core operating values and assumptions underlying the organization’s approach to its work. These meetings set the stage for a work session of the full board during which the organization’s strategic direction was defined. The staff helped coordinate the planning process and provided important support and analysis to complete this plan. The management committee facilitated the planning, conducted an environmental scan including an internal organizational assessment and interviews with several community stakeholders. The environmental scan and organizational assessment helped Somero Uganda assess both the challenges and opportunities it is likely to face over the next five years and set the context for the choices reflected in this strategic plan.

We hope to extend our services to not only other areas of Kampala, but also other districts of Wakiso and Rakai and beyond. This plan will guide our activities in the next five years, and we highly count on your support.

Board of Directors,

Somero Uganda

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# Acknowledgement

Somero Uganda is very grateful to all the people who played a big role in the development process of this strategic plan. The process took a number of months, and so it would not have been possible to accomplish it single handedly.

We wish to appreciate the efforts of the current and former Board of Directors, partners including religious and community leaders of Kawempe division, organizations as well as the former and current beneficiaries of Somero Uganda.

Our heartfelt thanks also goes to the international volunteers including Kasia Fojucik, and Sebastian Dorsch, who commenced the process, as well as Sasha andDaphne who took it on thereafter. Special thanks go to Yasmin Othman students from Georgia State University who took off her academic time to provide an extra eye to ensure that the strategic plan meets required international standards.

To the Somero Uganda staff and volunteers, your efforts were of paramount importance to the development of this strategic plan, and we also pray that you keep the fire burning even throughout the five years of its implementation.

# Executive Summary

Somero Uganda is a grass root organisation working to support Education for children and young people involved and those at risk of child/hard labour with a special focus on young women. The organisation was first registered under the Kampala City Council Authority Reg No. KAW 778, in 2010 and in 2015 registered asa Non-Governmental Organisation under the National (NGO board, RegNo. 11114).After two years of operation, the organisation conducted an impact and needs assessment of the activities which resulted into a strategic plan for the years 2013-2015. As the year 2015 came to an end, the successes of the 2013-2015 strategic plan wasassessed in consultation with all stakeholders thus guiding initiatives within the 2016-2020 strategic plan.

This five year strategic plan represents a refined strategic direction for the organization and will be used as the benchmark for intermediate assessments of progress and challenges that may be met in due course. Specifically, it is designed to enable Somero Uganda effectively design and implement programs that are meaningful to its target group,ensure proper utilization of the available resources, establish a basis for measuring program progress and outcomes as well as performance contracting for Somero staff and will be used as a means or tool for resource mobilization This plan responds to the new realities of children and young women and their male counterparts. It brings in particular the issues of children and young women to the forefront while aligned to the national response. This strategic plan highlights issues of quality and meaningful education, decent employment, access to health programs and global Education with full community support in Uganda. Children and young women belong to the most vulnerable groups of society because they usually have to earn their living in the informal service sector, where they are exposed to child labour activities and sexual exploitation and violence. Somero regards itself as a key actor in implementing most of the government’s proposed guidelines on socio-economic and health interventions for our target group. It has done so by linking national concerns to local interventions built on capacities and resources of Children and youth themselves. A strong Child to Child /peer-to-peer network is the backbone of Somero. While doing this, the plan also takes into consideration the institutional development and sustainability of Somero Uganda.

Table of contents

[A word from the board of directors 2](#_Toc460248280)

[Acknowledgement 2](#_Toc460248281)

[Executive Summary 3](#_Toc460248282)

[SECTION ONE 6](#_Toc460248283)

[1.1 Introduction 6](#_Toc460248284)

[1.1.1 Strategic Planning Process 7](#_Toc460248285)

[1.1.2Critical Success Factors 7](#_Toc460248286)

[1.2 Somero Uganda Background and history 7](#_Toc460248287)

[1.3 Somero Uganda’s achievements to date 9](#_Toc460248288)

[Vision 11](#_Toc460248289)

[Mission 11](#_Toc460248290)

[Aims and objectives 11](#_Toc460248291)

[Our target population 12](#_Toc460248292)

[Stakeholders 12](#_Toc460248293)

[Section Two 13](#_Toc460248294)

[Children in Uganda 13](#_Toc460248295)

[The youth in Uganda 13](#_Toc460248296)

[Somero Uganda Core Values 14](#_Toc460248297)

[The role of Somero Uganda in improving the lives of children and youth in Uganda 15](#_Toc460248298)

[Our Strength 15](#_Toc460248299)

[Challenges and Weaknesses 16](#_Toc460248300)

[Exploring the opportunities 17](#_Toc460248301)

[Threats 18](#_Toc460248302)

[Table; Threats facing Somero Uganda over the next five years 19](#_Toc460248303)

[SECTION THREE 19](#_Toc460248304)

[The five year strategic plan 2016/2020 19](#_Toc460248305)

[Our Strategic mission 2016/2020 20](#_Toc460248306)

[Our Strategic areas of intervention2016/2020 20](#_Toc460248307)

[Strategic pillars 20](#_Toc460248308)

[Strategic pillar 1: Institutional development. 20](#_Toc460248309)

[Strategic pillar 2; Sustainability 21](#_Toc460248310)

[Strategic pillar 3; Education 21](#_Toc460248311)

[Strategic pillar 4; vocational programs 22](#_Toc460248312)

[Strategic pillar 5; Health Programming. 23](#_Toc460248313)

[Strategic pillar 6; Community Development and Global learning 24](#_Toc460248314)

[Communicating the Strategic Plan 25](#_Toc460248315)

[Monitoring and Evaluation 25](#_Toc460248316)

[Appendix 1: The Somero Uganda Organogram 25](#_Toc460248317)

# SECTION ONE

## 1.1 Introduction

This document presents the strategic direction for Somero Uganda for the years 2015-2020developed with input from all the stakeholders. The major aim of the strategic plan is to provide direction of Somero Uganda as an organization and guide strategic decision making processes as well as mobilizing resources to respond to the needs of the target beneficiaries.

This plan will also be used to communicate Somero Uganda’s strategy to act as a forum through which it will mobilize its target group in empowering children and youth with education, skills development and health programs through creating a safe learning environment, skills development, increased availability, access to and uptake of affordable health care information for children and young women and advocacy for vulnerablechildren and young women’s rights in the communities we work in.

# 1.1.1 Strategic Planning Process

This 5 year strategic plan was developed in review of the performance of Somero strategic planning workshops with staff, and volunteers, former and current beneficiaries, local leaders, community leaders, former and current board members, as well as donors and founding members.

As part of the development process, a situational analysis was conducted that covered external, internal, stakeholders and risk analysis. There was purposes to ascertain how the operating environment affects (or could affect) the current and future operation of Somero, Uganda. The following key issues drawn from the analysis were:

* A need to create a sustainable strategy.
* A need to buy off the land where the centre is located.
* A need to strengthen theprograms for the boys as female counterparts.
* A need to fully equip the centre.
* A need to increase access to quality and meaningful education for children and women.
* A need to increase access to decent employment for youth in Uganda.
* A need to improve access to health programs for youth in Uganda.
* A need to strengthen global education programs among the beneficiaries.

# 1.1.2Critical Success Factors

For successful implementation of the Somero Uganda’s strategic plan, attention should be put on the following factors:

* Competitiveness
* Transparency and accountability
* Competent and committed top leaders
* Motivated, competent, and committed staff.
* The situation of children in Uganda

# 1.2 Somero Uganda Background and history

Somero Uganda is a national non governmental organization that was founded in 2009 as a Community Based Organisation and transformed into a national nongovernmental organisation in 2015 in order to widen its scope and mandate. It was founded by a group of young people living and staying in the slums of Kawempe division, Kampala District Uganda. This was after the death of a young girl called Nalubega (17 years) who was among the many vulnerable young girls involved in commercial sex aworst form of child labour from where she contracted HIV/AIDS. Nalubega suddenly committed suicide due to self-stigma resulting from HIV/AIDS infections, stigmatization by community members and unbearable sexual reproductive health challenges she faced. Somero Uganda therefore aims **at protecting vulnerable children and young women from sexual exploitation and child labour through withdrawal, rehabilitation and empowerment with education, skills and livelihood development and reproductive health initiatives.**

**Governance**

Somero Uganda has a Board as its supreme decision making authority. The board comprises of multidisciplinary members with expertise in different but relevant fields and sits on regular basis to guide the organization strategic direction. It monitors policies, procedures, reviews organizational performance reports and is responsible for appointing the National Coordinator and senior management staff.

**The Secretariat**

Somero Uganda Secretariat is headed by the National Coordinator who is supported by a senior management team (SMT) that includes the Finance and Administrative Officer and the Senior Program Officer who is in charge of programs. Below the SMT are the programme and other support staff. The secretariat is in charge of program implementation and handles administrative, leadership, planning, resource mobilization and control matters of the organization.

**Somero Uganda’s mandate**

Since its formation in 2010, Somero Uganda has been working with vulnerable children exploited in labour, young women in sexual exploitation with special focus on their protection to realise their childhood through withdrawal, rehabilitation, empowerment with education, skills and livelihood development and sexual reproductive health initiatives. Somero has also led advocacy initiatives geared at promoting and protecting the rights of its beneficiaries.In addition, Somero Uganda uses the ILO integrated area based approach of stakeholder inclusiveness, Supporting Child Rights through Education, the Arts and Media (SCREAM) to realise her mandate.

## 1.3 Somero Uganda’s achievements to date

Since her inception, Somero Uganda In 2010, Somero was registered as a community based organisation involved in Education scholarship, community education and awareness rising on social human rights and health. Today the organization has expanded its programmatic areas to include key socio transformation activities for children, young women and their male counterparts. We operate a community centre in the slums of Kawempe division with a youth corner which **implements programmes on HIV/AIDS prevention care and support, Sexual Reproductive Health (SRH), drug abuse prevention, counselling and career guidance, child marriages, commercial sex exploitation, child labour, child trafficking and provides information on employment opportunities, Global education** among others; We have an employable skills development department which provides both **modern vocational skills in IT and digitalised traditional skills** and we have set up a business unit to **provide entrepreneurship skills to the beneficiaries of our employable skills development program so that they impact to the community at large**. A children’s corner supports the children of the young mothers as the young mothers attend the employable skills classes. We run education programs with local and global schools to promote a safe school environment that vulnerable children can stay in schools. Our education program also supports young mothers to ensure that they continue with their education after child birth

Since inception we have implemented programs leading to the realisation of our mission. However, the implementation of the mission is both successful and challenging in many ways. Somero Uganda is seeing the need of (1) evaluating the activities so far done and of (2) developing a strategic plan framework in order to guide the management in the next five years. As we are doing this, we have put our minds to how important it is for Somero Uganda to have a strategic plan for 2016-2020 that is both sensible and possible to implement. We expect that this strategic plan will provide the Somero Uganda team with a bigger picture of our activities and plans and will enable us to follow a proactive approach, rather than a reactive one.

Our strategies reflect our organisational history and culture as well as the identity we have built as a grassroots organisation during the past years. They will help us to further commit ourselves to working with vulnerable young people affected by poverty in slums within and outside Kampala. We will continuously work hard to secure their rights, to sustain their human dignity and to empower them to escape poverty through development, promoting education and enjoying good health as it is in the sustainable development goals.

We are committed to use this strategic plan as a foundation for our present and future activities. We will regularly monitor our performance against this plan, evaluate and learn from our efforts.

In framework of the project “Empowering teachers for a friendly school environment” a total of 500 teachers have been trained on child friendly approaches using SCREAM integrated with communication for effective understanding. Somero Uganda in cooperation with Uganda National Teachers Union and Somero Germany trained the teachers in Kampala, Mbale, Teso, Mbarara and Nebbi.

Last year, 10 video shows were conducted by Somero peer educators in the slums schools to create awareness among the students on different topics including prevention of drugs abuse, trafficking of people, menstrual management and prevention of cross generational sex. Since 2013, three school festivals were conducted in 15 schools and over 5000 youth were sensitized on the importance of girl child education, dangers of cross generation relationships and drug abuse.

The students’ leaders in 10 primary and 10 secondary schools in Kawempe division were trained in leadership skills and child rights governance to be able to lead fellow peers in a friendly manner. This helped in empowering of children to support their fellows, and a step in preparing tomorrow’s leaders.

Since 2010, 20 girls and young women withdrawn from the worst forms of child labor were supported with education scholarships which encompassed school fees and scholastic materials. By the end of 2015, three girls had graduated after completing their university level. By the time of the graduation ceremonies all the three had already started working. These girls have started contributing to the support fund to ensure sustainability of Somero Uganda. Furthermore, 12 girls who had dropped out of school due to pregnancy were provided with scholarships to complete their advanced level of education. This was through the Home based schooling project where teachers from networking schools were hired to teach these girls from the Somero centre until they were registered with one of the networking schools to sit for their final exams.

From 2013 to 2015, Somero Uganda was able to graduate 322 girls in employable computer skills. Out of the 102 girls graduated in 2015, 40 got jobs, 20 were motivated to go back to school to upgrade in IT skills, while 25 of them started small businesses. From 2016Somero Uganda began recruitment also for courses in hairdressing and tailoring.

Through “The role model program - Share your skills”, 200 young people were trained in Bricket making- charcoal made out of banana peelings, brown soil and charcoal dust. Entrepreneurship skills development on how to start and manage a business as well as the importance of saving was provided to all the 322 beneficiaries and 50 young entrepreneurs with IT related businesses. Beneficiaries were further supported to attend business tours to understand the trends of business in Uganda. With the support of FINCA bank, 30 young women opened up “youth smart” accounts in order to raise funds as a move to self employment.

In the Health Department,last year, five mobile clinicswere organized at the Somero centre, where voluntary testing for HIV and other STIwas offered to the community at no cost. A total of 250 young people were reached of which 30% tested positive. Home visits were conducted to provide psycho- social support, referral was done for the new infections and counseling was given to all. Furthermore diagnosis and treatment of common illnesses was also provided to 350 community members.

Somero also supported the improvement of sanitation and hygiene among school children in Luwero, Nakasongola and Wakiso districts through sensitization meetings that reached out to over 400 school children.

In framework of the project “Girls on the move" interactive sessions about prevention of drug abuse among slum youth were conducted. The project equipped 20 girls and agents of change and reached out to 400 youth in the community using the power of photography, music dance and drama. Four villages were reached out to within the parishes of Bwaise I and II in Kawempe division. Four clubs were formed in the communities to create awareness and support members to prevent abuse of drugs. Four community art murals were painted on the walls of the community with sensitization messages about drug abuse. Five awareness raising campaigns on sexual reproductive health were conducted in the communities reaching out to over 500 in and out of school young people. We also built capacity of other youth groups from partner organizations in sexual reproductive health education. 50 youth from five organizations were trained.

At the end of 2014 Somero Uganda received the prestigious Kathrin-Buhl Prize for the best development project. Every year the North-South Bridges Foundation honors projects in which self-determination and involvement of the local community plays a leading role. Somero Uganda convinced the jury with the project "Living and Learning – empowering young women trough IT skills”. At the award ceremony on 15.12.2014, the Foundation Council President and Chairman of the Jury Ursula Pattberg praised the work of Somero. In her speech she emphasized the remarkable professionalism of Somero Uganda and the good integration of the computer project social environment of Kampala. The jury was convinced that financial and social independence would be well supported by the project and that Somero will be able also to respond appropriately to changes in the labor market.

We are also members of the national steering committee on child labour in the Ministry of GLSD and head the national child participation subcommittee where we have contributed to the development of child participation programming in Uganda.

# Vision

Our vision is: “A Uganda where children and young women (13 to 25 years) achieve meaningful education and training needed for a self-determined and self-sufficient life to act as agents of social change with full community support.

# Mission

To promote and protect the human rightsof vulnerable children exploited in labour and young women in sexual exploitation through education, skills training, livelihood development and reproductive health initiatives.

# Aims and objectives

* To create a safe learning environment for vulnerable children young women and their male counterparts to access meaningful quality education.
* Develop skills and positive attitude among out of school children and young women towards employment that can enable them to obtaindecent and high quality jobs and enterprise opportunities.
* Increase availability, access to and uptake of quality and affordable health care information and services for Children and young women.
* To advocate and create awareness about the rights of children and youth among the children and youth themselves and the entire communities.
* Improve effectiveness, efficiency and create sustainability of the organisation and the communities we work with.

# Our target population

Somero Uganda’s target population isvulnerable children exploited in labour and young women in sexual exploitation including commercial sex. We focus on their protection through withdrawal, provision of a safe environment, rehabilitation, empowerment with education, skills and livelihood development and reproductive health initiatives to enable them realise their human rights. We operatewithin the slum and semi-urban areas. . We define children as below the age of 15 years as the stage is very crucial for the development of children for their wellbeing. Children between 0-3years are supported through their parents as a way of promoting early childhood development. We define young people as youth from the age of 15-25years an age that is too vulnerable and needs a lot of guidance in decision making.

# Stakeholders

Stakeholders play a critical role in strategic plan implementation by providing support materials, technical assistance, advocacy, participating in programmes and providing goodwill; and a facilitating environment. Somero Uganda will continue to collaborate with partners and other stakeholders in the implementation, monitoring and evaluation of the strategic plan. Below is a summary of key stakeholders and their roles:

**Line Ministries:** These include,Ministry of Education and Sports, Ministry of Gender, Labour and Social Development, Ministry of Health, Ministry of Local Government. Somero Uganda supports these ministries in delivery of services in the communities. We also work with the Ministries through informing policy at the national level. Somero Uganda will further strengthen these collaborations and endeavor to influence the relevant Ministries to give high priority to protection of the rights of our target groups.

**Somero Uganda in partnership with CSOs:** Somero Uganda works in partnership with International Labour Organization (ILO) Uganda Office, Platform for Labour Action, Ecological Christian Organization, Kawempe, Kawaala and Nabweru Health centres, Uganda Alcohol Policy Alliance among others. Somero Uganda will continue to nurture partnerships and even identify other strategic partners during the strategic plan implementation period.

**Development partners:** These include ILO Uganda Office, Save the Children International, Terre Des Hommes Netherlands, United Nations Office on Drug Abuse and Control, Bingo Foundation of Hannover, Embassy of the Republic of Germany We shall continue to expand the donor partnerships in bid to maintain sustainability of our programmes.

# Section Two

# Children in Uganda

Ugandan population has over 50% children below the age of 15 years. Majority of these are orphans and forced out of school due to lack of different needs. Though the global overview shows a significantly decrease in Child labour since 2000, many of the children in Uganda have ended up into child labour activities as a means of survival. According to the Uganda Bureau of Statistics ‘National Labour Force and Child Activities Survey 2011/12’ report’013, 2 million children aged 5-17 years are in child labour. The number of children in child labour had increased by 300,000 since 2008. The report, noted that gaps in the legal framework persisted, such as between compulsory education and minimum working ages, and enforcement information was not publicly available. In particular, Article 10 (3) (a) of the Education (Pre-Primary, Primary, and Post-Primary) Act 2008 calls for free and compulsory primary education through age 12, yet Article 32 (2) of the Employment Act (2006) and Article 3 of the Employment (Employment of Children) Regulations 2012 set the minimum age of employment at 14 years.

Consequently, children ages 12 to 14 are particularly vulnerable to the worst forms of child labour as they are not required to be in school nor are they legally permitted to work in areas other than light work. A number of children of this age have fallen victims of worst forms of child labour including commercial sex exploitation, trafficking, and commercial agriculture among others.

#  The youth in Uganda

As the country with the youngest population on the globe, Uganda has made youth issues a top priority over the years. 78% of the population is under the age of 30 but many ‘working able’ youths are unemployed, making Uganda’s youth unemployment rate one of the highest in Sub-Saharan Africa. This contributes to the poverty that affects many lives of young Ugandans with 54%-66% of the republic living on $1USD per day and 73%-84% living on $2USD per day. In many cases, poverty poses as a major obstacle to involvement in and access to spheres such as education, health services, and employment (IYF, 2011).

The youth of Uganda is the country’s most bountiful asset and as such, steps must be taken in order to ensure a sustainable and progressive future for them and the country as whole. One of these steps includes enhancing the educational system for young Ugandans. The republic has taken great strides in expanding access to primary schools. A large portion of Ugandans now has access to primary school education, but the next goal is to achieve the same with universal secondary education/post-primary education and training (USE/UPPET) (IYF, 2011). Although rates of transition from primary to secondary school have increased in recent years, many young Ugandans remain geographically removed from areas with USE/UPPET facilities and therefore have very limited access. Another goal for education is enhancing the quality and practicality of formal education. With such a high unemployment rate and labour market needs, many citizens are questioning the relevance of the formal education system that is meant to prepare them for integration into the workforce. Moreover, some Ugandans feel that vocational training could be an alternative that will have positive results both economically and socially.

While it is important for the youth of Uganda to become economically stable, it is also vital that they maintain healthy lifestyles. A large portion of youth is sexually active and engages in high-risk sexual behaviours, which include alcohol use, non-consensual, commercial, transactional, intergenerational sex, and both non- and extramarital sex (IYF, 2011). These high-risk activities lead to transmission of STIs and HIV, which is an issue that some young people currently face although the prevalence of HIV is lower than other sub-Saharan countries (IYF, 2011). Addressing this issue can be particularly challenging due to the cultural beliefs that hinder access to healthcare services and contraceptives, and the dissemination of information about the current youth situation in Uganda regarding education, employment, health, and gender inequality. Girls and young women are a particularly vulnerable group due to the high frequency of coerced first-time sex for females, inability to access sexual and reproductive health services due to limited transportation and funds, and the occurrence of unsafe abortions due to laws that ban abortion and force girls to seek other methods. Other aspects that add to the vulnerability of this group is the fact that 70% of females between ages 14 to 30 are involved in unpaid domestic work and this particular group of young females are disproportionately underrepresented in economic sectors, and more than half have experienced physical violence!

By addressing challenges Uganda is facing in areas such as education, employment, and health, the country and its citizens will be able to improve quality of life for young Ugandans.

# Somero Uganda Core Values

Our core values are the fundamental principles and standards to which we adhere to. They reflect our rich and diverse organisational history, our culture and our identity. These values are:

* Integrity
* Engagement and empowerment
* Education support
* Children/Youth participation
* Affirmative action
* Community involvement

**SOMERO UGANDA STRENGTH AND**

**WEAKNESSES (INTERNAL ENVIRONMENT), OPPORTUNITIES AND THREATS (EXTERNAL ENVIRONMENT) (SWOT) ANALYSIS**

## The role of Somero Uganda in improving the lives of children and youth in Uganda

We engage ourselves in improving the lives of children and youth in Uganda. This is done through promoting integral human development. Somero Uganda cherishes children and youth development in education, decent employment, proper health care and children’srights. In terms of education, Somero Uganda supports children and young women to stay in school through scholarships programs, children, non-teaching staff and teacher training as well as parents and guardian training on social protection. Young women are given priority here due to the vulnerabilities they face because of their gender. Somero is also supporting youth to acquire employable and entrepreneurial skills through different livelihood programs. The health care support has a focus on sexual reproductive health among youth. The rights of children are instrumental in their normal growth and development.

## Our Strength

* We have been registered as a community based organisation since 2010and now upgraded to a national NGO.
* We have a young, ambitious, committed, helpful and easily approachable goal oriented staff working on our team.
* The services are for the most vulnerable groups of the society (children and women living in the slums).
* We are working with full community support from the society of the Bwaise, Kawempe division.
* There are basic policies and systems in place.
* The services are unique (ICT Skills program and good combination of ICT + SRH + community work, traditional skills + ICT), free and make it easier for youth to obtain jobs after completion.
* Most importantly is that services aim at individual development and empowerment.
* Good and quality equipments are being used.
* The centre provides a friendly, comforting and safe environment for the youth.
* Somero Uganda has a global friendship which brings in global ideas and interactions.
* Somero Uganda has stronger partners including Somero Germany, the Learn2change a Global Network for educationists, Global Education Network (GLEN), Eye4Africa, Georgia State University and many other local partners.
* In the community there is a strong partnership with the line ministries, the local government local leaders and community members.
* Somero Uganda has a strong and meaningful education program that provides scholarships, teacher training, and training to non-teaching staff, parents and the administration

# Challenges and Weaknesses

Although Somero Uganda has managed to achieve great impact in executing its roles in improving the lives of children and young women in Uganda, it still faces a couple of challenges administratively and in service delivery.

**Administratively;**

* There is still need for institutional development to be able to strengthen the organisation. First, Somero Uganda has a few staff thatis less paid and has less benefits, although they are motivated to work, they will slowly get de-motivated if this continues for long.
* Also the lack of equipments and furniture makes it hard for the staff to effectively execute their tasks effectively. This also limits the effective learning of the beneficiaries. More still, even where the equipments are available they keep breaking down.
* The institution also has a weak publicity strategy which is very important to promote its programs nationally and internationally.
* There are still some polices lacking including the Educational policy, among others.
* There is no systematic Monitoring and Evaluation system of the programs which makes it hard to effectively measure the impact of the organisation.
* A followup and communication strategy for the community members and the former beneficiaries is not in place which makes the community contribution to the organisation also low. This also has contributed to high expectations of the community which the organisation cannot meet.
* There is no clear sustainability plan to ensure continuity of the organisation. There is no income generating activities that can fetch income for the organisation and very few members are part of the support fund which is voluntarily contributed from the former beneficiaries of the organisation. This has to be worked on to ensure that the organisation continues to remain meaningful to the community. There is over 90% donor dependence ratio on both administration and program implementation.
* Though Somero has managed to acquire a bigger space to set a community centre, the centre is still highly rented despite the will of the owner to sell it to the organisation. The running costs including electricity, water and maintenance are also high.

**In service delivery;**

The formal education program works more with private institutions which is costly and does not contribute a lot to the country’s education development agenda and sustainability. Also it puts a lot of efforts on individual funding than improving systems that can help sustainable education programs. The program also needs to diversify to reach out to other vulnerable children beyond commercially sexually exploited children including both boys and girls. The young mothers education program also needs to continue to support education for the young mothers as community libraries need to be put in many more other places other than the Somero centre. The program needs to strengthen the psychosocial support and improving a safe learning environment for schools.

There is a less focus on vocational skills training offered; though the computer employable skills are appreciated, they alone can’t meet the needs of all the slum youth who are seeking services at the Somero Uganda centre as the only place to gain employable skills. Diversifying the skills with more traditional skills is really necessary. Also there is need to register the vocational skills offered by Somero centre to government education programs like BETVET so that they can be recognised by the government. There is no start-up capital given to the beneficiaries to start businesses and no resettlement plans are made. Somero Uganda will also partner with other vocational training institutions and apprentices where it can link its beneficiaries who would want to gain the skills not offered at Somero Uganda at the moment.

There are minimal health programmes that do not reach out to all the beneficiaries of the organisation. The available health programmes are mainly reproductive health issues among youth leaving out other health aspects like immunization, ART among others which are important needs of the target beneficiaries and the community at large. Somero Uganda will expand its sexual reproductive health programmes in schools in bid to improve reproductive health among its target groups to support them stay in school. Majority of girl children in rural and slum schools fail to attend school due to lack of sanitary pads and child labour. Somero Uganda will continue to develop initiatives to support such children to stay in school.

Children and human rights programs are not given priority yet they are a need of the community. Children and young women who are abused and tortured make the biggest number of Somero beneficiaries but they are no specific programs to address their needs. This needs to be catered for to fully provide for the beneficiaries.

In general the programs are gender insensitive as they cater for more young women than boys yet they both complement each other.

# Exploring the opportunities

* Good location right inside the community; many potential beneficiaries.
* Land owner agreeing to sell the land to Somero Uganda.
* Big space; Somero Uganda can grow bigger, scale up activities.
* Involving the other sex: boys can also be beneficiaries.
* Good administrative and social organisational policies
* Global and local partnerships.
* Well-trained and committed staff that can put activities into action.
* Commitment of international and national volunteers.
* Support from the community leaders.
* Networking opportunities.
* Capacity building programs.
* Available media companies**.**

# Threats

A number of threats that may affect implementation of this strategic plan have been identified. Mitigation mechanisms against these threats have also been noted so that **appropriate action can be taken to avoid and/or reduce the potential impact caused by these threats. The table below shows the summarised threats.**

## Table; Threats facing Somero Uganda over the next five years

|  |  |  |
| --- | --- | --- |
|  | Threat  | Mitigation  |
|  | Insufficient funds, limited donor support  | Resource mobilisation and sustainability plan to be put in place  |
|  | Political unrest due to elections  |  |
|  | Beneficiaries not integrated in the employment sector  | Behavioural change sessions strengthened  |
|  | Unfavourable government activities and policies such as the NGO Act 2015 and Public Order Management Act 2015 that regulates the freedom of association and gatherings  | Advocate for good policies, Somero will work hand in hand with government agencies and will always introduce its programmes to government to ensure her programmes are not frustrated. |
|  | High taxes discouraging beneficiaries who setup own businesses  | Somero will continue to advocate that beneficiaries are linked to tax exception programs and other entrepreneurial opportunities.  |
|  | Land lord change idea of selling the land  | Fundraise to buy off the land  |
|  | Limited involvement of local leaders due to different political interests | Involve more local leaders  |

# SECTION THREE

# The five year strategic plan 2016/2020

Our strategic plan for the next five years 2016-2020 will be focused on consolidating our achievementsstrengtheningour programming on service delivery and working on our weakness and challenges administratively.

# Our Strategic mission 2016/2020

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The mission of the strategic plan is to provide direction of Somero Uganda as an organization and guide strategic decision making processes as well as mobilizing resources to respond to the needs of the target beneficiaries. It will act as a forum through which it will mobilize its target group in empowering vulnerable children and youth with education, skills development and health programs through creating a safe learning environment, skills development, increased availability, access to and uptake of affordable health care information for children and young women and advocacy for vulnerable children and young women’s rights in the communities we work in.

# Our Strategic areas of intervention2016/2020

To achieve our strategic mission, Somero Uganda will focus on six pillars of Institutional development, sustainability, Education, Vocational skills development, Health programming and Children and human rights.

# Strategic pillars

## Strategic pillar 1: Institutional development.

**Strategic objective: To Improve Effectiveness and Efficiency.**

Strategic actions

* Employment of more qualified and experienced staff to ensure quality and efficiency in the organisation
* Invest in professional development and building capacity of staff through participating in knowledge and skills training workshops organised by governmental and nongovernmental organisations and mentoring programmes for staff for more skills by professionals.
* Attract and maintain youth networks, as well as global and local partners
* Provide modern equipments to help staff support perform tasks effectively.
* Set up a youth board within the Somero Uganda structure to bridge the communication gap between administration, the beneficiaries and the community through creating social media groups (whatsapp groups , face book groups etc)
* Put in place missing policies
* Set a Monitoring and Evaluation system to monitor the impact of the organisation’s work.
* Strengthen the functioning of the board of directors through conducting more board meetings atleast every quarter.

## Strategic pillar 2; Sustainability

**Strategic objective: To Create Sustainability.**

Strategic actions

* Develop a clear sustainability plan
* Develop and implement strategies for resource mobilisation.
* Buy off the land where the centre is located.
* Equip the centre with new and modern equipments that can last for a long time without high maintenance costs
* Maintain low running costs without compromising the services provided with equipments can stand low costs including computers, solar panels, water tanks among others.
* Improve on the existing local funding avenues by interesting more beneficiaries to contribute a support fund, community contribution and local fund raising.
* Set up income generating activities through business starting up business units at the centre, in the community or even beyond the community.
* Write more proposals and widen the donor scope to lessen the burden of funding everything by the existing donors.

## Strategic pillar 3; Education

**Strategic objective:** Vulnerable children and young women access free, equitable and friendly primary and secondary education (contributing to SDG 4.1.)

* Provide 200 Education scholarships every year to slum children and young women involved and at risk of child labour and sex exploitation (contributing to SDG 4.1.).
* Support schools to create a friendly school environment for children withdrawn and at risk of child labour and sexual exploitation.
* Hold life skills and career guidance sessions using proven methodologies like ILO/IPEC-SCREAM to empower children to be able to stay in schools
* Build capacity for teachers and non-teaching staff in child care and child protection so as to protect children’s right at school.
* Hold Home based schooling Education program for young mothers to access their right to education.
* Hold training workshops in sustaining income-generating activities among 200 families to support their children in schools.
* Support the child and family protection unit- Uganda police to ensure that children enjoy their right to education through community sensitization. .
* Maintain the somero Community public library with updated reading books and a computerised self learning program.
* Next work with National and international Universities to provide free or subsidised programs for the young women who dropped out after ordinary and or Secondary level.

**Strategic objective 2. Children access quality early childhood development, care and pre-primary education (contributing to SDG 4.2.)**

* Provide 50 scholarships to children to access ECD every year.
* Hold quarterly sensitisation workshops with parents on their role and the importance of ECD
* Hold quarterly sensitisation workshops with parents and care givers including domestic works on Child development, care and child protection
* Hold Annual skills development workshops with ECD teachers on child care and protection.
* Hold quarterly workshops to equip expecting mothers with Knowledge and skills on pre and post natal development and care.
* Train 5 schools in sustaining income-generating activities every year.
* Train 100 families in sustaining income-generating activities among families to support their children in ECD education.

**Strategic Objective 3.To provide Literacy and Numeracy skills to out of school slum youth (contributing to SGD 4.6.)**

* Conduct literacy lesions for the out of schools 200 children and young women involved and at risk of child labour every year.
* Provide reading books for the children and young women to aid the literacy and Numeracy classes.

## Strategic pillar 4; vocational programs

**Strategic objective 1: Equip children and young women involved and risk of child labour and sexual exploitation with affordable technical and vocational skills including both traditional and modern ICT skills (Contributing to SDG 4.3.)**

* Identify and withdrawal children and young women involved and at risky of child labour and sexual exploitation
* Conduct hold as you wait life skills development sessions among the identified children and young women involved in child labour and sexual exploitation to build their esteem and provide career guidance.
* Place and train children and young women involved and at risk of child labour and sexual exploitation in different traditional and modern IT vocational skills.
* Graduate and resettle trained children and young women involved and at risk of child labour and sexual exploitation
* Develop training manuals for each skills offered
* Provide Psycho-social support including counselling, home visits among others to 300 youth access in vocational skills.

**Strategic objective 2. Equip slum youth with relevant skills, and develop a positive attitude for employment, decent jobs and entrepreneurship (contributing to SDG 4.4.)**

* Hold monthly training workshop in entrepreneurial skills development.
* Conduct quarterly business tours as a motivation factor for entrepreneurship
* Hold monthly workshop mentorship programs
* Hold bi-annual internship programs
* Hold Annual refresher trainings for100 young entrepreneurial so that they can run sustainable and legal enterprises.
* Train 300 slum youth with sustainable saving mechanisms every year.

## Strategic pillar 5; Health Programming.

**Strategic objective: Raise awareness and support victims infected and affected by epidemics of AIDS, tuberculosis and malaria (Contributing to SGD 3.3).**

* Hold community quarterly sensitization workshops on prevention of epidemic disease among young people
* Print 1.000 posters and 20 art murals every years advocating and sensitising on prevention of epidemic disease among young people
* Conduct home visits to slum 100 youth infected and affected by epidemic diseases
* Conduct 500 referrals to victims infected by epidemic diseases every year.
* Conduct quarterly mobile clinics to diagnose, provide counselling and treat slum youth with epidemic diseases.

**Strategic Objective 2. Awareness and Advocacy for prevention of risky behaviours and illegal activities including substance abuse, commercial sex, trafficking among others (contributing to SGD 3.5.)**

* Hold training workshops for peer educators on risky behaviours
* Hold weekly awareness raising sessions on risky behaviours among slum youth.
* Print 1.000 posters and 20 art murals every years advocating and sensitising on prevention risky behaviours among slum youth
* Hold quarterly community exhibition on the printed posters
* Hold bi-Annual community campaign/camps on risky behaviours among slum youth

**Strategic objective 3.Awareness and advocacy for access to Sexual reproductive health services (contributing to SGD 3.7.).**

* Set up youth friendly information SRH corner in the slums of Kawempe division.
* Hold quarterly training workshop for peer educators on SRH
* Hold weekly awareness rising sessions on SRH among slum youth.
* Print 1.000 posters and 20 art murals every years advocating FOR and sensitising on the promotion of SRH among slum youth
* Hold quarterly community exhibition on the printed posters
* Hold bi-Annual community campaign/camps on SRH among slum youth
* Train 50 service providers in providing youth friendly SRH services every year.
* Conduct 200 referrals for youth to access SRH services every year.
* Conduct quarterly mobile clinics to diagnose, provide counselling and treat slum youth with epidemic diseases.

Conduct school outreaches and raise awareness using video shows, guidance and counseling

## Strategic pillar 6; Community Development and Global learning

**Strategic objective: Equip slum youth with knowledge and skills needed to promoted sustainable community and personal development and understanding global issues.**

* Conduct quarterly life skills training workshops for both in and out of school youth
* Support the formation and maintenance of 20 in and 20 out of school human rights clubs every year
* Conduct quarterly gender equity workshops for both in and out of school youth
* Conduct quarterly training workshops on peace, resilience and conflict resolution for both in and out of school youth
* Conduct quarterly trainings workshops on Global citizenship and civic rights for both in and out of school youth
* Conduct quarterly training workshops for in and out of school youth in leadership skills
* Conduct quarterly training workshops for in and out of school youth on cultural diversity and sustainable development
* Support at least 8 youth community development projects every year.
* Conduct radio talk show, TV programmes and publish news paper supplements and features raising awareness on rights of children and the programmes implemented by Somero Uganda.

Somero Uganda will also conduct awareness raising on social media platforms such as twitter, face book and Somero Uganda website to increase visibility and access to skills development for her target group.

### Communicating the Strategic Plan

1. Every member of Somero Board, staff and partners will be oriented on the content of this Strategic Plan.
2. The mission, vision and values statements will be reflected in all programmes and strategies of Somero Uganda
3. Copies of the plan shall be widely shared with partners, donors and other potential collaborators
4. Relevant portions of the plan shall be included in the organizational policies and procedures

###  Monitoring and Evaluation

For effective implementation of this strategic plan there will be need for putting in place a comprehensive monitoring and evaluation system. The monitoring and evaluation function will be strengthened through Somero Uganda staff capacity development to constantly guide the implementation process. Every data on the work done by somero Uganda will be disaggregated by sex and vulnerability categories of target beneficiaries including persons with disabilities.

# Appendix 1: The Somero Uganda Organogram

**General Assembly**

**Board of Directors (BoDs)**

**National Coordinator**

 **Monitoring and Evaluation officer**

**Manager Finance and Administration**

**Senior Programme Officer**

**Program Coordinators.**

**Senior Accountant**

**Social workers, counselors, nurse counselors, trainers,**

**Administrative Officer**

**Volunteers**

**Support staff**

Line Ministries, CBOs, Community Volunteers, District Local Governments, Community beneficiaries