

Butakoola Village Association for Development (BUVAD)



2023 - 2027

STRATEGIC PLAN

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ABBREVIATIONS

AGM	Annual General Meeting
AIDS	Acquired Immune Deficiency Syndrome
BoG	Board of Governors
BUVAD	Butakoola Village Association for Development
CBO	Community-based Organisation
DWSC	District Water Sanitation Committee
ED	Executive Director
EU	European Union
GDP	Gross Domestic Product
GIZ-CUSP	GIZ Civil Society in Uganda Support Programme
HIV	Human Immunodeficiency Virus
IGA	Income-generating Activities
IPs	Investment Partners
M&E	Monitoring & Evaluation
NARO	National Agricultural Research Organisation
NDP	National Development Plan
NGO	Non-Governmental Organisation
NPA	National Planning Authority
O&M	Operation and Maintenance
OVC	Orphans & Vulnerable Children
PESTLE	Political Economic Social Technological Legal Environmental (Analysis)
RHU	Reproductive Health Uganda
SDG	Sustainable Development Goals
SH	Stakeholder
STDs	Sexually Transmitted Diseases
SWOT	Strength, Weakness, Opportunity and Threat (Analysis)
UN	United Nations
VHT	Village Health Team
WASH	Water, Sanitation and Hygiene
WHO	World Health Organisation
WUMC	Water User Management Committee



FOREWORD

BUVAD is delighted to present to you its 3rd Strategic Plan. This five-year Strategic Plan for the period 2023-2027 is a holistic management document for BUVAD and was formulated in a participatory manner. Therefore, on behalf of the Board of Governors (BoG), I would like to thank the task force, technical experts, representatives of the local beneficiary communities and all development partners for their continued support towards the development of this document. I specifically extend my appreciation to BUVAD’s Executive Director and staff for their continued dedication to the organization and its important mission.

In this plan, BUVAD aims to make considerable contributions and improvement in the thematic areas of health, environment and nature conservation, and socio-economic empowerment for the people of Kayunga District. To achieve these objectives, BUVAD will cooperate and work hand in hand with other stakeholders to complement Government’s efforts.

Most especially, BUVAD would like to thank the European Union and the German Government for the financial support delivered through the Civil Society in Uganda Support Programme (CUSP) which is implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and in particular GIZ-CUSP Advisors for their guiding role and technical facilitation of the process.

Yours Sincerely,

Lubwama Lillian
Chairperson, Board of Governors (BoG)

EXECUTIVE SUMMARY

Butakoola Village Association for Development (BUVAD) is a registered Non-Governmental Organization with a valid permit to operate in Uganda. BUVAD developed its Strategic Plan through a participatory approach that enabled the organization to draw on experiences from different stakeholders to inform its strategic direction for 2023-2027. BUVAD conducted stakeholders' consultations with District officials, Water User Management Committees (WUMCs), opinion leaders, heads of schools, local leaders, Village Health Teams (VHTs), NGOs and CBOs to identify the needs of stakeholders and get feedback on BUVAD's past work. As a result of this process following three thematic areas were prioritised for intervention in the next five years:

Health: To provide improved health for the people of Kayunga;

Environment and nature conservation: To provide improved environmental management practices for a balanced ecosystem in Kayunga District.

Socio-economic security: To provide improved socio-economic security towards a dignified life for the people of Kayunga;

In addition, BUVAD will strive to continuously strengthen the institution's systems and processes, and particularly address the resource mobilization challenges of the past.

BUVAD will work towards its vision of "improved standards of living for the people of Kayunga and Uganda as a whole. Its mission is to "empower the communities of Kayunga to make sustainable choices for improved livelihoods."

This Strategic Plan has been developed through the efforts of BUVAD's team of staff with support from BUVAD Board of Governors' representatives and GIZ-CUSP technical advisors.

In the implementation of this Strategic Plan, BUVAD will closely monitor progress, continuously reflect and learn to achieve the desired change with the communities of Kayunga.



1. BACKGROUND

1.1 Organizational History

Butakoola Village Association for Development (BUVAD) is a not-for-profit organization (Registration number: MIA/NB/2011/03/4640), that started its non-profit activities in 2000. In 2006, it was initially registered as a community-based organisation (CBO) under the Gender and Culture Department in Kayunga Sub-County, Uganda. In May 2011, BUVAD was approved by the NGO Board of Uganda as a Non-Governmental Organization (NGO) operating in Kayunga District.

Kayunga District is located in remote central Uganda with its biggest percentage comprised of rural areas. It has a total population of 358,700 people, of which 48% are male and 52% are female. Close to 94 % of the district population dwell in rural areas.¹

BUVAD is among the NGOs that are complementing Government efforts in improving the livelihood of the people of Kayunga. Considering that there are few NGOs in the area that focus on similar issues, places BUVAD in a unique position of identifying opportunities and work within the prevailing development framework at local, regional, and international levels.

1.2 Achievements and Learnings

Since its inception, BUVAD has been active in Kayunga and the following are its main achievements:

- **Promoting access to safe and clean water**

BUVAD has increased access to clean and safe water and at the same time promoted good health through the construction of innovative rainwater harvesting tanks using waste plastic bottles as bricks. In the past two years, the organization has constructed 32 rainwater harvesting tanks each of 2,000 litres capacity for 32 women-headed

¹ Uganda Bureau of Statistics (2014) 2014 National Population and Housing Census 2014, p. 61 https://www.ubos.org/wp-content/uploads/publications/03_20182014_National_Census_Main_Report.pdf

households and 20 rainwater harvesting tanks of 10,000 litres capacity for remote rural community schools.²

In addition, BUVAD managed to set up 16 hand-dug borehole water wells in ten village communities and six primary schools in the sub-counties of Kayunga, Nazigo, Kangulumira and Kitimbwa sub-counties.

- **Promoting social cohesion and participation around WASH**

With the support of GIZ-CUSP, BUVAD formed the Kayunga Water User Forum that comprises of 36 Water User Management Committees (WUMCs). The Kayunga Water User Forum is a platform that comprises of representatives from different WUMCs from various water sources across the district. Kayunga District Water and Sanitation Coordination Committee is a sectoral platform that is headed by the Water Department of Kayunga District bringing together key stakeholders on water and sanitation issues. The Forum has promoted social cohesion and co-ordination of ideas on issues concerning access to and quality of water as well as operations and maintenance of water sources in the district. It is used as a feedback loop to discuss challenges, proposals and actions which are then shared with the Kayunga District Water and Sanitation Coordination Committee. As a result, Water User Management Committees and Local Councils promote greater security at water sources and theft of equipment has since reduced. The Forum was also able to set up by-laws that govern operations at water sources which promoted sanitation and hygiene among villages with the aim to reduce the spread of diseases like COVID-19 and high crime rate at water sources.

- **Promoting the health of people in Kayunga**

During the outbreak of the COVID-19 pandemic 2019 to 2022, BUVAD with support from GIZ-CUSP and the District COVID 19 Task Force participated in raising awareness to prevent the spread of COVID-19 at public water sources through 50 community outdoor radios, the Local Sauti FM radio station and distribution of information materials such as posters. BUVAD also distributed soap, face masks and hand-washing facilities, thereby contributing to the reduced spread of COVID-19 at public water sources and improved health of people in Kayunga District.

- **Promoting sanitation and hygiene in schools**

BUVAD increased sanitation and hygiene in schools through sensitization and construction of pit-latrines in 2019 using plastic bottles as bricks for three community primary schools in the communities of Bwetyaaba, Nawandagala and Namagabi of Kayunga Sub County in Kayunga District. This increased the number of pit-latrines since one big school until then had used only one latrine. This helped to change the community's practices and mindset about open defecation, subsequently reducing diseases among children and community members around.

It also improved timely attendance of classes since many children spend less time waiting to use the pit-latrine.

² This was made possible with the support from IDC Empower, Kitchen Table Charities Trust, and Minga Foundation.

- **Support and care for Orphaned and Vulnerable Children (OVC)**

Through our partners "Investment for Developing Communities", BUVAD has been able to support 14 orphaned vulnerable girl children through the provision of scholarships and scholastic materials. Two have since graduated with a certificate in hair dressing while 12 are yet to finalise their education.

- **Increased knowledge on Sexual and Reproductive Health Rights and HIV/AIDS Prevention**

BUVAD focused on young women and adolescent girls through creation of awareness on reproductive health rights and HIV/AIDS prevention among the reproductive age bracket in the community. BUVAD also worked with schools and health centres to increase knowledge through sensitization among youths, distribution of condoms in different villages, radio talk shows on the local radio station Sauti FM and community outdoor radio speakers about HIV/AIDs prevention in Kayunga District. This increased knowledge of HIV/AIDs among 300 young women and adolescent in the villages.

- **Innovation for Environmental and Nature Conservation**

Waste plastic bottles are an environmental hazard as they do not decompose easily, clog water channels thereby causing flooding, and affecting aquatic life. To mitigate these negative effects, BUVAD introduced an innovative method to re-use plastic water bottles as bricks in constructing the afore-mentioned water tanks, pit-latrines and even houses combining cost-effectiveness with environmental protection. This has reduced the waste plastic bottles in Kayunga District, since most of them are being collected for the construction of rainwater harvesting tanks thus helping to preserve the environment.

1.3 The Strategic Planning Process

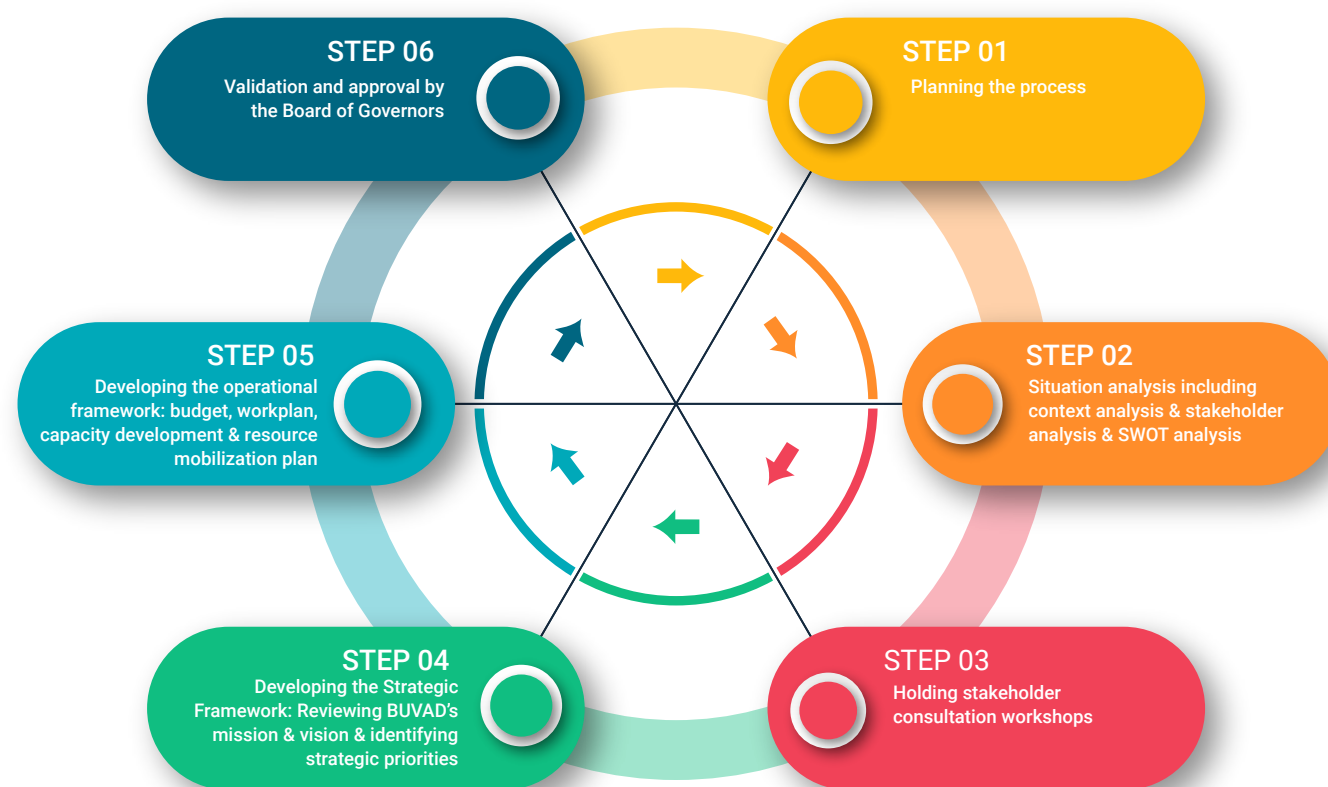


The process of developing this Strategic Plan included the selection of a Task Force comprising of BUVAD staff, management and Board representatives to drive the process.

The team held a series of stakeholder consultation workshops attended by 119 men and 81 women including representatives from beneficiary communities and institutions, district officials as well as fellow NGOs and CBOs. Through these consultations, BUVAD collected their views on past achievements, current needs and future priority interventions.

In addition, BUVAD undertook a detailed situational analysis to identify external factors that posed opportunities or threats as well as internal institutional factors that highlighted strengths and areas that needed institutional growth. Being aware of its complex working environment, BUVAD undertook a stakeholder analysis that helped the team to understand key actors and programmes with potential to impact their work.

The data obtained was analysed and three thematic priority areas identified. The Task Force compiled the Strategic Plan document and reviewed it in various sessions. The draft document was validated and approved by the Board of Governors.



2. SITUATIONAL ANALYSIS

2.1 Findings from Stakeholder Consultation Meetings

BUVAD's Task Force conducted stakeholder's consultation meetings to collect relevant data to inform BUVAD's strategic choices for the next five years.

Through a participatory approach, four stakeholder's consultation meetings¹ were held for the purpose of;

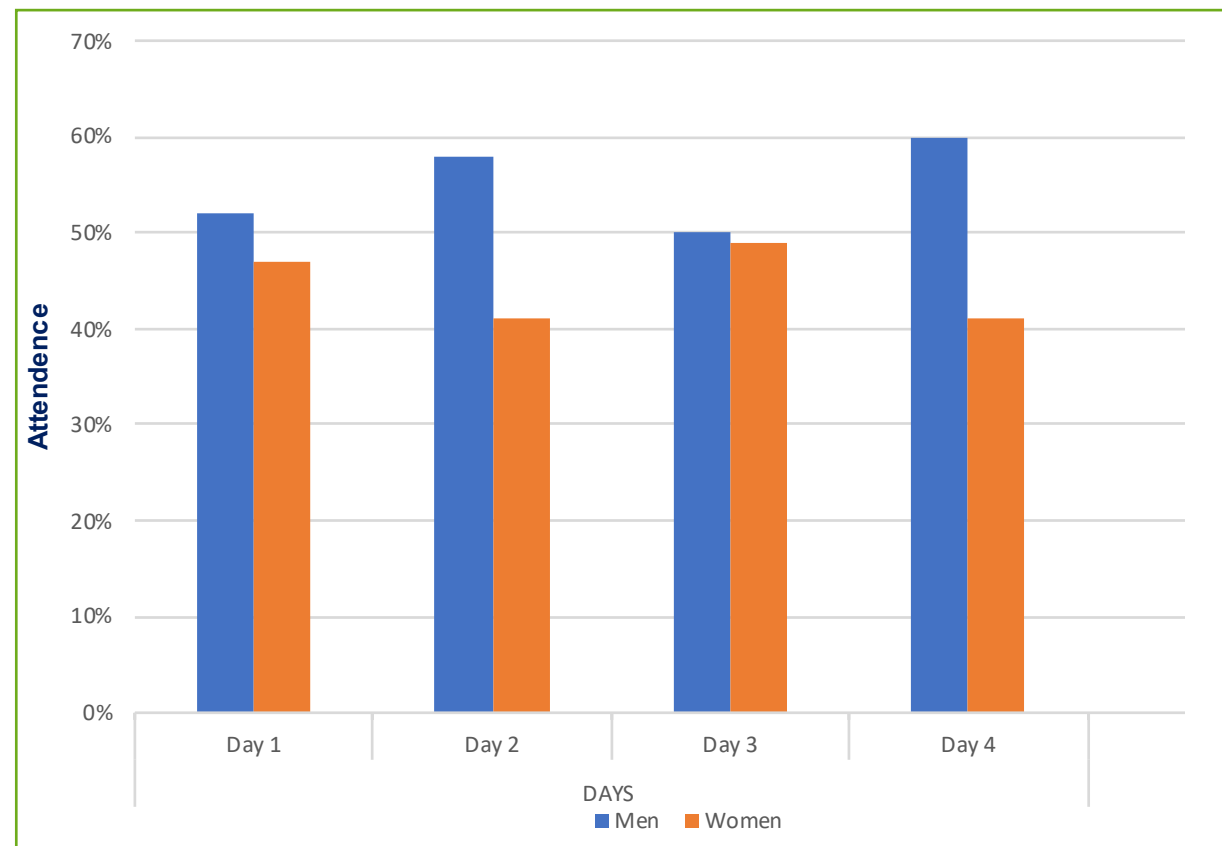
1. Receiving feedback on BUVAD's past work including areas of success and need for growth;
2. Gauging BUVAD's visibility and awareness on its work among stakeholders in Kayunga;
3. Enabling BUVAD to gain a deeper understanding of the operational environment in Kayunga and its implication for BUVAD's strategic choices;
4. Identifying and better understanding the key challenges of BUVAD's key stakeholders as possible areas of intervention.

Stakeholders were organized in Focus Groups with guiding questions, moderated and documented by members of BUVAD's Task Force. Selected representatives of the following stakeholder groups from across Kayunga District were invited:

- District officials
- NGOs and CBOs
- Opinion leaders
- Local leaders (Local Council, cultural and religious leaders)
- Heads of schools
- Water User Management Committees (WUMC)
- Village Health Teams (VHT)
- Communities

¹ Meetings with the selected stakeholders took place on 9th, 11th, 15th, and 16th March 2022 at Fatima Catholic Church in Kayunga Parish.

Chart 1: The following chart shows the attendance of stakeholder consultation workshops by men and women.



As a result of the consultations, the following issues were identified as key needs:

- Environmental conservation i.e. afforestation and forest regeneration;
- Need to gradually refocus away from overreliance on borehole water to alternative water harvesting techniques;
- Promote income generating activities and a culture of saving in communities through formation of SACCOs to access soft loans;
- Improve food security;
- Provide sex and menstrual hygiene education in communities and schools;
- Construct skills training centres for youths that targets both girls and boys.

From the discussions, it became evident that the COVID-19 pandemic and the resulting prolonged closure of schools had made girls more vulnerable to early pregnancies requiring further support. In addition, needs of persons with disabilities (PWDs) need to be streamlined in all development efforts in Kayunga District.

2.2 Context Analysis

From its stakeholder consultations and further reflection by the Task Force, key areas of needs in Kayunga emerged. The section below constitutes a detailed problem analysis that will form the basis of BUVAD's intervention logic for its strategic framework.

2.2.1 Health

a) Improved access to clean and safe water

Despite the fact that Kayunga District is surrounded by water bodies such as Lake Kyoga, River Ssezibwa and River Nile, the water from these water sources is not safe to drink nor suitable for home use such as cooking. This is due to multiple contaminations by cattle using the water sources for drinking, washing of clothes as well as unsuitable sanitation practices such as open defecation and the use of unimproved latrines close to the water bodies. In addition, this surface water is a breeding ground for various organisms that cause diseases such as cholera, diarrhoea, dysentery, hepatitis A, and typhoid.¹ Yet access to clean and safe water is central to maintaining hygiene and sanitation within the household and hence is a critical determinant of the health status of household members in Kayunga District.²



Though Kayunga is bordered by the above said water bodies, access to safe and clean water sources remains a challenge in several parts of the district. The absence of sufficient safe water sources means long distances for community members to access clean and safe water as well as long waiting queues due to congestion.³ Ideally, the time used to fetch water could be used for more productive activities.⁴ Often it is girls that are tasked daily with fetching water for their families. The distance and remoteness of many water sources has meant absence from school or even school dropout for girls.⁵ In addition, it has exposed

¹ WHO news and key facts on drinking water in Uganda. (March 2022) <https://www.who.int/news-room/fact-sheets/detail/drinking-water>.

² The Water Project: Water and Health, <https://thewaterproject.org/why-water/health>

³ A Study of the Operation and Maintenance of Rural Water Facilities in Uganda Contract No. 2000/O&M/01 https://openjicareport.jica.go.jp/pdf/11731601_05.PDF, p. A-93 Ministry of Water and Environment (2022) Water Supply Atlas, Kayunga District <http://wsdb.mwe.go.ug/index.php/reports/district/65#:~:text=The%20access%20rates%20in%20Kayunga,years%20and%20are%20considered%20abandoned>.

⁴ Initiative for Social and Economic Rights (ISER) (2014) The Right to Water in Uganda: Perspectives from the district of Kayunga, ISER Policy Advocacy Brief No. 5 https://iser-uganda.org/images/downloads/ISER_policy_advocacy_brief_5.pdf, p. 9.

⁵ UNICEF (2016): Collecting water is often a colossal waste of time for women and girls <https://www.unicef.org/press-releases/unicef-collecting-water-often-colossal-waste-time-women-and-girls>

them to sexual abuse and as a consequence, girls have been forced into early marriages increasing the numbers of teenage motherhood in the district.⁶

In addition, existing water sources experience the challenge of boreholes drying up easily particularly during dry season, hence further reducing communities' access to safe and clean water. This is partly due to drought that causes lowering of the water tables, especially in the northern part of the district that experiences only one season of heavy rains which is not evenly distributed throughout the area.⁷ The effect on the community is further exacerbated by limited water management practices on household level such as rainwater harvesting and water recycling techniques, leading to overreliance on either unsafe water sources or those located far away.

Also, sustainability of existing water sources remains a challenge due to poor ownership and limited commitment of communities in providing security for the water sources leading to theft and loss of borehole equipment.⁸

In order to increase access to safe and clean water while mitigating these challenges, BUVAD will collaborate with the district authorities to set up additional safe water sources in the disadvantaged communities, establish and strengthen Water User Management Committees (WUMCs) and advocacy platforms, coordinate the resolutions from Kayunga Water User Forum meetings with the District Water and Sanitation Coordination Committee, sensitize communities in water recycling techniques and improved water management practices.

b) Improved hygiene and sanitation among the communities in Kayunga district

The implications of lacking access to safe and clean water as discussed above, have a bearing on hygiene and sanitation practices in Kayunga district limiting hand washing, maintaining cleanliness of sanitation facilities and proper menstrual hygiene management for girls that if not addressed, can result into absenteeism from school and even school dropout.

Communities still lack adequate knowledge on hygiene and sanitation practices as well as proper sanitation equipment. In Uganda, 17% of rural households do not have pit latrines, while 63% have no access to and are not using hand washing facilities.⁹ In Kayunga, many people still practice open defecation in their homes due to lack of improved latrines in households and adverse cultural practices that inhibit the use of latrines. The low coverage of improved latrines is also attributed to the lack of awareness on their importance and the financial implications of constructing such facilities. Construction is expensive and usually beyond the economic means of many families in Kayunga district.

In addition, although the National Sanitation Guidelines are in place¹⁰, these have not been fully implemented to act as an incentive for improved sanitation in communities. It is

6 Uganda Radio Network (2021) Water Scarcity Inciting Sexual Abuse of Teenage Girls in Luwero, <https://ugandaradionetwork.net/story/water-scarcity-inciting-sexual-abuse-of-teenage-girls-in-luwero->

7 Kayunga District profile <https://kayunga.go.ug/about-us/district-profile>

8 National Planning Authority (2020) National Development Plan (NDP) III 2020/21 – 2024/25, http://www.npa.go.ug/wp-content/uploads/2020/08/NDPIII-Finale_Compressed.pdf, p. 172

9 Uganda Bureau of Statistics (2014) National Population and Housing Census 2014, <http://library.health.go.ug/publications/policy-documents/national-population-and-housing-census-2014-revised-edition>

10 Ministry of Water and Environment (2017) The National Sanitation Guidelines 2017, <https://www.mwe.go.ug/sites/default/files/library/National%20Sanitation%20guidelines%202018.pdf>

these prohibitive factors that have contributed to poor hygiene and sanitation practices at household level and in communities leading to spread of diarrheal diseases such as cholera and dysentery, typhoid, intestinal worm infections and polio, in some cases resulting in loss of life.¹¹

BUVAD will partner and network with the District and like-minded organizations to implement the National Sanitation Guidelines, collaborate with other organization to co-fund the construction of improved pit latrines, conduct hygiene and sanitation awareness raising in communities and participate in the celebration of the World Toilet Day (19th November) in the District to promote good sanitation and hygiene practices. BUVAD will also conduct trainings for senior women teachers in schools on sexual and reproductive health and reusable hygiene materials for young girls.

c) Improved sexual and reproductive health practices for the wellbeing of people in Kayunga district



In Kayunga, girls are often not able to make the informed choices for their sexual and reproductive health. This is due not only to the cost implications but also lack of access to information on sexual and reproductive health services (SRHS). At household level, most parents do not provide sexual education to their children. In turn, children rarely open up to their parents due to fear of reprimands as well the cultural and religious taboos that hinder sex education. As a result, particularly girls become sexually active without the necessary knowledge to make informed choices leading to unwanted pregnancies among teenagers and related health complications as well as exposure to sexually transmitted diseases including HIV/AIDS.

According to the 2016 Uganda Demographic and Health Survey, one in 4 adolescent young women of the age 15-19 years old are already mothers or pregnant with their first child.¹² Complications from pregnancy and childbirth are the leading cause of death for 15-19-year-old girls in developing countries.¹³ In Uganda, 37% of all new HIV infections were reported among young people aged 15-24 years and adolescent girls and young women.¹⁴ In 2019, Kayunga district was ranked with the highest HIV/AIDS prevalence rate in Uganda¹⁵ indicating the need for continued intervention. Teenage pregnancy compromises and

11 World Health Organization (2022) Sanitation key facts, <https://www.who.int/news-room/fact-sheets/detail/sanitation#:~:text=Poor%20sanitation%20is%20linked%20to,the%20spread%20of%20antimicrobial%20resistance.>

12 Kassa et al (2018) Prevalence and determinants of adolescent pregnancy in Africa: a systematic review and meta-analysis, in Reproductive Health (2018) <https://reproductive-health-journal.biomedcentral.com/track/pdf/10.1186/s12978-018-0640-2.pdf>, p. 3.

13 World Health Organization (2020) Factsheet: Adolescent Pregnancy <https://www.who.int/news-room/fact-sheets/detail/adolescent-pregnancy#:~:text=Pregnancy%20and%20childbirth%20complications%20are,women%20aged%2015%E2%80%9320years.>

14 Uganda Aids Commission (2021) Factsheet: Facts on HIV and AIDs in Uganda 2021, <https://uac.go.ug/media/attachments/2021/09/13/final-2021-hiv-aids-factsheet.pdf>

15 Amamukirori, Betty (2019) Kayunga to host AIDS day due to prevalence rate, in New Vision https://www.newvision.co.ug/new_vision/news/1511296/kayunga-host-aids-day-prevalence-rate

stigmatizes young girls' development opportunities leading to dropping out of school which hinders their formal education, resulting in unemployment and productive disadvantages.

This makes them vulnerable to poverty, violence, crime and social exclusion.

BUVAD will continue to carry out sensitization and creation of awareness about sexual and reproductive health practices in the district, provide referral services, network and build partnerships with like-minded institutions for better service delivery.

d) Improved food security and nutrition for the health communities in Kayunga

Food security exists when all people, at all times, have physical and economic access to sufficient, safe, and nutritious food that meets their dietary needs and food preferences for an active and healthy life.¹⁶

Currently, Kayunga District is affected by food insecurity due to the effect of climate change as well as poor nutrition caused by lack of knowledge on nutrition and climate-smart agricultural practices such as planting basins, green manuring, conservation agriculture (rotations, intercropping, mulching and reduced tillage) and agroforestry to improve productivity, food availability and resilience to climate hazards.

Those with good agricultural yields often use poor preservation methods and poor food storage systems that result in food going bad, while others are forced to sell all their harvest when market prices are at their lowest.

The unreliable rainfall patterns have led to water shortages for agricultural production especially in Galiraaya, Bbaale and Kayoonza sub-counties.

In addition, farmers face the challenge of prevalence of poor quality or counterfeit seeds and other inputs in the market that while promising higher yields, in actual terms provide lesser returns. Instead, for example, farmers rely on seeds from their own harvest, resulting in substantially lower yields. Information gaps play a critical role in these input market inefficiencies¹⁷, hence contributing to increased poverty and food insecurity among families with many having only one type of meal and food per day leading to malnutrition particularly among children, pregnant women and the elderly in Kayunga District.

The effects are further worsened by harmful practices such as the continuous cutting down of trees and forests replacing them with sugarcane plantation (now comprising 30% of the agricultural land), extensive charcoal production, constant encroachment on swamps and forest reserves¹⁸ affecting the quality and the quantity of food produced.

BUVAD's efforts will seek to counter the effects of climate change by promoting agroforestry on farms and in homes through partnerships with seed producers or plant breeding such as National Agricultural Research Organization (NARO). In addition, BUVAD will provide training in climate smart agricultural practices, food preservation methods and nutrition at household level. BUVAD will also create a demonstration garden and seed bank to provide farmers with genuine seedlings and information on other agricultural inputs.

¹⁶ Definition of Food security by International Food Research Institute, <https://www.ifpri.org/topic/food-security>

¹⁷ Jack, K. and Tobias, J. (2017) Seeding success: Increasing agricultural technology adoption through information. IGC Growth Brief Series 012. London: International Growth Centre <https://www.theigc.org/wp-content/uploads/2017/12/IGCJ5833-Agriculture-growth-brief-171214-Web.pdf>

¹⁸ Kayunga District Local Government. District Profile, <https://kayunga.go.ug/about-us/district-profile>

2.2.2 Improved environmental management practices

a) Improved regeneration of forests to mitigate the negative effects of climate change in Kayunga



During BUVAD's stakeholders consultation meetings, lack of access to appropriate seedlings, lack of knowledge on suitable trees to plant, low levels of law enforcement especially on waste management and excessive cutting down of trees for sugarcane plantation, and charcoal production were raised as factors leading to loss of vegetation thus contributing to unpredictable weather patterns while also resulting in soil erosion, landslides, drought and floods in places such as Kyedikyo and Kawongo landing site in Galiraaya subcounty.¹⁹

The major underlying causes of deforestation in Kayunga District include agricultural expansion especially sugarcane growing and charcoal production.

Sugarcane growing is mainly practiced in Kayonza and Busaana sub-counties, whereas the problem of charcoal burning is most prevalent in Bbaale and Galiraya sub-counties, where thousands of bags of charcoal are produced and transported to Kampala and other neighbouring towns every week.

Deforestation for agricultural production is very common in Kangulumira, Nazigo and Kayunga sub-counties where farmers have cleared woodlands in a bid to find fertile land for production of crops like pineapples, citrus fruits and banana growing. Population increase is also putting pressure on the woodlands in the district, as more people require land for settlement and grazing.²⁰

Kayunga District has lost 50 hectares (ha) of humid primary forest from 2002 to 2021, thereby decreasing the total area of humid primary forest in Kayunga by 53% in this time period.²¹ As a result, many indigenous trees have been lost and heavy silting of the nearby water bodies is being experienced.²² Yet under Sustainable Development Goal (SDG) 15, Uganda committed to promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forest and sustainability increase in afforestation and reforestation globally.²³

In an effort to complement Government initiatives, BUVAD will contribute to the mitigation of deforestation through partnership and networking with the District Natural Resources Officer and organizations with a similar agenda. Through distributing suitable seedlings, BUVAD will seek to increase tree planting thereby increasing on the forest coverage while

¹⁹ Kayunga District Local Government (2021) Government To Buy Land For The Flood Displaced People- Rt Hon Prime Minister, <https://kayunga.go.ug/government-buy-land-flood-displaced-people-rt-hon-prime-minister>

²⁰ Kayunga District Local Government Plan 2015/2016-2019/2020.

²¹ Global Forest Watch, Uganda – Kayunga – Forest Change, <https://www.globalforestwatch.org/dashboards/country/UGA/>

²² Daily Monitor newspaper 18 May 2022 (hard copy).

²³ Sustainable Development Goal 15 <https://uganda.un.org/en/sdgs/15>

enabling Uganda achieve its goal of planting 40 million trees - particularly indigenous species - every year.²⁴ The organisation will also engage in the sensitization of the public about protecting forests while promoting sustainable use of forests and forestry products in order to restore a balanced ecosystem.²⁵ In addition, BUVAD will partner with organisations such as National Agricultural Research Organisation (NARO) to help in distribution of quality seedlings in communities, creating of fruit tree nursery beds in the district and to support families on one-on-one tree planting.

c) Increased application of sustainable land use practices for better environmental management in Kayunga

Sustainable land use is the management of the natural environment and the built environment to conserve the resources that help to sustain the current local human population and that of future generations.²⁶

Farmers in Kayunga use traditional farming methods characterized by frequent tillage of soils and annual crops which has led to depletion of particular nutrients from the soil. Farmers also frequently practice intercropping. Intercrops tend to be mutual such as maize and cassava, cotton and maize, cereal and legume, but they all exhaust soil nutrients from all depths of the soil profile.²⁷



Due to lack of awareness, farmers rely on non-organic fertilizers and pesticides which negatively affect the natural composition of nutrients in the soil leading to poor quality and quantity of crops produced in an area. The seasonal burning of grass and bushes occurs widely in Kayunga District in order to clear the land and this has exposed the land to water erosion in the rainy seasons and wind erosion during dry periods.

Furthermore, smoke from Kayunga bush fires and elsewhere globally contribute to the build-up of atmospheric carbon dioxide and the corresponding global climate.²⁸

Poor cattle and goat grazing methods such as continuous grazing due to limited grazing land has led to reduced forage availability and reduced animal growth.

²⁴ Article of Food & Agriculture organization 22/03/2021 <https://www.fao.org/uganda/news/detail-events/fr/c/1391836/>

²⁵ Food and Agriculture Organization (2021) FAO, Government of Uganda and partners commit to forest restoration for sustainable development, <https://www.fao.org/uganda/news/detail-events/fr/c/1391836/>

²⁶ Zuazo, V.H.D., Pleguezuelo, C.R.R., Flanagan, D., Tejero, I.G., Fernández, J.L.M. (2011). Sustainable Land Use and Agricultural Soil. In: Lichtfouse, E. (eds) Alternative Farming Systems, Biotechnology, Drought Stress and Ecological Fertilization. Sustainable Agriculture Reviews, vol 6. Springer, Dordrecht, https://link.springer.com/chapter/10.1007/978-94-007-0186-1_5

²⁷ Kayunga District Local Government Plan 2015/2016-2019/2020. pg.64

²⁸ Kayunga District Local Government Plan 2015/2016-2019/2020. pg.65

This is because a continually grazed pasture will take longer to recover than a pasture that has been rested.²⁹

About 40% of the population of Kayunga rear livestock for their livelihood. This has been attributed to the high demand for livestock products. However, this has had serious impact on the environment with soils having become compacted and exposed to soil erosion. Besides overstocking, other factors that have led to overgrazing are communal grazing, growth in human population, as well as insecurity in neighbouring districts that has led other cattle keepers to shift to Kayunga to graze animals.³⁰



These practices are perpetuated by a lack of sensitization on improved soil conservation techniques and practices such as the production of organic fertilizers to use for particular soil.

To foster sustainable land use practices, BUVAD will join networks and associations that work with farmers for knowledge exchange, collaborate with the district to conduct sensitization in communities and especially among farmers for proper agricultural practices. BUVAD will carry out capacity building for farmers for improved skills through agricultural trade shows and learning visits. BUVAD will also set up a demonstration garden and follow up on farmers to support improved environmental management practices

for a balanced ecosystem in Kayunga District.

d) Improved solid waste management practices for sustainable use of resources in Kayunga

Solid-waste management is the collecting, treating, and disposing of solid material that is discarded because it has served its purpose or is no longer useful.³¹ BUVAD's stakeholder consultation identified the leading causes of poor solid waste disposal as limited knowledge on recycling methods of garbage, lack of availability of sufficient disposal bins, limited law enforcement on poor waste disposal and lack of awareness on dangers of poor waste disposals such as land pollution.

To promote improved solid waste disposal practices, BUVAD will carry out sensitization on 5Rs (Refuse, Reduce, Reuse, Repurpose, and Recycle) and train households in proper solid waste disposal techniques, build partnerships and collaborations with the district and organizations, engage in capacity development and research around this issue.

²⁹ University of Kentucky. Rotational vs Continuous Grazing, <https://grazer.ca.uky.edu/content/rotational-vs-continuous-grazing#:~:text=Continually%20grazing%20a%20pasture%20with,the%20plants%20are%20more%20stressed>

³⁰ Kayunga District Local Government Plan 2015/2016-2019/2020. pg.64

³¹ Encyclopedia Britannica (2020) Solid-waste management, <https://www.britannica.com/technology/solid-waste-management>

2.2.3 Socio-economic security

During the stakeholder consultation meetings, the Task Force identified the following core problems affecting people in the social and economic sphere in Kayunga District; poor financial management skills due to lack of training or awareness, negative image of vocational training as a form of education and low- income in households. Respondents further identified Kayunga's high crime rate as a result of high levels of unemployment and unidentified talent among the youth in the District, causing idleness, substance abuse and increased incidents of theft of people's properties.

Another challenge pointed out during the stakeholder consultation meetings was the lack of relevant skills among youth to access existing employment opportunities in the labour market.



It is evident that the prevailing economic hardship and lack of opportunities require new strategies. However, most children, youth and parents have not been exposed to exploring talent development for economic empowerment. Therefore, individual talent of youth remains an untapped resource. Thus, the need to explore the opportunity of utilizing talent as a driver for economic development through motivation, training and connecting the identified talents to markets at the local, national, regional and international levels.

Poor financial management has also led to serious budget constraints leading people into debt and unable to create even minimal levels of financial security.³² Limited financial management skills has led to ill-informed financial decisions leading to uptake of unsuitable loans or the default of payments resulting in lost collateral security such as land.³³ Lack of awareness on alternative financing mechanisms continues to be a challenge, particularly in rural areas.

The Ugandan National Development Plan (NDP III) sets out its goal as "Increased Household Incomes and Improved Quality of Life of Ugandans."³⁴ Under its theme of "Sustainable industrialization for inclusive growth, employment and wealth creation". It seeks to contribute to Uganda's Vision 2040 of "[a] transformed Ugandan society from a

³² Article on financial money management by Adriana 2017 <https://moneyjourneytoday.com/poor-financial-money-management/>

³³ An article explaining how Ugandans have lost land to money lenders. <https://realmuloodi.co.ug/ugandans-losing-land-to-money-lenders/>

³⁴ The National Development Plan (NDP) III http://www.npa.go.ug/wp-content/uploads/2020/08/NDPIII-Finale_Compensed.pdf, p.21

peasant to a modern and prosperous country within 30 years."^{35 36}

To address the socio-economic needs of people in Kayunga district, BUVAD intends to train households in business management skills and income generating activities, design training programmes and learning modules for communities on specific vocational skills, creating funds for bursaries and scholarships, identifying internship and volunteer placements and establishing a talent and skills development centre in Kayunga District. In addition, BUVAD will also sensitize people on financial management skills through use of community outdoor talk shows, networking and partnering with The Uganda Microfinance Regulatory Authority (UMRA) and Banks in Kayunga district. This will help foster economic development and financial security amongst the people of Kayunga hence contributing to the realization of Uganda's aspirations as outlined in the NDP III.³⁷

³⁵ Uganda's vision 2040 <https://consultations.worldbank.org/sites/default/files/materials/consultation-template/materials/vision20204011.pdf>

³⁶ Government of Uganda Website: Vision 2040; <https://www.gou.go.ug/content/uganda-vision-2040>

³⁷ NDP III

2.3 Organisational Analysis

To better understand its institutional capacities, BUVAD conducted a SWOT analysis looking both at relevant external and internal factors. The Task Force furthermore outlined how to address these insights to most effectively work towards its vision by consolidating strengths, addressing its weaknesses, capitalizing on its opportunities and minimising risks from threats.

The SWOT analysis results are shown in the table below:

#	STRENGTHS	HOW BUVAD WILL BUILD ON THEM
1.	Competent staff and strong team spirit	Provide continued professional development in a conducive working environment towards greater effectiveness and staff retention
2.	Sound organizational systems and procedures	Continuous strengthening of organizational systems and processes
3.	Strong culture of collaboration and networking	Continuous building of partnership with the partners and stakeholders
4.	Increased visibility of the organization	Consistent management of BUVAD's media channels on ongoing activities and active stakeholder engagement
5.	Innovative mindset	Continuous learning and networking on innovative practices
6.	Acquisition of operational permit	Legal permission to operate in Kayunga District until July 2026
7.	Increased partnerships	Maintain existing partnerships and build new ones
8.	Acquired full time employees	Motivated team of 6 full-time employees, 2 full time volunteers and 6 part time volunteers resulting in increased effectiveness
#	WEAKNESSES	HOW BUVAD WILL ADDRESS THEM
1.	Lack of a conducive office environment	Continuous resource mobilization for the construction of office premises
2.	Lack of a well-organized membership recruitment policy	Participatory development of a membership recruitment policy
3.	Limited funding	Identify and tap into alternative sources of income such as the creation of income generating activity
5.	Lack of a reliable means of transport	Targeted resource mobilization
6.	Lack of income-generating activity	Develop a concrete business plan, get approval from the BoG and start implementation
7.	Absence of reliable power back up	Mobilize resources for reliable power back up

#	OPPORTUNITIES	HOW BUVAD WILL MAKE BEST USE OF THEM
1.	Political stability and peace	BUVAD will continue to provide its services to the community in time
2.	High demand for BUVAD's intervention in communities	Combined effort by the BUVAD team to mobilize resources to meet the needs of the community and increased efforts to partner with key stakeholders to be able to increase BUVAD's reach
3.	Technological advances connecting us to the world	BUVAD will undertake deliberate efforts to widen its network and integrate technology in its work to increase its effectiveness.
4.	Alignment with national development priorities (NDP III)	BUVAD will align its strategy with the National Development Plan (NDP) III to complement Government efforts
5.	Environmental conservation is a priority for key stakeholders	BUVAD will build synergies with key partners to increase impact and tap into additional resources available
#	THREATS	HOW BUVAD WILL MITIGATE THEM
1.	Frequent changes in leadership positions in local government	Regular report writing, ongoing engagement and reputation building at all levels
2.	Inflation in prices of products in the country	Continuous risk assessment and budget monitoring to make necessary adjustments
3.	High levels of unemployment in Kayunga	Training and creation of income generating activity for people in Kayunga
4.	Population growth	Sensitization of community members on family planning
5.	Unreliable electricity supply	Resource mobilization to purchase a generator or alternative sources of electricity
7.	High cost of technology	Use of alternative technological tools to manage costs
9.	Floods	Continuous risk assessment and promotion of environmentally friendly practices particularly in flood-prone areas like Bbaale and Galiraaya County

The above context and institutional analysis forms the basis for BUVAD's strategic choices for the coming five years set out below.



3. BUVAD’S STRATEGIC DIRECTION

The following section states BUVAD’s vision for the future and how to attain it guided by its values. It sets out the organisation’s strategic priorities resulting from extensive stakeholder consultations and a detailed context analysis. With these strategic interventions, BUVAD seeks to respond to the needs of the people of Kayunga.

3.1 Vision, Mission, Values

- Vision**
 Improved standards of living for the people of Kayunga and Uganda as a whole.
- Mission**
 We empower the communities of Kayunga to make sustainable choices for improved livelihoods.
- Values**
 The following are the values that will guide BUVAD’s work and engagement with stakeholders:

 - a. Integrity:** BUVAD values integrity as a way to foster an open and positive work environment amongst its stakeholders, leadership and staff.
 - b. Respect:** At BUVAD, we listen to what others have to say and use people’s ideas to change and improve lives in Kayunga District.
 - c. Non-Discrimination:** We treat people equally no matter their personality, race, religion, gender, age, or country of origin.
 - d. Collaboration:** At BUVAD, we respect, listen and evolve together, and support each other for the sake of attaining a collective goal.
 - e. Teamwork:** At BUVAD, we boost morale and comradeship among the team.

3.2 Strategic Goals, Objectives and Interventions

Through in-depth analysis of its context and organisational capacities, BUVAD has identified four key priority areas in line with its mandate in which the organization will focus its efforts in the coming years to make a difference in the lives of the people of Kayunga:

Priority Area 1: Health Priority Area 2: Environment and Nature Conservation Priority Area 3: Socio-economic Security Priority Area 4: Institutional Strengthening
Through its Theory of Change, BUVAD has formulated strategic goals and objectives and identified key interventions towards the envisioned improved standards of living for the people of Kayunga.
Priority Area 1: Health
Goal 1: Improved health for all people in Kayunga
Intervention Approaches: Advocacy, research, sensitization and capacity development, provision of inputs, networking
Strategic Objective 1.1: Increased access to safe and clean water for improved health in Kayunga Key Interventions: <ul style="list-style-type: none"> Set up water sources e.g. boreholes Research and develop water recycling techniques Support effective implementation of the O&M model Set up new and support existing Water User Management Committees Strengthen BUVAD coordination through the Kayunga Water Users Forum
Strategic Objective 1.2: Improved sanitation and hygiene practices among communities in Kayunga Key Interventions: <ul style="list-style-type: none"> Needs assessments among target communities Construction of improved pit latrines Networking with relevant district officials
Strategic Objective 1.3: Improved sexual and reproductive health practices for the well-being of the people in Kayunga Key Interventions: <ul style="list-style-type: none"> Sensitization on sexual health rights through community radios Training in making and using reusable pads in schools Training of senior women teachers in schools Referrals to hospitals for counselling services Networking with relevant sexual rights and health rights networks
Strategic Objective 1.4: Improved food security and nutrition for healthy communities in Kayunga Key Interventions: <ul style="list-style-type: none"> Sensitisation on food security and nutrition through talk shows and workshops Capacity building in relevant farming techniques and post-harvest handling e.g. agroforestry, construction of food storage facilities etc. Set up and management of a demonstration garden and seed bank Research into innovative climate-smart agricultural methods Partnership with seed producers e.g. NARO Dissemination of solar irrigation systems

Priority Area 2: Environment and Nature Conservation
Goal 2: Improved environmental management practices for a balanced ecosystem in Kayunga
Intervention Approaches: Advocacy, research, sensitization and capacity development, provision of inputs, networking
<p>Strategic Objective 2.1: Improved regeneration of forests to mitigate the negative effects of climate change in Kayunga</p> <p>Key Interventions:</p> <ul style="list-style-type: none"> • Community needs assessment • Community sensitization on reforestation e.g. through celebrations of international days and community dialogues • Creation of nursery beds and distribution of seedlings • Research on innovative methods of reforestation and community participation • Collaboration with District Environment Officers and mobilization of the local leaders • Partnership and networking with like-minded organizations
<p>Strategic Objective 2.2: Improved solid waste management practices for sustainable use of resources in Kayunga</p> <p>Key Interventions:</p> <ul style="list-style-type: none"> • Sensitisation of the community on solid waste management through radio talk shows, community dialogue etc. • Identifying demonstration model homes • Capacity building for community members on solid waste management practices like waste separation, 5R etc. • Provision of solid waste management facilities like digging rubbish pits and disposal bins • Collaboration with law enforcement officials
<p>Strategic Objective 2.3: Increased application of sustainable land-use practices for better environmental management in Kayunga</p> <p>Key Interventions:</p> <ul style="list-style-type: none"> • Research on soil types and sustainable land-use practices • Community needs assessment • Sensitisation and capacity building on sustainable land-use practices through trainings, exchange visits, participation in agricultural shows etc. • Creating farmer's groups and joining co-operatives

Priority Area 3: Socio-economic Security
Goal 3: Improved economic security towards a dignified life for the people of Kayunga
Intervention Approaches: Research, sensitization and capacity development, provision of inputs, resource mobilization, networking
<p>Strategic Objective 3.1: Increased financial empowerment of people living on low incomes in Kayunga</p> <p>Key Interventions:</p> <ul style="list-style-type: none"> • Community needs assessment • Capacity development on skills relevant to business management • Identify start-up capital providers • Partnering with financial institutions for increased access to financial resources • Developing community learning modules on specific vocational skills • Identifying internship and volunteer placements, signing MoU with apprenticeship centres • Creating funds for bursaries and scholarships • Establishing a talent development centre • Providing working equipment to youth groups such as hair dressing machines and tailoring machines • Provision of start-up capital especially among women
Priority Area 4: Institutional Strengthening
Goal 4: Increased staff capacity and organizational income
Intervention Approaches: Research, sensitization and capacity development, resource mobilization, networking
<p>Strategic Objective 4.1: Improved organisational systems and processes to enhance the efficiency of the organisation</p> <p>Key Interventions:</p> <ul style="list-style-type: none"> • Development of policies to strengthen the governance and operations of the organization • Annual staff appraisal including capacity assessment • Staff capacity building in program areas • Study tour for staff • Conduct project monitoring and review meetings to assess performance • Carrying out project audits • Regular Board meetings and adequate documentation
<p>Strategic Objectives 4.2: Increased resources mobilised for the sustainability of BUVAD</p> <p>Key Interventions:</p> <ul style="list-style-type: none"> • Research and establishment of an income generating activity for BUVAD • Regular meetings of BUVAD's Resource Mobilisation (RM) committee • Networking and membership e.g. in UWASNET, KADFA etc. • Increased visibility of the organisation through digital and traditional means • Partnership management

4. BUDGET

To achieve the desired results, BUVAD will require a set of resources. The budget summary below details the financial resources required.

	2023	2024	2025	2026	2027
Priority Area 1: Health					
Goal 1: Improved health for all people in Kayunga					
Strategic Objective 1.1: Increased access to safe and clean water for improved health in Kayunga	156,020,000	231,420,000	456,080,000	434,020,000	610,560,000
Strategic Objective 1.2: Improved sanitation and hygiene practices among communities in Kayunga	41,300,000	41,300,000	41,300,000	41,300,000	41,300,000
Strategic Objective 1.3: Improved sexual and reproductive health practices for the well-being of the people in Kayunga	6,660,000	16,960,000	27,260,000	27,260,000	27,260,000
Strategic Objective 1.4: Improved food security and nutrition for healthy communities in Kayunga	207,713,000	111,713,000	202,713,000	129,513,000	142,313,000
Priority Area 2: Environment and Nature Conservation					
Goal 2: Improved environmental management practices for a balanced ecosystem in Kayunga					
Strategic Objective 2.1: Improved regeneration of forests to mitigate the negative effects of climate change in Kayunga	18,900,000	18,900,000	18,900,000	18,900,000	18,900,000
Strategic Objective 2.2: Improved solid waste management practices for sustainable use of resources in Kayunga	22,800,000	41,895,000	31,895,000	37,860,000	60,220,000
Strategic Objective 2.3: Increased application of sustainable land-use practices for better environmental management in Kayunga	51,820,000	57,380,000	58,310,000	58,310,000	59,240,000
Priority Area 3: Socio-economic Security					
Goal 3: Improved economic security towards a dignified life for the people of Kayunga					
Strategic Objective 3.1: Increased financial empowerment of people living on low incomes in Kayunga	72,780,000	568,590,000	88,180,000	118,180,000	157,770,000
Priority Area 4: Institutional Strengthening					
Goal 4: Increased staff capacity and organizational income					
Strategic Objective 4.1: Improved organisational systems and processes to enhance the efficiency of the organisation	68,732,000	69,092,000	70,032,000	70,032,000	87,196,000
Strategic Objectives 4.2: Increased resources mobilised for the sustainability of BUVAD	16,616,000	230,296,000	17,696,000	36,596,000	24,596,000

Overhead Costs					
Administrative costs	283,515,000	160,115,000	82,255,000	71,695,000	102,795,000
Salaries & Benefits	111,600,000	111,600,000	130,200,000	151,200,000	165,600,000
TOTAL per year	1,058,456,000	1,659,261,000	1,224,821,000	1,194,866,000	1,497,750,000
TOTAL for 5 years	6,635,154,000				



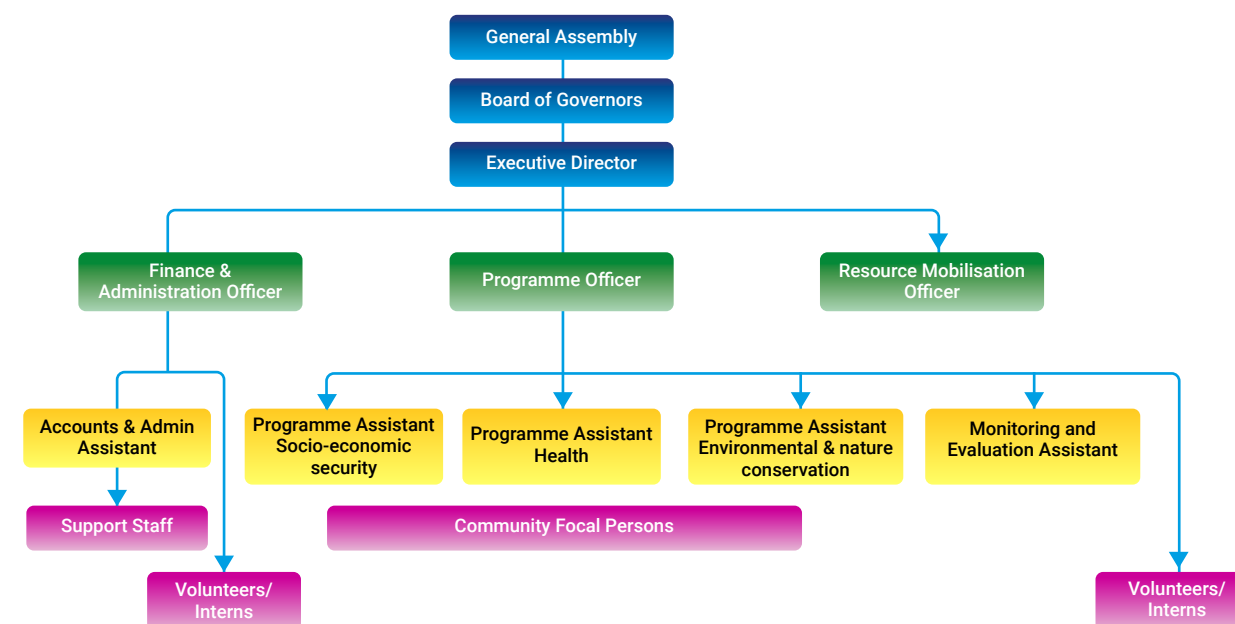
5. ORGANISATIONAL STRUCTURE AND CAPACITY DEVELOPMENT

To effectively implement this Strategic Plan, BUVAD requires effective structures, processes and systems.

Oversight of the Strategic Plan implementation lies with the Board of Governors (BoG) as mandated by the General Assembly, which is the highest decision-making organ. The BoG will task the Executive Director (ED) with its operationalisation.

The ED oversees BUVAD staff, organised in three technical departments, i.e. Finance and Administration, Programmes and Resource Mobilisation.

As part of BUVAD's institutional strengthening, increased resource mobilisation efforts as set out in BUVAD's Resource Mobilisation Strategy (RMS) will be undertaken to grow the number of staff. The organogram below depicts the desired organisational structure.



To ensure effective interventions in all priority areas, BUVAD will continue to give priority to staff capacity development as part of its institutional strengthening. BUVAD encourages a learning culture through self-development and continuous training. As set out in its Human Resource Policy, the organisation will devise an annual capacity development plan based on identified training needs. This will include areas relevant to BUVAD's thematic work, e.g. nutrition, agroforestry and business management as well as skills important for the operations of the organisation such as project management, fundraising, monitoring and evaluation. BUVAD's management will actively seek support from partners to strengthen staff capacity through formal trainings as well as other modes of learning such as coaching, mentorship and peer to peer learning.



6. RESOURCING THE STRATEGIC PLAN

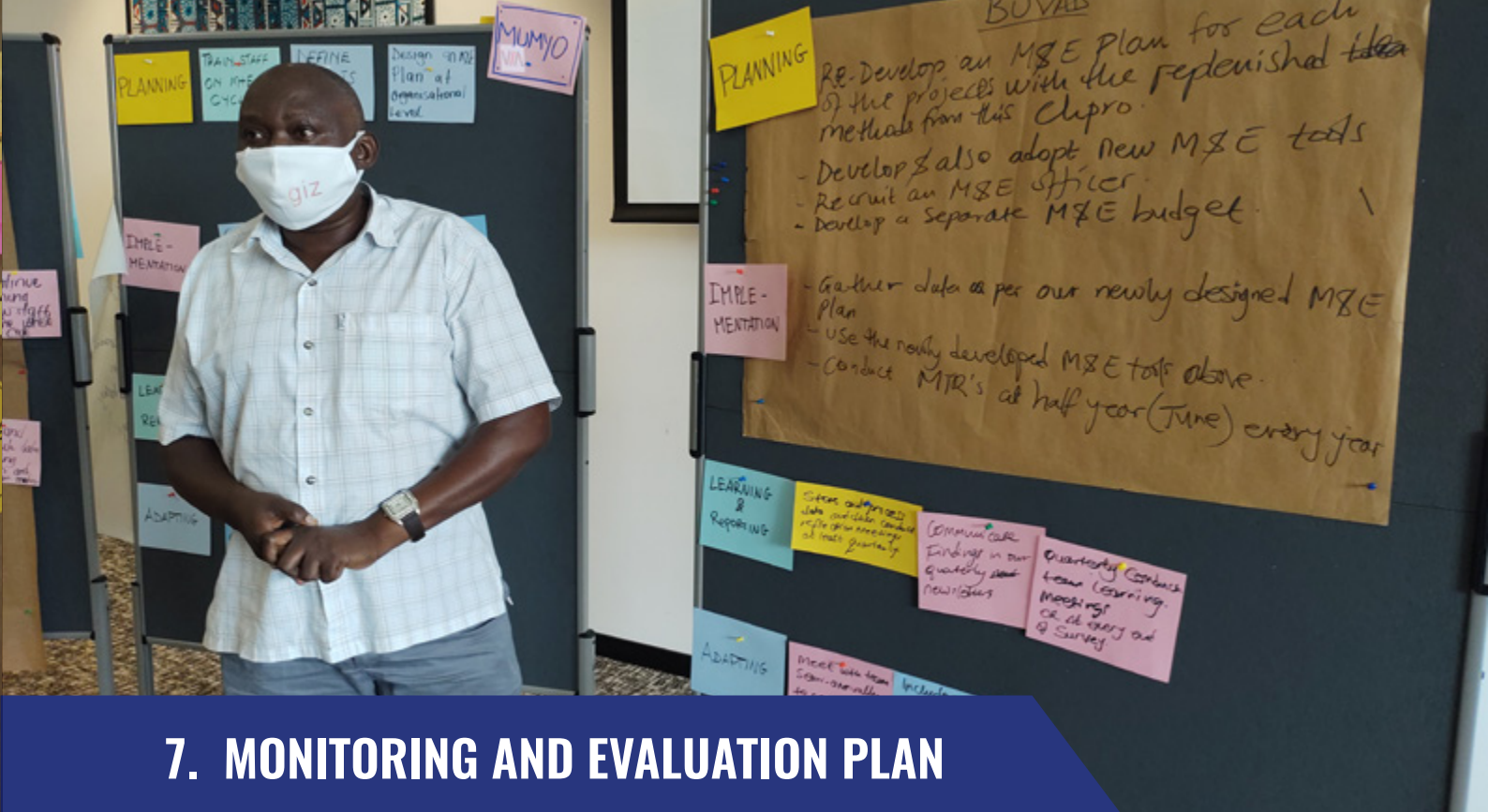
BUVAD will require substantial resources to facilitate the implementation of this Strategic Plan. These will not only include financial resources but equally important human, physical and social resources. To acquire these, BUVAD will apply the follow strategies among others:

Communication and visibility: BUVAD will continue to produce and share newsletters, impact stories, documentaries and annual reports with partners and stakeholders on online platforms like Instagram, Facebook, WhatsApp, YouTube, Website forums, Television and Radio talk shows etc. BUVAD will also participate in 6 international days such as World water day, World Toilet Day, African child's Day, World Environmental Day, World AIDs Day, World health day and district events in order to improve its visibility among relevant stakeholders.

Partnerships and collaboration: Rather than acting independently to satisfy the rapidly evolving needs of society, BUVAD will seek collaboration with local government at all levels, form partnerships with peer NGOs, join networks that are in line with its core programmes and other stakeholders such as beneficiaries to address issues of common interest. These partnerships and collaborations will help BUVAD to pursue its development priorities more effectively, gain recognition and further visibility as well as increase its its funding potential.

Income generating activities: Among others, BUVAD intends to establish a market-motivated vocational skills training center with an adjacent accommodation wing. For its construction, BUVAD will use its innovative bottle-brick technique. The accommodation will also serve to host visitors and gears at generating income for the organization.

Volunteer hosting: BUVAD will continue to host international volunteers to benefit from relevant knowledge and expertise, create learning opportunities on both sides and support online fundraising campaigns.



7. MONITORING AND EVALUATION PLAN

Monitoring will be undertaken as a very important aspect of the implementation process. It will form the basis of assessing progress, learning, reflecting, adjusting where necessary and improving implementation of this Strategic Plan. Unexpected results will be monitored through meetings with stakeholders and on-spot visits of beneficiary communities by project staff.

Findings will be used to improve the Strategic Plan implementation and methodologies to achieve its objectives. BUVAD's primary partners and beneficiaries will also participate in annual reviews and provide feedback.

Budget and activity monitoring will be undertaken on a quarterly basis to enable consistent follow-up.

The Monitoring and Evaluation Assistant together with other relevant staff will undertake the quarterly and bi-annual monitoring and evaluation in collaboration with stakeholders and findings will be documented in the respective narrative and financial reports.

A mid-term review of the Strategic Plan will be carried out by the BUVAD team, whereas the final evaluation will be carried out by external consultants/auditors who will provide an objective assessment of the project's impact. All lessons learned during the reviews and evaluations and improvements made in approach, methodologies and achievements will be incorporated in the annual reports and communicated to the relevant stakeholders and development partners.



Kayunga Town Behind Post Bank along Kalya
Road in Kayunga West Zone 50 miles away from
Kampala along Kampala - Kayunga Road



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