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MARU ACTION DEVELOPMENT FOUNDATION - MADF

Strategic Plan: 2024-2028

More Actions, Real Change

LOCATION: 2nd Building Opposite Centenary Bank on Portal Road, off to Rwenzori Square.

DATE OF REGISTRATION AND APPROVAL: August 2022.

REGISTRATION STATUS: Legally Registered with Kasese Municipality CE/CBS/274 & Kasese District Local Government CBO/2069.

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1. Executive Summary:

The executive summary provides a concise overview of Maru Action Development Foundation's strategic plan for the years **2024-2028**, highlighting key priorities, goals, and strategies for achieving the organization's mission and vision. It outlines the process of developing the strategic plan, key findings from stakeholder engagement and consultation, and key areas of focus for the organization's future direction.

2. Introduction:

The introduction section sets the context for the strategic plan, providing background information on Maru Action Development Foundation (MADF's) mission, vision, and core values. It outlines the purpose of the strategic plan and its importance in guiding the organization's activities and decision-making processes over the next five years, starting 2024.

3. Organizational Overview:

This section provides an overview of Maru Action Development Foundation (MADF's) organizational structure, including its leadership team, staff, volunteers, and key stakeholders. It describes the organization's governance structure, operational areas, and geographic focus, highlighting its role in promoting sustainable development and resilience in the Western Uganda's Kasese District including the Municipality and all surrounding areas.

4. Review of Past Performance:

The review of past performance section assesses MADF's achievements, challenges, and lessons learned from the previous strategic planning period. It examines the organization's progress towards its strategic goals, the effectiveness of its programs and initiatives, and the impact of its work on the community.

5. Stakeholder Engagement and Consultation:

This section describes the process of stakeholder engagement and consultation undertaken to inform the development of the strategic plan. It outlines the methods used

to engage with stakeholders, including staff, volunteers, beneficiaries, donors, partners, and community members, and summarizes key findings and insights gathered from these consultations.

6. Strategic Priorities and Goals:

The strategic priorities and goals section identify the key areas of focus for Maru Action Development Foundation over the next five years. It outlines the organization's strategic objectives and outcomes, aligned with its mission and vision, and prioritizes initiatives that will have the greatest impact on promoting sustainable development and resilience in the community.

7. Action Plans and Initiatives:

This section outlines the specific action plans and initiatives that MADF will undertake to achieve its strategic goals. It details the activities, timelines, responsible parties, and resource requirements for each initiative, ensuring alignment with available budget and organizational capacity.

8. Resource Mobilization and Budget Planning:

The resource mobilization and budget planning section identify the financial resources needed to implement Maru Action Development Foundation (MADF's) strategic initiatives. It outlines the organization's income projections, expenses, and funding sources, and explores opportunities for diversifying revenue streams, fundraising, and partnership development.

9. Implementation and Monitoring:

The implementation and monitoring section describe how Maru Action Development Foundation will execute its action plans and initiatives and monitor progress towards achieving its strategic goals. It outlines the mechanisms for tracking performance indicators, conducting regular review meetings, and adjusting strategies as needed to ensure effective implementation.

10. Evaluation and Learning:

This section explains how Maru Action Development Foundation will evaluate the effectiveness and impact of its strategic initiatives. It describes the process of conducting periodic evaluations, gathering lessons learned, and using evaluation findings to inform decision-making, program refinement, and organizational development.

11. Adaptation and Flexibility:

The adaptation and flexibility section highlight Maru Action Development Foundation's commitment to remaining flexible and adaptive in response to changing internal and external dynamics. It emphasizes the importance of continuously reviewing and updating the strategic plan to reflect emerging priorities, opportunities, and challenges.

12. Communication and Transparency:

This section emphasizes the importance of open communication and transparency in Maru Action Development Foundation's operations. It outlines the organization's commitment to maintaining regular communication with stakeholders, providing updates on progress, achievements, and challenges, and fostering transparency in decision-making processes.

13. Reflection and Renewal:

The reflection and renewal section provide a framework for reflecting on Maru Action Development Foundation's achievements, challenges, and lessons learned over the strategic planning period. It outlines the process for engaging stakeholders in a review process, assessing the impact of strategic initiatives, and renewing commitment to the organization's mission and vision.

14. Conclusion:

The conclusion section summarizes Maru Action Development Foundation's strategic plan for 2024-2028, reiterating the organization's commitment to promoting sustainable development and resilience in the community. It emphasizes the importance of collaboration, innovation, and adaptability in achieving its goals and invites stakeholders

to join Maru Action Development Foundation on its journey towards creating positive change.

15. Appendices:

The appendices include additional information and supporting documents related to Maru Action Development Foundation's strategic plan, such as stakeholder engagement reports, action plans, budget projections, and evaluation frameworks.

Note: This comprehensive strategic plan provides a detailed roadmap for Maru Action Development Foundation's activities and priorities over the next three years, guiding the organization's efforts to achieve its mission and vision. It emphasizes stakeholder engagement, goal-setting, action planning, implementation, monitoring, evaluation, and adaptability as key principles of strategic management and organizational development.

Figure 2: Supporting the establishment of community nutritional gardens (vegetables and fruits) for women groups in the Mbunga sub county in Kasese District, western Uganda to enhance household-level food security, nutrition and incomes.

EXECUTIVE SUMMARY:

Introduction:

The Maru Action Development Foundation (MADF) is dedicated to promoting sustainable development, resilience, social and climate justice in the Western Uganda's Kasese District. As we look to the future, have developed a strategic plan to guide our efforts over the next five years, outlining our vision, priorities, and strategies for achieving our mission.

KEY PRIORITIES:

Our strategic plan focuses on five key priority areas:

a) Environmental Conservation and Climate Change Response
b) Climate Justice Agribusiness
c) Skills Empowerment, Mentorship, and Livelihoods Improvement
d) Promotion of inclusive Water, Sanitation, and Hygiene (WASH) practices
e) Evidence-based Research and Advocacy

Strategic Goals:

a) Enhance environmental conservation efforts through tree planting initiatives, environment and climate education, sustainable waste management, apiary, community clean-up campaigns among others.
b) Promote climate-resilient agribusiness practices, including urban farming and post-harvest handling practices.
c) Empower individuals and communities through skills training, mentorship, and livelihood support.
d) Improve access to clean water, sanitation facilities, and hygiene education in vulnerable communities including in schools.
e) Conduct research, advocacy, and awareness campaigns on pressing environmental and socio-economic issues as well as disability rights.

Implementation Approach:

Maru Action Development Foundation will implement its strategic plan through a collaborative, community-driven approach, leveraging partnerships, innovation, and

capacity-building initiatives. We will prioritize stakeholder engagement, transparency, and accountability in all our activities.

Monitoring and Evaluation:

In addition to the existing, we will establish more advanced and robust monitoring and evaluation mechanisms to track progress, measure impact, and learn from our experiences. Regular reviews and assessments will inform decision-making and program refinement throughout the strategic planning period.

Conclusion:

Maru Action Development Foundation is committed to making a positive difference in the lives of individuals and communities we serve. Our strategic plan provides a roadmap for achieving our goals, advancing our mission, and creating lasting change. Together, with our stakeholders and partners, we will work towards a more sustainable and resilient future for all.

Note: The executive summary provides a concise overview of MADF's strategic plan for 2024-2028, highlighting key priorities, goals, implementation approaches, and monitoring and evaluation strategies. It serves as a summary of the organization's vision, guiding principles, and commitment to making a positive impact in the community.

Figure 3: Leveraging on local and international partnerships in driving local climate discussions and actions through intergenerational collaborations and enhanced open spaces for inclusive participation.

INTRODUCTION

The Maru Action Development Foundation (MADF) is a grassroots-led not-for-profit organization dedicated to fostering sustainable development, community and ecosystems resilience, and social justice in Kasese District and surrounding areas in Western Uganda. Founded in 2022, MADF has been at the forefront of addressing pressing environmental, social, and economic challenges facing communities in the region.

Mission:

Our mission is to; Co-create and implement inclusive community-led innovations through promotion of sustainable eco-friendly low cost-high impact initiatives for improved lives and livelihoods of women, youths and children.

Vision:

We envision; just and climate resilient communities that proactively respond to their own needs.

Core Values:

At Maru Action Development Foundation, we are guided by the following core values:

a) **Community Empowerment**: We believe in the power of communities to drive change and shape their own futures.
b) **Environmental Stewardship:** We are committed to protecting and preserving natural resources for present and future generations.
c) **Equity and Inclusion:** We advocate for fairness, justice, and inclusivity in all aspects of our work.
d) **Collaboration and Partnership:** We value collaboration, partnerships, and solidarity as catalysts for positive change.
e) **Transparency and Accountability:** We uphold transparency, accountability, and integrity in our operations and interactions.

Organizational Overview:

Maru Action Development Foundation operates through a decentralized structure, with a dedicated team of staff, volunteers, and community members working together to implement programs and initiatives.

Our staff include 3 full time and 5 part-time who champions operations across all the five thematic areas. The three full time include the Executive Director, Finance and Administration, and the Programs Manager. Under our board leadership are 3 members who include Ms. Catherine Jade Olusoga, Ms. Marie Coz, and Ms. Judith E. Callaghan.

Our work spans across five program pillars which include:

1) Environmental Conservation and Climate Change Response
2) Climate Justice Agribusiness
3) Skills Empowerment, Mentorship, and Livelihoods Improvement
4) Promotion of inclusive Water, Sanitation, and Hygiene (WASH) practices
5) Evidence-based Research and Advocacy

Through these program pillars, MADF aims to address interconnected environmental, social, and economic issues, promoting holistic and sustainable solutions for community development.

Approach:

Maru Action Development Foundation adopts a participatory, community-driven (community-led development) approach to development, prioritizing stakeholder engagement, capacity building, and partnership development. We believe in the importance of empowering individuals and communities to identify their own needs, solutions, and priorities, ensuring ownership and sustainability of interventions.

In the following strategic plan for 2024-2028, MADF outlines its vision, priorities, and strategies for achieving its mission, advancing its program pillars, and creating lasting positive change in the communities it serves.

Note: The introduction provides an overview of MADF's mission, vision, core values, organizational structure, and approach to development. It sets the context for the organization's strategic plan, highlighting its commitment to empowering communities and fostering sustainable development.

REVIEW OF PAST PERFORMANCE: AUGUST 2022 - DECEMBER 2023.

Introduction:

The review of past performance provides an assessment of Maru Action Development Foundation's achievements, challenges, and lessons learned over the period from August 2022 to December 2023. It examines the organization's progress towards its mission and goals, highlighting key accomplishments and areas for improvement.

PROGRAM PILLAR ONE*: ENVIRONMENTAL CONSERVATION AND CLIMATE CHANGE RESPONSE:*

Achievements:

- ✓ Successfully launched the monthly hosting of the all-inclusive climate café jazz sittings bringing together diverse groups pf people including PWDs, recording over 200 participants who turn climate anxiety into urgency resulting in locally-led climate actions.
- ✓ Success in the initiation and implementation of the Action 2 Million Trees Initiative, resulting in the procurement and planting of over 5,000 trees in targeted areas.
- ✓ Community clean-up campaigns conducted quarterly, engaging over 500 volunteers and contributing to improved environmental hygiene.
- ✓ Environmental and climate education outreaches and workshops conducted in various communities including schools reaching over 1000 people.
- ✓ Sustainable waste management and recycling initiatives implemented engaging over 100 community members enhancing environmental protection and income generation.

Challenges:

- Limited resources for scaling up tree planting activities to meet ambitious targets.
- Weather-related challenges impacting the timing and success of tree planting initiatives.
- Limited market for the recycled finished ecofriendly products invented by our local women and youths.

Lessons Learned:

- Importance of strategic partnerships and community engagement in scaling up environmental conservation efforts.
- Need for diversification of funding sources to support long-term sustainability of tree planting initiatives.

Figure 4: Strengthening community-led disaster risk reduction through supporting at risk and vulnerable communities like Nyakabingo 2 Ward in establishing Community Disaster Management and Environmental Management Committees.

Figure 5: Enhancing reforestation efforts to green cover degraded land while promoting the planting of indigenous and fruit trees for both environmental and economic benefits. At Worthy A Haven Primary School – Action 2 Million Trees Campaign launch.

PROGRAM PILLAR TWO: *CLIMATE JUSTICE AGRIBUSINESS:*

Achievements:

- ✓ Establishment of community vegetable gardens in both communities and schools, promoting food security and nutrition among community members as well as students, benefiting over 500 people.
- ✓ Agroforestry practices enhanced among farmers resulting in improved crops/fruits production while contributing to soil stability and health.
- ✓ Training sessions conducted on sustainable farming practices including crop diversification and post-harvest handling practices, benefiting over 200 farmers.
- ✓ Improved dietary supplementation, resulting in decrease in malnutrition cases, recorded at household level.

Challenges:

- Limited access to resources and technical expertise for implementing agribusiness initiatives at scale.
- Market access barriers for smallholder farmers, hindering income generation opportunities.
- Pests and diseases attacking crop gardens resulting in low harvests among farmers.

Lessons Learned:

- ➢ Importance of tailored training and support programs to address the specific needs of smallholder farmers.
- ➢ Need for market linkages and value chain development to enhance the economic viability of agribusiness initiatives.

Figure 6: Training community groups on good farming practices integrating climate-smart agriculture practices. With Women Up Initiative community self-help group located in Kyaminyoku- Katadoba Cell.

Figure 7: Supporting households to establish nutritional gardens in promotion of plant-based diets. Supporting women groups and schools.

PROGRAM PILLAR THREE: *SKILLS EMPOWERMENT, MENTORSHIP, AND LIVELIHOODS IMPROVEMENT:*

Achievements:

- ✓ Launching of skills training programs in tailoring, recycling, and entrepreneurship, benefiting over 300 individuals.
- ✓ Establishment of community people-owned Sacco groups, providing financial inclusion opportunities for marginalized groups.
- ✓ Financial literacy coaching and mentorship to over 10 community self-help groups, amplifying their businesses productivity.

Challenges:

- Limited follow-up support and mentorship for participants after completion of training programs.

- Capacity constraints in delivering tailored support services to diverse target groups.

Lessons Learned:

- Importance of holistic support services, including mentorship and follow-up, to ensure sustainable livelihoods.
- Need for capacity building within MADF to deliver effective and responsive support programs.

Figure 8: Amplifying efforts of local women and girls in making eco-friendly handcraft products towards environmental management and employment opportunities.

Figure 9: Supporting a group of women and girls in Ibanda-Kyanya Town Council in promotion of hands-on skills and entrepreneurship.

PROGRAM PILLAR FOUR: *PROMOTION OF INCLUSIVE WATER, SANITATION, AND HYGIENE (WASH) PRACTICES:*

Achievements:

- ✓ Establishment of WASH clubs in 10 schools, promoting hygiene education and behavior change among students.
- ✓ Distribution of household water treatment kits to disaster-struck communities, improving access to safe drinking water.
- ✓ Launched the promotion of community-led rainwater harvesting systems at household level.

Challenges:

- Limited community participation and engagement in WASH promotion activities.
- Inadequate infrastructure and resources for sustaining WASH interventions in remote areas.

Lessons Learned:

- ➢ Importance of community-led approaches and behavior change communication strategies in promoting WASH practices.
- ➢ Need for ongoing monitoring and support to ensure the sustainability of WASH infrastructure and initiatives.

Figure 10: Conducting advocacy on inclusive water, sanitation and hygiene practices for rural communities.

PROGRAM PILLAR FIVE: *EVIDENCE-BASED RESEARCH AND ADVOCACY:*

Achievements:

- ✓ Conducting research on disability rights, waste pollution, and climate change adaptation strategies, informing advocacy efforts.
- ✓ Engagement in advocacy campaigns for policy change, including the promotion of eco-friendly businesses and climate resilient communities.

Challenges:

- Limited resources for conducting in-depth research and data collection on complex environmental and social issues.
- Limited influence and impact of advocacy efforts on policy decision-making processes.

Lessons Learned:

- ➢ Importance of evidence-based advocacy and strategic partnerships in influencing policy change.
- ➢ Need for sustained advocacy efforts and capacity building to enhance MADF's influence and impact on systemic issues.

Conclusion:

The review of past performance demonstrates Maru Action Development Foundation's commitment to advancing its mission and goals over the past four years. Despite facing various challenges, the organization has made significant progress in promoting environmental conservation, climate resilience, skills empowerment, and advocacy for equitable development.

Moving forward, MADF will build on its achievements, address identified challenges, and leverage lessons learned to enhance its impact and effectiveness in the years ahead.

Note: The review of past performance provides an assessment of MADF's accomplishments, challenges, and lessons learned from August 2022 to December 2023

across its program pillars. It highlights key achievements, challenges, and lessons learned in each area, informing the organization's future strategic direction and priorities.

STAKEHOLDER ENGAGEMENT AND CONSULTATION.

Introduction:

Stakeholder engagement and consultation play a critical role in informing Maru Action Development Foundation's strategic planning process. By actively involving a diverse range of stakeholders, including staff, volunteers, beneficiaries, donors, partners, and community members, MADF ensures that its strategic priorities and initiatives are responsive to the needs and aspirations of the communities it serves.

METHODS OF STAKEHOLDER ENGAGEMENT:

Focus Group Discussions (FGDs):

Maru Action Development Foundation organized a series of focus group discussions with staff, volunteers, and beneficiaries to gather insights and feedback on the organization's performance, strengths, weaknesses, and areas for improvement.

FGDs provided a platform for open dialogue and idea exchange, allowing participants to voice their opinions, concerns, and suggestions for enhancing MADF's impact and effectiveness both internally and externally.

Surveys and Questionnaires:

Maru Action Development Foundation conducted surveys and distributed questionnaires to a wide range of stakeholders, including partners, and community members, to assess perceptions, satisfaction levels, and expectations regarding MADF's programs and services.

Surveys were designed to capture quantitative and qualitative data on stakeholder experiences, preferences, and priorities, informing strategic decision-making and program planning.

Consultative Workshops:

Maru Action Development Foundation organized consultative workshops with key stakeholders, such as local leaders, opinion leaders, and representatives from partner organizations, to discuss emerging issues, challenges, and opportunities in the community.

Workshops facilitated collaboration, networking, and knowledge sharing among stakeholders, fostering a collective understanding of shared goals and collaborative strategies.

Online Platforms and Feedback Mechanisms:

Maru Action Development Foundation established online platforms, including social media channels and website feedback forms, to encourage continuous engagement and communication with stakeholders.

Online platforms provided stakeholders with a convenient and accessible means of sharing feedback, suggestions, and ideas for improving MADF's programs and operations.

Key Findings and Insights:

Through stakeholder engagement and consultation, MADF gathered valuable insights and feedback, which informed the development of its strategic plan for 2024-2026. Key findings and insights include:

- ✓ Strong support and appreciation for MADF's mission, vision, and core values among stakeholders.
- ✓ Recognition of MADF's contributions to environmental conservation, climate resilience, skills empowerment, and advocacy efforts in the community.
- ✓ Identification of areas for improvement, including the need for enhanced community participation, capacity building, and sustainability planning.
- ✓ Opportunities for collaboration, partnership development, and resource mobilization to expand MADF's reach and impact.

Conclusion:

Stakeholder engagement and consultation have been instrumental in shaping Maru Action Development Foundation's strategic priorities and initiatives for the coming years. By listening to the voices and perspectives of its stakeholders, MADF remains committed to promoting inclusivity, transparency, and accountability in its decision-making processes, ensuring that its programs and services meet the evolving needs of the communities it serves.

STRATEGIC PRIORITIES AND GOALS.

Introduction:

Maru Action Development Foundation's strategic priorities and goals outline the organization's focus areas and objectives for the period of 2024-2028. These priorities are aligned with MADF's mission, vision, and core values, aiming to address pressing environmental, social, and economic challenges in the Western Uganda's Kasese District.

STRATEGIC PRIORITY 1: *ENVIRONMENTAL CONSERVATION AND CLIMATE CHANGE RESPONSE.*

Goals:

- ✓ Plant and nurture 200,000 trees annually through community-led tree planting initiatives, contributing to enhanced biodiversity and carbon sequestration.
- ✓ Host quarterly climate café jazz with inclusive participation from diverse groups both at office and in the communities including schools, with a target reach of over 100 per quarter sitting.
- ✓ Conduct periodic community clean-up campaigns to promote environmental hygiene and waste management practices, engaging 1,000 volunteers annually.
- ✓ Implement climate education and awareness programs in schools and communities, reaching 5,000 individuals annually to build resilience to climate change impacts.
- ✓ Enhance sustainable and waste management initiatives and promote recycling, with a target reach of 500 individual members per year.

STRATEGIC PRIORITY 2: *CLIMATE JUSTICE AGRIBUSINESS.*

Goals:

- ✓ Establish and support 20 community vegetable gardens in schools and households, promoting food security and nutrition for 2,000 individuals annually.
- ✓ Train 500 farmers annually on climate-resilient agribusiness practices, including urban farming, post-harvest handling, and value chain development.
- ✓ Facilitate market linkages and access to financial services for smallholder farmers, enabling income generation opportunities and economic empowerment.

- ✓ Train 500 farmers and those practicing urban farming annually in organic composting (fertilizer) processing and application to enhance soil health and crop productivity.
- ✓ Distribute climate resilient seed and tool packages to over 100 farmers annually to boost and enhance their crop productivity.

STRATEGIC PRIORITY 3: *SKILLS EMPOWERMENT, MENTORSHIP, AND LIVELIHOODS IMPROVEMENT.*

Goals:

- ✓ Provide skills training and mentorship to 1,000 individuals annually, focusing on areas such as tailoring, knitting, cosmetology and salon, carpentry, waste management, entrepreneurship, and financial literacy.
- ✓ Establish and strengthen community people-owned Sacco groups, providing access to savings, credit, and other financial services for 500 marginalized individuals annually.
- ✓ Promote gender equality and social inclusion in skills empowerment programs, ensuring equitable access and participation for women, youth, and persons with disabilities.
- ✓ Strengthen market linkages through seeking for partnerships and collaborations for our beneficiary finished products to have open market access.

STRATEGIC PRIORITY 4: *PROMOTION OF INCLUSIVE WATER, SANITATION, AND HYGIENE (WASH) PRACTICES.*

Goals:

- ✓ Establish and support WASH clubs in 20 schools, reaching 10,000 students annually with hygiene education and behavior change interventions.
- ✓ Provide household water treatment kits and awareness to 500 households annually in disaster-prone communities, improving access to safe water and sanitation.
- ✓ Conduct community-led campaigns on WASH practices and infrastructure maintenance, fostering community ownership and sustainability of WASH interventions.

STRATEGIC PRIORITY 5: *EVIDENCE-BASED RESEARCH AND ADVOCACY.*

Goals:

- ✓ Conduct research and data collection on key environmental and socio-economic issues, informing evidence-based advocacy efforts and policy recommendations.
- ✓ Advocate for the rights of marginalized groups, including persons with disabilities, through awareness campaigns, capacity building, and policy dialogue initiatives.
- ✓ Promote environmentally sustainable and socially inclusive business practices, advocating for green investments and eco-friendly policies to build climate-resilient communities.

Conclusion:

Maru Action Development Foundation's strategic priorities and goals for 2024-2028 reflect the organization's commitment to advancing sustainable development, resilience, and social justice in the communities it serves.

By focusing on environmental conservation, climate justice, skills empowerment, WASH promotion, and evidence-based advocacy, MADF aims to create positive change and build a more equitable and sustainable future for all.

Note: The Strategic Priorities and Goals section outlines MADF's focus areas and objectives for the period of 2024-2028, providing a roadmap for the organization's activities and initiatives in addressing environmental, social, and economic challenges.

ACTION PLANS AND INITIATIVES: WITH TIMELINE, BUDGET, & SOURCE OF FUNDS

STRATEGIC PRIORITY 1: *ENVIRONMENTAL CONSERVATION AND CLIMATE CHANGE RESPONSE.*

ACTION PLAN 1: *TREE PLANTING INITIATIVES.*

Initiative: Organize quarterly tree planting events in collaboration with local communities, schools, and government agencies.

Activities:

a) Establish new tree seedling nurseries within our projected areas.
b) Procure tree seeds and seedlings from local nurseries.
c) Mobilize volunteers and community members for tree planting events.
d) Provide trainings on tree care and maintenance.
e) Monitor tree growth and survival rates.

Proposed Budget: $10,000

Source of Funds: Donor Grants, Corporate Sponsorship, Internal Funds.

Timeline: Quarterly- January 2024 to December 2028.

Responsible Parties: Environmental Conservation Team, Community Engagement Team

ACTION PLAN 2: *COMMUNITY CLEAN-UP CAMPAIGNS.*

Initiative: Conduct quarterly clean-up campaigns in targeted areas to promote environmental hygiene and waste management.

Activities:

a) Identify and prioritize clean-up sites based on community needs and environmental impact.
b) Mobilize volunteers and provide necessary equipment and resources.
c) Conduct awareness sessions on waste segregation and recycling.
d) Collaborate with local authorities for waste disposal and recycling facilities.

Projected Budget: $7,000

Timeline: Quarterly- January, April, July, October 2024 to 2028.

Source of Funds: Corporate Donations, Individual Contributions

Responsible Parties: Environmental Conservation Team, Community Engagement Team, Local Authorities.

ACTION PLAN 3: *CLIMATE EDUCATION AND AWARENESS PROGRAMS.*

Initiative: Implement climate education and awareness programs in schools and communities to build resilience to climate change impacts.

Activities:

a) Develop educational materials and curriculum on climate change adaptation and mitigation.
b) Organize workshops, seminars, and community events on climate resilience and sustainable living.
c) Establish climate clubs in schools to promote student engagement and leadership.
d) Collaborate with local media for outreach and awareness campaigns.

Proposed Budget: $5,500.

Source of Funds: Donations and Grants, Corporate Donations, Individual Contributions, and Internal Funds.

Timeline: Quarterly- January 2024 to December 2028.

Responsible Parties: Education and Outreach Team, Community Engagement Team, School Partnerships Coordinator

ACTION PLAN 4: HOSTING CLIMATE CAFÉ JAZZ PROGRAMS.

Initiative: Host inclusive climate café jazz sittings quarterly in both schools and communities, as well as at office to turn participants climate anxiety into urgency, leading to locally-led climate actions.

Activities:

a) Gather and share information on climate change catastrophes, adaptation and mitigation measures.

b) Organize community events and initiatives on climate resilience and sustainable living.
c) Visit environmental and climate clubs in schools and also in communities to promote student engagement and leadership in climate change issues.
d) Collaborate with local media for outreach and awareness campaigns.

Proposed Budget: $7,500.

Timeline: Quarterly- January 2024 to December 2028.

Source of Funds: Donations and Grants, Internal Funds, Individual Contributions

Responsible Parties: Education and Outreach Team, Community Engagement Team.

ACTION PLAN 5: *DISASTER PREPAREDNESS AND RESPONSE PROGRAMS.*

Initiative: Enhance community-level disaster preparedness and response efforts through lower local government and private structures towards resilience building.

Activities:

a) Carry out field assessments including multi-hazard assessment as well as disaster incidents in the at-risk and vulnerable areas.
b) Assess for strengths, weaknesses, opportunities, and threats in the most at risk and vulnerable communities for possible interventions.
c) Engage local communities including indigenous peoples for their input on interventions related to disaster risk reduction.
d) Collaborate and together design and develop disaster preparedness and response interventions when need arise.
e) Put in place stock including food and non-food items for emergency preparedness and response for disaster incidents.

Proposed Budget: $10,000.

Timeline: Biannually- January 2024 to December 2028.

Source of Funds: Corporate Donations, Individual Contributions, Donations and Grants, Internal Funds.

Responsible Parties: Disaster Preparedness and Response Coordinator, Education and Outreach Team, Community Engagement Team.

STRATEGIC PRIORITY 2: CLIMATE JUSTICE AGRIBUSINESS

ACTION PLAN 1: *ESTABLISHMENT OF COMMUNITY VEGETABLE GARDENS.*

Initiative: Establish and support community vegetable gardens in schools and at household level to promote food security, nutrition and income generation.

Activities:

a) Identify suitable sites for vegetable gardens and conduct soil testing.
b) Provide training on organic farming practices and vegetable cultivation techniques.
c) Distribute seeds, seedlings, and gardening tools to participants.
d) Monitor garden progress and provide ongoing support and mentorship.

Proposed Budget: $9,000.

Timeline: Quarterly- February 2024 to December 2028.

Source of Funds: Grant Funding, Individual Contributions, Internal Funds.

Responsible Parties: Agribusiness Team, Community Engagement Team, Agriculture Extension Officers

ACTION PLAN 2: *TRAINING ON CLIMATE-RESILIENT AGRIBUSINESS PRACTICES.*

Initiative: Conduct training sessions and capacity building workshops for farmers on climate-resilient agribusiness practices.

Activities:

a) Develop training modules and materials on sustainable farming techniques.
b) Facilitate hands-on demonstrations and field visits to model farms.
c) Provide technical assistance and support for post-harvest handling and value addition.
d) Organize peer learning networks and farmer exchange programs.

Timeline: Quarterly- March 2024 to December 2028.

Proposed Budget: $8,000.

Source of Funds: Corporate Donations, Individual Contributions, Grant Funding, Internal Funds.

Responsible Parties: Agribusiness Team, Agriculture Extension Officers, Training and Capacity Building Coordinator.

ACTION PLAN 3: *FACILITATION OF MARKET LINKAGES AND ACCESS TO FINANCIAL SERVICES.*

Initiative: Facilitate local and international market linkages and access to financial services for smallholder farmers to enhance income generation opportunities.

Activities:

a) Establish market platforms and farmer cooperatives for collective marketing.
b) Conduct business development trainings and entrepreneurship workshops.
c) Facilitate access to microfinance and savings groups for capital investment.
d) Forge partnerships with local businesses and value chain actors for market access.

Proposed Budget: $7,000.

Timeline: Ongoing

Source of Funds: Internal Funds, Donations and Grants, Corporate Donations, Individual Contributions

Responsible Parties: Agribusiness Team, Market Development Coordinator, Financial Inclusion Officer.

STRATEGIC PRIORITY 3: SKILLS EMPOWERMENT, MENTORSHIP, AND LIVELIHOODS IMPROVEMENT.

ACTION PLAN 1: *SKILLS TRAINING AND MENTORSHIP PROGRAMS.*

Initiative: Provide skills training including in tailoring, knitting, weaving, recycling, handcraft, cosmetology, carpentry among others and mentorship programs for individuals and communities to enhance livelihood opportunities.

Activities:

a) Identify skills training needs and priorities through community consultations.
b) Develop training modules and curricula in collaboration with local experts.
c) Deliver hands-on training sessions and practical workshops in targeted areas.

d) Assign mentors to provide ongoing guidance and support to participants.

Proposed Budget: $10,000.

Timeline: Quarterly- January 2024 to December 2028.

Source of Funds: Corporate Donations, Individual Contributions, Grant Funding, Internal Funds.

Responsible Parties: Skills Empowerment Team, Mentorship Coordinator, Training Facilitators.

ACTION PLAN 2: *STRENGTHENING OF COMMUNITY PEOPLE-OWNED SACCO GROUPS.*

Initiative: Strengthen community people-owned Sacco groups to promote financial inclusion and savings mobilization among marginalized groups.

Activities:

a) Provide capacity building and training on financial management and cooperative principles.
b) Establish savings and credit facilities for members to access loans and other financial services.
c) Facilitate linkages with formal financial institutions and government support programs.
d) Conduct regular meetings and governance trainings to ensure transparency and accountability.

Proposed Budget: $8,000.

Timeline: Biannually- June 2024 to December 2028.

Source of Funds: Internal Funds, Grant Funding, Corporate Donations, Individual Contributions

Responsible Parties: Financial Inclusion Team, Cooperative Development Officers, Savings and Credit Committee

ACTION PLAN 3: *PROMOTION OF GENDER EQUALITY AND SOCIAL INCLUSION.*

Initiative: Promote gender equality and social inclusion in skills empowerment programs, ensuring equitable access and participation for women, youth, and persons with disabilities.

Activities:

a) Implement targeted recruitment and outreach strategies to reach underrepresented groups.
b) Provide tailored training and support services to address the specific needs and barriers faced by marginalized individuals.
c) Establish support networks and peer mentoring groups for women, youth, and persons with disabilities.
d) Advocate for policy changes and institutional reforms to address systemic inequalities and discrimination.

Proposed Budget: $7,000.

Timeline: Ongoing- up to 2028.

Source of Funds: Corporate Donations, Individual Contributions, Grant Funding, Internal Funds.

Responsible Parties: Gender and Social Inclusion Team, Community Outreach Coordinators, Disability Rights Advocates

STRATEGIC PRIORITY 4: PROMOTION OF GOOD WATER, SANITATION, AND HYGIENE (WASH) PRACTICES.

ACTION PLAN 1: *ESTABLISHMENT OF WASH CLUBS AND HYGIENE EDUCATION PROGRAMS.*

Initiative: Establish WASH clubs in schools and communities and implement hygiene education programs to promote good WASH practices.

Activities:

a) Form WASH clubs in schools and train student leaders on hygiene promotion techniques.

b) Conduct interactive workshops and campaigns on handwashing, sanitation, and menstrual hygiene management.
c) Distribute hygiene kits and educational materials at schools and in communities at household level to promote behavior change.
d) Organize school and community-wide WASH events and competitions to raise awareness.

Proposed Budget: $10,000

Timeline: Quarterly- March 2024 to December 2028.

Source of Funds: Grant Funding, Corporate Donations, Individual Contributions, Internal Funds.

Responsible Parties: WASH Team, Education Coordinators, School Partnerships Coordinator

ACTION PLAN 2: *PROVISION OF HOUSEHOLD WATER TREATMENT KITS AND SANITATION FACILITIES.*

Initiative: Provide household water treatment kits and sanitation facilities to disaster-prone communities to improve access to safe water and sanitation.

Activities:

a) Conduct needs assessments and community consultations to identify priority areas for intervention.
b) Procure and distribute water treatment kits, hygiene products, and sanitation facilities to households in need.
c) Train community members on proper usage and maintenance of water treatment technologies and facilities.
d) Monitor and evaluate the impact of interventions on water quality and sanitation practices.

Proposed Budget: $9,000.

Timeline: Biannually- June 2024 to December 2028.

Source of Funds: Donations and Grants, Internal Funds, Corporate Donations, Individual Contributions.

Responsible Parties: WASH Team, Disaster Response Coordinators, Community Health Workers

ACTION PLAN 3: *COMMUNITY-LED CAMPAIGNS ON WASH PRACTICES AND INFRASTRUCTURE MAINTENANCE.*

Initiative: Conduct community-led campaigns on WASH practices and infrastructure maintenance to foster ownership and sustainability of WASH interventions.

Activities:

a) Organize community meetings, focus group discussions, and participatory workshops on WASH topics.
b) Engage local leaders, community health volunteers, and youth groups as WASH champions and advocates.
c) Implement initiatives such as clean-up drives, latrine construction, and water point maintenance committees.
d) Facilitate knowledge sharing and peer-to-peer learning exchanges among communities.

Proposed Budget: $7,000.

Timeline: Annually- December 2024 to December 2028.

Source of Funds: Grant Funding, Corporate Donations, Individual Contributions, Internal Funds, Government Support.

Responsible Parties: WASH Team, Community Engagement Coordinators, Local Leaders

STRATEGIC PRIORITY 5: EVIDENCE-BASED RESEARCH AND ADVOCACY.

ACTION PLAN 1: *CONDUCT OF RESEARCH AND DATA COLLECTION.*

Initiative: Conduct research and data collection on key environmental and socio-economic issues to inform evidence-based advocacy efforts and policy recommendations.

Activities:

a) Identify research topics and develop research methodologies and tools.
b) Collect primary and secondary data through surveys, interviews, and focus group discussions.
c) Analyze and interpret research findings to generate evidence-based insights and recommendations.
d) Disseminate research findings through reports, publications, and advocacy materials.

Proposed Budget: $10,000.

Timeline: Ongoing- up to 2028.

Source of Funds: Corporate Donations, Grant Funding, Individual Contributions

Responsible Parties: Research and Data Analysis Team, Monitoring and Evaluation Officers, Policy Analysts

ACTION PLAN 2: *ADVOCACY FOR THE RIGHTS OF MARGINALIZED GROUPS.*

Initiative: Advocate for the rights of marginalized groups, including persons with disabilities, through awareness campaigns, capacity building, and policy dialogue initiatives.

Activities:

a) Raise awareness on disability rights and inclusion through workshops, seminars, and community events.
b) Provide training and capacity building for persons with disabilities on advocacy skills and rights awareness.
c) Engage with policymakers, government agencies, and civil society organizations to promote policy reforms and institutional changes.
d) Mobilize support from stakeholders and allies through coalition-building and networking efforts.

Proposed Budget: $5,000.

Timeline: Quarterly- March 2024 to December 2028.

Source of Funds: Grant Funding, Government Support, Corporate Donations, Individual Contributions

Responsible Parties: Advocacy Team, Disability Rights Advocates, Policy Engagement Specialists

ACTION PLAN 3: *PROMOTION OF ENVIRONMENTALLY SUSTAINABLE AND SOCIALLY INCLUSIVE BUSINESS PRACTICES.*

Initiative: Advocate for environmentally sustainable and socially inclusive business practices, promoting green investments and eco-friendly policies to build climate-resilient communities.

Activities:

a) Raise awareness on the benefits of green business practices through media campaigns and stakeholder engagement events.
b) Provide training and capacity building for businesses on sustainable production, resource efficiency, and corporate social responsibility.
c) Advocate for policy reforms and incentives to encourage businesses to adopt eco-friendly practices and technologies.
d) Showcase successful examples of green businesses and sustainable enterprises to inspire others and foster peer learning.

Proposed Budget: $5,000.

Timeline: Biannually- June 2024 to December 2028.

Source of Funds: Corporate Donations, Internal Funds, Grant Funding, Individual Contributions.

Responsible Parties: Advocacy Team, Business Engagement Coordinators, Environmental Specialists.

Conclusion:

Maru Action Development Foundation's action plans and initiatives outline a comprehensive set of activities and interventions across its strategic priorities to address pressing environmental, social, and economic challenges. By implementing these initiatives in collaboration with stakeholders, MADF aims to create positive change and build more resilient and sustainable communities in Kasese Municipality and surrounding areas.

RESOURCE MOBILIZATION AND BUDGET PLANNING.

Introduction:

Resource mobilization and budget planning are essential components of Maru Action Development Foundation's strategic planning process, ensuring the availability of financial, human, and material resources to support the implementation of its programs and initiatives. This section outlines MADF's strategies for resource mobilization and budget planning for the period of 2024-2028.

RESOURCE MOBILIZATION STRATEGIES:

Diversification of Funding Sources: Maru Action Development Foundation will explore and pursue diverse funding sources, including grants, donations, corporate partnerships, and social investment funds, to reduce reliance on single donors and enhance financial sustainability.

Strengthening Donor Relationships: Maru Action Development Foundation will prioritize building and nurturing relationships with existing donors and partners, ensuring regular communication, reporting, and engagement to maintain their support and trust.

Community Fundraising Initiatives: Maru Action Development Foundation will engage in community fundraising initiatives, such as crowdfunding campaigns, events, and peer-to-peer fundraising, to mobilize financial support from local communities and stakeholders.

Corporate Partnerships and Sponsorships: Maru Action Development Foundation will seek partnerships and sponsorships with corporate entities, businesses, and foundations aligned with its mission and values, leveraging their resources, expertise, and networks to support its programs and initiatives.

Capacity Building for Resource Mobilization: Maru Action Development Foundation will invest in capacity building initiatives to strengthen its resource mobilization capabilities, including training staff and volunteers on fundraising techniques, proposal writing, and donor stewardship.

Budget Planning: Maru Action Development Foundation's budget planning process involves estimating the financial resources required to implement its programs and initiatives effectively. The budget is developed based on a thorough assessment of programmatic needs, operational expenses, and income projections.

Programmatic Budgets: Maru Action Development Foundation allocates funds to each of its program pillars based on the planned activities and initiatives outlined in its strategic plan. Programmatic budgets cover expenses such as staff stipends, project materials, training, and monitoring and evaluation.

Operational Expenses: Maru Action Development Foundation includes operational expenses in its budget to cover costs associated with administration, office rent, utilities, communication, travel/fuel, and other overhead expenses necessary for the organization's day-to-day operations.

Income Projections: Maru Action Development Foundation estimates its income projections based on expected revenue streams, including grants, donations, fundraising events, corporate sponsorships, and other sources of funding. Income projections are informed by historical data, donor commitments, and fundraising targets.

Monitoring and Evaluation: Maru Action Development Foundation allocates a portion of its budget to monitoring and evaluation activities to track program performance, measure impact, and ensure accountability. This includes expenses related to data collection, analysis, reporting, and learning activities.

Conclusion:

Resource mobilization and budget planning are integral to Maru Action Development Foundation's ability to effectively implement its strategic plan and achieve its mission and goals. By diversifying funding sources, strengthening donor relationships, engaging in community fundraising initiatives, and practicing prudent budget management, MADF aims to secure the financial resources needed to make a positive impact in the communities it serves.

Note: The Resource Mobilization and Budget Planning section outlines MADF's strategies for mobilizing financial resources and planning its budget for the period of 2024-2028. It highlights the organization's commitment to financial sustainability, transparency, and accountability in its operations and programs.

IMPLEMENTATION AND MONITORING.

Introduction:

Effective implementation and monitoring are critical components of Maru Action Development Foundation's strategic plan, ensuring that planned activities and initiatives are carried out efficiently and that progress towards organizational goals is monitored and evaluated regularly. This section outlines MADF's approach to implementation and monitoring for the period of 2024-2028.

Implementation Approach:

Program Management: Maru Action Development Foundation assigns dedicated program managers and coordinators to oversee the implementation of activities within each program pillar. These program managers work closely with staff, volunteers, and partners to ensure that activities are executed according to plan and within budget.

Community Engagement: Maru Action Development Foundation prioritizes community engagement and participation throughout the implementation process, involving beneficiaries, local leaders, and stakeholders in decision-making, planning, and implementation. Community feedback and input are incorporated into program design and delivery to ensure relevance and effectiveness.

Partnerships and Collaboration: Maru Action Development Foundation collaborates with government agencies, local authorities, civil society organizations, and other stakeholders to leverage resources, expertise, and networks for effective implementation. Partnerships are built on mutual respect, trust, and shared goals, enhancing the impact and reach of MADF's initiatives.

Capacity Building: Maru Action Development Foundation invests in capacity building initiatives to strengthen the skills and capabilities of its staff, volunteers, and partners involved in program implementation. Training sessions, workshops, and mentoring opportunities are provided to build technical, managerial, and leadership capacities.

MONITORING AND EVALUATION FRAMEWORK:

Indicators and Targets: Maru Action Development Foundation establishes clear indicators and targets for each programmatic activity and initiative outlined in its strategic plan. These indicators are aligned with organizational goals and objectives and are used to measure progress and track performance over time.

Data Collection and Reporting: Maru Action Development Foundation implements systematic data collection mechanisms to capture relevant data and information on program activities, outputs, outcomes, and impact. Data is collected through surveys, interviews, focus group discussions, and other methods and is analyzed and reported regularly.

Feedback and Learning: Maru Action Development Foundation promotes a culture of learning and continuous improvement by soliciting feedback from stakeholders, conducting internal and external evaluations, and reflecting on lessons learned. Findings and insights are used to adjust strategies, refine approaches, and inform decision-making.

Accountability and Transparency: Maru Action Development Foundation maintains accountability and transparency in its monitoring and evaluation processes by sharing findings and progress updates with stakeholders, donors, and the public. Regular reporting and communication ensure that stakeholders are informed and engaged in MADF's work.

Conclusion:

Implementation and monitoring are fundamental to Maru Action Development Foundation's ability to achieve its mission and goals and create positive change in the communities it serves. By adopting a participatory, evidence-based approach to implementation and monitoring, MADF ensures that its programs and initiatives are responsive, accountable, and impactful.

Note: The Implementation and Monitoring section outlines Maru Action Development Foundation's approach to implementing its strategic plan and monitoring progress towards its goals. It highlights the organization's commitment to community engagement, partnerships, capacity building, and accountability in its operations and programs.

EVALUATION AND LEARNING.

Introduction:

Evaluation and learning are integral components of Maru Action Development Foundation's commitment to continuous improvement and effectiveness in achieving its mission and goals. Through systematic evaluation processes and a culture of learning, MADF seeks to assess the impact of its programs, identify lessons learned, and adapt strategies for greater impact. This section outlines MADF's approach to evaluation and learning for the period of 2024-2028.

EVALUATION FRAMEWORK:

Evaluation Objectives: Maru Action Development Foundation's evaluation objectives are to assess the effectiveness, efficiency, relevance, sustainability, and impact of its programs and initiatives. Evaluations are guided by specific evaluation questions aligned with organizational goals and objectives.

Evaluation Methods: Maru Action Development Foundation employs a variety of evaluation methods, including surveys, interviews, focus group discussions, case studies, and participatory approaches, to gather qualitative and quantitative data on program performance and outcomes. Mixed-method approaches are utilized to triangulate findings and enhance validity.

Evaluation Timing: Maru Action Development Foundation conducts evaluations at key milestones throughout the program cycle, including mid-term and end-of-project evaluations, as well as periodic reviews and assessments. Evaluations are conducted internally by MADF staff and externally by independent evaluators or consultants.

Stakeholder Engagement: Maru Action Development Foundation actively involves stakeholders, including beneficiaries, partners, donors, and community members, in the evaluation process. Stakeholder engagement ensures diverse perspectives are captured, and evaluation findings are relevant, credible, and actionable.

LEARNING AND ADAPTATION:

Reflection and Analysis: Maru Action Development Foundation fosters a culture of reflection and analysis, encouraging staff, volunteers, and partners to critically assess program successes, challenges, and lessons learned. Reflection sessions, debriefings, and learning workshops are conducted regularly to facilitate collective learning.

Knowledge Sharing: Maru Action Development Foundation promotes knowledge sharing and dissemination of lessons learned internally and externally. Findings from evaluations, case studies, best practices, and success stories are shared through reports, publications, presentations, and online platforms to inform decision-making and foster learning across the sector.

Adaptive Management: Maru Action Development Foundation embraces adaptive management principles, allowing for flexibility and responsiveness in program design and implementation. Feedback from evaluations and monitoring activities is used to make real-time adjustments, refine strategies, and optimize program delivery for greater impact.

Capacity Building: Maru Action Development Foundation invests in capacity building initiatives to enhance staff, volunteer, and partner capacity in evaluation, learning, and adaptive management. Training workshops, mentoring programs, and peer learning exchanges are provided to build skills and knowledge in evaluation methodologies and data analysis.

Conclusion:

Evaluation and learning are essential elements of Maru Action Development Foundation's commitment to organizational effectiveness and impact. By systematically assessing program performance, capturing lessons learned, and adapting strategies based on evidence, MADF strives to continuously improve its programs and contribute to positive change in the communities it serves.

Note: The Evaluation and Learning section outlines Maru Action Development Foundation's approach to evaluating program performance and fostering a culture of learning and adaptation within the organization. It highlights MADF's commitment to evidence-based decision-making, knowledge sharing, and capacity building to enhance organizational effectiveness and impact.

ADAPTATION AND FLEXIBILITY.

Introduction:

Adaptation and flexibility are core principles that guide Maru Action Development Foundation's approach to program implementation and organizational management. In the dynamic and often unpredictable context of community development work, MADF recognizes the importance of being responsive to changing needs, emerging challenges, and opportunities. This section outlines MADF's strategies for adaptation and flexibility in the period of 2024-2028.

ADAPTIVE MANAGEMENT APPROACH:

Continuous Monitoring and Feedback: Maru Action Development Foundation maintains a system of continuous monitoring and feedback mechanisms to track program progress, identify challenges, and gather insights from stakeholders. Real-time data and feedback inform decision-making and enable timely adjustments to program activities and strategies.

Iterative Planning and Implementation: Maru Action Development Foundation adopts an iterative approach to planning and implementation, recognizing that program design is an ongoing process that evolves based on learning and feedback. Plans are flexible and adaptable, allowing for adjustments as new information emerges and priorities shift.

Risk Management and Contingency Planning: Maru Action Development Foundation conducts regular risk assessments to identify potential threats and vulnerabilities to program implementation. Contingency plans are developed to mitigate risks and address unforeseen challenges, ensuring continuity of services and minimizing disruptions.

FLEXIBILITY IN PROGRAM DESIGN:

Modular Program Design: Maru Action Development Foundation utilizes a modular program design approach that allows for scalability and customization based on local context and needs. Programs are designed in a modular fashion, with components that can be added, modified, or scaled up/down as required.

Multi-sectoral Integration: Maru Action Development Foundation promotes multi-sectoral integration in program design, recognizing the interconnected nature of social, economic, and environmental challenges. Integrated interventions enable synergies between different sectors and maximize impact through holistic approaches.

PARTNERSHIPS AND COLLABORATIONS:

Flexible Partnerships: Maru Action Development Foundation fosters flexible partnerships with diverse stakeholders, including government agencies, civil society organizations, private sector entities, and community groups. Partnerships are built on mutual trust, shared goals, and a willingness to adapt and collaborate to achieve common objectives.

Adaptive Funding Models: Maru Action Development Foundation explores innovative funding models that provide flexibility and autonomy in resource allocation and utilization. Flexible funding mechanisms, such as multi-year grants, core funding, and unrestricted donations, allow MADF to respond effectively to changing needs and priorities.

Conclusion:

Adaptation and flexibility are fundamental principles that enable Maru Action Development Foundation to navigate complex and dynamic environments, maximize opportunities, and address emerging challenges effectively. By embracing adaptive management approaches, flexible program design, and collaborative partnerships, MADF remains agile and responsive in its pursuit of sustainable development and positive social change.

Note: The Adaptation and Flexibility section highlights Maru Action Development Foundation's commitment to adaptive management approaches, flexible program design, and collaborative partnerships as key strategies for responding to changing needs and circumstances in its work. It underscores MADF's agility and resilience in addressing evolving challenges and opportunities in the communities it serves.

COMMUNICATION AND TRANSPARENCY.

Introduction:

Communication and transparency are fundamental principles that guide Maru Action Development Foundation's interactions with stakeholders, donors, partners, and the public. MADF recognizes the importance of clear, open, and honest communication in building trust, fostering collaboration, and achieving its mission. This section outlines MADF's strategies for communication and transparency in the period of 2024-2028.

COMMUNICATION STRATEGIES:

Stakeholder Engagement: Maru Action Development Foundation actively engages with stakeholders, including beneficiaries, community members, local leaders, government agencies, donors, and partners, to ensure their voices are heard, and their perspectives are considered in decision-making processes. Regular communication channels, such as community meetings, consultations, and feedback sessions, are established to facilitate dialogue and collaboration.

Internal Communication: Maru Action Development Foundation fosters a culture of open communication and transparency among staff, volunteers, and board members. Regular staff meetings, team huddles, and communication platforms, such as emails, newsletters, and intranet portals, are utilized to share updates, exchange ideas, and promote collaboration across departments and programs.

External Communication: Maru Action Development Foundation communicates its mission, values, programs, and impact to external audiences through various channels, including website content, social media platforms, press releases, and annual reports. These communication channels are used to raise awareness, attract support, and engage the public in MADF's work.

TRANSPARENCY MEASURES:

Financial Transparency: Maru Action Development Foundation maintains high standards of financial transparency and accountability in its operations. Annual financial reports, audited financial statements, and budget breakdowns are made available to stakeholders, donors, and the public to demonstrate how funds are utilized and managed.

Programmatic Transparency: Maru Action Development Foundation provides transparent and comprehensive information about its programs, including objectives, activities, outcomes, and impact. Programmatic reports, success stories, and case studies are shared regularly to showcase achievements, lessons learned, and challenges faced in program implementation.

Decision-making Transparency: Maru Action Development Foundation promotes transparency in its decision-making processes, ensuring that decisions are made in a fair, inclusive, and participatory manner. Governance structures, such as board meetings, advisory committees, and strategic planning sessions, involve diverse stakeholders and provide opportunities for input and feedback.

FEEDBACK MECHANISMS:

Community Feedback: Maru Action Development Foundation actively solicits feedback from beneficiaries and community members through surveys, focus group discussions, suggestion boxes, and community meetings. Feedback is collected, analyzed, and used to improve program design, delivery, and impact.

Donor and Partner Feedback: Maru Action Development Foundation welcomes feedback from donors, partners, and collaborators on its programs, operations, and organizational performance. Donor surveys, partner meetings, and periodic reviews are conducted to assess satisfaction levels, address concerns, and strengthen relationships.

Conclusion:

Communication and transparency are core values that underpin Maru Action Development Foundation's organizational culture and operations. By fostering open dialogue, sharing information openly, and soliciting feedback from stakeholders, MADF aims to build trust, accountability, and credibility in its work, ultimately leading to greater impact and positive change in the communities it serves.

Note: The Communication and Transparency section outlines Maru Action Development Foundation's commitment to transparent and open communication practices with stakeholders, donors, partners, and the public. It highlights MADF's efforts to engage stakeholders, share information openly, and solicit feedback to enhance accountability and trust in its operations and programs.

REFLECTION AND RENEWAL.

Introduction:

Reflection and renewal are integral processes within Maru Action Development Foundation that foster organizational learning, growth, and resilience. MADF recognizes the importance of periodically pausing to reflect on past experiences, assess achievements and challenges, and renew its commitment to its mission and goals. This section outlines MADF's approach to reflection and renewal for the period of 2024-2028.

REFLECTION PROCESSES:

Annual Review and Evaluation: Maru Action Development Foundation conducts an annual review and evaluation process to assess the achievements, challenges, and lessons learned from its programs and initiatives over the past year. This process involves reviewing programmatic data, conducting stakeholder consultations, and reflecting on successes and areas for improvement.

Strategic Planning Retreats: Maru Action Development Foundation organizes strategic planning retreats periodically to reflect on its long-term vision, goals, and strategies. These retreats provide an opportunity for board members, staff, and stakeholders to come together, review the strategic plan, and identify emerging priorities and opportunities.

Programmatic Reviews: Maru Action Development Foundation conducts periodic reviews of its programs and initiatives to assess their effectiveness, relevance, and impact. These reviews involve analyzing program data, conducting stakeholder interviews, and soliciting feedback from beneficiaries and partners to inform programmatic decisions and adjustments.

RENEWAL INITIATIVES:

Strategic Plan Revision: Based on the findings of the annual review and evaluation process, Maru Action Development Foundation revises its strategic plan periodically to reflect changing priorities, emerging challenges, and new opportunities. This process involves updating goals, objectives, strategies, and performance indicators to ensure alignment with organizational priorities and external context.

Capacity Building and Training: Maru Action Development Foundation invests in capacity building initiatives to enhance the skills, knowledge, and capabilities of its staff, volunteers, and partners. Training workshops, seminars, and mentoring programs are provided to build technical, managerial, and leadership capacities, enabling individuals to contribute effectively to MADF's mission.

Innovation and Experimentation: Maru Action Development Foundation encourages innovation and experimentation in its programs and initiatives to explore new approaches, technologies, and methodologies. Innovation grants, pilot projects, and incubation programs are introduced to support staff and partners in testing and scaling innovative solutions to development challenges.

ORGANIZATIONAL CULTURE:

Culture of Learning: Maru Action Development Foundation fosters a culture of learning, curiosity, and continuous improvement among its staff, volunteers, and partners. Learning opportunities, such as brown bag sessions, knowledge sharing workshops, and study tours, are provided to encourage knowledge exchange and professional development.

Celebration of Success: Maru Action Development Foundation celebrates successes, milestones, and achievements with its staff, volunteers, and partners to acknowledge their contributions and inspire motivation and commitment. Recognition events, awards ceremonies, and appreciation letters are organized to highlight individual and collective accomplishments.

Conclusion:

Reflection and renewal are essential processes within Maru Action Development Foundation that contribute to its organizational effectiveness, resilience, and impact. By periodically pausing to reflect on past experiences, renew its commitment to its mission, and foster a culture of learning and innovation, MADF ensures its continued relevance and success in addressing the needs of the communities it serves.

Note: The Reflection and Renewal section outlines Maru Action Development Foundation's commitment to periodic reflection, evaluation, and renewal processes to enhance organizational learning, effectiveness, and resilience. It highlights MADF's efforts to assess past experiences, adapt to changing circumstances, and foster a culture of innovation and continuous improvement.

CONCLUSION:

The Maru Action Development Foundation has embarked on a journey of dedication, innovation, and collaboration to address pressing environmental, social, and economic challenges in the communities it serves. Through its strategic planning process for the period of 2024-2028, MADF has articulated a clear vision, mission, and set of strategic priorities to guide its work towards achieving sustainable development and positive social change.

Maru Action Development Foundation's commitment to environmental conservation, climate justice, skills empowerment, and promotion of inclusive water, sanitation, and hygiene practices underscores its dedication to building resilient and inclusive communities. By focusing on evidence-based research, advocacy, and community engagement, MADF seeks to empower individuals and communities to become agents of change in their own development.

Throughout this strategic planning process, Maru Action Development Foundation has emphasized the importance of collaboration, transparency, and adaptability in achieving its goals. By fostering partnerships with stakeholders, embracing open communication practices, and remaining agile in its approach, MADF is well-positioned to respond effectively to evolving needs and emerging opportunities.

As Maru Action Development Foundation moves forward with the implementation of its strategic plan, it remains committed to reflecting on past experiences, renewing its commitment to its mission, and fostering a culture of learning and innovation within the organization. By harnessing the collective energy, passion, and expertise of its staff, volunteers, partners, and supporters, MADF aims to make a meaningful and lasting impact on the lives of those it serves.

In conclusion, Maru Action Development Foundation is poised to continue its journey of transformational change, guided by its vision of a sustainable and equitable future for all. With determination, creativity, and resilience, MADF looks forward to realizing its vision and making a positive difference in the world.

APP 1: STAKEHOLDER ENGAGEMENT REPORTS.

INTRODUCTION:

Stakeholder engagement is a cornerstone of Maru Action Development Foundation's approach to community development. MADF recognizes the importance of involving diverse stakeholders in its decision-making processes, ensuring that its programs and initiatives are responsive to the needs and priorities of the communities it serves. This section provides an overview of MADF's stakeholder engagement efforts and highlights key findings from stakeholder consultations, surveys, and feedback mechanisms.

STAKEHOLDER IDENTIFICATION:

Maru Action Development Foundation identifies and engages a wide range of stakeholders across its program areas, including:

Beneficiaries: Community members, vulnerable populations, and marginalized groups who directly benefit from MADF's programs and initiatives.

Government Agencies: Local authorities, district officials, and government departments responsible for environmental conservation, agriculture, education, health, and social welfare.

Civil Society Organizations: Non-governmental organizations, community-based organizations, and advocacy groups working on related issues and areas of mutual interest.

Donors and Funders: Philanthropic organizations, development agencies, corporate partners, and individual donors who provide financial support to MADF's programs and initiatives.

Academic Institutions: Universities, research institutes, and academic experts engaged in collaborative research, knowledge sharing, and capacity building activities.

STAKEHOLDER ENGAGEMENT ACTIVITIES:

Maru Action Development Foundation employs various methods and approaches to engage stakeholders throughout its program cycle, including:

Consultations and Workshops: Stakeholder consultations, workshops, and focus group discussions are organized to gather input, feedback, and insights on program design, implementation, and evaluation.

Surveys and Questionnaires: Stakeholder surveys and questionnaires are conducted to assess perceptions, satisfaction levels, and areas for improvement related to MADF's programs and services.

Community Meetings and Events: Community meetings, forums, and events are held to provide updates, share information, and solicit feedback on specific projects, initiatives, or issues of concern.

Online Platforms: Maru Action Development Foundation utilizes online platforms, such as its website, social media channels, and email newsletters, to communicate with stakeholders, share updates, and engage in dialogue.

KEY FINDINGS AND INSIGHTS:

Stakeholder Priorities: Stakeholders prioritize environmental conservation, climate resilience, livelihood improvement, and social inclusion as key areas for action and intervention.

Capacity Building Needs: Stakeholders express a need for capacity building support in areas such as sustainable agriculture, waste management, entrepreneurship, and advocacy.

Collaboration Opportunities: Stakeholders identify opportunities for collaboration, partnership, and resource mobilization to leverage collective efforts and maximize impact.

Conclusion:

Stakeholder engagement is essential to Maru Action Development Foundation's mission of empowering communities and fostering sustainable development. By listening to the voices of its stakeholders, MADF ensures that its programs and initiatives are responsive, inclusive, and impactful. Moving forward, MADF remains committed to strengthening its stakeholder engagement efforts and building meaningful partnerships to create positive change in the communities it serves.

MARU ACTION DEVELOPMENT FOUNDATION (MADF)

APP 2: BUDGET PROJECTIONS FOR 2024-2028.

INTRODUCTION:

Budget projections are essential for planning and managing financial resources effectively to support the implementation of Maru Action Development Foundation's programs and initiatives. The following budget projections outline the estimated costs associated with MADF's strategic priorities and action plans for the period of 2024-2028. These projections are based on anticipated expenses for personnel, operations, program activities, and administration.

BUDGET CATEGORIES:

Personnel Costs: Stipends, wages, benefits, and allowances for staff, consultants, and volunteers involved in program implementation, management, and support functions.

Program Expenses: Direct costs associated with program activities, including materials, supplies, equipment, training, travel, and project-related expenses.

Operations and Administration: Overhead costs related to office rent, utilities, communications, office supplies, insurance, audit fees, and other administrative expenses.

BUDGET PROJECTIONS BY STRATEGIC PRIORITY:

Strategic Priority 1: Environmental Conservation and Response to Climate Change

Budget Category	2024 ($)	2025 ($)	2026 ($)	2027 ($)	2028 ($)
Personnel Costs	1,400	1600	1800	2000	2200
Program Expenses	4800	5600	6400	7200	8000
Operations/Admin	200	200	200	200	200
Total	**6400**	**7400**	**8400**	**9400**	**10400**

Strategic Priority 2: Climate Justice Agribusiness

Budget Category	2024 ($)	2025 ($)	2026 ($)	2027 ($)	2028 ($)
Personnel Costs	660	860	1060	1260	1460
Program Expenses	2240	3040	3840	4640	5440
Operations/Admin	200	200	200	200	200
Total	**3100**	**4100**	**5100**	**6100**	**7100**

Strategic Priority 3: Skills Empowerment, Mentorship, and Livelihoods Improvement

Budget Category	2024 ($)	2025 ($)	2026 ($)	2027 ($)	2028 ($)
Personnel Costs	700	900	1100	1300	1500
Program Expenses	2400	3200	4000	4800	5600
Operations/Admin	200	200	200	200	200
Total	**3300**	**4300**	**5300**	**6300**	**7300**

Strategic Priority 4: Promotion of inclusive Water, Sanitation, and Hygiene Practices

Budget Category	2024 ($)	2025 ($)	2026 ($)	2027 ($)	2028 ($)
Personnel Costs	760	960	1160	1360	1560
Program Expenses	2560	3360	4160	4960	5760
Operations/Admin	200	200	200	200	200
Total	**3520**	**4520**	**5520**	**6520**	**7520**

Strategic Priority 5: Evidence-based Research and Advocacy

Budget Category	2024 ($)	2025 ($)	2026 ($)	2027 ($)	2028 ($)
Personnel Costs	480	680	880	1080	1280
Program Expenses	1600	2400	3200	4000	4800

Budget Category	2024 ($)	2025 ($)	2026 ($)	2027 ($)	2028 ($)
Operations/Admin	200	200	200	200	200
Total	**2280**	**3280**	**4280**	**5280**	**6280**

Total Budget Projection for 2024-2028:

Year	Total Budget ($)	Total Budget (UGX.)
2024	18600	65,100,000/=
2025	23600	82,600,000/=
2026	28600	100,100,000/=
2027	33600	117,600,000/=
2028	38600	135,100,000/=

Source of Funds:

MADF's budget projections are funded through a combination of sources, including:

Grants and donations from institutional donors, foundations, and government agencies.

Corporate sponsorships and partnerships with private sector organizations.

Individual contributions from supporters, board members/patrons, and members.

Earned income from fee-based services, product sales, and fundraising events.

Note: The budget projections outline the estimated costs associated with Maru Action Development Foundation's strategic priorities and action plans for the period of 2024-2028. These projections are based on anticipated expenses for personnel, program activities, and operations, and are funded through a combination of sources to support MADF's mission and goals.

APP 3: EVALUATION FRAMEWORKS.

INTRODUCTION:

Evaluation frameworks are essential tools used by Maru Action Development Foundation to assess the effectiveness, efficiency, and impact of its programs and initiatives. These frameworks provide a structured approach to gathering, analyzing, and interpreting data to inform decision-making, improve performance, and demonstrate accountability to stakeholders. This section outlines MADF's evaluation frameworks across its strategic priorities.

1. ENVIRONMENTAL CONSERVATION AND RESPONSE TO CLIMATE CHANGE:

Objectives:

Increase tree cover by X% in target areas.

Reduce carbon emissions by X metric tons through tree planting initiatives.

Indicators:

Number of trees planted.

Tree survival rates after six months and one year.

Carbon sequestration estimates.

Data Sources:

Tree planting records.

Monitoring and evaluation reports.

Carbon offset calculations.

Evaluation Methods:

Field assessments and surveys.

Remote sensing and GIS mapping.

Carbon accounting methodologies.

2. CLIMATE JUSTICE AGRIBUSINESS:

Objectives:

Increase agricultural productivity and resilience among X number of farmers.

Improve food security and nutrition outcomes for X households.

Indicators:

Crop yields and production levels.

Household dietary diversity scores.

Adoption rates of climate-smart agricultural practices.

Data Sources:

Farmer surveys and interviews.

Harvest and yield records.

Dietary intake assessments.

Evaluation Methods:

Baseline and end-line surveys.

Focus group discussions with farmers.

Market assessments for agricultural products.

3. SKILLS EMPOWERMENT, MENTORSHIP, AND LIVELIHOODS IMPROVEMENT:

Objectives:

Increase income generation opportunities for X number of women and youth.

Enhance skills and capacities in targeted livelihood sectors.

Indicators:

Number of individuals trained in business and vocational skills.

Percentage increase in income levels.

Rate of employment or self-employment among program participants.

Data Sources:

Training attendance records.

Income generation surveys.

Employment tracking data.

Evaluation Methods:

Pre-and-post training assessments.

Follow-up interviews with program participants.

Market assessments for employment opportunities.

4. PROMOTION OF INCLUSIVE WATER, SANITATION, AND HYGIENE PRACTICES:

Objectives:

Improve access to safe drinking water and sanitation facilities for X number of households.

Increase knowledge and adoption of WASH practices among target communities.

Indicators:

Percentage of households with access to improved water sources and sanitation facilities.

WASH knowledge scores among community members.

Incidence of waterborne diseases.

Data Sources:

WASH facility assessments.

Household surveys on WASH practices.

Health facility records on disease prevalence.

Evaluation Methods:

WASH facility inspections.

Knowledge, attitude, and practice surveys.

Health impact assessments.

5. EVIDENCE-BASED RESEARCH AND ADVOCACY:

Objectives:

Generate evidence to inform policy and advocacy efforts on key environmental and social issues.

Influence policy change and institutional reforms at the local and national levels.

Indicators:

Number of research publications and reports produced.

Policy changes or legislative reforms influenced by advocacy efforts.

Data Sources:

Research studies and reports.

Policy briefs and advocacy materials.

Evaluation Methods:

Document analysis of research outputs.

Tracking policy engagement and advocacy activities.

Key informant interviews with policymakers and stakeholders.

Conclusion:

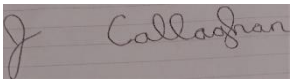
Maru Action Development Foundation's evaluation frameworks provide a structured approach to assessing the effectiveness, efficiency, and impact of its programs and initiatives across strategic priorities. By employing a combination of indicators, data sources, and evaluation methods, MADF ensures that its interventions are evidence-based, responsive to community needs, and contribute to positive social change.

Note: The Evaluation Frameworks section outlines Maru Action Development Foundation's approach to evaluating its programs and initiatives across strategic priorities, providing a structured framework for assessing effectiveness, efficiency, and impact. It underscores MADF's commitment to evidence-based decision-making, continuous learning, and accountability to stakeholders.

Prepared and Approved by:

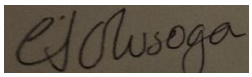
FRED MARULE.

EXECUTIVE DIRECTOR.



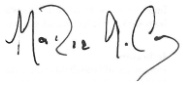
JUDITH ELIZABETH CALLAGHAN.

BOARD TRUSTEE.



CATHERINE JADE OLUSOGA.

BOARD TRUSTEE.

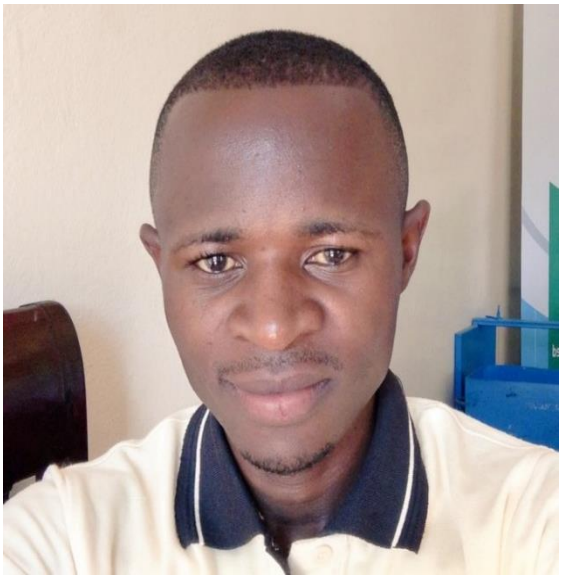


MARIE A COZ.

BOARD TRUSTEE.

On behalf of **Maru Action Development Foundation.** Website: https://marufoundation.org

The Maru Action Development Foundation Staff and Board of Trustees.



Fred Marule

Founder and Executive Director

As the founding Executive Director, Fred is also a community-led development advocate, a participatory WASH practitioner, a Force of Nature certified facilitator and Consultant.

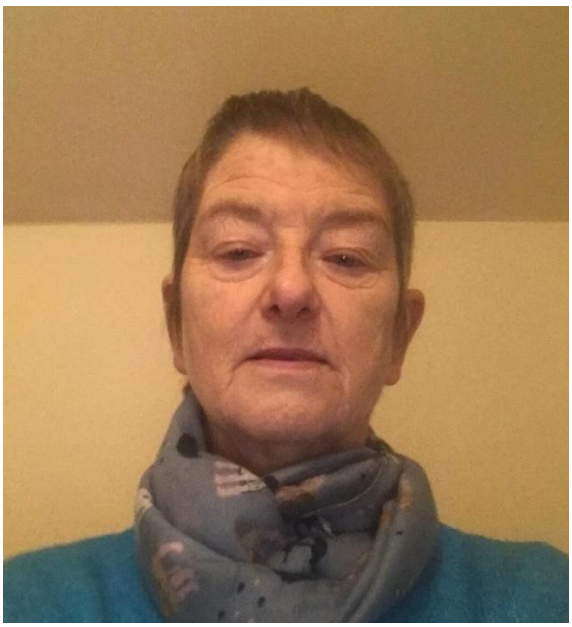
He is an IFRC Limitless Youth Academy Innovator advising business leaders and changing mindsets for greater climate action, as well as helping at risk and vulnerable communities at the verge of climate breakdown including young people to translate climate anxiety into action- enabling an Intergenerational collaboration for thriving generations.

Baroness Lt Col Catherine Jade Olusoga

Board Trustee

Catherine is a resident of North West England, United Kingdom. She is honored to be a Trustee of Maru Action Development Foundation.

She is passionate about life-saving work on water and food security, disaster mitigation/relief, work with IDPs, building bridges with local and international actors.



Judith Callaghan

Board Trustee

Judith is a resident of County Durham, United Kingdom. She believes in creating just and climate-resilient communities.

She is passionate about empowering every individual to respond to their unique needs, ensuring a sustainable and equitable future. She envisions a world where environmental justice prevails and climate resilience is a shared reality.

Marie A Coz

Board Trustee.

Marie, now retired from a 30-year career in nursing, and has been passionate about climate change since 1980. As a passionate advocate for wildlife and climate justice, Marie honors the Maru Action Development Foundation's relentless commitment to nurturing a livable planet for all.

According to Marie, "The foundation's actions not only uplift women, youth, and children on the frontlines of climate breakdown but also nurtures a thriving world for the wildlife, truly embodying the spirit of change and hope for a sustainable future."

Ronet Mbambu

Finance & Administration Assistant.

Ronet Mbambu is the Finance & Administration Assistant at Maru Action Development Foundation. She manages financial records, supports budget tracking, and ensures smooth daily operations. With a background in financial management, Ronet is dedicated to maintaining transparency and efficiency in the foundation's work.

A resident of Kasese District in Western Uganda, she is passionate about community-led development and actively contributes to the foundation's mission of building resilient and sustainable communities.

Lawrence Bagheni

Programs Manager – Climate Justice Agribusiness

Lawrence Bagheni is the Programs Manager for Climate Justice Agribusiness at Maru Action Development Foundation. He leads initiatives focused on sustainable agriculture and climate resilience, working closely with communities to implement eco-friendly agribusiness solutions.

With extensive experience in climate justice and sustainable farming practices, Lawrence is committed to promoting food security, environmental conservation, and economic empowerment. His leadership supports the foundation's mission of fostering climate-resilient communities in Kasese District and beyond.