



INNOVATION PROGRAM FOR
COMMUNITY TRANSFORMATION



STRATEGIC PLAN

2019/20 – 2022/23



Our Story

Innovation Program for Community Transformation (InPact) is a non-profit Ugandan organization established in 2010. InPact's core focus is improving the overall well-being of the communities. As an approach to work, InPact employs a community led development model and strategic partnership in all its interventions. Over the last nine years, InPact's core areas of intervention have been Health, Education, Livelihoods and Environmental Conservation. Overall, InPact has expanded access to a range of Reproductive Health (RH) services, increased access and use of life saving Maternal, Newborn & Child Health (MNCH) services and information, promoted Sanitation and Hygiene in schools, advocated for girls' education and skills acquisition, improvement of household income and food security and contributed to environmental conservation in South-western Uganda. Over the coming three years (2019/20 – 2022/23), InPact will expand its area of operation to include the entire Kigezi, Tooro and Busoga sub-regions covering 17 districts in Uganda.

InPact has a solid governance and management structure. The organization has a fully constituted Board of Directors and a staffing of 11 personnel. Being that all staff in the organization are non-international, they are better placed to understand the cultural and social context of the communities served by InPact. In addition, the operations of the organization are complemented with a volunteer force of 45 with requisite qualifications. Within Kigezi and Busoga sub-regions, InPact has signed a Memorandum of Understanding with the 6 district local governments to operationalize its model. Internal policy guidelines that drive our operating procedures include child protection and safeguard policy, human resources policy, finance and administration policy, volunteer engagement policy, procurement policy, among others. In 2013/14, InPact received total financing of approximately USD 10,000. This has grown over time increasing to USD 64,712 in 2018/2019. Sound finance management procedures and controls have seen InPact receive funding from: Great

Lakes Regional University, National Water and Sewerage Corporation, Uganda Clays, Aids Information Center – Uganda, Uganda Health Marketing Group, Gorilla Summit Coffee LTD, The Knowledge Management Company, University of Texas, University of Maastricht, UN University and many other individual Philanthropists. InPact will continue to re-engineer its systems and undertake organizational development initiatives aimed at strengthening its governance and operational systems.



IMPACT FINANCING HAS GROWN OVER TIME

2013/14

\$10,000

2018/19

\$64,712



Vision

A Socially Developed Community.

Mission

To improve the quality of life of individuals and communities through innovative development solutions.

Three major approaches

1. Partnerships with leading academic institutions for research and development.
2. Micro enterprises for creation of social wealth and social change.
3. Seek donor grants to finance Primary Health Care services.

Values



ACCOUNTABILITY & TRANSPARENCY

To self, funders and those that we serve, InPact remains open and accountable for its actions and decisions.



EXCELLENCE

Guided by effectiveness and efficiency, InPact aims at a gold standard in every intervention.



INNOVATION

We creatively work with individuals and communities to find lasting solutions to development challenges.



RESPECT FOR ALL

InPact maintains respectful and equitable relationships with the communities and organizations that it works with. InPact respects divergent views from all groups of people.



INTEGRITY

InPact strives at Truthfulness and Honesty in all its undertakings.



TEAMWORK

We work as a united and committed workforce in order to achieve set goals and objectives.

Strategic Objectives

InPact will pursue the following objectives in order to elevate its position during this strategic period:

SO1:

To undertake community centered research initiatives that contribute to sustainable socio- economic development.

SO2:

Increase access and utilization of equitable Primary Health Care (PHC) services in the targeted communities.

SO3:

Establish social enterprise programs including vocational schools and micro businesses for young people in and out of school.

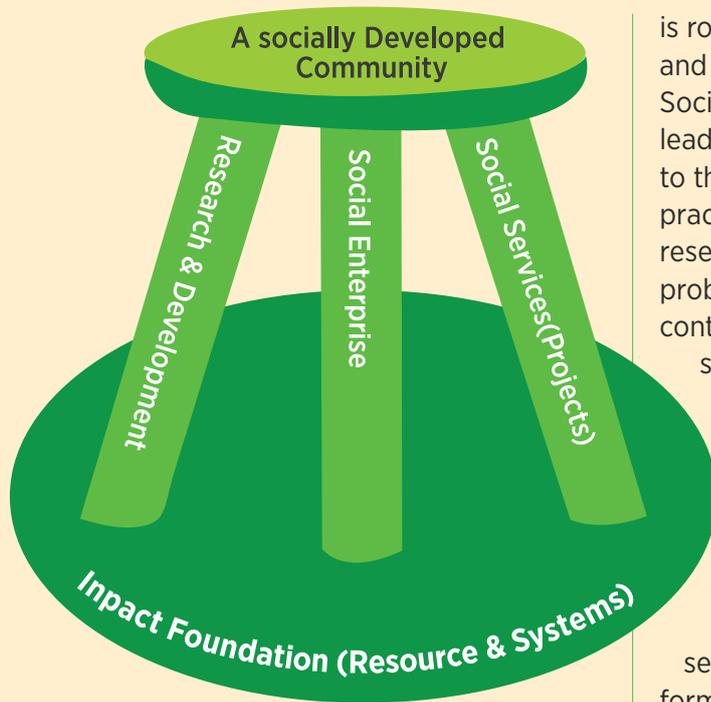
SO4:

Promote good environmental conservation and climate-smart agricultural practices for increased food security and protection of the environment.

SO5:

To enhance operational efficiency, effectiveness and institutional capacity development.

Our Conceptual Model



Our conceptual model is conceived out of a three-legged stool. The round seat constitutes the vision and this is firmly supported by three legs or core intervention areas. Importantly, InPact acknowledges that the stool must rest on a solid foundation and that the absence or weakness of any of the legs would cause the stool to fall down.

InPact envisions **‘A socially developed community’**. InPact aims at improving the well-being of individuals and communities so that they can reach their full potential. Principally, InPact’s interventions are about developing people’s capabilities that empower them to make choices and lead lives that they value. In order to achieve its vision, InPact

is rooted in three core elements; Research and Development, Social Enterprises, and Social Services projects. InPact partners with leading academic institutions to contribute to the body of knowledge in development practice. All our interventions are preceded by research/surveys. Given the multitude of social problems in the communities served, InPact continuously sets up various social enterprises such as supply of quality farm inputs and seeds at low price, access to medical services and social marketing of various life-saving commodities for the promotion of good health. Revenue realized from social enterprises is used to meet the administrative costs of running the organization. In its third area of social services projects, InPact solicits for grants from donors and partners willing to finance programs in Health, Education, Environment and Livelihoods for targeted communities.

The above three elements are deeply rooted into InPact’s solid foundation of its human resources and systems. InPact has a committed and dedicated staff. Over the years, the staff have learnt to listen and work with community-based groups to advance the Universal Health Coverage agenda, and ensure equality and social inclusion. Our approach to work is embedded in formation of collaborations and partnerships with local governments, private sector businesses and civil society organizations to promote the standards of living and expand people’s choices.



Strategic Direction

InPact will continue to thrive on its strong collaborations and networks in all its endeavors. We will purpose to grow and expand our national and international networks and partnerships. Communities will always remain at the center of all core interventions undertaken by InPact. Our conviction is that once communities understand what is good for them including barriers to realization of their optimal well-being, will find solutions and apply them to improve their situation. InPact will therefore continue to play a catalytic role in teasing out community challenges and harnessing local knowledge to address them.

Research & Development

InPact is aware of the importance of research and has a strong conviction to undertake social research in order to contribute the body of knowledge, design responsive and relevant programs and inform policy formulation and review. We will continue to collaborate with local and international universities to build that expertise in-house, provide evidence and data for decision making to our partner districts and to inform our programming.

STRATEGIC ACTIONS



- InPact will listen to targeted populations and amplify their voices in the development process. With support from partner research institutions such as Texas University, United Nations University, Maastricht University, Ugandan Universities and Colleges, InPact will participate as a local research partner for both operational and applied research. We will continue to offer ourselves as local research partners to academic institutions, students and professors who would like to embed research in our work, and those that would want to have placement experience in Africa. This approach will generate a new body of knowledge and revenue for InPact.

Social Services

HEALTH

Government of Uganda recognizes health as a foundation of development and has demonstrated its commitment to improve the health of its people (National Development Plan II 2015/16- 2019/20, National Health Policy II 2010-2020, & Health Sector Development Plan 2015/16- 2019/20). Health Infrastructure, health workforce, physical access to health facilities, and availability of and access to essential medicines and supplies have consistently improved over the years. (*Annual Health Sector Performance Report, 2017/18*). Consequently, the country has registered tremendous progress in its health indicators. Despite progress in a number of health indicators, Uganda's health sector, still faces a huge burden of preventable diseases, inadequate staffing coupled with inefficient supervision, inadequacy in maintenance of medical equipment, poor health infrastructure, low uptake of contraceptives, low use of health data and

inadequate funding for Primary Health Care (PHC) activities. Additionally, Uganda's sustained high fertility rates over the past decades have aggravated poverty, fraught national resources, and capacities to provide needed services. Teenage pregnancy is notably on the increase with Busoga region being harshly hit.

About 75% of the Uganda's disease burden is preventable with communicable diseases topping the list of causes of high morbidity and mortality (Census Report 2014). The 5 leading causes of mortality are; Malaria, Diarrheal diseases, Road Traffic Accidents (RTA) and injuries, HIV/AIDS, and nutritional related complications including anemia. Non Communicable Diseases are also on the increase due to changes in the lifestyle of the population.

It is upon this background that InPact seeks to contribute to efforts geared toward improving the quality of life of individuals and communities, through investing in Primary Health Care (PHC)

for disease prevention and health promotion in the three sub-regions of Busoga, Tooro and Kigezi.

5 LEADING CAUSES OF MORTALITY



Malaria



Diarrheal diseases



Road Traffic Accidents (RTA) and injuries



HIV/AIDS



Nutritional related complications



Non Communicable Diseases



STRATEGIC ACTIONS

- InPact underscores that community based interventions are critical to the realization of Universal Health Coverage (UHC). InPact will focus on supporting partner districts to increase access to equitable primary healthcare services. We will adopt the Community Health Extension Workers (CHEWs) model promoted by government and also partner with community based organizations to jointly extend our reach with health promotion and disease prevention messages, including interventions such as Behavioral Change Communication (BCC), sexual reproductive health, nutrition, water sanitation and hygiene, malaria prevention and other healthcare priorities.
- Particular emphasis will be placed on designing a continuum of care packages for health across an individual's life cycle; especially promotion of reproductive maternal child and adolescent health packages. Because of Uganda's demographic structure, InPact will purposely target young people with high impact interventions that are proven to work in Uganda and sub-Saharan Africa. InPact will target hard-to-reach communities and population segments with lifesaving information, commodities and services. Gender will be an integral part of our programming, seeking to reduce inequalities by introducing gender transformative interventions.



EDUCATION

The Government of Uganda's commitment to quality education is reflected in the second National Development Plan and the education sector's vision: "Quality Education and Sports for all". Article 30 of the Constitution of Uganda states that 'all persons in Uganda have a right to education'. Further, article 34 (2)

provides that 'the state shall promote free and compulsory basic education'. The commitment of Uganda government to provide quality education to all is well articulated in the Education (Pre-primary, Primary and Post-primary) Act, 2008. In the Education and Sports Sector Strategic Investment Plan

2017/18- 2019/20, government focuses on three strategic goals: achieve equitable access to relevant and quality education and training; ensure delivery of relevant and quality education and training and enhance efficiency and effectiveness of education and sports service delivery at all levels. In order to achieve above goals, carefully laid out strategies designed and clear structures of management are articulated. Universal primary and secondary education programs have covered the larger part of inclusiveness, equality and life-long learning for all (Education and Sports Sector Strategic Investment Plan 2017/18- 2019/20). Additionally, government of Uganda recognizes that non-formal education

and skills training are key in enabling the underprivileged to participate in national development activities and in the labour market. In the execution of its mandate, the education and sports sector faces a number of challenges (Ministerial Policy Statement 2018 and Education & Sports Sector Annual Performance Report 2018). Some of the key challenges in the sector are; high dropout levels especially for girls, high teacher absenteeism, high rate of child abuse within schools and in the surrounding communities and lack of school feeding as communities have not fully appreciated that it's their role to promote meals at schools and in some schools there is lack of a child friendly environment.

STRATEGIC ACTIONS

- We understand that education is a pre-requisite for a better quality of life. Therefore, InPact will strive to compliment government efforts of promoting quality education for all through offering opportunities and support to brilliant but disadvantaged girls and boys. We shall do this by linking them to scholarship schemes, to enable them complete their formal education. Priority will be placed on creating awareness among parents and community leaders about major factors that lead to low school retention.
- InPact will work with parents, political leaders and school authorities to reduce the dropout rates in both Busoga and Kigezi regions. In a bid to increase retention of girls in schools, special attention will be given to management of menstrual hygiene and other WASH practices, and creation of a space for girls in menses at school. We will advocate for increased access to re-usable sanitary pads.
- In line with the SDGs, we will ensure that our school girls are not left behind by promoting life skills development among adolescents in the entire sub-regions as a way of reducing teenage pregnancy and its effects. We will invest in providing life skills to both in and out of school girls, equip them with artisan/vocational skills such as catering and bakery, hair dressing, sewing, to reinforce their capacity to become more active and productive agents in their communities. We will link young people to small grants to start micro-enterprises and link them to apprenticeship opportunities with our partner institutions and local's artisans.



LIVELIHOOD & ENVIRONMENT CONSERVATION

Government of Uganda has implemented a wide range of programs to improve the socio-economic conditions of the poor (Second National Development Plan 2015/16- 2019/20) but less has been realized in Busoga and pockets of Kigezi sub-regions. Problem of low agricultural productivity and land degradation appears to be getting worse. Environmental degradation is a reality. Majority of the targeted communities rely on biomass fuel for their energy needs resulting into pressure on forests. InPact has over the last four years promoted sustainable livelihood and promoted self-reliance, contributed to saving biomass degradation through promotion of clean and efficient cooking energy.

STRATEGIC ACTIONS

- Recognizing that agriculture is the backbone of our economy, InPact will continue to respond to the needs of rural farmers by promoting farmer productivity, moving beyond subsistence and promote enhanced access to the critical factors of production. Priority focus will be on crop productivity, diversification and marketing as a means to increase household income. Additionally, we shall offer practical knowledge and skills in climate-smart agricultural practices including production, post-harvest management and agribusiness, and will facilitate small farmers to access critical information and skills that help improve agricultural practices and production.
- Recognizing that farmers face serious challenges related to seed varieties and farm inputs, InPact through its social enterprises department, will link farmers to sources of high quality seeds, tools and other farm inputs. Working with our partners like Kwagala Farm, Gorilla Summit Coffee and Greatlakes College, InPact will work together to bring programs like Harvest Money and Seeds of Gold to the regions where we work, to help improve on the entrepreneurial skills of farmers' groups. We shall create awareness on the benefits of eating vegetables and fruits and promote their production within communities to reduce malnutrition and stunting.
- Producing the food we need in a manner that protects the environment is a top priority for our interventions. Therefore, InPact shall promote horticulture with an objective of contributing to environmental protection and at the same time, increase food security and household income through the sale of fruits.
- In view of the continuous littering of non-biodegradable waste in the targeted sub-regions, InPact will undertake to preserve land and water resources by working with communities to instill greater understanding of the long term, potentially negative consequences of environmental degradation. In this respect, InPact will focus on promoting practices that are eco-friendly through the 3Rs (Reduce, Recycle and Reuse), save biomass degradation through clean and efficient cooking energy and promote waste segregation with an aim of ensuring that some waste is sold to generate income.



Institutional Development

InPact is largely dependent on donor financing yet development partners are transitioning to ensuring countries are self-reliant and organizations are more resilient. With this paradigm shift, it is increasingly becoming competitive to secure grants that cover administrative costs. InPact contributes about 10% of its annual budget so there is need to have a lean and agile staff. We hope to be supported by robust institutional systems if we are to meet our goals for this strategic period.

STRATEGIC ACTIONS

● **Leadership and Governance**

InPact has a committed founder members' forum, which has provided leadership for the last five years, supporting its community advisory committee. For this strategic period, InPact is transitioning from being a sub-national organization to a national organization with full registration. It is imperative that constitution of InPact's Board of Directors is composed of respectable professionals able to drive the strategic agenda, raise resources and create business partnerships key to realization of InPact's goals and mission. In Its formative stage, this leadership will be key in establishing, strengthening and expanding InPact's visibility, presence and overall brand, as well as coaching and mentoring senior staff.

● **Internal Systems Strengthening**

An organization's ability to accomplish its mission is only as strong as the organization's infrastructure. It is also important that InPact reflects the values it espouses in its programmatic work. As InPact grows to become a national organization, systems and policies need to be reviewed to facilitate an efficient, staff and donor-centered operations. InPact will also need to ensure it is transparent and accountable to its beneficiaries, and complaint to all statutory requirements. To do this, InPact will invest in strengthening the following policies and systems;

1. Leadership and Governance systems
2. Office Administration and Management systems
3. Financial Management
4. Human Resource Management
5. Resource Mobilization and Fund development
6. Compliance to Government Statutory requirements
7. Communications and Knowledge management
8. Business partnerships

The above eight areas identified demand that InPact invests in developing tools and guidelines, reporting lines, order of command, representation and required policies. It also demands that the legal status of InPact is secured and aligned with the national laws. InPact will have to be mindful of the national labor laws that guide operations of civil society. During this strategic period, major investments will be made to ensure strong systems; policies and guideline are in place within the first year of this strategic plan.

● **Strategic Partnerships**

InPact believes that forging strategic partnerships is key to its growth and success. We shall develop a partnership strategy which will guide us to make robust choices on our investment in collaboration, for the right issue areas, type of partnerships, and the right kind of partners to ensure the greatest value to our organization. We shall be intentional on how we engage private sector companies, local governments, donors, academia and individual philanthropists, clarifying the needs we want to address and exploring potential benefits and risks of each partnership. InPact will clearly categorize types of partnerships and highlight those that will be most effective in helping us achieve InPact’s goals. We shall seek partnerships that will positively affect InPact in the following ways;

- a. Strengthen Business Value Proposition of our partners and us
- b. Increase donor base and funding
- c. Provide professional development and attract Pro-bono services
- d. Increase brand recognition and media coverage
- e. Connect InPact leaders with national thought leaders
- f. Develop earned income opportunities

InPact believes that the above are critical as we embark on our brand new growth strategy.

● **Resource Mobilization**

InPact’s resource mobilization plan is aimed at ensuring that there is a clear, systematic, predictable and well-coordinated approach to soliciting, acquiring and utilization, management, reporting, monitoring and evaluation assistance from collaborating partners and donors. The plan also stipulates steps that will be taken to expand our resource base to ensure sustainable resource availability for implementation of the programs laid out in our strategic plan. InPact will follow the standard step wise process of Resource mobilization namely;

1. Identify
2. Engage
3. Manage and report
4. Communicate results.

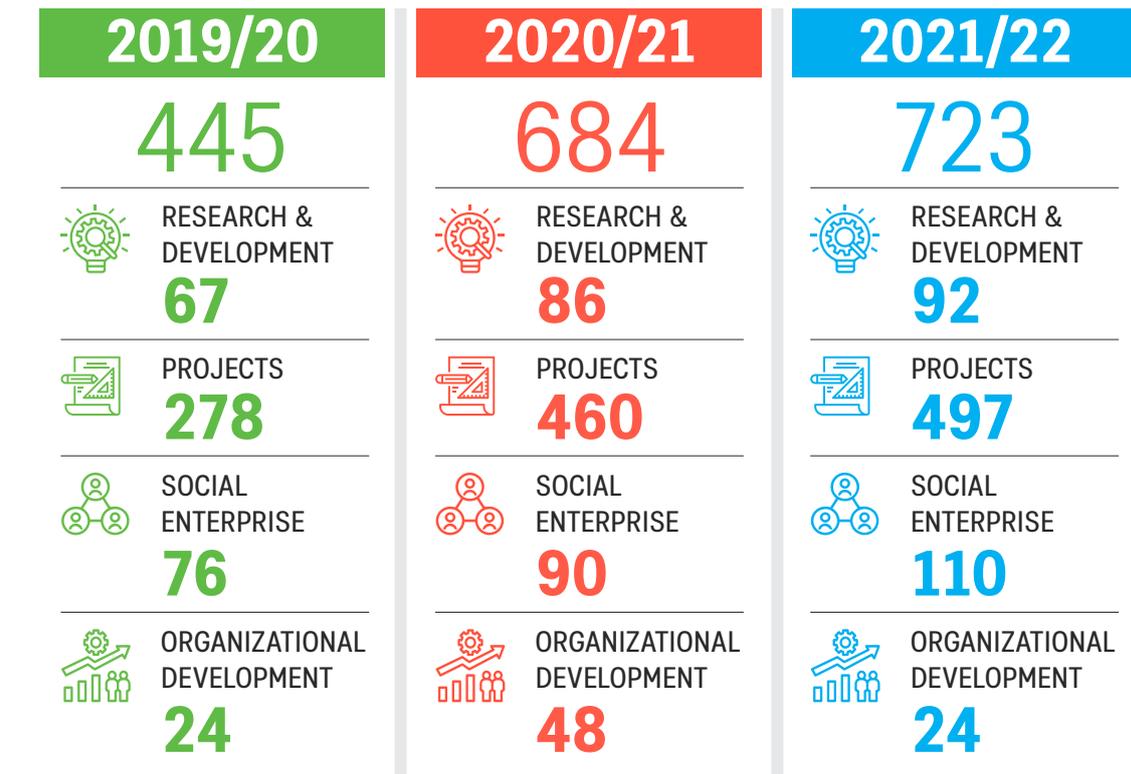
The following approaches will be applied in our resource mobilization strategies:

- Apply for grants from private sector, foundations and charities
- Partner with large organizations on bi-lateral funds
- Apply to international funds for micro-credit financing
- Partner with bigger organizations on UN and Global fund opportunities
- Tap into government skilling grants
- Partner with the academia institutions on research grants
- Raise resources from InPact micro businesses & volunteer placements

Financing of the Strategic Plan

The Strategic Plan will be financed by InPact's social enterprises, partnerships with stakeholders and competitive grants from development partners. It is also projected that through consultancy and research, InPact will be able to raise revenue to support its administration costs.

SUMMARY OF FINANCIAL PROJECTIONS (IN MILLION UGX) PER YEAR



THE OVERALL BUDGET PROJECTED FOR THE NEXT THREE YEARS TO FINANCE THIS STRATEGIC PLAN

▶ **1.852 BILLION**

Performance monitoring and evaluation

InPact will develop a monitoring and evaluation mechanism to measure progress to realization of this strategic plan. There will be continuous monitoring of performance of all organs on Inpact beginning with Board performance through to implementation of program activities. After the end of each year, we will evaluate progress made against the baseline. This is intended to celebrate achievement and re-energize the different teams, and help re-direct our efforts and energies. An end of strategic period evaluation will be conducted to help bring to the fore what needs to be changed, maintained or introduced.



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