



Strategic Plan

2025-2029



Jumpstarting people's lives by allowing them to forge their own paths, equipped with the training, knowledge and resources they need to move forward





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Introduction

From rural Nyakagezi, a village once devastated by the scourge of the HIV/AIDS pandemic, Nyaka has emerged as a lifeline and a powerful force of change, turning loss and hardship into resilience and hope.

Now as we enter a transformative new phase, Nyaka stands poised to deepen and expand its reach and impact across Uganda. What began in 2001 as a small two-classroom primary school for children orphaned by AIDS has transformed into a dynamic force of community-driven change, responding to the intertwined challenges of poverty, health, education, and gender inequality. Guided by the courage and resilience of the communities we serve, this strategic plan is our blueprint for the next chapter—a chapter of bold innovation, sustainable growth, and amplified reach.

Informed by years of data, experience, and a clear vision for a brighter future, our 2025–2029 strategic plan builds on the strength of our past successes and the potential of untapped possibilities. We are setting ambitious targets to reach more vulnerable children, empower grandmothers and caregivers, and foster resilience in even the most underserved regions of Uganda. With each program, initiative, and partnership, Nyaka reaffirms its commitment to lasting impact.

This plan outlines our path forward, rooted in our core values of Transparency, Accountability, Reasonableness and Responsiveness

In this plan, Nyaka plans to implement its proven Education, Grandmothers, SGBV, and Health Programs nationwide in Uganda over the next five years. The 2025–2029 strategic plan focuses on six main Goals aligned to six key focus areas; Transformational Leadership, Program Reviews, Technology and Innovation, Communications and Marketing, Infrastructure Development, and Resource Mobilization and Sustainability.

The success of this strategic plan hinges on effective implementation and rigorous monitoring. We will review our project management frameworks including designs, methodologies, workplans, and M&E tools to oversee the execution of each initiative, ensuring that we meet our targets and deliver measurable outcomes. Regular evaluations and feedback loops will allow us to adapt and refine our approach as needed.

As we embark on this journey, we invite our partners, donors, and supporters to join us in realizing this very ambitious vision, transforming lives, unlocking potential, and building stronger more resilient communities.

Organizational Overview

Our journey is a testament to the strength and resilience of last mile communities. Together, we face challenges head-on, uplift one another, and build a foundation for a lasting impact on generations to come



OUR WHY

OUR VISION

A world where all vulnerable and underserved women and children have the knowledge, resources, and opportunities they need to grow and prosper.

OUR MISSION

Nyaka works with communities to empower women, nurture and protect children, so that they can learn, grow, and thrive

OUR CORE VALUES

Transparency

Accountability

Reasonableness

Responsiveness



The Nyaka-Way: A Holistic Approach to Ending Ultra-Poverty

At Nyaka, we believe in an approach that goes well beyond immediate aid. The Nyaka-Way is a holistic, multi-faceted model, focused on addressing the root causes of poverty and creating sustainable paths to empowerment for the most vulnerable in Uganda. To ensure the full participation of last-mile communities in nurturing and protecting vulnerable children and women, we have implemented a Four-Program model: Education, Grandmothers, Health and Nutrition, and Sexual and Gender-Based Violence Prevention. This approach creates a holistic support system for each child, empowering them to learn, grow, and thrive, thereby breaking the cycles of poverty and deprivation.



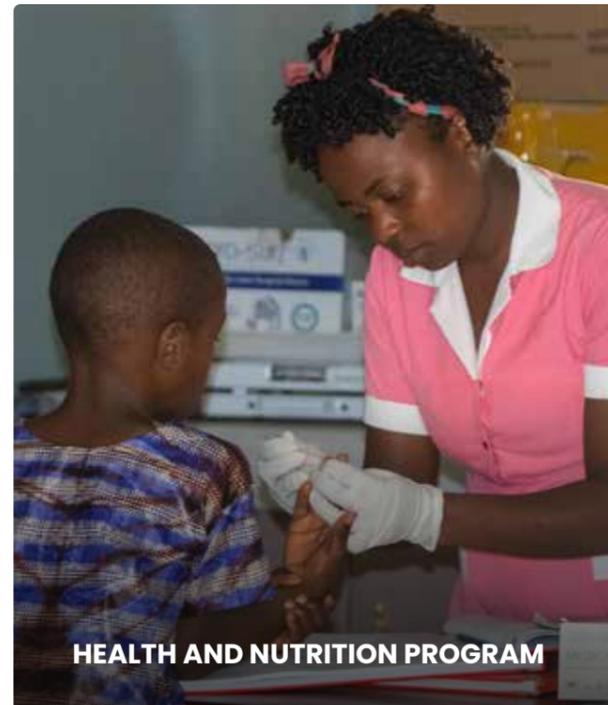
EDUCATION PROGRAM

Nyaka provides free or low cost high-quality education to vulnerable children living in last-mile communities; i.e tuition, scholastics, welfare, healthcare, mentorship and skills training. With education, they become self-sufficient individuals and catalysts for positive change in their communities—breaking the chains of poverty.



HEALTH AND NUTRITION PROGRAM

Nyaka operates community clinics providing free or low-cost healthcare services such as outpatient care, dental, immunization, family planning, antenatal care, and health outreach. Improved health and nutrition enhances productivity, incomes and the wellbeing for rural women, children and communities.



GRANDMOTHER PROGRAM

Nyaka empowers grandmother led households with micro-finance services, livelihood training, humanitarian support, and home improvement assistance to increase household income, and decision-making abilities, and improve health and well-being. Ultimately, this enables grandmothers to provide basic needs for the children under their kinship care.

SEXUAL AND GENDER BASED VIOLENCE PROGRAM

We work to respond to, prevent, and advocate against SGBV crimes. We provide psychosocial, medical, and legal support to survivors, especially women and girls, addressing knowledge gaps and advocating for gender equality. An SGBV-free environment paves the way for fair participation of women and girls in economic development.



NYAKA MICROFINANCE BANK

Nyaka offers affordable loans for businesses, agriculture, education, housing, and emergencies, alongside financial literacy training, to financially excluded communities. Bridging rural communities—women, youth, groups, and institutions—empowers them to rise out of extreme poverty and advance up the economic ladder.



From Deprivation to Opportunity using the Nyaka-Way

LIVING ON THE EDGE

Uganda's Children and the Reality of Ultra-Poverty

Of the 333 million children living in ultra-poverty (USD \$0.75/day) worldwide, 80% live within 14 countries in sub-Saharan Africa, including Uganda.

There are approximately 21 million children in Uganda, of whom 56% suffer from multiple deprivations; limited access to healthcare, education, shelter, food, water, safety, and employment. Of those affected, 78% are based in rural last mile areas, with the majority being girls. Additionally, 9.5% are orphans (UNICEF, 2019)

Nyaka has developed a "four program model" that surrounds each child with a comprehensive care system, propelling them to the future for which they dream and hope for. The model can propel entire communities out of ultra-poverty.

NYAKA'S TRANSFORMATIVE IMPACT SINCE 2003

Nyaka has:

- Transformed the lives of 300,000 individuals, including 21,000 vulnerable children.
- Educated nearly 2,000 children in remote areas since 2003.
- Produced 269 graduates since 2014, who are now employed and supporting their families and communities.
- Partnered with 23,000 grandmother-led households since 2007, along with their 92,000 vulnerable and orphaned children.
- Provided essential services to 1,070 survivors of sexual and gender-based violence, resulting in over 770 arrests and more than 400 convictions since 2015.
- Helped partner households increase their income from \$1.06 to \$2.78 per day within 48 months.
- Delivered over 120,000 medical consultations since 2011.
- Raised awareness about sexual and gender-based violence among over 150,000 individuals.

Our dedication to impacting over 1,000,000 lives remains strong as we embark on our journey from 2025 to 2029.

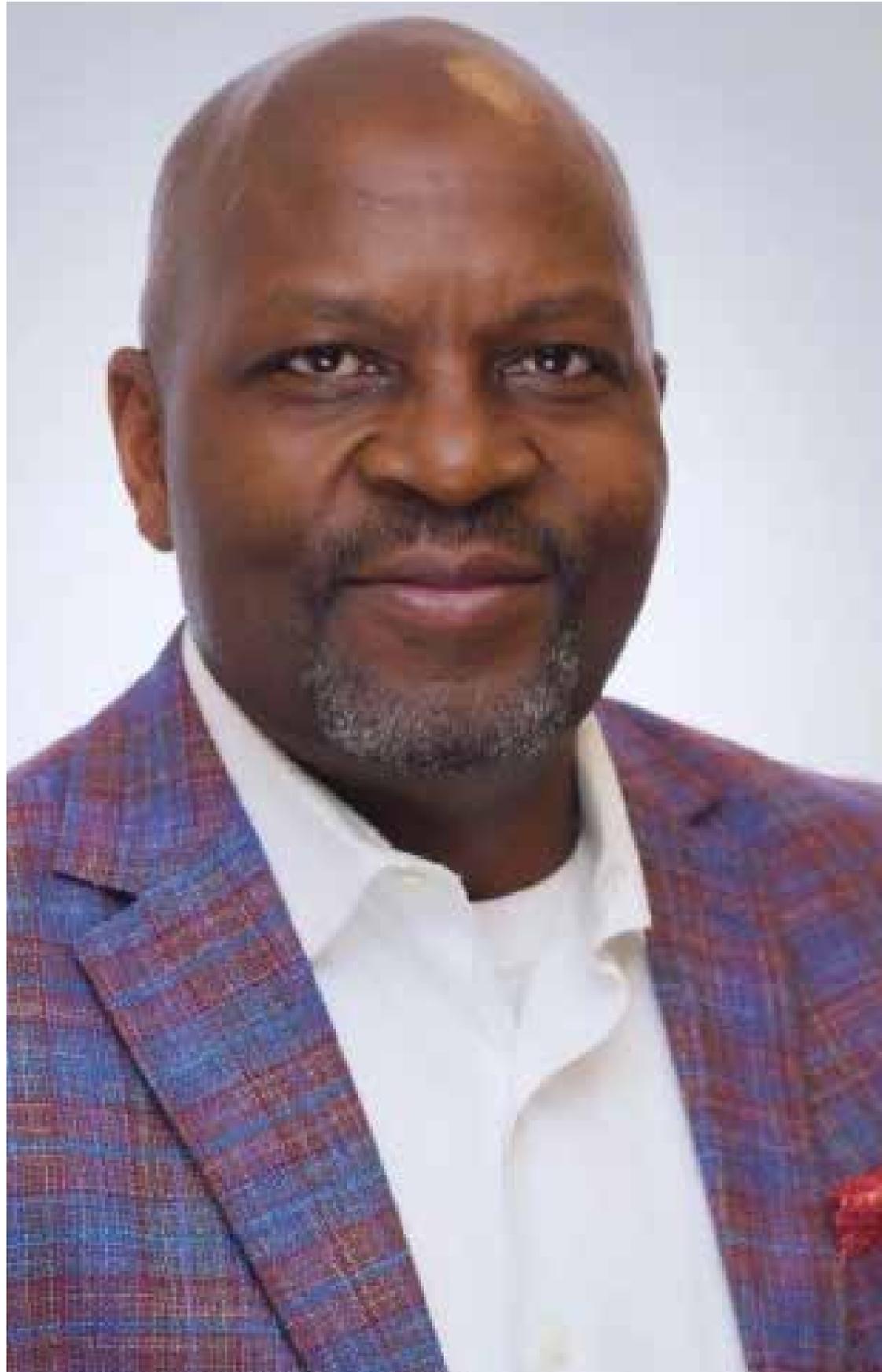


2025-2029 GOALS

Putting Money In Pockets

The obstacles we have faced over the past few years including the COVID-19 pandemic and uncertainties in funding have revealed the remarkable strength of our communities and the potential we possess when we collaborate effectively. Our goals for 2025-2029 are informed by the invaluable lessons learned during this period, propelling us forward with renewed passion and purpose to positively impact the lives of those most in need.

As we chart our course toward the 2025-2029 strategic objectives, we approach this endeavor with a sense of renewed purpose and determination. These forthcoming goals are rooted in our past achievements and insights, reflecting our ongoing commitment to empower vulnerable children, women, grandmothers, and communities throughout Uganda. Together, we aspire to leverage our strengths, address emerging needs, and foster sustainable, meaningful impacts for the future.



FOREWORD

In 2001, Nyaka planted a seed of hope in Nyakagezi village for orphans affected by the HIV/AIDS epidemic, aiming to nurture and protect children so that they can learn, grow, and thrive. Over the years, Nyaka's efforts have expanded, and our 4 Program model that surrounds every child with a holistic support system has ensured sustainability in combating poverty and its repercussions. Through comprehensive initiatives addressing education, health, and economic empowerment, Nyaka's strategic plans have envisioned impactful transformations every three years, benefiting vulnerable groups in Uganda.

After 23 years, Nyaka has enabled 23,037 grandmothers in 1,083 villages in southwestern Uganda to earn an average daily income of \$2.78. Additionally, 275 formerly disadvantaged orphans are now employed and supporting their families. The Grameen PPI index shows that grandmother-led households, once empowered, have only a 17.4% chance of falling back into poverty without Nyaka's help. Nyaka's SGBV Program assists more than 400 survivors of Sexual and Gender Based Violence every year with medical, legal, and psychosocial aid, while our Health Program delivers 200,000 medical consultations annually to over 8,000 patients.

While we are proud of our achievements, they mark only the start of a broader mission to impact 1.2 million grandmothers and 2 million women across Uganda. The success of our Programs in Nyakagezi shows that these communities can now thrive with less support from Nyaka, validating our decision to shift focus to other vulnerable regions.

As we embark on an ambitious plan to extend our reach throughout Uganda, we have made bold decisions informed by over two decades of data and experience. The success of empowering grandmother caregivers and Nyaka graduates who can now support their siblings' education has inspired us to remodel our education Program. Starting in 2025, we will progressively enroll a greater number of privately sponsored students at both Primary and Secondary levels. This shift begins with a phased plan, where the majority of students at the Nursery level will be paying students to create a self-sustaining program that ensures a steady revenue stream, allowing us to use resources more effectively. This approach will strengthen our capacity to expand our proven model to new, underserved regions across Uganda.

Our Grandmother Program will transition into the "Women to Live" Program, beginning with an immediate expansion into Rukiga and Mitooma districts to recruit 10,000 grandmothers. Concurrently, the Women to Live Program will be introduced in the districts of Kanungu and Rukungiri, targeting 8,000 women. This initiative aims to empower women to take control of their own futures and will employ the Grandmother Program Model of Microfinance and Livelihood, supported by partnerships with the government and like-minded organizations.

Although the proposition of our future course appears daunting, our laser-focused vision remains steadfast; a future where all underserved individuals have the knowledge, resources, and opportunities they need to grow and prosper. Our quest for a future where all marginalized individuals have the means to thrive, and break free from poverty to attain self-sufficiency drives us to continuously innovate, expand our reach, and empower communities.

Twesigye Jackson Kaguri
Founder & CEO



GOAL #1 TRANSFORMATIONAL LEADERSHIP

STRATEGIC OBJECTIVE 100

Ensure that Nyaka will thrive beyond its current leadership

Operational Objective 100.1: Ensure a smooth leadership transition for Nyaka by establishing a robust change management framework that supports the identification and integration of new leadership whenever there is change in leadership.

Operational Objective 100.2: Transform Nyaka Uganda's Human Resource structure to improve workforce effectiveness and align talent management with organizational goals.

Operational Objective 100.3: Launch an Internal Mobility Program to allow potential successors to be abreast with knowledge across all departments and will help them gain a holistic understanding of Nyaka's operations and prepare them for future leadership roles.



GOAL #2 PROGRAM REVIEWS

Conduct Program Reviews to identify areas for improvement ensuring alignment with organizational objectives and strengthening the impact of Nyaka Uganda's initiatives.

1

GRANDMOTHERS

Transition the Grandmother Program to "WOMEN TO LIVE PROGRAM" to empower 500,000 women earning less than \$1 across Uganda while expanding the grandmother program to 10 additional districts by 2029.

2

SGBV

To Redesign the current SGBV model (**Prevention, Advocacy, and Response**) into the SASA model (**Start Awareness, Support Action**) anchored on strategic partnerships, and community engagement to create a supportive and empowered environment where survivors are protected, heard, and assisted, and where communities are actively involved in preventing and addressing SGBV

3

EDUCATION

Transform the education Program into a self-sustaining model by gradually transitioning from a fully subsidized system to a private sponsorship-based enrollment, starting with new recruits at the nursery level, ensuring financial sustainability and continued educational excellence.

STRATEGIC OBJECTIVE 200.1

Expand and transition the Grandmother Program into the "Women to Live Program," to Socially and economically empower 500,000 Women in last mile communities across Uganda to become self-reliant to Nurture and protect Children So that they can Learn , Grow and Thrive.

PROGRAM GOAL

Women Are Socio-economically Empowered and Self-Reliant to Nurture And Protect Children So That They Can Learn , Grow And Thrive

OPERATIONAL OBJECTIVES

Objective 200.1.1: Empowerment Initiative for all Women.

"Jumpstarting women's lives by allowing them to forge their own paths, equipped with the training, knowledge and resources they need to move forward"

Transition the Grandmother Program to "Women to Live Program." to empower 500,000 women in Uganda through;

- Agricultural Business, Technical, Vocational Education Training (Agri-BTVET).
- Business planning and financial literacy training, facilitating their access to microfinance credit funds for business startups.
- Advocacy and campaign skills training, fostering increased participation of women in decision-making spaces.

STRATEGIC ACTIONS

Women to Live Program Design

- Establish criteria for eligible women and design implementation methodology and manual.
- Expand to 10 more districts and recruit 17 new groups in existing districts
- Launch group initiatives for increased program impact.
- Build a \$4.2 million revolving fund across all districts.
- Train grandmothers in health, hygiene, agriculture, and business.
- Use advanced technology to Monitor, disburse and recover loans
- Expand M&E framework and review sustainability plan.

Partnerships and Advocacy

- Partner with government for program alignment. Secure gov't support and benefit from its programs (PDM, SAGE & SEGOP)

Livelihood Support Programs

- Construct homes, pit latrines, and kitchens for grandmothers in need.
- Provide rainwater tanks and tarpaulins for agricultural and WASH support.
- Establish crop collection centers for collective storage and sales.

PERFORMANCE INDICATORS	TARGETS & TIMELINES
Operational Efficiency	20% improvement by 2026.
No. of Grandmother Groups	754 groups in 13 districts by 2029.
Women to Live Program Enrollment	500,000 women by 2029.
Strategic Partnerships	5 NGO partners & All LGs by 2026.
Grandmother Support	63,000 grandmothers by 2029
OVC support	250,000 OVCs by 2029
Revolving fund portfolio	\$4.2m by 2029
Infrastructure for Grandmothers	50 homes, 100 latrines, 50 kitchens by 2029.
WASH and Agricultural Support	1,000 water tanks, 1,000 tarpaulins
No. of women in business	500,000 women
Microfinance Trainings	1,000 trainings by 2029
No. of Women Trained (Agri-BVET)	500,000 women trained by 2029.
No. group businesses formed	10,000 group businesses by 2029
% of women earning \$3 daily	90% by 2029
Beneficiary well being index	Above 80%
Poverty Probability Index	Less than 20%



Partners



STRATEGIC OBJECTIVE 200.2:

To Redesign the current SGBV model (Prevention, Advocacy, and Response) into the **SASA model** (Start Awareness, Support Action) anchored on strategic partnerships, and community engagement to create a supportive and empowered environment where survivors are protected, heard, and assisted, and where communities are actively involved in preventing and addressing SGBV

PROGRAM GOAL

Children and women are safeguarded against sexual abuse and gender-based violence (SGBV)

OPERATIONAL OBJECTIVES

Operational Objective 200.2.1: Transformation to SASA Model

- Roll out the SASA model in southwestern Uganda, starting with Rubanda in 2025, and later to other districts.
- Involve more males in the fight against SGBV through outreach programs to eliminate SGBV root causes.

Operational Objective 200.2.2: Advocate through Partnerships

- Strengthen strategic partnerships with NGOs, government, and community leaders to share resources and best practices.

Operational Objective 200.2.3: Respond through Partnerships

- Establish a holistic, sustainable response system with diverse partners for effective survivor support.

Operational Objective 200.2.4: Women Employability and skilling Project

- Strengthen the Nyaka-UNFCU partnership to support more women and girls with employable skills and micro-loans to jumpstart their lives.

STRATEGIC ACTIONS

- Continue with community Education and Sensitization through multimedia campaigns
- Launch Male involvement campaigns
- Continue with the Annual SGBV Walk Event every July.
- Launch Anti-SGBV Clubs in schools
- Launch a Toll-Free Helpline and Reporting Tool
- Run targeted monthly campaigns, including hashtag movements
- Launch Geotagging and Digital Mapping technology to guide preventive efforts.
- Survivor Stories (Digital Storytelling and Public Awareness Events with survivors speaking at these events)
- Engage International Media Outlets
- Establish Medical Support Partnerships with Health Center 4, Health Center 3 & Health Center 2s.
- Establish Law Enforcement Partnerships (Uganda Police, RDC, Judiciary, paralegals etc)
- Build Coalitions to run large-scale public advocacy campaigns.
- Establish online and offline Referral Networks for local health centers, legal aid, paralegals, and social service providers.

PERFORMANCE INDICATORS

TARGETS & TIMELINES

No. of people reached via radio, TV, social media etc	20% improvement by 2026.
No. of anti SGBV male groups	1 per parish
No. of SGBV workshops held	5 workshops
No. of SGBV walks attendees	5,000 per year
Students reached, & schools with Anti SGBV clubs	1 million students, 50 schs
No. of survivors supported	500 per year
No. of radio talk shows and adverts	12 per year
No. of TV talk shows and adverts	4 per year
No. of survivor stories digitally shared	2 stories per quarter
No. of anti SGBV adverts aired	48 per year
No. of media appearances, # of policy issues raised	3 local, 2 international
No. of research partnerships, completed studies	1 research partner by 2029
No. of briefs authored,	1 brief by 2029
No. of coalitions joined	5 coalitions by 2029
No. of referral partners in network	2 Per district
No. of partnerships established	100 by 2029
No. of male advocate groups formed	10 per district
No. of perpetrators convicted	200 per year
% of cases receiving medical examinations	70% per year



PARTNERS



Imago Dei Fund

Planned Parenthood GLOBAL

Sanlam

Stanbic Bank



STRATEGIC OBJECTIVE 200.3

To Transform the Education Program into a self-sustaining model by gradually transitioning from a fully subsidized system to a private sponsorship-based enrollment, starting with new recruits at the nursery level, ensuring financial sustainability and continued educational excellence. This model will be inclusive, innovative, and sustainable embracing technology and climate change.

SUMMARY

For 23 years, Nyaka has provided free education to over 2,000 orphans and vulnerable children, focusing on primary, secondary, and university levels. Their holistic care model has enabled alumni to support other underserved children in their communities. Nyaka plans to transition to a sustainable model by admitting 60 nursery students and ensuring 50% of annual NVSS students are privately sponsored. Core values of Transparency, Accountability, Reasonableness, and Responsiveness will guide this shift, aiming to create a self-sustaining education program that empowers communities and breaks the cycle of poverty. The alumni network will be leveraged for mentorship and outreach, fostering continuity and inspiration for future generations.

OPERATIONAL OBJECTIVES

- Expand Access to Quality Education for All.
- Integrate Technology and Digital Learning in the school Curriculum
- Rethink the sustainability of the Education Program
- Automate Administrative Processes and Enhance School Management
- Strengthen Teacher Capacity and Professional Development through Technology
- Integrate Climate Change Education and Sustainability Practices into the Curriculum

NYAKA LIBRARIES

Digital Learning & Library Equipment

- Launch digital class outreaches and collaborate with leaders.
- Equip libraries with digital gadgets (e-readers)

Expand Library Services

- Expand library services to 10 satellites and 10 book clubs.
- Recruit and train library volunteers, to support offsite library activities.
- Partner with government through Ministry of Education and Sports to recognize Nyaka Libraries as public libraries and support Nyaka initiatives.

PERFORMANCE INDICATORS

TARGET

# of students enrolled in the program	1000
% of program graduates transitioning to employment or business	80%
% of Nyaka alumni generating income (employment + businesses)	80%
% of girls graduating at various education levels	99%
% of enrolled students completing P.7, S.4, S.6, vocational & university	99%
% students in leadership positions	20%
# of library visits to Nyaka community libraries	100
Overall Child Well-being Index (CWI)	80%
School dropout rates	<5%
# of parents or caregivers participating in school activities and events	800
# of community development projects initiated by Nyaka alumni	10
% of students enrollment under private sponsorship	80%
% of school administrative tasks automated	90%
% of teachers participating in professional development programs	100%
% of school facilities powered by renewable energy	50%
Establishment of an innovation hub at NVSS	By 2029

Partners



STRATEGIC OBJECTIVE

Enhancing well-being, creating healthier children, grandmothers and communities with improved physical, mental, and social health for our children's sake

OPERATIONAL OBJECTIVES

- Reduce maternal and child mortality rates in Nyaka-operated areas.
- Increase the average life expectancy through improved health interventions.
- Strengthen patient confidence by enhancing trust and satisfaction in healthcare services.
- Improve healthcare efficiency to boost productivity and well-being among children.
- Increase community awareness of healthcare practices through educational campaigns.
- Implement targeted health initiatives to address the specific needs of children, women, and the wider community.
- Implement proficient data management practices to ensure sustainable, high-quality healthcare delivery.

PERFORMANCE INDICATORS

TARGETS

% of mothers dying during child births (%)	< 1%
% of children dying before their 5th birthday (%)	<1%
% of infants dying before their 1st birthday (%)	<1%
Average distance covered to access Nyaka health care services (km)	3km
# of individuals reached through health education activities (#)	50,000
# of individual accessing healthcare services annually (#)	20,000
# of OPD treatments delivered to patients visiting the clinic (#)	100,000
# of consultations delivered annually at Nyaka Clinics (#)	1,000,000
% of Awareness on key health issues among the target population	90%
# of Nyaka-led health improvement initiatives implemented (#)	5
# of community outreaches focused on healthcare improvement (#)	5,000

OPERATIONAL OBJECTIVES

Strategic Action: Healthcare Facility Development

Upgrade MDC from Health Center II to Health Center III by 2029, ensuring alignment with national standards.

STRATEGIC ACTIONS

Action 200.4.1: Expand access to affordable HealthCare Services

- Maintain all current services (Dental, OPD, Immunisation, FP)
- Expand the range of services to include antenatal, neonatal, postnatal, and laboratory services. Hire a lab technician.
- Establish a health management committee for strategic growth.
- Upgrade to Health Center three (HCIII).
- Partner with other organizations for medical camps
- Launch mobile clinics for hard to reach areas.
- Employ a health program coordinator and obtain a health unit van for emergencies.

Partners





STRATEGIC OBJECTIVE 300.

Amplify Nyaka's Impact through strategic, innovative and inclusive communications

SUMMARY

This 5-year communications strategic plan for Nyaka aims to elevate the organization's visibility both in-country and across the world, increase donor engagement, and amplify its impact through innovative and sustainable communications and marketing strategies. This plan incorporates emerging trends in nonprofit communication, focusing on the integration of Virtual Reality (VR) and Augmented Reality (AR) in storytelling, and following the sustainable marketing principles.

Operational Objective 300.1

Enhance NYAKA brand Visibility to achieve a 30% increase in brand recognition, and increase web traffic by 20% by 2026

Operational Objective 300.2

Increase donor engagement by 25% and improve donor retention rates by 15%, achieve a 10% increase in average donation size.

Operational Objective 300.3

Leverage VR (Virtual Reality) and AR (Augmented Reality) for impactful storytelling position Nyaka as a leader in innovative nonprofit storytelling,

Operational Objective 300.4

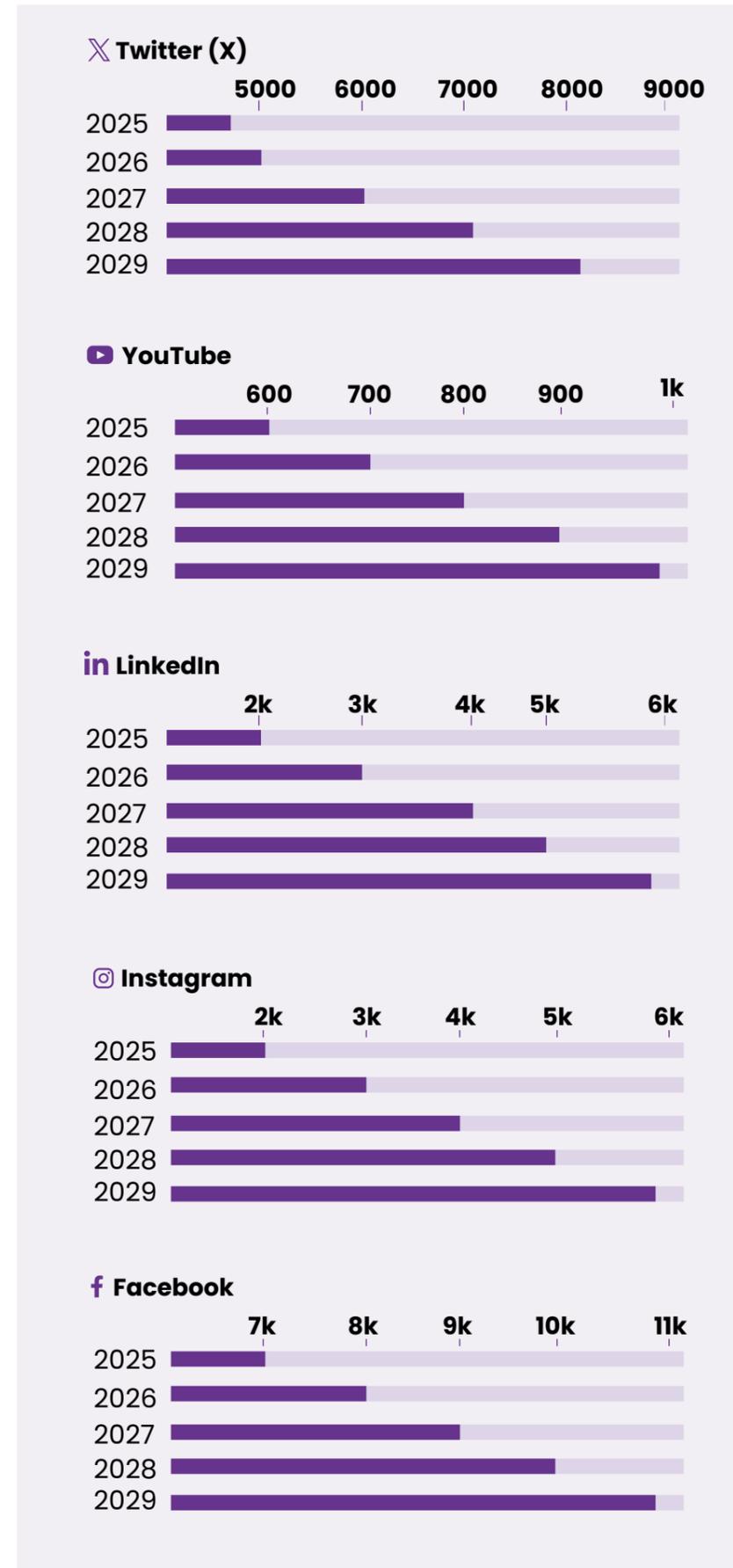
Implement sustainable marketing practices to raise awareness among Nyaka's supporters and partners about the importance of sustainability.

Operational Objective 300.5

Strengthen Community Engagement and Advocacy to achieve a 40% increase in community participation in Nyaka's Programs and advocacy campaigns.

Operational Objective 300.6

Establish a robust communications team capable of driving Nyaka's mission forward through strategic and innovative communication efforts.



PROJECTIONS

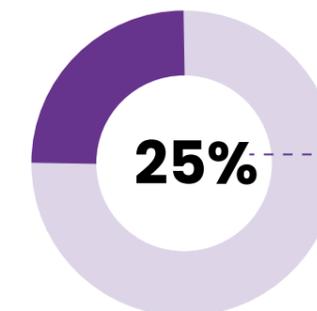
Nyaka's success in communications and marketing, will be anchored on brand visibility, web traffic, donor engagement and community engagement.

OUR FOCUS

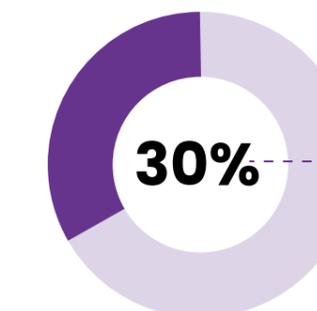
Nyaka will focus on enhancing donor engagement to both retain existing donors and attract new ones.



100k
Followers on Nyaka socials by 2029



25% Increase in donor engagement



30% Increase in brand visibility by 2029



GOAL #4: SCIENCE TECHNOLOGY AND INNOVATION

STRATEGIC OBJECTIVE 400.

Strengthen Nyaka's culture of innovation and document its impact

Operational Objective 400.1

Plan, Design, Develop and Rollout Paperless Systems Across Nyaka by 2025.

Operational Objective 400.2

Develop and Launch 3 Funding and Partnership Apps on the cloud to enhance resource mobilization and collaboration by 2029, enabling Nyaka to engage with a wider audience, secure funding, and foster sustainable partnerships that support Program goals.



Innovation Roadmap

2025

» 2026

» 2027–2029

Implement a Harmonized/
digitized workspace

Automate Finance and Admin-
istration Processes.

Transition Nyaka’s Monitoring
and Evaluation (M&E) system to
Salesforce.

Transform Finance, Procure-
ment, Programs, Administration
and Nyaka Schools into a pa-
perless system.

Develop Nyaka Schools
Information Management
System (NSIMS).

Implement a Student-Centered
e-Learning Environment to
create flexible learning spaces
that encourage collaboration
with other schools nationally
and internationally through
peer tutoring.

Create an Alumni Data
management system

**Development of the "Sponsor A Student"
App** to facilitate the sponsorship process
for students at Nyaka, providing donors
with an intuitive platform to view student
profiles, make contributions, and track the
impact of their support.

**Development of the "Sponsor a Granny"
App:** for supporting grandmothers within
Nyaka’s community, providing donors with
a user-friendly platform to learn about
individual grandmothers, offer support, and
track the impact of their contributions.

**Development of Nyaka SGBV Emergency
Response App:** designed to provide
immediate assistance and support to
survivors. The app offers emergency
contact information, safety tips, a hotline,
and SMS notification,



STRATEGIC OBJECTIVE 500.

Secure sustainable funding to support and expand Nyaka's Programs in education, women empowerment, healthcare, community support, and advocacy for vulnerable populations

SUMMARY

Like any other organization operating in this ever-changing landscape of non-profit and development work, securing sustainable funding is crucial for Nyaka's success and longevity. Nyaka is dedicated to furthering its mission by empowering vulnerable children, grandmothers, women and girls, and communities in Uganda through education, health, economic development projects, and human rights activism.

To achieve this, Nyaka must implement a comprehensive Resource Mobilization and Fundraising Strategy to diversify funding sources, strengthen donor relationships, and bolster long-term financial stability. Aligned with Nyaka's vision, this strategy will ensure that Programs flourish and reach more underserved communities.

The strategy rests on five main pillars

- Expanding outreach to new donor segments.
- Enhancing grant writing and proposal development capabilities.
- Cultivating donor loyalty and retention.
- Creating and Strengthening partnerships
- Strengthening the synergy between Nyaka Uganda and the advancement teams (Nyaka Global).

Nyaka will build a dedicated team to spearhead resource mobilization from Uganda in support of the advancement teams in USA, Canada and UK. This ambitious plan calls for investing in partnerships and leveraging digital platforms for fundraising.

Operational Objective 500.1**Diversify and expand Nyaka's Donor base and Grants by 50% by December 2029**

- Successfully expand Nyaka's donor portfolio, with contributions from a wider range of individual, corporate, and institutional donors.
- Achieve a 50% increase in grant funding by December 2029.
- Implement strategies that lead to a 25% improvement in donor retention rates.

Operational Objective 500.2**Establish a Microgrants Program to Support and Invest in NVSS Graduates by June 2027 [Total Portfolio of \$50,000 by 2029]**

- Launch of Microgrants Program providing financial support to at least 120 NVSS graduates, by 2029.

Operational Objective 500.3**Diversify Funding Sources by 35% by 2029**

- Increased Revenue Streams (successfully diversified funding sources, resulting in a **35% increase in overall revenue by 2029**).
- By 2029, Nyaka will have broadened its donor portfolio to include **at least 15 new funding partners** across various sectors

Operational Objective 500.4**Increase Community Engagement and Local Support by 40% by 2029**

- Achieved a **40%** increase in active community participation in Nyaka Programs.
- Growth in Local Contributions by **35%** (both in-kind and financial, from individuals, businesses, and community groups).
- Establish/strengthen partnerships with at least 10 local organizations and government bodies to result in collaborative projects and shared resources.

Operational Objective 500.5**Enhance Online and Digital Fundraising by 60% by December 2029**

- Increase Online Donations by 60% increase in online donations, driven by enhanced digital fundraising campaigns, optimized donation platforms, and targeted online engagement strategies.
- Expand Digital Donor Base by 60%, attracting new donors through effective online marketing, social media outreach, and digital storytelling that resonates with a broader, more diverse audience.

Grants, Resource Mobilization, Partnerships Road Map

2025	2026	2027	2028	2029
<p>Identify, categorize, and develop a database of at least 300 potential donors by December 2025.</p> <p>Identify, prepare, and submit 48 proposals aiming for a 10% success rate (4-5 approved proposals)</p> <p>Ensure that 85% of identified donors receive personalized communication within 90 days of identification.</p> <p>Pitch the 'Women to Live Program Concept' to the government and potential partners.</p> <p>Implement a comprehensive grant tracking and management system by March 2025</p> <p>Hire 1 Program specific grant writer (SGBV)</p> <p>Write 4 Program concepts targeting unsolicited funding.</p> <p>Identify, assess and launch 2 social enterprises.</p>	<p>Prepare and submit 50 proposals with a target success rate of 15%, aiming for 7-8 approved proposals.</p> <p>Develop and circulate 6 customized Program appeals to engage donors, where we emphasize Program needs.</p> <p>Draft 10 concept notes outline potential projects for funding consideration by partners and donors.</p> <p>Cultivate 5 strategic partnerships to bolster Nyaka's mission through collaborative initiatives.</p> <p>Present 6 compelling pitches to showcase Nyaka's mission and initiatives to potential donors, partners, and investors, seeking their support.</p> <p>Hire 1 Program specific grant writer (Health Program)</p> <p>Initiate the design and launch of the NVSS graduates microgrant Program.</p> <p>Raise \$10,000 for the Microgrants Program and initiate support for a minimum of 20 NVSS graduates.</p>	<p>Create and submit 50 proposals with a targeted success rate of 15% (equivalent to 7-8 successful proposals).</p> <p>Produce and circulate 6 customized Program appeals (one every 2 months) to engage donors and emphasize key Program needs and impacts.</p> <p>Develop 4 detailed concept notes to outline and suggest potential projects for funding consideration by partners and donors.</p> <p>Hire 1 Program specific grant writers (Grannies)</p> <p>Form and nurture 5 strategic partnerships to establish alliances that bolster Nyaka's mission through collaborative initiatives.</p> <p>Present 6 compelling pitches (every two months) to effectively introduce Nyaka's mission and Programs to potential donors, partners, and investors, with the goal of securing their support and collaboration.</p> <p>Raise \$10,000 to support additional 20 NVSS graduates.</p>	<p>Create and submit 50 proposals with a targeted success rate of 15% (equivalent to 7-8 successful proposals).</p> <p>Produce and circulate 6 customized Program appeals (one every 2 months) to engage donors and emphasize key Program needs and impacts.</p> <p>Develop 4 detailed concept notes to outline and suggest potential projects for funding consideration by partners and donors.</p> <p>Hire 1 Program specific grant writers (Education Program)</p> <p>Form and nurture 5 strategic partnerships to establish alliances that bolster Nyaka's mission through collaborative initiatives.</p> <p>Present 6 compelling pitches (every two months) to effectively introduce Nyaka's mission and Programs to potential donors, partners, and investors, with the goal of securing their support and collaboration.</p> <p>Raise \$10,000 for the Microgrants Program and enroll 40 NVSS graduates.</p>	<p>Create and submit 50 grant proposals with a targeted success rate of 15%.</p> <p>Produce and circulate 6 customized Program appeals (one every 2 months) to engage donors and emphasize key Program needs and impacts.</p> <p>Develop 4 detailed concept notes to outline and suggest potential projects for funding consideration by partners and donors.</p> <p>Form and nurture 5 strategic partnerships to establish alliances that bolster Nyaka's mission through collaborative initiatives.</p> <p>Present 6 compelling pitches (every two months) to effectively introduce Nyaka's mission and Programs to potential donors, partners, and investors, with the goal of securing their support and collaboration.</p> <p>Raise \$20,000 for the Microgrants Program and enroll 60 NVSS graduates.</p>



GOAL #6: INFRASTRUCTURE DEVELOPMENT

STRATEGIC OBJECTIVE 600.1

Renovate and maintain existing schools' infrastructure

Enhance and expand the school's infrastructure to support the transition to a private sponsorship model, ensuring that facilities meet the growing needs of a self-sustaining educational environment while maintaining a high standard of learning and safety.

Strategic Options for Nyaka's infrastructure Development

1

Renovate

Renovate existing structures such dormitories, classrooms, laboratories, libraries etc to create space for additional people

2

Modify

Phased Change existing infrastructure eg furniture, classroom setting, to utilize unused spaces.

3

Fundraise

Running fundraising campaigns.(A potential investors an option?

4

Construct

Get construction designs approved
Start construction.

5

Launch

Open new structures for use.

Nyaka's Infrastructure Activity Plan

2025

Infrastructure Assessment and Planning



2026

Strategic Infrastructure Development and Expansion



2027

Resource Mobilization and Funding



2029

Evaluate and Refine

Activity 1

Upgrade Dormitory Space
Renovate and expand 2 dormitories to increase student accommodation capacity.

Outcome 1

65 more students get enrolled at NVSS
Timeline: Q3-Q4

Activity 2

Engage Experts for Assessment (architects, engineers, and educational consultants to assess the school's capacity for future growth)

Outcome 2

Assessment reports and recommendations for infrastructure improvements.
Timeline: Q2 - Q3

Activity 3

Construct a bakery at NVSS to produce bakery products consumed by students and staff and rest of the community at a cost.

Outcome 3

A fully functional bakery well stocked with machines.
Timeline: Q3 - Q4

Activity 1

Assess existing facilities to identify gaps and areas needing improvement, focusing on classrooms, laboratories, libraries, and recreational spaces.

Outcome 1

65 more students get enrolled at NVSS
Timeline: Q1 - Q2

Activity 2

Comprehensive report identifying infrastructure needs.

Timeline: Q2 - Q3

Activity 3

Establish a Stable Water Source

- Set up a solar water system (extracting water from the ground).
- Install a rainwater harvesting system with an underground tank of 100,000L capacity.

Timeline: Q1 - Q4

Activity 1

Construct a VIP for the Vocational side at NVSS

Building Plans: Get Architectural Designs for an A' Level section (Proposed Farm Area), ad a new dormitory.

Launch Fundraising Campaign Targeting alumni, local businesses, community stakeholders and our global partners to support our construction projects.

Timeline: Q1 - Q4

Activity 1

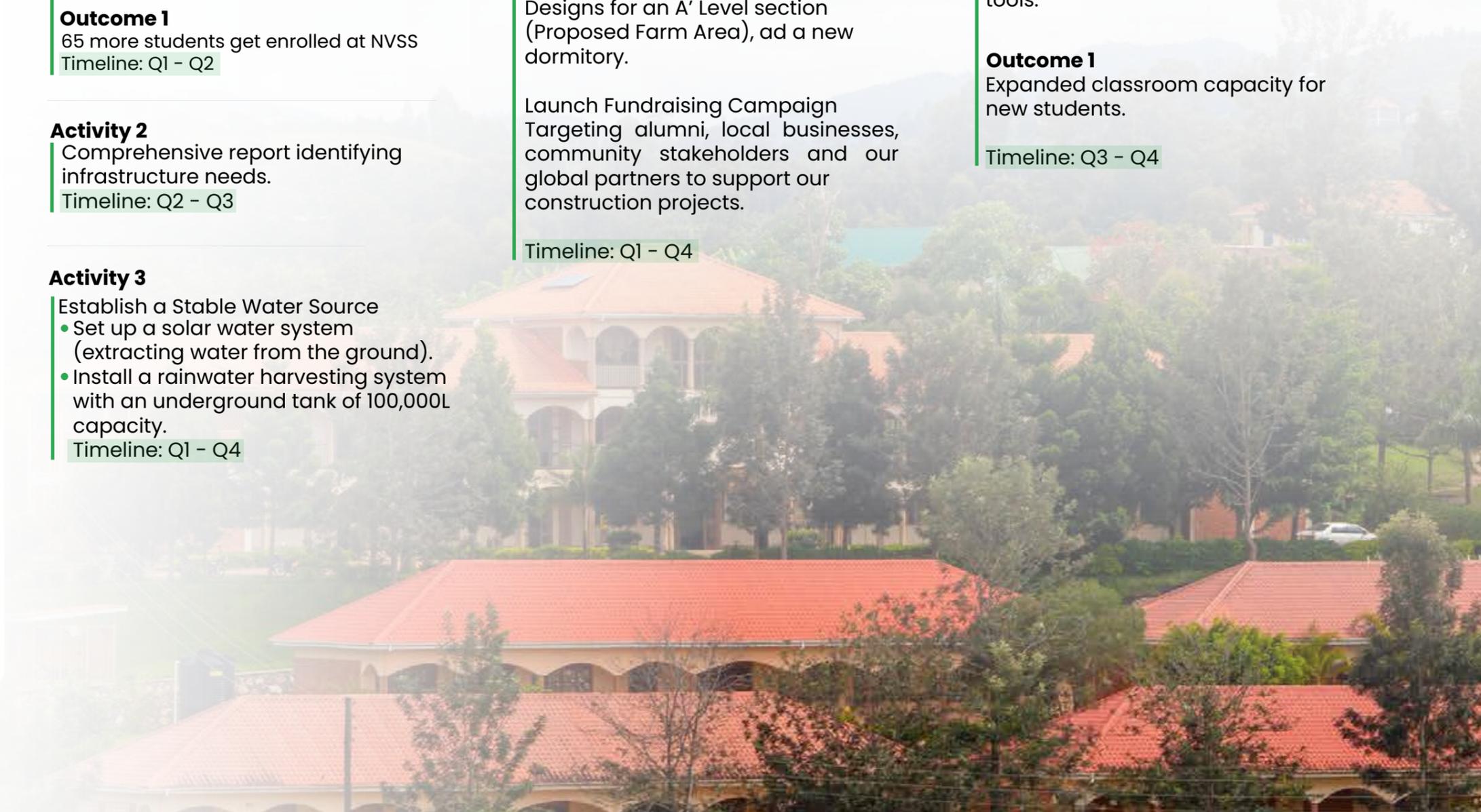
Build a dormitory for boys

Activity 1.1: Construct new classrooms equipped with modern educational tools.

Outcome 1

Expanded classroom capacity for new students.

Timeline: Q3 - Q4



Nyaka’s Commitment to Uganda’s NDP III and the Global SDGs

Nyaka’s mission to empower last mile communities aligns seamlessly with global and national development priorities. Through our integrated approach, Nyaka supports multiple SDGs and strategic objectives outlined in Uganda’s National Development Plan III (NDP III). Our work reflects a commitment to sustainable development, equity, and resilience.

SDG	NYAKA’S GOAL	NDP III
	<p>Break the cycle of poverty by empowering grandmothers, caregivers, and economically vulnerable households through income-generating activities, microloans, and vocational training.</p>	<p>Supports NDP III objective to increase household incomes and improve quality of life through self-sustaining communities and economic independence, especially in rural areas.</p>
	<p>Provide accessible healthcare through community clinics, HIV/AIDS support, and an Electronic Medical Records (EMR) system to improve health outcomes for vulnerable populations.</p>	<p>Aligns with NDP III’s goal to enhance the productivity and social well-being of Ugandans by strengthening health systems, providing essential services, and supporting preventive care.</p>
	<p>Ensure equal educational opportunities for vulnerable children to acquire knowledge and skills for personal growth, employment, and active societal participation</p>	<p>Supports NDP III’s commitment to improving learning outcomes, reducing school dropout rates, and expanding vocational training opportunities.</p>
	<p>Promote gender equality by empowering grandmothers, supporting women’s economic independence, and addressing gender-based violence through awareness and support programs.</p>	<p>Advances NDP III objective to reduce gender disparities in economic participation, education, and health, supporting women-led households and vulnerable groups.</p>
	<p>Provide safe drinking water and sanitation facilities to schools and communities to improve hygiene, reduce disease, and support better health outcomes.</p>	<p>Contributes to NDP III water and sanitation targets to increase access to clean water, improve hygiene standards, and reduce preventable diseases.</p>
	<p>Create economic opportunities through skill-building, microfinance, and entrepreneurial training for caregivers and youth, fostering financial independence and stability.</p>	<p>Supports NDP III objectives to increase employment opportunities and enhance productive capacities, especially in rural and underserved areas.</p>
	<p>Address the needs of orphans, vulnerable children, and marginalized caregivers, ensuring equal access to resources, opportunities, and services.</p>	<p>Advances NDP III commitment to reducing social and economic inequalities by targeting vulnerable populations and expanding opportunities in remote communities.</p>
	<p>Support social justice, protection, and advocacy programs, including post-justice follow-up for survivors and education on rights and safety to build peaceful communities.</p>	<p>Aligns with NDP III goal of promoting accountability, social protection, and inclusivity to foster safe, just, and resilient communities.</p>

2025–2029 SWOT AND PERFORMANCE METRICS



STRENGTHS

- Well-established reputation with over 23 years of impact.
- Successful programs like the Grandmother Program, Education, Health and SGBV prevention initiatives.
- Data-driven operations for real-time analysis and decision making.
- Strong partnerships with international funders and agencies.
- Efficient in-house systems that optimize resource utilization.
- Strong community trust and engagement in health, education, microfinance, and livelihood programs.
- Committed staff and leadership.
- Strong organizational culture and a clear focus on holistic community development.
- Program alignment with global SDGs, increasing opportunities to specific funding."



WEAKNESSES

- Limited unrestricted funding, leading to resource allocation challenges.
- Limited beneficiary participation in program design and decision making.
- Challenges in addressing high dropout rates due to issues like teen pregnancies and poverty.
- Limited teacher retention due to offers from Government schools.
- Inadequate infrastructure to support program expansion (clinic lab, class space, dormitory space, library space).
- Dependence on outdated technology equipment may hinder growth in a rapidly changing world.
- Limited capacity to scale programs rapidly due to resource constraints."



OPPORTUNITIES

- Growing interest from government in programs addressing SGBV and women's economic empowerment.
- Increased donor focus on community development that aligns with UN SDGs and measurable outcomes.
- Potential to scale successful programs like "Women to Live" to additional districts.
- Growing demand for real-time data and evidence-based programming to attract funders.
- Emerging opportunities for partnerships with corporate sponsors and impact investors.
- Leveraging technology to enhance efficiency and innovation in program delivery.
- Strengthening climate adaptation programs in agriculture and livelihood programs.
- Ability to adapt quickly to emergencies, as demonstrated during the Coronavirus crisis.
- Potential to attract new donors through consistent program impact measurement and reporting."



THREATS

- Economic instability affecting donor contributions and program funding.
- Competition from other NGOs targeting similar funding streams.
- Geographic barriers and infrastructure challenges in rural program areas.
- Risk of staff burnout and turnover due to much workload and emotional strain.
- Dependence on external funding, making programs vulnerable to financial shocks.
- Potential loss of beneficiaries due to increasing climate-related disasters.
- Technological disruptions leading to the obsolescence of current systems.
- Rising operational costs due to inflation and climate mitigation measures.
- Increasing competition for funding from emerging global and local organizations.
- Political instability during the upcoming general elections and government policy changes could affect funding and operational scope."

• S W O T •

SELECTED OBJECTIVE

Empower 500,000 women through financial management training and microcredit access.

PERFORMANCE INDICATOR

of women enrolled

of districts expanded to

% of women completing business planning, financial literacy and management training

% of women accessing microfinance credit funds

of women receiving training in health, hygiene, agriculture, and business annually

\$ value of revolving fund built

of loans disbursed and recovered

of crop collection centers established

of women participating in decision-making spaces

FREQUENCY

Annually

Annually

Annually

Annually

Annually

Annually

Annually

Annually

Annually

DATA SOURCE

Program records

Program records, district reports

Training records, surveys

Financial records, microfinance reports

Training records, participant surveys

Financial reports, fund records

Loan records, financial reports

Program reports, center records

Survey results, event records

RESPONSIBLE PARTY

Programs Officer

Programs Officer

Programs Officer

Programs Officer

Granny Coordinator

Finance Manager

Granny Coordinator

Granny Coordinator

SGBV Coordinator

TARGET

500,000

10

70%

25%

50,000

\$4,200,000

\$1,000,000

50

15%

Strategic Objective 300:
Amplify Nyaka's Impact through strategic, innovative, and inclusive communications.

% increase in brand recognition

% increase in web traffic

% increase in web traffic

% increase in donor engagement

% increase in average donation size

of VR/AR storytelling projects launched

% of storytelling content utilizing VR/AR

% of marketing campaigns incorporating sustainability principles

% increase in community participation

Annually

Monthly

Quarterly

Quarterly

Quarterly

Annually

Quarterly

Quarterly

Quarterly

Survey results, web analytics

Website analytics

Website traffic logs

CRM system, campaign analytics

CRM, financial reports

VR/AR project records

Digital content library

Marketing materials, audit reports

Event logs, community feedback

COMMS Manager

30%

20%

20%

25%

10%

3

50%

75%

40%

Expand access to quality education to reach 1,000 students by 2027.

Enrollment rate of students in primary and secondary schools

% of students transitioning to the next level of education

Annually

Annually

School records

Student records, exam results

PEAL Officer- Grants

PEAL Officer- Grants

10%

90%

Strengthen SGBV prevention and response programs.

of SGBV training sessions held

% reduction in reported SGBV cases in communities

Annually

Bi-Annually

Training attendance, feedback

Community surveys, reports

PEAL Manager

PEAL Manager

300

10%

SELECTED OBJECTIVE

Strategic Objective 200.3:
To transform the education program into a self-sustaining model by transitioning from a fully subsidized system to a private sponsorship-based enrollment.

Strategic Objective 200.3:
To transform the education program into a self-sustaining model by transitioning from a fully subsidized system to a private sponsorship-based enrollment.

Achieve self-sustainability in Nyaka's operations through diversified funding sources.

PERFORMANCE INDICATOR

- % of annual NVSS students privately sponsored
- # of new recruits at the nursery level
- % increase in student enrollment across all levels
- % of subjects taught using digital tools and resources
- % of funding sourced from private sponsors
- % of administrative tasks automated
- % of teachers trained in digital teaching tools
- % improvement in community reach through radio, TV, social media, etc.
- # of anti-SGBV male groups formed
- # of districts rolled out with SASA model
- % increase in male participation in outreach programs
- # of new strategic partnerships formed
- % increase in resource sharing and best practices among partners
- # of survivors supported through partnerships
- % improvement in survivor satisfaction with support services
- # of women and girls supported with employable skills and microcredit
- % of funding from diversified sources
- % of programs funded through income-generating activities

FREQUENCY

- Annually
- Annually
- Annually
- Quarterly
- Annually
- Quarterly
- Annually
- Annually
- Quarterly
- Annually
- Annually
- Quarterly
- Annually
- Annually
- Annually
- Quarterly
- Annually
- Quarterly

DATA SOURCE

- Sponsorship records, financial reports
- School enrollment data
- Enrollment records, registration data
- Teacher reports, curriculum documents
- Financial statements, sponsorship agreements
- Administrative software logs, school reports
- Training attendance records, teacher surveys
- Media reports, social media platforms, campaign analytics
- Group registration, attendance logs
- District records, project reports
- Survey results, participation data
- Partnership records, meeting notes
- Partnership records, shared resources
- Survivor records, partner reports
- Survivor feedback forms, partner reports
- Participant records, financial reports
- Financial records
- Income reports

RESPONSIBLE PARTY

- PEAL Manager
- SGBV Program Manager
- SGBV Community Outreach Coordinator
- SGBV Coordinator
- SGBV Program Coordinator
- SGBV Program Coordinator
- SGBV Program Coordinator
- Response Coordinator
- SGBV Response Lead
- PEAL Manager
- Finance Manager
- Finance Manager

TARGET

- 50%
- 60
- 10%
- 80%
- 50%
- 75%
- 90%
- 20%
- 1 group per parish
- 4
- 30%
- 5
- 20%
- 100
- 85%
- 500
- 30%
- 25%

SELECTED OBJECTIVE

Strategic Objective 200.3:
To transform the education program into a self-sustaining model by transitioning from a fully subsidized system to a private sponsorship-based enrollment.

PERFORMANCE INDICATOR

FREQUENCY

DATA SOURCE

RESPONSIBLE PARTY

TARGET

% increase in total funding raised annually

Annually

Financial records

PEAL Officer- Grants

50%

of new individual, corporate, and institutional donors secured

Annually

Donor database, funding reports

PEAL Officer- Grants

50%

% increase in grant funding

Annually

Grant records, financial reports

PEAL Officer- Grants

50%

% improvement in donor retention rates

Annually

Donor records, surveys

PEAL Officer- Grants

25%

Total portfolio value of Microgrants Program

Annually

Program records, financial reports

PEAL Officer- Grants

\$50,000

of NVSS graduates receiving microgrants

Annually

Program records, feedback surveys

PEAL Officer- Grants

120

% increase in revenue from new funding sources

Annually

Financial reports, donor records

PEAL Officer- Grants

35%

of new funding partners secured across different sectors

Annually

Partnership agreements, sector reports

PEAL Officer- Grants

15

% increase in active community participation in Nyaka programs

Annually

Survey data, program records

PEAL Officer- Grants

40%

% growth in local contributions (in-kind and financial)

Annually

Financial records, contribution data

PEAL Officer- Grants

35%

of partnerships with local organizations and government bodies

Annually

Partnership records, project reports

PEAL Officer- Grants

10

% increase in online donations

Quarterly

Donation platform, financial reports

PEAL Officer- Grants

60%

% increase in digital donor base

Quarterly

Social media, donor database

PEAL Officer- Grants

60%

Improve health outcomes of beneficiaries through access to medical care.

of beneficiaries accessing healthcare services

Monthly

Clinic records, EMR system

Health Cordinator

1,000

% of beneficiaries receiving family planning services

Quarterly

Patient records, clinic logs

Health Cordinator

200

Enhance organizational efficiency and effectiveness.

% reduction in process time for administrative tasks

Quarterly

Internal reports

HR Manager

10%

% increase in staff satisfaction and retention rates

Annually

Survey results, HR records

HR Manager

85%



Conclusion

This strategic plan embodies our shared vision and steadfast commitment to transforming lives and communities. We extend our heartfelt gratitude to our esteemed partners, stakeholders, and team members for their unwavering support and dedication as we collaborate to achieve our goals and build a brighter future."

Call to Action

We invite you to join us in executing this plan aimed at fostering sustainable change and cultivating resilient communities. Together, we can envision a world where all vulnerable and underserved children possess the knowledge, resources, and opportunities necessary for their growth and prosperity. Through the effective implementation of this initiative, we aspire to create a community in which every individual has access to quality healthcare, education, and opportunities for economic empowerment.



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For our children's sake