



**2022–2024 Strategic Plan**  
**A World of Greater Equality**





## OUR VISION

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

## OUR MISSION

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

# A LETTER FROM OUR FOUNDER

Dear Friends,

Twenty years on from Nyaka's inception, we have survived and triumphed, despite AIDS, EVD and COVID-19. As our programs have grown, we have identified and filled most every pressing gap we have encountered along the way. In our quest to educate orphaned and vulnerable children, we have developed a truly community-driven, holistic approach- which has led to the provision of clean water, clinics, learning libraries, computer labs, nutritional school meals, a sexual and gender based violence (SGBV) program, a grandmother microfinance program, home construction and training and much, much more.

Each year, we reach more than half a million people in southwest Uganda through our education, health and community programming. We educate, empower, and transform vulnerable and impoverished communities with the belief that everyone should have the chance to learn, grow, and thrive.

The pandemic has highlighted and increased inequalities especially for grandmothers who are the only safety net for their grandchildren while schools remain closed. This has helped us to prioritise areas that we had already identified as essential in realising our vision of a world where all vulnerable and underserved communities have the knowledge, resources, and opportunities they need to grow and prosper.

From small beginnings, a dream and a two-room schoolhouse, Nyaka has risen to the challenge and created a powerful, holistic program, educating a generation of children, empowering their grandmothers, and transforming their communities. We are so thankful to all of our supporters for their role in sustaining and building on my initial vision.

Now we are ready to articulate and share our model, and to collaborate with others to enable further growth and reach even more children, grandmothers and survivors. Our Strategic Plan 2022-2024 A World of Greater Equality sets out three major priority areas for the organization over the next three years:

- Impact & Program Consolidation
- Planned, Sustained Growth & Collaboration
- Transformational Leadership

We believe that by following the goals and objectives laid out in this plan, we can meet the changing needs of the communities Nyaka works with in this new world, as we all emerge from the pandemic, with a greater understanding of the importance of collaboration and togetherness and with a renewed commitment to challenge inequality in all its forms, including poverty, gender inequality, and the digital divide.

Thank you for everything you have done to make Nyaka what it is today. I stand with you on the precipice of a new world of greater equality. I am so excited to work with you and all our partners and supporters to further strengthen our work and expand our impact.

Sincerely,



Twesigye Jackson Kaguri  
Founder and CEO







# 2020 Annual Metrics

## Education

**80,000** Children supported by Nyaka programs

**737** Students currently attending Nyaka schools

**85%** of Nyaka and Kutamba primary students passed their PLE exams and will advance to the next grade level



## Grandmothers

**5,000** Additional Grandmothers added to program

More than **\$158,000** was made available to Grandmother Groups for circulation in the microfinance program

**297** Solar lights were distributed to grandmothers who had school going students

# Community

**5,767** Blue Lupin Library visitors

**4,740** patients treated at Mummy Drayton and Kutamba Health Clinics

**1,026** grandmothers, children, and pregnant mothers tested for HIV/AIDS



## Sexual and Gender-Based Violence (SGBV)

**195** survivors received medical care services

**180** professionals, grandmothers, and grandfathers were trained on how to report cases of SGBV

Under legal support, **50** new cases were reported



# OUR GOALS

## GOAL ONE: IMPACT & PROGRAM CONSOLIDATION

Establish clear pathways to sustainability and document Nyaka's program plans & impact.

Nyaka employs a holistic approach, delivered through education and other community-driven initiatives to "jump-start" people's lives. Grandmothers have long been a key partner in Nyaka's work. The distinct significance of their roles for children and communities has been illuminated throughout the COVID-19 pandemic.





## OBJECTIVE ONE

Ensure the entire Nyaka Education Program from nursery to university is a comprehensive strategy reflecting best practices, implementing new ideas and connecting graduates to the job market through mentoring and networking opportunities

## OBJECTIVE TWO

Consolidate the Grandmother Program with a view towards developing a measurable and fully defined strategy, ensuring that children have a strong safety net post the COVID-19 pandemic

## OBJECTIVE THREE

Create and implement a graduation strategy for the Grandmother Program







## **GOAL TWO: PLANNED, SUSTAINED GROWTH & COLLABORATION**

**Nyaka will continue to grow – both in terms of the number of people served and in terms of strengthening internal systems and capacity.**

Nyaka will grow its programs in a thoughtful and strategic manner, seeking to create partnerships and enable steady, sustained development. Nyaka will create written plans and strategies for program expansion, recruit and train staff, develop and share rationales to ensure all staff are aligned to the same values. Nyaka will integrate Monitoring, Evaluation, Accountability and Learning (MEAL) across all programs.

Nyaka's growth will remain rooted in local communities to develop powerful, long-lasting partnerships with local government agencies, NGOs (Non-Governmental Organizations) and CBOs (Community-Based Organizations) and other civil society stakeholders.

Nyaka values its staff and will ensure that teams have a supportive working environment, communicate shared values, and receive ongoing professional development training and opportunities as the programs develop. Nyaka will encourage staff on the ground to identify, share and pilot new, innovative project ideas, especially those which are environmentally friendly and/or involve use of technology thereby establishing Nyaka as a community-driven leader of innovation.



## OBJECTIVE ONE

Staffing for growth success: matching and supporting our teams to work efficiently and effectively in the field as programs expand

## OBJECTIVE TWO

Expanding the Grandmother Program into new districts working in collaboration with existing NGOs and CBOs

## OBJECTIVE THREE

Clarify the SGBV Program strategy ready for eventual expansion into Rukungiri District

## OBJECTIVE FOUR

Reduce the digital divide through innovation and technology/green technology within Nyaka programs







## **GOAL THREE: TRANSFORMATIONAL LEADERSHIP**

**Ensure that all efforts are efficient, coordinated and complementary thereby ensuring a sustainable legacy of existence beyond the current leadership.**

As Nyaka's programs, staff, budget and the number of beneficiaries reached continue to grow, it is essential that this transformation is supported by organisational strengthening, confident, yet flexible leadership and a collaborative, motivated, accountable staff. Utilising a tool such as the 7 Lenses Maturity Matrix, Nyaka will work towards: having an embedded, clearly understood and operationalised vision; collaborative and fully resourced planning; clear governance and effective decision-making processes; a supportive environment of trust and openness; effective ways of working; and mature workforce planning.

Nyaka will need to strengthen its operational systems (Financial/Logistics/Admin Transparency-FLAT) with a view to creating a strong and robust succession plan. This process has already been initiated with the shift to Salesforce for stronger stewardship, and monitoring and evaluation of program metrics. To further complement this step there is need to transition into a comprehensive financial system similar to, for example, Sunsystem (used by larger international organizations to streamline, manage and scale up their programs across multiple regions/countries).

Nyaka will work towards building the systems and processes needed to enable programs in Uganda to thrive including the eventual smooth and seamless succession plan supporting a legacy of community sustainability.



## **OBJECTIVE ONE**

Consistently pursue actions supporting increased existence clarity, community collaboration, and stake-holder accountability as Nyaka transitions into a larger NGO, able to fully realize its potential to positively impact communities in rural Uganda

## **OBJECTIVE TWO**

Identify and implement a clear overall operations system to ensure all departments (Finance, Logistics and Administration) are optimized to work effectively and efficiently

## **OBJECTIVE THREE**

Strengthen Board leadership through acquisition and professional development thereby firmly establishing their vital role in ensuring a viable organization succession plan



**FOR OUR  
CHILDREN'S  
SAKE**

**NYAKA  
20<sup>TH</sup> ANNIVERSARY**





## OUR GUIDING PRINCIPLES

- All human beings are born free and equal in dignity and rights.
- Poverty is not inevitable.
- Every child deserves the chance to learn, grow, and thrive.
- Education represents the best means to break the cycle of poverty.
- Families need a hand up—not a hand out—to flourish.
- Sharing knowledge and experience is the best way to empower a community.
- Change is most transformative and sustainable when it comes from within the community.



# EXPANDING OUR WORLD FOR GREATER EQUALITY

## THE NEXT THREE YEARS

Today, Nyaka's programs are giving over 80,000 children and 20,000 grandmothers the opportunity to enjoy safer and healthier lives, to access more opportunities and to work towards a brighter future. Our clinics, counseling, testing, libraries, clean water, and community radio programming efforts have had a positive impact on hundreds of thousands of people.

We have helped a generation of orphaned and vulnerable children access a raft of opportunities for learning and growth, and given those who care for them the tools they need to support their families and improve their lives. Our programs also reinforce and support the United Nations Sustainable Development Goals, which seek to end poverty, build economic growth, and address a range of social needs, including education.

We are incredibly proud of all we've achieved in our first 20 years and we are excited for all that lies ahead. The pandemic has brought many challenges, increasing poverty and gender inequality, making access to education more complex, and we are in awe of the enormous adaptability and resilience of our staff and the whole Nyaka community. Nyaka is stronger than ever and we are working to ensure that our community continues to thrive and overcome challenges in the decades ahead.

This strategic plan focuses on reducing inequalities: a crucial aim, given the increased inequalities laid bare by the pandemic. In Uganda, an additional 3 million families were pushed into poverty by the first lockdown alone, millions of children have had no formal education for almost 2 years, millions more have had their education severely disrupted, and the "shadow pandemic" of sexual and gender-based violence has created great trauma and thousands of unintended pregnancies across the country. Nyaka staff have worked tirelessly throughout the pandemic to respond to these issues and to enable the Nyaka community to access education, healthcare, counseling and income generation opportunities.

This plan has a strong focus on impact and sustainability alongside growth, innovation and increased access to technology. It builds on the foundations of our first 2 decades and seeks to establish Nyaka as a driving force for equality, allowing children, grandmothers and survivors of SGBV to reach their goals through education, training and targeted support. We aim to create a robust, replicable model and a strong culture of ongoing monitoring, evaluation, accountability and learning to support the further expansion of our programs, so that Nyaka's work can have a meaningful impact on the futures of even more families and communities.

We believe that this plan will help ensure that Nyaka can continue to promote and support transformative change for the people of southwestern Uganda, during and beyond this pandemic. We hope we can count on your continued support as we eagerly begin the hard work of achieving our ambitious goals and objectives. Thank you for everything you've done to make our progress possible, and everything you will do to make another generation of dreams come true.

We bale nyo—thank you very much!









**Educate. Empower. Transform.**

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