



Development Network of Indigenous Voluntary Associations

STRATEGIC PLAN (2022 - 2026)



#DeeplyRooted

Co-funded by:



Implemented by:
giz
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We strive to advocate for quality service delivery for improved livelihoods for vulnerable communities.



Empowering communities to demand for better service delivery to improve household incomes and the quality of life of Ugandans.

Acronyms

CBOs	Community-Based Organizations
CSO	Civil Society Organization
CSOs	Civil Society Organizations
CSSA	Civil Society Strengthening Activity
CUSP	Civil Society in Uganda Support Programme
DENIVA	Development Network of Indigenous Voluntary Associations
EAC	East African Community
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ICT	Information, Communication & Technology
INGO	International Non-Government Organization
Ios	Indigenous Organizations
M&E	Monitoring and Evaluation
NAs	Neighborhood Assemblies
NDP	National Development Plan
NGO	Non-Governmental Organisation
PDM	Parish Development Model
QuAM	Quality Assurance Certification Mechanism



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Message from the Chairperson, Board



I extend my appreciation and gratitude to all stakeholders especially DENIVA members for their enormous support rendered in the successful development of the Strategic Plan (2022-2026) that comes at a time when we are celebrating three decades of existence as a Network. Special thanks to the DENIVA Board of Directors and other key stakeholders.

The Strategic Plan comes at a time when the world is emerging from the effects of the COVID-19 pandemic, shrinking civic space, and the global climatic crisis issues that have affected millions of people worldwide. Through this Strategic Plan, DENIVA is geared towards mobilizing its membership to be resilient amidst these challenges and be agents of change in the communities they serve. We believe that strong indigenous capacities offer huge potential to improve lives, fuel the economy, advance innovation, and better equip the young workforce to gain employment and address gaps resulting from the service delivery deficits our communities experience.

As Board Chair, I strongly believe that the development of a new Strategic Plan 2022–2026 with focused interventions to build resilient and sustainable grass-root organizations is what is needed for citizens to take their rightful place as full participants in the Ugandan economy.

I, therefore, have no doubt that the priorities set out in this Strategic Plan will allow us to build a strong foundation with a vibrant agency aligned to key government programs like the Parish Development Model and NDP III. Our focused partnership engagements with state and non-state actors will provide strategic advice on pivotal policy frameworks and programs as they relate to indigenous economic development realities and better service delivery.

To all our partners and allies; DENIVA remains indebted to you for your support that enabled us to develop the Strategic Plan. In particular, DENIVA is grateful for the financial and technical support that was provided by GIZ Civil Society in Uganda Support Programme (CUSP) towards the development of this Strategic Plan. And to my fellow Board Members and DENIVA staff: Thank you all for your hard work and enthusiasm that has through many engagements enabled DENIVA to courageously define the strategies that will guide the Network over the next five years as we strive to Kuza DENIVA kuntiko (Revive DENIVA's former glory).

A handwritten signature in black ink, appearing to read 'Andrew Byaruhanga'.

Andrew Byaruhanga
Chairperson DENIVA Board

Message from the Executive Director



We are pleased to present the Strategic Plan 2022-2026 for Development Network for Indigenous Voluntary Associations - DENIVA. Since the birth of DENIVA in 1988, extensive engagements have been undertaken with its membership, development partners and government agencies across the country. This plan reflects what we have done and learnt during these engagements and gives shape to the identity and the guiding principles of this new strategic outlook.

The vital information gathered during the engagements informed the networks vision, mandate, and values, and the 3 priorities which will be put into action within the next 5 years:

1. Improved quality of work by indigenous organizations.
2. DENIVA membership engagement in collective advocacy.
3. Building a strong DENIVA secretariat and network.

This plan is a strategic roadmap that defines our future vision and how we get there. It guides us in an organized, flexible, and aligned manner for the delivery of our mandate. The vision, values, and mandate will hold the network for ensuring it efficiently and effectively supports indigenous partners on their path to self-determination. We look forward to continuing our journey together. To advance this vision, we will leverage the **#DeeplyRooted** tagline to develop a resilient, agile, equipped, and inclusive civil society sector that supports local governments and institutions as they assume control over the design and delivery of services. We recognize our collective responsibility to change our mindsets and behaviors to uphold our indigenous-centric outlook within and outside the work we do.

A handwritten signature in black ink, appearing to read 'Sophie Kange'.

Sophie Kange
Executive Director - DENIVA

Executive Summary

The Development Network of Indigenous Voluntary Associations (DENIVA) is a legally constituted National Network of Non-Governmental and Community Based Organizations (NGOs/CBOs). It provides a platform for collective reflection, action and voice to voluntary indigenous and local organizations to strongly advocate for the creation of opportunities for citizens and their organizations to participate in Uganda's development and governance processes. DENIVA was founded in February 1988 by a group of 21 Indigenous organizations who recognized that scattered efforts of voluntary indigenous organizations needed to be galvanized towards a collective voice that could influence the development agenda in Uganda.

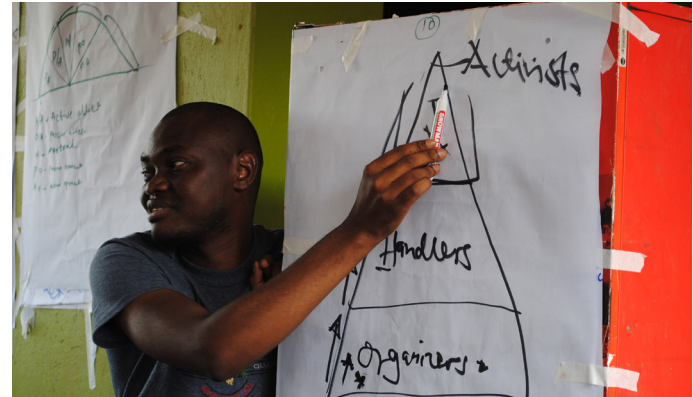
This Strategic Plan will invest significantly in revitalizing indigenous organizations across Uganda. We understand indigenous organizations as those organizations that are local and rooted in specific local experiences. Across Uganda, communities have always come together in associational life to respond to various community needs. Indigenous organizations are therefore 'first responders' at the community level. They use existing resources, mobilize local resources, and deploy local knowledge to meet local needs. Yet these are organizations that are not well serviced, well understood, or well mobilized.

The DENIVA's new Strategic Plan 2022-2026 will therefore employ the tagline of **#DeeplyRooted** to popularize this revival towards serving indigenous organizations across Uganda. In the use of the tagline **#DeeplyRooted**, we take the position that rooted organizations are those that are firmly planted at the community level and will continue to exist in all circumstances. Rooted organizations are therefore stable, firm, established and thoroughly grounded. These are organizations that will take on different shades and forms. Some will be community-based organizations, cultural organizations, informal groups with a social cause, and even social enterprises that service community needs. In the next 5 years we shall research, understand and work with such organizations as a mechanism of ensuring that all civil society in Uganda is served and not only those who are modern, located in towns and cities, but also to bring on board those at the grassroots. Our commitment here is to 'spread the net' and include the diversity of associational life that defines Uganda and celebrate that diversity by building the capacity of these organizations and providing a strong network that allows them to meet their visions and missions.

To develop this Strategic Plan, we listened to 278 member organizations and individuals through both physical and

virtual consultations. We purposed to re-connect and re-build relationships with the network's members, the Board, and staff to receive their ideas and concerns to inform our strategic direction for the next 5 years.

Our theory of change makes a key assumption that, if indigenous organizations have a strong capacity to design and deliver quality programs, network, and engage in collective advocacy with a strong and efficient secretariat, this will lead to the expansion of better quality of life in communities and the expansion of civic space at the community level for first responder organizations.



Strategic Plan Development process



DENIVA conducting a household survey on the impact of disasters on communities to develop community action plans to make communities disaster resilient.

1.1 Who are we?

The Development Network of Indigenous Voluntary Associations (DENIVA) is a legally constituted National Network of Non-Governmental and Community Based Organizations (NGOs/CBOs). It provides a platform for collective reflection, action, and voice to voluntary indigenous and local organizations to strongly advocate for the creation of opportunities for citizens and their organizations to participate in Uganda's development and governance processes. DENIVA was founded in February 1988 by a group of 21 NGOs who recognized that scattered efforts of voluntary indigenous organizations needed to be galvanized towards a collective voice that could influence the development agenda in Uganda. DENIVA has since grown into a large national network with over 278 functional member organizations located in different parts of the country. However, DENIVA services a constituency of over 283 CBOs and NGOs located all over Uganda.

1.2 How did we develop this Strategic Plan?

Five virtual regional consultation meetings were held between June and August 2021. Through these virtual meetings, we evaluated our past work and captured what we had done well

and what we should have done better. Key strategic focus areas were proposed and have been the foundation to informing this Strategic Plan. Further to this, we stopped and sought wisdom from the historical founder members to understand the *raison d'être* of DENIVA since it was established in 1998. We also listened to the strategic directions employed over the course of the last 33 years of operation. Additional consultations were made with key strategic partners in the sector that have moved with us throughout the journey of refining our strategic direction. We are so thankful to all those that participated in framing this Strategic Plan and to the Civil Society in Uganda Support Programme (CUSP), which is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), GmbH with financial support from the European Union and the German government that made these consultations possible.

1.3 Achievements and Lessons Learnt

Key Achievements

- Enhanced citizen's capacity to demand for accountability with an outreach of over 5.3 million using the Neighborhood Assembly Model¹.
- Collective Advocacy on key policy processes such as climate change, anti-corruption, Disaster Risk Reduction, and the Humanitarian response.
- Promotion of the Quality Assurance Certificate Mechanism: Over 150 NGOs certified out of over 500 NGOs sensitized on QuAM.
- Institutional strengthening for DENIVA through policy reviews.

Key Lessons Learnt

- Strong internal systems enhance organizational compliance and stability.
- The need for strong Monitoring, Evaluation and Learning System.
- The need for diversified funding sources.
- Self-regulation critical in building a culture of accountability and compliance in organizations.

¹Neighborhood assemblies are community-initiated dialogues aimed at addressing local issues and problems facing a particular community.

- The need for a clear advocacy agenda and strategy.

In designing the new Strategic Plan, we benchmarked on the harvests from our achievements and the key lessons as highlighted above. We will build on the great things we did and do less of those areas that remained lacking but gave us great opportunities to learn how we perform better in delivering our mandate



Harnessing the power in traditional forms of organising for co-creation and transformation.

In addition to the analysis conducted with members as described above, a thorough context analysis was done: The context in which DENIVA operates is influenced by several factors (both internal and external). This contextual analysis highlights some of the prevailing constraints that are influential to our work and the development aspirations to work to achieve them.

2.1 The Global and Regional Context

This Strategic Plan is being developed at a time when the world is rethinking many of the global development paradigms of our times and coming to terms with a diversity of tectonic shifts in society. Today in 2022, the world is slowly recovering from the unprecedented impact of COVID 19, a pandemic that caused the world to close down and come to a standstill for several months. During this period, what mattered were not the global networks that communities had, but the next-door neighbor who stood in the gap and helped to ameliorate suffering at the community level. Several changes also happened in communities. What was private homes for relaxing and connecting among families for some, became public places to do work and earn a living using virtual means. Schools across the world were disrupted and children in poor communities missed school as those in rich communities transited to online education. When vaccines came, inequality continued to show

its ugly head. Although COVID-19 vaccine supplies to Africa have risen significantly, the continent is struggling to expand rollout, with only 11% of the population fully vaccinated. The post-pandemic world, therefore, means that we can no longer have the luxury of organizing only globally. We must ensure that community organizations and indigenous organizations are strong, resilient, and agile to meet the needs of today and tomorrow.

Further, at the global level, it is now apparent that local organizing is critical to the future of the world. The decade of action in the final lap towards the achievement of the 2030 agenda will only be successful if local change agents are equipped and empowered to engage and demand quality development services.

2.2 National Policy Trends

Uganda a vision – Vision 2040 – with the theme: “A Transformed Uganda Society from a Peasant to a Modern and Prosperous Country within 30 years”.¹ This is to be realized through the implementation of six successive National Development Plans. To actualize the economic transformation in Uganda, the Parish

² Government of Uganda (2004) Uganda Vision 2040, National Planning Authority, Kampala

Development Model (PDM) was launched in February 2022. It is a vehicle through which household incomes and the quality of life of Ugandans will be improved and where the Parish is developed as a wealth-creating unit responsible for taking services closer to the people. The Parish will play a key role in the coordination, monitoring, supervision, reporting and oversight for production, marketing, social services, financial and other services in their localities. This policy stance signifying a return to community-led development is a significant policy shift that this Strategic Plan will pay particular attention to. The Parish is one of the lowest governance structures. It is therefore imperative that frontline first respondent organizations – organized at grassroot level will be critical in supporting the attainment of the outcomes of the PDM.

2.3 Indigenous Organizations are less networked

Indigenous organizations are most times used as front liners largely by international organizations in the delivery of services at the community level. This in many ways has hindered the opportunity to work collaboratively around a specific advocacy agenda to improve the quality of services and build a strong agency. It should be known that it is not just what we do, but how and with whom we act and interact that brings transformation. It's therefore imperative that indigenous organizations and communities are supported to appreciate the value of working collaboratively for transformations. Impact networks are complex, working not only at multiple levels but constantly evolving. This complexity demands collaborative leadership at every level. Investing in indigenous leadership development

will remain critical in fostering community transformation.

2.4 Financing to indigenous organizations

Over the years, CSOs have continued to face challenges with funding. This is in some part because of consequences of changes in the aid architecture and the changing relations between local NGOs, INGOs, and donors located in the global north. There is increased competition between CBOs, local NGOs and international NGOs for a limited pool of funds. International NGOs have also faced the same challenge, and many have opted to develop global models that would enable them to work together to solicit funding. Local Ugandan NGOs have also realized a need to work in consortia as one of the options to address the declining funding for individual NGOs. For the front-line organization, there is little in terms of organizing and mobilizing to access external funding. In most cases, these local organizations utilize locally raised funds to support the work they do at the community level. To create sustainability intentional capacity building for local resource mobilization needs to be undertaken at the community level. Evidence shows that resources exist at the community level and people do give either their time, talent, or treasure to organizations and associations that meet their needs. It will be imperative that the skills set to leverage generosity, local giving and philanthropy are built, so that we create sustainable resourcing models at the community level.

In the next five years, DENIVA will benchmark on the above context and make a contribution to the following priority areas:

Strengthen the capacity of indigenous organizations to design and implement quality programs that respond to citizen needs, mobilize and strengthen our membership capacity to engage in collective advocacy, provide opportunities and platforms for development and learning and build a strong secretariat and networks with capacity to service its membership. We will do this through our ecosystem of partners that include community organizations, indigenous organizations, and other front-line social formations at the community level. We will streamline systems and processes to enhance agility, flexibility, and responsiveness to the indigenous organizations across the country. Our role will be largely catalytic.



3.1 Vision

Empowered indigenous organizations built on societal ethos to make a difference at the community level and ensure that development initiatives work for all people.

3.2 Mission

To strengthen capacities of indigenous organizations to respond to citizens' needs through community-focused interventions, capacity building, solution-focused research, networking and advocacy.

3.3 Core Values

Our core values and principles are informed by our ambition for social justice and to create a world that is fair to all in diversity and guarantees equal access, opportunity and participation by all.

- a. **Transparency:** We uphold full openness to our members, beneficiaries and partners at all times.
- b. **Integrity:** We uphold strong moral values of honesty and truthfulness in our work. We do the right thing at all times and are accountable to members and stakeholders.



c. Trust: We live up to our commitments, take ownership of our mistakes, and are accountable to indigenous peoples and their organizations.

d. Excellence: We are honored to serve communities and have a moral and personal responsibility to strive for excellence in our work. We take pride in continuously improving ourselves and our organization.

e. Gender Integration: In all we do, we work to promote gender equality. We strive to achieve gender intersectionality in the implementation of programmes at all levels of development.

f. Diversity inclusion and belonging: We ensure that no one is denied their rights because of factors such as race, color, sex, language, religion, political or other opinions.

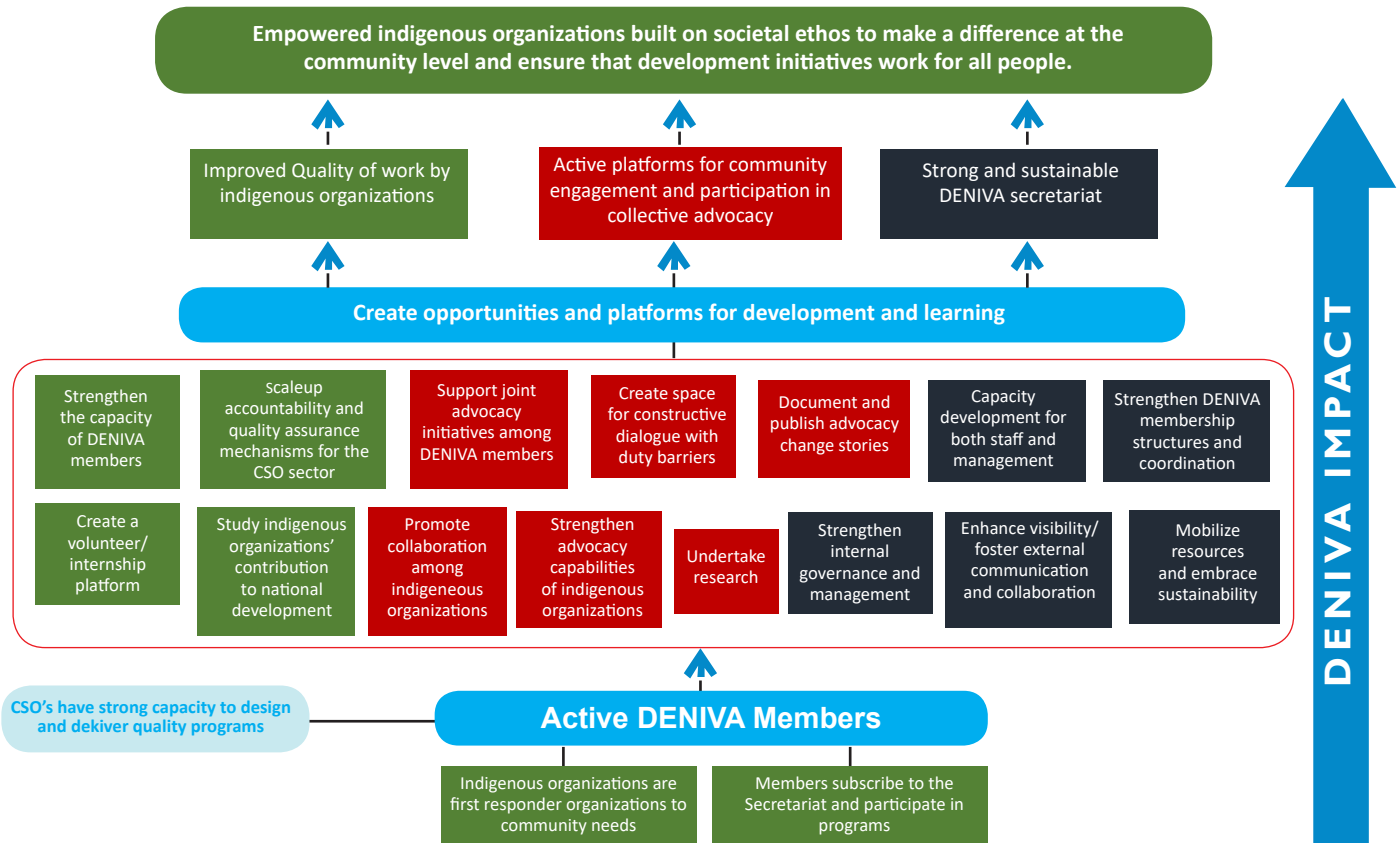
g. Humility: We seek to learn and grow from our interactions with others and to build self-awareness. We believe that solutions for indigenous services are better developed by indigenous peoples. Our role is to support them in developing services that meet their ambitions.

h. Kindness: We conduct ourselves with respect, always caring and courteous. We are tough on issues and easy on each other. We are mindful of our personal and mental health, for to serve others, we must care for ourselves.



DENIVA and GIZ representatives explore options in strengthening the capacity of its membership.

DENIVA Theory of Change



a) **IF,**

we improve the quality of work by indigenous organizations for better development outcomes, then Communities will be well informed, participate in government programmes and will be satisfied by their services.

b) **IF,**

indigenous Organizations create platforms for community engagement and participation in collective advocacy on issues relevant to Uganda's development, then we will have empowered communities with the capacity to demand citizen-centered approaches for better service delivery from the government.

c) **IF,**

we have a strong DENIVA secretariate with the capacity, systems, and structures to serve its membership and partners, then we will have a sustainable and efficient network with a wide base of partners and resources.



Regional QuAM sensitization meeting to prepare members for QuAM certification and identify their capacity needs.



Engaging communities in the urban slums of Kampala to identify their advocacy needs and strategies.

This section outlines the strategic objectives for this Strategic Plan in detail. The section discusses each of the outcome areas under this Strategic Plan and presents a synopsis of the activity areas that will be implemented.

Strategic Objective 1: Improved quality of work by indigenous organizations for better development outcomes.

Outcome: *Communities that are well informed, participate in government programs, and are satisfied by services offered by indigenous organizations.*

Strengthening indigenous organizations is the best way to improve services in the following aspects; compliance, resource mobilization, sustainability, advocacy, leadership and monitoring and evaluation. Indigenous organizations have expressed that they want DENIVA to recognize and support their inherent right to self-determination with flexible approaches that are inclusive and responsive to the diversity of indigenous people's needs. This priority area will build and galvanize local civic voices and competencies for collective action, empowerment and shared learning.

In order to advance this goal, we will work with willing partners in the following key interventions:

1. Strengthen the capacity of DENIVA members.
2. Scale up accountability and quality assurance mechanisms for the CSO sector.
3. Create a volunteer/ internship platform to bridge the disconnect between academia and development practice.
4. Study indigenous organizations' contribution to national development.

Key milestones in strengthening capacity of Indigenous organizations

A	Strengthen the capacity of DENIVA members	2022	2023	2024	2025	2026
i	Undertake capacity assessments for DENIVA members	X				x
ii	Design and implement capacity building programmes to address critical capacity gaps for members i.e. ICT usage, advocacy, networking and collaboration building, strategic planning, monitoring and evaluation, board development, gender integration, disability inclusion among others	X	X	x	x	x
iii	Development of tools and guidelines for institutional practice	X	X			x
iv	Support members to develop requisite policies for their organizations (Resilient and sustainable organizations)	X	X	x	x	X
v	Establish a transformational leadership program for indigenous organizations	X	X	x	x	x
vi	Indigenous organizations document their best practices/approaches for shared learning and scaleup.	X	X	x	x	x
B	Scaleup accountability and quality assurance mechanisms for the CSO sector					
i	Undertake an evaluation of the QuAM initiative	X				x
ii	Strengthen the functionality of all QuAM structures across the country	X	X			x
iii	Document stories of change from certified organizations	X	X	x	x	x
iv	Build partnerships and collaborations for enhanced sensitization and awareness raising on quality assurance	X	X	x	x	x
v	Implement a self-regulatory mechanism for grassroots organizations	X	X	x	x	x
C	Create a volunteer/internship platform to bridge the disconnect between academia and development practice					
i	Design and implement a volunteer/internship program/policy	X	X	x	x	x
ii	Foster partnerships and collaborations with institutions of higher learning on internship	X	X	x	x	x

iii	Support at least 30 students in undertaking their internship or volunteer services across the sector	X	X	x	x	x
D Study indigenous organizations' contribution to national development						
i	Undertake to study the indigenous organizations sector i.e. ways of organizing, what they do and indigenous models of work as a key benchmark to inform the legal regulatory and programmatic frameworks	X	X			
ii	Indigenous organizations organized under their thematic areas	X	X			
iii	Annual performance reviews on indigenous practices/interventions	X	X	x	x	x

Strategic Objective 2: Indigenous Organizations create platforms for community engagement and participation in collective advocacy on issues relevant to Uganda's development.

Outcome: *Empowered communities with the capacity to demand citizen-centered approaches for better service delivery from the government.*

Under this strategic objective, we shall strive to build civic voices that influence and shape the key development initiatives at local government level and be an interlocutor for evidence-based policy engagement. We will ensure services are provided with care, fairness, respect and transparency. Our advocacy work will work to see that the services provided are culturally appropriate, high-quality, and our actions are guided by indigenous peoples.

To support this strategic objective, we will work in the following key interventions:

1. Support joint advocacy initiatives among DENIVA members
2. Promote collaboration among indigenous organizations
3. Create space for constructive dialogue with duty bearers
4. Strengthen advocacy capacities of indigenous organizations
5. Undertake research
6. Document and publish advocacy change stories

Key milestones for effective advocacy by indigenous organizations

A	Support joint advocacy initiatives among DENIVA Members	2022	2023	2024	2025	2026
i	Develop and further improve client-centered, community-facing communications for quality service delivery (Neighborhood Assemblies, Bimeza, Community Budget Clubs, Community Participatory Clubs)	X	X	X	x	x
ii	Co-develop and implement an indigenous-first gender based analysis+ framework and tools		X	X		
iii	Form thematic networks/coalitions to amplify indigenous issues at local, regional and national level	X	X	X		
B	Promote collaboration among indigenous organizations					
i	Collaborations with likeminded networks for collective advocacy (Sector specific advocacy, regional integration- EAC, academic institutions)	X	X	x	x	x
ii	Create space for constructive dialogue with duty bearers (CDOs and sector heads, private sector)	X	X	x	x	x
iii	Build capacity on collaboration and networking	X	X	x	x	x
iv	Annual reflections with partners and communities to assess how we can improve quality of services (timeliness, responsiveness, effectiveness)	X	X	x	x	X
v	Establish think tanks among indigenous communities to generate new knowledge	X	X	x	x	x
C	Strengthen advocacy capacities of indigenous organizations					
i	Train DENIVA members in critical advocacy/mobilizing support and life skills for effective advocacy	X	X			x
ii	Provide coaching and mentoring programs for effective advocacy	X	X	x	x	x
iii	Support indigenous organizations to develop service delivery charters and implement them	X	X	x	x	x

D	Undertake research for evidence gathering					
i	Study and document the indigenous approaches for strategic advocacy (Manyata, small holder farmer organizing, and dispute handling mechanisms, Matoput)	X	X	x	x	x
ii	Undertake annual development audits at local government level	X	X	x	x	X
iii	Map and document indigenous information management systems	X	X	x	x	x
iv	Study the existing indigenous approaches to inclusion	X	X	x	x	X
v	Create knowledge hub: Document annually best practices and build a repository of knowledge for learning	X	X	x	x	x

Strategic Objective 3: A strong DENIVA secretariat and network with capacity, systems and structures to serve its membership.

Outcome: *A sustainable and efficient network with a wide base of partners and resources.*

DENIVA is structured to deliver services effectively in order to maximize the positive impact on its membership and partners.

To ensure effective and sustained delivery, we will work in the following outcome areas:

1. Capacity development for both staff and management
2. Mobilize resources and embrace sustainability
3. Enhance visibility/foster external communication and collaboration
4. Strengthen DENIVA membership structures and coordination (examples)
5. Strengthen internal governance and management

Key milestones for institutional and network strengthening

A	Capacity development for both staff and management	2022	2023	2024	2025	2026
i	Conduct staff appraisals	X	X	x	x	x
ii	Undertake team building activities	X	X	x	x	x
iii	Identify specific training opportunities for staff and management	X	X	x	x	x
B	Mobilize resources and embrace sustainability					
i	Develop a resource mobilization strategy for DENIVA	X	X	x	x	x
ii	Train members in social enterprise development and domestic resource mobilization skills	X	X	x	x	x
iii	Share information and support membership to bid for existing funding opportunities	X	X	x	x	x
C	Enhance visibility/foster external communication and collaboration					
i	Develop a DENIVA brand	X	X	x	x	x
ii	Link DENIVA membership with potential partners in the same thematic area	X	X	x	x	x
iii	Develop a competence profile of DENIVA membership needs	X	X	x	x	x
iv	Develop a communication strategy	X	X	x	x	x
D	Strengthen membership structures and coordination					
i	Develop a membership engagement strategy	X	X	x	x	x
ii	Support the various thematic working groups of indigenous organizations to participate in different fora at national and local level	X	X	x	x	x
iii	Involve member organizations in program and policy design to better address the specific needs of local partners	X	X	x	x	x
iv	Support network weaving and collaborations for shared learning and exchanges	X	X	x	x	x

E		Strengthen internal governance and management				
i	Review and update key policies and systems i.e., the DENIVA board policy, constitution other requisite policies	X	X	x	x	x
ii	Orient the board into their roles and responsibilities	X	X	x	x	x
v	Convene the Annual General Assembly for DENIVA members	X	X	x	x	X
vi	Undertake membership audits	X	X	x	x	x
vii	Develop comprehensive monitoring and evaluation system	X				



Demonstrating improved agricultural practices: making manure out of locally available resources.



Community learning from a demonstration garden to improve agricultural practices.

6.1 How success will be defined - Monitoring, Evaluation, Adaptation and Learning

Learning will become a central part of DENIVA's work. Through our work, we shall endeavor to understand and analyze the context of our work and continuously carry out critical questioning whether we are doing the right thing. We shall also learn from other networks and organizations involved in community work. DENIVA will intentionally cultivate a culture of critical inquiry, reflection and adaptation within the organization and outside about what works? Why and how? How do we know? How can we make it better? We shall work as a thoughtful, learning-oriented organization and one which collaborates actively with other entities to both enrich our own work and contribute to learning.

We will monitor and evaluate because we want to improve our practice. We are curious about how we do our work, engaging with questions on why and how something has (or has not) worked. We shall be guided by the principle of open-mindedness: we challenge our assumptions, admit when we are wrong, and adjust or change direction accordingly. Monitoring at DENIVA will therefore be trifocal – for accountability, management, and learning. Through the accountability and management focus of

our monitoring, our administrative and organizational systems will then be able to stand the test of time. Through the learning processes we shall be able to improve our work and understand how our efforts contribute to our outcomes and ultimately our goal. Through our monitoring, we shall track and describe those program components of our work over which we do have control and assess if we are on the right track and if we are working at the right level of quality and reach that we envision.

The evaluation of this Strategic Plan will take a longer-term, bird's eye view. We shall define a limited number of hypotheses stemming from our program areas. We shall then use process evaluations, mid-term evaluations, and end-of-term evaluations. In these evaluations, we shall describe the trajectory of the implementation (what happened), capture the outcomes observed (results), and elucidate why the outcomes are (or are not) observed by situating the results in the context in which they occur. We shall develop a robust annual MEL plan that will accompany this Strategic Plan and referring to our up-to-date planning.

6.2 Results Matrix

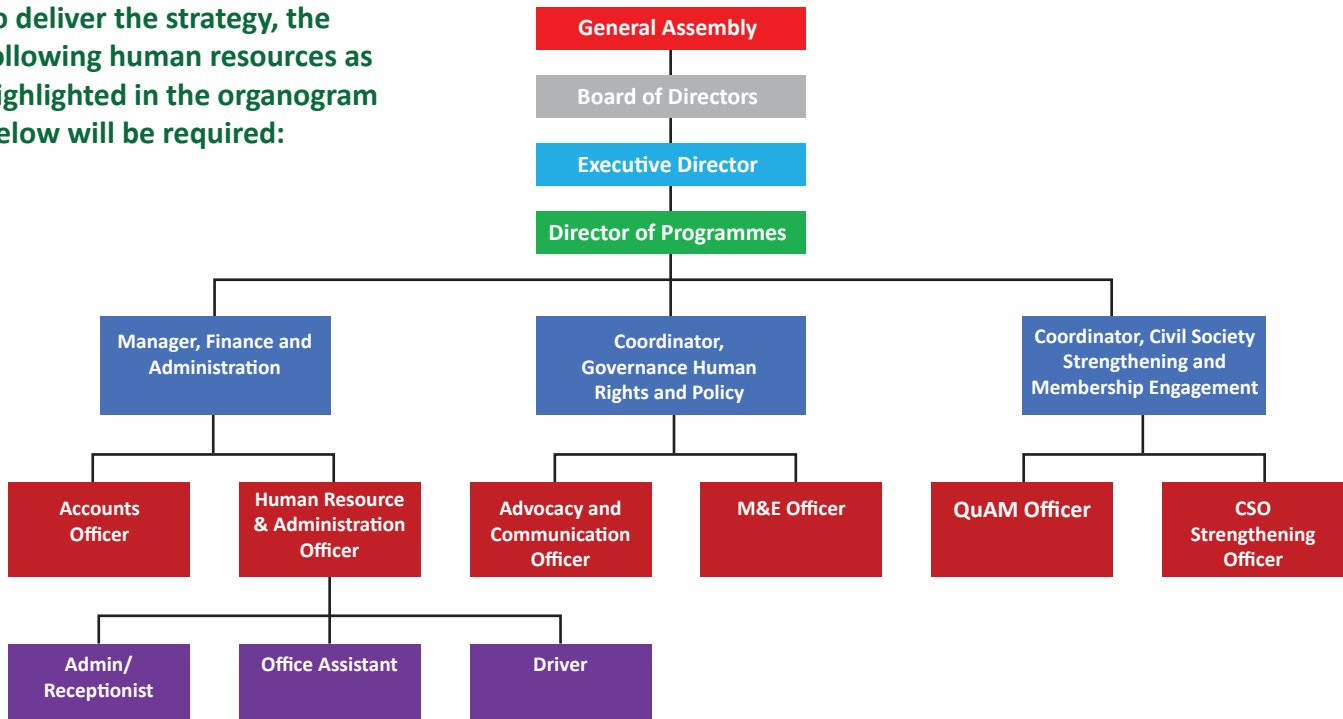
The results matrix below shows a summary of our results through a brief illustration of the relationship between the program area outcomes, program area objectives, program main indicators and means of verification.

Strategic Outcome	Objective	Outcome Indicators
Communities that are well informed, participate in government programs, and are satisfied by services offered by indigenous organizations.	Improved quality of work by indigenous organizations for better development outcomes.	<ul style="list-style-type: none"> • Rate of reported cases where indigenous organizations are engaging to influence national development • % of Members participating in DENIVA activities
Empowered communities with the capacity to demand citizen-centered approaches for better service delivery from the government.	Indigenous Organizations create platforms for community engagement and participation in collective advocacy on issues relevant to Uganda's development.	<ul style="list-style-type: none"> • Rate of collaborations among indigenous organizations • Rate of issue-based engagements by DENIVA members with duty bearers
A sustainable and efficient network with a wide base of partners and resources.	A strong DENIVA secretariate with the capacity, systems, and structures to serve its membership and partners.	<ul style="list-style-type: none"> • % new partnerships attained • % new members enrolled

07

Section Seven Organogram

To deliver the strategy, the following human resources as highlighted in the organogram below will be required:



To implement our strategic priorities for this Strategic Plan, we will undertake a robust resource mobilization agenda. Key resources to source for will be defined as (1) financial i.e. funds from solicited and unsolicited donors and locally generated funds; (2) physical resources i.e., material assets, office space and land; (3) human resources i.e., staff, consultants, advisors, interns, volunteers, board, membership; (4) social resources including partners and relevant networks. To achieve this ambition, key strategies will be implemented including;

Building and maintaining strategic partners: We shall invest in mapping key strategic partners aligned to the networks thematic and programmatic priorities, identify new donors, build partnerships with private sector at local, regional and national level and will collaborate with likeminded NGOs for joint fundraising.

Establish a business hub: DENIVA will adopt a social enterprise concept inspired by innovation and business culture to generate own resources using existing skills and opportunities. We will hire out equipment and assets like office space for rent, offer consultancy services, sell off redundant assets like furniture and run a training center with courses that enhance development practice by indigenous organizations.

Work with volunteers and interns: To boost our staffing capacity, we will run an internship and volunteer program that will bridge the gap between theory and practice for university students. This will also contribute to skilled workforce for the sector and employment for graduates, thus reducing the unemployment gap.

Membership fees and contributions: We will continue mobilizing our membership to pay their membership and subscription fees, strategically mobilize funds for the membership, and collaborate with members for joint activities tapping into the diverse comparative advantages.



in proud partnership with:





DENIVA hosting the East Africa Regional CSO platform on Disaster Reduction.



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