

**The Slum Aid Project (SAP) Development Strategy
2007-2013**



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Development Strategy (2007 – 2013)**

Preface

This document provides a broad development strategy for **Slum Aid Project** for the period 2007 to 2013.

Following the recommendations of the Organizational Capacity Assessment(OCA) done in 2006, management has developed various policy documents of which the development strategy is part. This document has been developed based on experiences of the past as well as emerging needs across the country.

The strategy is informed by various strategic documents that include:

- a) The Poverty Eradication Action Plan (Uganda).
- b) The National Action Plan on women,
- c) The National Gender policy,
- d) The National Action plan on children,
- e) The Convention on the rights of the Child
- f) The National Reproductive health policy.
- g) National Action Plan on Child Sexual Abuse

1. STRATEGIC DIRECTIONS

Goal: Improved lives of people living in the slum areas.

Vision

“To enable the disadvantaged people live and enjoy fair and dignified lives especially slum communities”.

Mission

“Is to strengthen the capacity of the disadvantaged people especially slum communities in Uganda (men, women and children) to challenge and effect sustainable positive change in their lives through research, capacity building and advocacy.”

Objectives.

SAP objectives include among others the following:

- To influence policy formulation and implementation to reflect the rights and needs of slum communities -
- Promotion of gender equity at various levels.
- To analyze and bringing out issues of inequality, discrimination, human rights, and field operating environments on the agenda in development frameworks.
- To protect and improve lives of the all the people infected or affected by HIV/AIDS

- Support the implementation of child related policies – OVC, child statute.
 - Child protection policies: protection from abuse and exploitation.
1. To strengthen the effectiveness of community based structures and groups to demand their rights and to articulate their development needs
 - Empower community institutions for poverty eradication
 - Develop and strengthen household and community capacities for improved livelihoods
 - Increased resource mobilization for HIV/AIDS programming.
 - To promote the dignity and potential of all human beings.
 2. To generate and disseminate relevant information on lives of disadvantaged people in Uganda, particularly slums.
 3. To research and document all information on the activities of SAP- See SAP news *a bi annual publications*
 4. To strengthen SAP's organizational infrastructure and policies to match SAP's internal and geographical shifts as well as the long-term fundraising pattern.
- **Resource mobilisation**
 - a. Diversifying growth with various national and international donors.
 - b. Increase SAP membership and thus national resource development.
 - c. Increase grants and non-sponsorship funding
 - **Ministry quality**
 - Ensure accountability and compliance. *See The M&E strategy*
 - Improve monitoring and supervision of programs
 - Strengthen partnerships and Networks with community based organizations, support groups and local NGOs for program sustainability
 - Promote community participation and involvement.
 - **Organizational effectiveness**
 - Strengthening decentralization
 - Transition the SAP National Office and board to intermediate stage
 - Enhance staff motivation, commitment and care.
 - Enhance leadership and staff management capacity.

3 ACTIVITIES

SAP will engage in all activities that will contribute to the realization of its Vision, Mission and Objectives.

Sap's Operations

SAP's operations for the coming 6 years.

1. **Capacity building:** To build the capacity and strengthen the effectiveness of community based structures and groups in slums to demand for their rights and to articulate their development needs.
2. **Research and documentation:** To identify research into and document best practices in working with Slum communities. The information generated through the research should be useful in the SAP advocacy work.
3. **Advocacy and policy influence:** As a major strand in SAP's work, to strengthen advocacy work through increased documentation of SAP experiences, and using this to inter face with and influence political leaders, sensitize them about slum matters, and thus contribute to a more conducive environment for slum dwellers.
4. **Organizational development and Fundraising:** To put in place a strong organizational development structure that will meet the challenges of the new strategic shift and to shift from short-term funding to developing long-term strategic funding partnerships. SAP should also develop an income generation strategy in order to reduce its current 100% reliance on donors.

2. GEOGRAPHICAL COVERAGE

2.1 Current location

The Slum Aid Project (SAP) national office is located on Natete-Wakaliga road Block 1 plot 951&668. The project is housed in an own house. *See map to premises attached*

Slum Aid Project (SAP) is a Non Governmental Organization working in 7 slum areas around Kampala in Uganda. These areas include; Wandegeya, Nakulabye, Katwe 1 Kisenyi, Naguru 11, Kibuli, and Wabigalo The Organization works towards improving lives of the people living in the slum areas.

3. IMPLEMENTATION PLAN

The following will be key in order to implement the strategic directions in this development strategy:

- Updating policies, guidelines and operational strategies
- Reviewing the organization structure.
- Developing a skills and competencies audit, and eventually a manpower plan.
- Developing annual operating plans.
- Integration of gender, poverty anti discrimination policies and advocacy at all levels.
- Integrating M&E recommendations.

4. MONITORING AND EVALUATION PLAN

To ensure effective implementation of this strategy, vigorous monitoring of progress will be done basing on the performance indicators developed. Monitoring of progress will be done at national and project level by the respective leaders who will also take action accordingly.

A needs assessment will be conducted before a project is developed. This will be followed by a baseline survey to be done at the beginning of the project so as to have data on the current problems to be addressed by the project prior to the intended development intervention.

Annual reviews will be conducted to generate information on progress through analysis of regular reports, management review meetings, audit and evaluations; and appraisals.

End of planning period review will be conducted to assess level of achievement of strategy and provide basis for the next planning period.. Ministry Quality Division will be the goal owner of the monitoring and Evaluation function and provide overall guidance to the process and ensure that relevant information is tracked, stored and easily accessible. Information generated will be continuously used to provide feedback to the strategy implementers and management to take action accordingly.

6 PERFORMANCE INDICATORS

The following performance indicators for each of the strategic areas have been selected to measure progress of the strategy.

1 To strengthen the effectiveness of community based structures and groups to demand their rights and to articulate their development needs

Influence Policies and Practices

- # of advocacy initiatives towards ending the gender related conflict, For example Gender based violence, sexual abuse etc.
- # of HIV/AIDS policies developed for different formal and informal groups in the slum areas
- # policies for Child protection developed for example protection from abuse and exploitation.
- Ratio of men to women in **Slum Aid Project** Uganda at various levels.
- # of engagements in policy influencing fora.
- # of community institutions supported to carry out poverty eradication advocacy.

2 To generate and disseminate relevant information on lives of disadvantaged people in Uganda, particularly slums.

- # of reports, publications or news disseminated to communicated information
- # of children protected from abuse and exploitation through documented evidences
- # of lives changed after receiving information
- # programs developed on communication and advocacy

3 To research and document all information on the activities of SAP- See SAP news a bi-annual publication.

- # Researches done.
- # Monthly or periodic reports or articles disseminated
- # SAP news magazines produced and disseminated annually.
- # annual reports produced

4 To strengthen SAP's organizational infrastructure and policies to match SAP's internal and geographical shifts as well as the long-term fundraising pattern

Social and Economic development

- % of households meeting their food requirements
- # of households supported to improve their incomes.
- # of households supported to access health services.

HIV/AIDS scale-up

- # of SAP staff and volunteers trained in HIV/AIDS programming
- Amount of resources mobilized for HIV/AIDS programming.

Resource mobilisation

- % increase of international resources mobilized
- Increased % of resources raised locally.
- %age increase in grants and non-sponsorship funding.

Ministry quality

- % of programs integrating the M&E strategy
- % of programs and projects attaining limited risk score in audits.
- # of partnerships developed with CBOs/FBOs and local NGOs.
- % of community volunteers integrating SAP plans and recommendations in their community related work.

Organisational effectiveness

- Status of the secretariat and board.
- # financial guidelines developed and used by staff.
- # of staff submitting timely reports
- % of staff meeting at least 75% of their key performance indicators.
- % of senior and management staff receiving leadership and management training.