



ZEBRA **GENERATION**

STRATEGIC PLAN 2025 - 2030

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FORWARD

1

This document sets out the strategic direction and the future reference of Zebra Generation (hereinafter called the organization) for the next five years 2025-2030.

It outlines a disciplined approach for the organisation to achieve its goals and objectives in line with serving the key population community in Uganda.

The Strategic Plan aims to ensure that Children of the Sun Foundation Uganda Limited remains focused on delivering health, security, economic and legal services to the Ugandan key population community.

The organisation undertook a significant planning exercise in July 2022 with the aim of revising its services and directing its focus on specific areas which correspond

to the niche of the organization. A team of staff, board members and partners was gathered to look into what works for the organisation as well as into current constraints and future plans. Subsequently, the team came up with a comprehensive plan which ensures the improvement of service provision and the development of the organization as whole.

It is undeniable that each and everyone associated played a crucial role in this strategic planning process that is to say the direct beneficiaries, board of directors, staff, volunteers and peer leaders. We acknowledge everyone's priceless effort and contributions to come up with this important document and hope this motivation is maintained until the plan is successfully implemented.

The strategy is set out to be challenging and measurable, so that we can operate successfully in a highly homophobic environment and track progress of the organization's performance during the next 5-year period which we hope to walk altogether as a team.

Statement from....

Chairperson Board of Directors'



As the Chair Board of Directors, I am committed to upholding the highest standards of corporate governance at Zebra Generation. Our organization's governance framework is built on transparency, accountability, and fairness, ensuring that we operate with integrity and make decisions that benefit our community and stakeholders.

As we strive to mobilize resources to support our mission, I am dedicated to ensuring that our governance practices facilitate effective resource mobilization. We will continue to build relationships with donors, partners, and stakeholders to secure the resources needed to drive our programs and services.

As a representative of our organization, I am committed to ensuring that the voices of our community are heard and represented at all levels. We will continue to engage with our community, listen to their needs, and advocate for their interests. Our governance practices will remain inclusive, equitable, and responsive to the needs of our community.

As we move forward, we will continue to review and refine our governance practices to ensure they remain effective and aligned with our organization's mission and values. Our commitment to good governance, resource mobilization, and representation is unwavering, and we are dedicated to maintaining the highest standards of transparency, accountability, and integrity in all our operations.

Sincerely;

Ms. Viola Brenda
ZEBRA GENERATION

The Chairperson Board of Directors
Statement from....



The Executive Director

As the Executive Director of Zebra Generation, I am proud to lead an organization that has made significant strides in empowering our community. Over the years, we have established a strong track record of delivering impactful programs and services that address the unique needs of our community members. From our mentorship initiatives to our education and economic empowerment programs, we have demonstrated our commitment to creating opportunities for growth and development.



As we look to the future, we are excited to build on our past achievements and explore new prospects for growth and impact. We will continue to innovate and adapt to the evolving needs of our community, leveraging new technologies, partnerships, and funding models to drive our mission forward. Whether through our business activities, partnerships, or community programs, we remain dedicated to making a meaningful difference in the lives of our community members.

As we embark on this new strategic plan, I am confident that our team, partners, and stakeholders will come together to drive our vision forward. We will work tirelessly to mobilize resources, build partnerships, and deliver high-quality programs and services that meet the needs of our community. I am honored to lead this organization and look forward to the exciting opportunities and challenges that lie ahead.

Yours in service;

Mr. Unzimai Julius
The Executive Director

2 Background of the Organization

Zebra Generation is an independent, non-governmental and non-profitable social organization established by a group of like-minded youths with experiences in different sectors to promote youth capacity development and provide opportunities to youths. It was founded in 2016, registered with Moyo District Community Development Office as a Community Based Organization on 17th January 2024 and on 23rd September 2024 registered under the laws of Uganda by the Uganda Registration Services Bureau as a company limited by guarantee with the mission of empowering young people to reach their full potential.

Our organization is dedicated to provide education, economic empowerment, mental and physical well-being programs to young people in Madi sub-region. Over the past 9 years, we have pulled resources individually within the members of the group to actively engaged in various charitable activities, visiting and counselling in prisons, support to hospital patients, orphanages, and elderly homes, social support to ourselves as members of the group literally providing support and resources to those in need.

However, through our experiences, we have come to realize that while charity is essential in providing temporary relief, it is not a sustainable solution for creating lasting change. We have seen that true transformation requires a more holistic approach, one that addresses the root causes of social issues and empowers individuals with the skills, knowledge, and support needed to thrive.

As a result, we have shifted our focus from solely providing charity to a more comprehensive approach that emphasizes education, mental and physical wellbeing, economic empowerment and community development. We believe that by investing in the potential of young people, we can create a brighter future for individuals, families, and communities.

Our Vision

A future generation of leaders who are confident, capable, and committed to driving sustainable development and social justice for thriving communities.

Our Mission

Empowering young leaders to drive transformative change in their communities by developing their skills, knowledge, and attitudes necessary to promote sustainable development, social justice, and community well-being.

Core values





SWOT Analysis 3

As a starting point for the strategic planning, the we conducted a self-analysis to identify the core strengths, weaknesses, opportunities and threats (SWOT) of the organization. The SWOT analysis focuses on information on internal factors as well as on external forces that might have an impact on the operation of the organization. It serves to get a realistic and fact-based picture of the organization and its context and creates a foundation to get fresh perspectives and ideas for the strategic process to build on.

STRENGTHS

The group of like-minded youths has experiences in different sectors, providing a solid foundation for the organization.

Although the organization was formally registered in 2024, the team has been actively engaged in charitable activities for 9 years, demonstrating their commitment and passion.

The organization's shift from solely providing charity to a more comprehensive approach emphasizes education, mental and physical wellbeing, economic empowerment, and community development.

Strong community support: The successful launch event on 1st March 2024, attended by key stakeholders, demonstrates strong community support and buy-in.

The organization's registration with Moyo District Community Development Office and the Uganda Registration Services Bureau provides legitimacy and credibility.

WEAKNESSES

Although the founding team has experience in different sectors, they may lack formal experience in managing a registered non-profit organization.

In the past, the organization relied on individual resources from members, which may not be sustainable in the long term.

As a newly registered organization, Zebra Generation may not have an established infrastructure, including offices, equipment, and staff.

The organization may face challenges in securing funding to support its programs and activities.

THREATS

Zebra Generation may face competition from more established organizations with stronger reputations and resources.

The organization's reliance on external funding sources may create uncertainties and challenges in securing sustainable funding.

Zebra Generation may need to navigate complex regulatory requirements, which can be time-consuming and costly.

The organization operates in a region with socio-economic challenges, including poverty, inequality, and limited access to resources.

OPPORTUNITIES

There is a growing recognition of the importance of youth development programs, providing opportunities for Zebra Generation to make a meaningful impact.

Collaborating with other organizations, government agencies, or businesses can provide access to resources, expertise, and networks.

The organization can leverage government initiatives and programs supporting youth development and community empowerment.

Zebra Generation's strong community support and buy-in provide opportunities for engagement and mobilization.

4 Strategic Objectives & Key Interventions



Through consultations with members, board members, volunteers and stakeholders, our strategic objectives are aligned with our mission and vision, and are designed to address the needs of young people in Madi sub-region, we identified the following as our priority pillars/areas of focus for the period 2025 – 2030.

STRATEGIC OBJECTIVE ONE

Empowerment Through Education

- 1.1 Establish literacy programs for out-of-school youth and adults.
- 1.2 Provide educational materials, resources, and support to schools and communities.
- 1.3 Offer vocational training and skills development programs for young people.
- 1.4 Establish mentorship programs that pair young people with experienced professionals.

STRATEGIC OBJECTIVE 2

Economic Empowerment and Entrepreneurship

- 2.1 Provide entrepreneurship training and support to young people.
- 2.2 Establish programs that provide access to capital and financial services for young entrepreneurs.
- 2.3 Create business incubation programs that provide resources and support to start-up businesses.
- 2.4 Offer job placement services that connect young people with employment opportunities.

STRATEGIC OBJECTIVE 3

Mental and Physical Well-being

- 3.1 Establish counseling services and mental health support programs for young people.
- 3.2 Provide health education and sensitization workshops on mental and physical health.
- 3.3 Establish sports and recreation programs that promote physical activity and well-being.
- 3.4 Create nutrition programs that provide education and support on healthy eating.

STRATEGIC OBJECTIVE 4

Community Building and Social Impact

- 4.1 Organize community events and activities that promote social cohesion and community engagement.

- 4.2 Establish volunteer programs that connect young people with community service opportunities.
- 4.3 Create advocacy programs that promote social justice and human rights.
- 4.4 Establish partnerships and collaborations with other organizations and stakeholders to amplify social impact.

STRATEGIC OBJECTIVE 5

Organizational Development

- 5.1 Establish a robust governance structure, including a skilled and diverse Board of Directors, effective committee structures, and clear governance policies and procedures.
- 5.2 Develop and implement a comprehensive staff capacity building plan, including training, mentorship, and coaching programs to enhance staff skills and expertise.
- 5.3 Develop and implement effective systems and processes, including financial management, human resources, and monitoring and evaluation systems.
- 5.4 Develop and implement a comprehensive brand and reputation management strategy, including marketing, communications, and public relations programs.
- 5.5 Develop and implement a diversified funding strategy, including grants, donations, corporate sponsorships, and social entrepreneurship initiatives.
- 5.6 Register and comply with all relevant authorities, laws, and regulations, including NGO registration, tax compliance, charity licenses, data protection, and annual audits.
- 5.7 Establish and maintain strategic partnerships and collaborations with local organizations, governments, and stakeholders to leverage resources, expertise, and networks.



Monitoring and Evaluation

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We ZEBRAG finds it important to keep track of the progress of our work and status of implemented activities. We therefore created a tool through which progress can be monitored, activities can be assessed and errors can be identified in order to be able to accomplish our mission and goals by 2030. The monitoring will be conducted consistently, and an evaluation will be done on an annual basis.

The organization's Result Framework

Strategic Objective 1 Empowerment Through Education: By 2030, at least 80% of young people in our community will have access to quality education, enabling them to acquire skills and knowledge necessary for personal growth and economic empowerment.		
Outcome		Improved literacy and numeracy skills among young people.
Outcome indicator		80% of young people demonstrate improved literacy and numeracy skills.
SN	Key interventions	Intervention indicators
1.1	Establish literacy programs for out-of-school youth and adults	4,000 out-of-school youth and adults participate in literacy programs.
1.2	Provide educational materials, resources, and support to schools and communities	2,500 educational materials and resources distributed to schools and communities.
1.3	Offer vocational training and skills development programs for young people	1,500 young people complete vocational training and skills development programs.
1.4	Establish mentorship programs that pair young people with experienced professionals.	1,000 young people participate in mentorship programs
Strategic Objective 2 Economic Empowerment and Entrepreneurship: By 2030, at least 60% of young people in our community will have started or grown their own businesses, creating jobs and stimulating local economic growth through our entrepreneurship programs and services.		
Outcome		Increased entrepreneurship skills and economic opportunities among young people.
Outcome indicator		60% of young people demonstrate entrepreneurship skills and access economic opportunities
SN	Key interventions	Intervention indicators
2.1	Provide entrepreneurship training and support to young people.	1,250 young people participate in entrepreneurship training and support programs
2.2	Establish programs that provide access to capital and financial services for young entrepreneurs.	500 young entrepreneurs access capital and financial services.
2.3	Create business incubation programs that provide resources and support to start-up businesses	350 young entrepreneurs access business incubation programs.
2.4	Offer job placement services that connect young people with employment opportunities	4,000 young people access job placement services.
Strategic Objective 3 Mental and Physical Well-being: By 2030, at least 90% of community members will have access to quality healthcare services, health education, and wellness programs, resulting in improved mental and physical well-being and a reduction in health disparities.		
Outcome		Improved mental health and wellbeing among young people.
Outcome indicator		75% of young people demonstrate improved mental health and wellbeing.
SN	Key interventions	Intervention indicators
3.1	Establish counseling services and mental health support programs for young people	1,500 young people access counseling services and mental health support programs.
3.2	Provide health education and sensitization workshops on mental and physical health	2,500 young people participate in health education and sensitization workshops.
3.3	Establish sports and recreation programs that promote physical activity and well-being	4,000 young people participate in sports and recreation programs.
3.4	Create nutrition programs that provide education and support on healthy eating.	1,000 young people access nutrition programs

Strategic Objective 4 Community Building and Social Impact: By 2030, at least 75% of community members will be actively engaged in volunteerism, community service, and social activism, fostering a stronger sense of community and social responsibility.

Outcome	Increased community engagement and social cohesion among young people.	
Outcome indicator	85% of young people participate in community engagement and social cohesion activities.	
SN	Key interventions	Intervention indicators
4.1	Organize community events and activities that promote social cohesion and community engagement.	4,000 young people participate in community events and activities.
4.2	Establish volunteer programs that connect young people with community service opportunities.	2,500 young people participate in volunteer programs.
4.3	Create advocacy programs that promote social justice and human rights.	1,000 young people participate in advocacy programs.
4.4	Establish partnerships and collaborations with other organizations and stakeholders to amplify social impact	25 partnerships and collaborations established.

Strategic Objective 5 Strengthen Organizational Capacity: By 2030, our organization will have a robust governance structure, effective management systems, and a strong reputation, enabling us to effectively deliver programs and services to our community.

Outcome	Improved governance, management, and operational capacity of the organization.	
Outcome indicator	85% of stakeholders report improved organizational capacity within 24 months.	
SN	Key interventions	Intervention indicators
5.1	Establish a robust governance structure, including a skilled and diverse Board of Directors, effective committee structures, and clear governance policies and procedures.	All Board members trained, board committees established, and governance policies developed.
5.2	Develop and implement a comprehensive staff capacity building plan, including training, mentorship, and coaching programs to enhance staff skills and expertise.	All staff trained, 20 mentored, and 10 coached.
5.3	Develop and implement effective systems and processes, including financial management, human resources, and monitoring and evaluation systems.	3 new systems implemented, 2 processes automated, and 1 manual developed.
5.4	Develop and implement a comprehensive brand and reputation management strategy, including marketing, communications, and public relations programs.	4 marketing campaigns launched, 2 communications strategies developed, and 1 reputation management plan implemented yearly.
5.5	Develop and implement a diversified funding strategy, including grants, donations, corporate sponsorships, and social entrepreneurship initiatives.	5 new funding partnerships established, 3 grants secured, and 2 fundraising events held annually.
5.6	Register and comply with all relevant authorities, laws, and regulations, including NGO registration, tax compliance, charity licenses, data protection, and annual audits.	NGO registration completed, tax compliance certificates obtained, and charity license acquired
5.7	Establish and maintain strategic partnerships and collaborations with local organizations, governments, and stakeholders to leverage resources, expertise, and networks.	3 new partnerships established, 2 MOUs signed, and 1 joint project implemented yearly.

6

Implementing structure



We have established an implementing structure to ensure that our strategic plan is implemented effectively. This structure has been constituted as below;

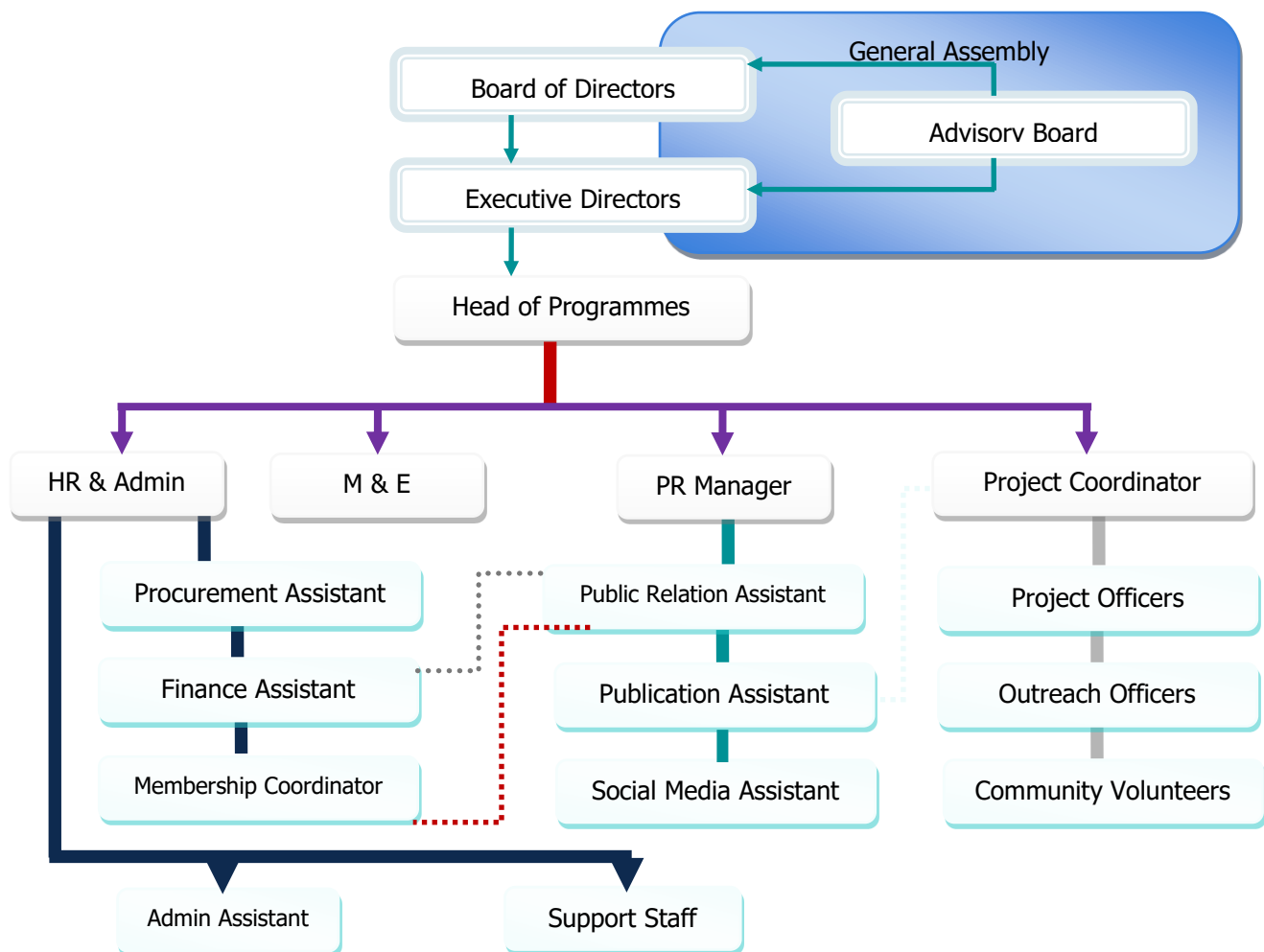
The General Assembly which is the highest decision-making body, comprising members who provide overall strategic direction and oversight. It sets the organization's vision, mission, and objectives, and ensures accountability and transparency.

The Board of Directors to provide guidance and oversight to the Senior Management Team (SMT), ensuring effective implementation of the organization's strategic objectives. The Board comprises experienced individuals with expertise in relevant fields. The advisors are optional, but are useful to create a good image for the organization, and enhance our "brand name" besides providing specialist advice for the organization based on facts.

The Senior Management Team (SMT) is responsible for overall program strategy and implementation. It comprises the Executive Director and Department Heads, who work together to achieve the organization's objectives.

The Executive Director provides strategic leadership and oversight, ensuring effective implementation of programs and interventions. The Executive Director reports to the Board of Directors and works closely with the SMT.

General staff and Department Heads are responsible for managing specific departments, such as Programs, Operations, and Finance. They work closely with the Executive Director and other SMT members to achieve day to day operational and departmental objectives of the organization.





Resource mobilization strategy 7

To successfully implement this Strategic Plan, the organisation requires resources. To generate them systematically and sustainably, it has developed a Resource Mobilization Strategy that is tailor-made for the organization to fulfill its mandate and serve its constituency. The pillars of the Resource Mobilization Strategy are the following;

FUNDING STRATEGY

- ✚ Members contributions, Members are one of the sources that Zebra Generation utilizes in various areas of need. Members help to generate non-restricted fund through membership subscription but also support as volunteers in various ways.
- ✚ Operation of various enterprises. The Organisation already operates a number of social enterprises such as the Zebra Computer Centre, Consultancy, Trainings and production of branded organizational merchandize for sale. We intent to diversify these means further into agriculture and other enterprises. These projects have the potential to generate revenue for The Organisation.
- ✚ Pursue funding from multiple sources, including Bilateral and multilateral donors, Foundations and trusts, Corporate social responsibility initiatives and Individual donors and crowdfunding.
- ✚ Establish and maintain strong relationships with donors, ensuring regular communication, reporting, and stewardship.
- ✚ Consider innovative funding models, such as social impact bonds, pay-for-performance contracts (P4P), and impact investing.

HUMAN RESOURCES STRATEGY

Volunteer and Member Engagement

- ✚ Advertise volunteer and member opportunities through social media, websites, and local communities.
- ✚ Provide training and capacity-building opportunities to enhance skills and expertise.
- ✚ Recognize and reward volunteer and member contributions, and provide opportunities for growth and development.

Capacity Building and Development

- ✚ Provide training and capacity-building opportunities to enhance skills and expertise.
- ✚ Establish mentorship and coaching programs to support volunteer and member development.
- ✚ Identify and develop future leaders within the organization.

Technical Assistance and Expertise

- ✚ Conduct a needs assessment to identify areas requiring technical assistance and expertise.
- ✚ Create a plan outlining the type of technical assistance required, timelines, and expected outcomes.
- ✚ Research and establish partnerships with organizations and individuals providing technical assistance and expertise.

IN-KIND DONATIONS

- ✚ Conduct a needs assessment to identify goods and services required to support program activities.
- ✚ Create a plan outlining the type of in-kind donations required, timelines, and expected outcomes.
- ✚ Research and establish partnerships with organizations and individuals providing in-kind donations.

PARTNERSHIPS AND COLLABORATIONS STRATEGY

- ✚ Research and identify organizations and stakeholders that share Zebra Generation's values and objectives.
- ✚ Establish a framework for partnerships, outlining roles, responsibilities, and expectations.
- ✚ Establish and maintain strong relationships with partners, ensuring regular communication and collaboration.
- ✚ Collaborate with partners to leverage resources, expertise, and funding opportunities.

...The call we hold onto...

“Though we may not change the whole world, in the end, it is not about the number of lives we touch, but about the depth of our impact to leave a lasting impact that echoes through eternity. We will continue to shine a light in the darkness, to spread love and kindness, and to empower individuals to reach their full potential.”