

ENHANCE HEALTH EDUCATION RESEARCH FOUNDATION
[EHERF] STRATEGIC PLAN
2026-2031
EMPOWERED, HEALTHY AND SUSTAINABLE COMMUNITIES IN
UGANDA



Approved by:

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Chairman Board of Directors.

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MESSAGE FROM CHAIRMAN BOARD OF DIRECTORS.

The new Strategic Plan of Enhance Health Education Research Foundation [EHERF] for the period 2026/31 defines **the lines of action and priorities for the next five years.**

Its preparation is the result of participatory work of the entire team: governing body, staff, volunteers, beneficiaries and partners. In this way, it has been possible to involve everyone in the Mission, while integrating the work of each one into a broader institutional vision. As always, it started with the analysis and evaluation of the activities and objectives, which has allowed a detailed reflection of our programs and practices.

EHERF has been able to continue developing its projects amidst financial challenges, as well as serving as a useful instrument to alleviate the communities with different activities Nutrition programs, Skills development programs, NCD's sensitization and testing, girls to girls' initiatives, health and wellness in schools. Giving psychosocial support to youth and single mothers.

We want this Strategic Plan to be very focused on the areas of innovation, strategy and digitization, to be a coherent and effective working instrument that allows us to effectively carry out the mission of our organization and renew our commitment to serve the communities.

I wish to express my appreciation to the institutions and public and private donors, who with their support and economic contribution make this work possible. To the local partners, to the beneficiaries, the true protagonists of our actions, to the volunteers, collaborating partners, the Board of Trustees and the Foundation team, who face this task with renewed effort every day.

This document was approved by the Executive Committee on 05.06.2026.

Dr. Zamarano Henry.

A handwritten signature in blue ink, appearing to read 'H. Zamarano', with a stylized flourish at the end.

Chairman Board of Directors.



MESSAGE FROM THE EXECUTIVE DIRECTOR

I want to take a moment to express my sincere gratitude to all Board members, committees, volunteers and staff for your active participation and invaluable contributions rendered to EHERF Uganda in different activities and how fast the organization is actively operating and how instrumental it has become in making this initiative a resounding success.

The dedication and enthusiasm you brought to the table is truly making a difference, and I am proud to have you as members of Enhance Health Education Research Foundation Uganda [EHERF].

We salute the Board of Directors, partners and our consultants for their dedication. We want to thank our donors and all those who have supported us in one way or another.

Thank you once again for your commitment to our mission.

We live by faith, knowing that God is with us always.

Ninsiima Emily

A handwritten signature in blue ink, which appears to read 'Ninsiima Emily'.

EXECUTIVE DIRECTOR

EXECUTIVE SUMMARY

Welcome to the 2025-2031 strategic plan of EHERF. Our guiding mission is “*To empower communities through health care, Education and development programs that create lasting positive change in Uganda*”. The vision is “*Empowered, Healthy and sustainable Communities in Uganda*”. Its development involved an evaluation of the previous activities, an analysis of the present operating context and a projection of a better future. It a result of staff and board members discussions in a participatory approach with the inputs external partners for EHERF to shape the future of the Foundation. This plan will serve as a guide for the development of annual plans, budgets, proposals and work plans which will indicate priorities, the human as well as financial resources needed annually. Some of the highlights of the new plan are as follows: EHERF has affirmed its status as a local NGO with local and international relevance, enhanced visibility and credibility. Its programme portfolio includes; *Program area 1: Education and capacity Development; Program Area 2: Support to Health Service Delivery; Program Area 3: introduction in internal controls and M &E systems; and Program area 4: Research, Advocacy and networking*. To advance its mission and implement the action listed under its programme areas, EHERF will deploy the following strategies: *capacity-building, knowledge acquisition and retention, advocacy and lobbying, communications and organisational excellence*. The plan also highlights *the current state assessment to explore the strengths, weaknesses, opportunities and threats as well as exploring the current and future management*. Despite several operational challenges, the Foundation has had some grounded achievements. *In the F/Y2024, 300 beneficiaries were reached, in FY/2025, 420 Beneficiaries were reached and in the FY/2026, we have reached 545 so far*. EHERF operates in a multivariate complex environment comprising of the international context, African context, the national context, civil societies, Health education and community empowerment initiatives, Exploiting social media for grounded communications and the family. In this plan, EHERF has strategized to get the implications and actions necessary to keep it afloat. In light of this, the plan outlines *the Theory of Change (ToC) mapping out the logical pathway between EHERF’s daily activities and its ultimate mission showing activities, outputs, outcomes and impact for each of key programme areas*. The document also includes the financing the plan, monitoring and evaluation, risk management, organisational experience, evidence of projects done (audio, visual and weblinks).

ABOUT ENHANCE HEALTH EDUCATION RESEARCH FOUNDATION (EHERF)

Enhance Health Education Research Foundation (EHERF) was established in 2022 by the Christian members as a charitable organization, for vulnerable communities in Uganda. As a legal entity, EHERF coordinates communities and serves as a liaison between the vulnerable groups and the Government of Uganda.

EHERF currently has a Network of several vulnerable groups, schools, health centers coordinated under EHERF Umbrella, spanning over five years of experience in serving vulnerable communities in Uganda with a common goal of providing several services. There is strong presence in rural areas, reaching the most marginalized and vulnerable groups of society.

Mission

To empower communities through health care, Education and development programs that create lasting positive change in Uganda.

Vision

Empowered, Healthy and sustainable Communities in Uganda

Values

Generosity

The organization recognizes the sovereignty of kindness because success comes from seeking to glorify Christ through being generous. In a Christ-like manner, compassion and service to others is central in the implementation of EHERF activities.

Value people:

Enhance Health Education Research Foundation [EHERF] respects people in the implementation of its programs and strives to work with all people without discrimination.

Integrity:

Enhance Health Education Research Foundation [EHERF] values and ensures that the actions of the staff are aligned with the organizational principles, where professionalism is matched with the spiritual or inner being of the staff. This involves staff doing what the organization agreed to do and taking responsibility where things go wrong, speaking the truth, no matter how unpopular it is and trusting and adhering to the intuition's rules and regulation.

Teamwork

Enhance Health Education Research Foundation [EHERF] values the strength of team work to achieve its goal. Its functional teams are built within the organization and among its partners to efficiently implement its programs

Professionalism:

Enhance Health Education Research Foundation [EHERF] Values honesty and integrity in their service delivery and strive to always do the right thing and are willing to learn from others.

Responsiveness

Enhance Health Education Research Foundation [EHERF] cherishes time in service delivery and believes in managing time effectively so that the right time is allocated to the right activity but more importantly serving their clients on time.

EHERF is a National private not for profit organization, playing a significant role in the Health, Education, and Research sectors of Uganda.

Legal Status: Enhance Health Education Research Foundation Limited (EHERF) is a not for profit (NGO) faith-based organization established in 2022 by a group of Christian individuals giving charitable services/ support to vulnerable groups. EHERF registered with Uganda Registration Services Bureau [URSB] Reg No.80034189562992 in February 2024 as a Charitable Organization.

Also registered with NGO Board No: **INDR171536478NB**.

TIN No:**1049044437**

Location: Hoima Road Nansana Municipality, Wakiso District Uganda.

P.O. Box 109307. info@eherf.co.ug

Bankers: Centenary Bank Nansana Branch.

Auditors: Kumanya Karakuzi & Co Certified Public Accountants P.O. Box 20022, Nakawa Plot 30, Humu Road. Email kweklinius@gmail.com

Partnerships/MoUs: Nansana Municipality Local Government.

EHERF supports the following activities

- ♦ Free ultrasound scan services to vulnerable mothers in communities.
- ♦ Nutrition programs for communities with malnutrition cases.
- ♦ Non communicable Diseases, sensitization and free testing services mainly Diabates, Pressure and cancer.
- ♦ Sensitization on Menopause management for women aged 30 years and above.
- ♦ Support education focusing on primary school, supporting vulnerable children psychosocial support, scholastic materials and sensitizing them on hygiene.
- ♦ EHERF supports students joining higher education on how to apply for support from the government loan education scheme.

- ♦ Livelihood programs designed to help individuals, particularly vulnerable women or low-income groups, secure sustainable income, build resilience against economic shocks, and achieve self-sufficiency by typically providing vocational skills training
- ♦ Girl to girl initiative program [girls in school supporting each other to remain in school and finish their education]
- ♦ Supporting school dropouts with hands on skills, psychosocial support and counselling to youth.
- ♦ Research through activities implementation, we identify new areas, surveys, data collection and we quantify to get new ideas.

ABOUT THE STRATEGIC PLAN FOR EHERF

This strategic plan sets out the strategic priorities of EHERF Uganda and the strategies for working to address its priorities. The plan is set within the political and socio-economic realities of the country and the government's overall strategies to improve health service delivery, education and research with a view to empowering and supporting vulnerable groups by offering quality health services in the context of faith, quality education and supporting research in the areas of work. The Strategic plan implementation is supported by various projects, *one of which is the Nutrition program, NCD's project, Scan services* among others in line with our core programmes and embedded objectives.

The 3 core functions above provide the key building blocks based on which the Strategic Objectives or thematic areas of the Strategic Plan 2026– 2031) are to be built.

These will guide the formulation of the mid-term review agenda framework

The Strategic Plan focuses on four [4] Strategic Areas.

Program area 1: Education and capacity Development

Strategic Objective 1:

To strengthen the background of vulnerable primary schools and institutional capacity development, put strategies to support girls finish primary school level because most girls don't finish primary seven and empower boy child to become future responsible persons. EHERF must fulfill this mandate by 2030.

Program Area 2: Support to Health Service Delivery

Strategic Objective 1: EHERF to coordinate with DHO's, health units, diocesan coordinators, CHW's and partners in strengthening health services in local communities by 2030.

Program Area 3: introduction in internal controls and M &E systems.

Strategic Objective 1: To develop a comprehensive and integrated M & E system for EHERF programs and to have internal checks and controls on how programs operate for the smooth running of the organization, this is to be fully functioning by 2030.

Program area 4: Research, Advocacy and networking

Strategic Objective 1: To strategically position the EHERF services nationally and internationally for better access to resources to serve as many people as possible.

Strategic Objective 2: To strengthen EHERF communication networks and inter-institutional linkages to enhance institutional learning, information sharing and innovation

OBJECTIVES AND ACTION PLANS

Objective	Measurable Milestones	Concrete Tasks	Who Is Responsible	How The Objective Will Be Completed	Timelines	Required Resources
To strengthen the background of vulnerable primary schools and institutional capacity development, put strategies to support girls finish primary school level because most girls don't finish primary seven and empower boy child to become future responsible persons	Sensitizing them on Hygiene issues both girls and boys and body changes as they grow Teaching girls on how to pad, how to maintain cleanliness. Supporting them with scholastic Material to support their learning. Providing Desks to enhance children's leaning.	1. Developing self-esteem for both girls and boys at primary level. 2. Maintaining personal Hygiene because sickness can hinder their studies. Needy children get supported with books, pens/pencils and mathematics sets.	EHERF Organisation School Management Community leaders	EHERF Commitment and partnership with school management and communities of the schools	Continuous	Funds
EHERF to coordinate with DHO's, health units, in charges, CHW's and partners in strengthening health services in local communities by 2030.	Identifying malnourished children in communities and treating them Sensitizing mothers on the right diet for children. Starting demonstration garden for mothers. Sensitizing, testing and treating NCD's patients and referring them for advanced treatment.	1.Sensitisation and treatment. 2. Screening. 3. Demonstrations both on food preparation and simple garden to support babies' proper food/diet	EHERF staff Communities In charges in community facilities. Care Givers Parents	By emphasizing prevention and sensitization	Continuous	Funds Human resources
To develop a comprehensive and integrated M & E system for EHERF programs and to have internal checks and controls on how programs operate for the smooth running of the organization, this is to be fully functioning by 2030.	Project performance is tracked from the time we started to operate; he ensures data quality and facilitates adaptive learning. The local framework is designed. logical frameworks are developed	Project reports are available. There is data base for the client's numbers served from 2024. Groups served in different projects are tracked.	EHERF Volunteers. Partners.	By conducting Monthly and quarterly follow ups	Continuous	Funds Human resources
To strategically position the EHERF services nationally and internationally for better access to resources to serve as many people as possible.	We ensure that daily organisation operations run smoothly and securely by providing technical support to staff and overseeing IT assets.	EHERF opened a website and it's operational. EHERF open social media pages and they are updated.	EHERF Team IT Officer	Posting daily updates.	Continuous	Needs more funds to keep this functional.
To strengthen EHERF communication networks and inter-institutional linkages to enhance institutional learning, information sharing and innovation	Looking at improving the fundraising strategy.	Designing successful stories and posting them on EHERF media platform.	EHERF Management	Learning new strategies. Benchmarking from other successful NGO's	Continuous.	Need more resources to support the operations.

To advance its mission and implement the action listed under its programme areas, EHERF will deploy the following strategies:

- a. Capacity-building
- b. Knowledge acquisition and retention
- c. Advocacy and lobbying
- d. Communications
- e. Organisational excellence

a. Capacity-building

To date, EHERF has assumed a capacity-building approach with a wide range of partners, including local government (Nansana Municipality) and NGOs. At times, the Foundation has also done training for a variety of stakeholders especially the beneficiaries and volunteers. These activities will be pursued in the new planning period but emphasis will be placed as follows:

An accompaniment approach: Given its earlier experiences EHERF will act an accompaniment and co-implementation role, as opposed to sub-granting. This will enhance the impact of projects, help EHERF to monitor field activities more closely and to learn from them. New partnerships will target those with a limited understanding and appreciation of health education and community empowerment and its contemporary relevance.

Health education training: Reflecting the changing health landscape, EHERF will also incorporate health education training in relation to young people and women in its capacity-building activities. We shall also consider temporary engagements with people having rare skills that can push as further.

b. Knowledge acquisition and retention

To remain relevant, EHERF will continue to undertake research on selected topics relevant to our health education and community empowerment approach. Relinquishing to some extent the semi-academic and thematic research initiatives so far undertaken for which it is not well equipped and whose readership is limited – EHERF will re-orient its research work as follows:

Address topical issues, with which the staff can readily connect, with a direct implication for programming.

Document best practices: EHERF will also place emphasis on documenting and publicizing best practices related to health education and community empowerment whether by its partners or beyond, to highlight the relevance and necessity of its mission.

Aim at research outputs within capacity: given its limited capacity, EHERF will not undertake more than 2 pieces of fully-fledged research per annum (other than the collection of baseline information and monitoring or evaluation necessary for project implementation). The research will aim at sharpening staff understanding of the community issues and ensure writing of project proposal that suit the needs of the community fitting the donor's aspirations.

Documentation of all projects and lessons therein: EHERF will maintain a culture of documenting all projects done with details of lessons learnt for better execution of future and related projects on a wider scale.

c. Advocacy and lobbying

All of EHERF's activities have an element of advocacy, reflecting the Foundation's mission to make a change that goes beyond individual projects or programmes. To date, however, EHERF's advocacy has only been successful in a few instances, as it has tended to be as one-off efforts, rather than sustained campaigns. In the coming period, EHERF intends to place more emphasis on its advocacy work as follows:

Embark on and sustain "activist" advocacy work: the Foundation recognises that much of its advocacy objectives need to advance over a long period and in a more consistent, active and visible effort to be effective.

Evidence base: advocacy needs to be based on solid research, especially showing the link between health education and community empowerment for sustainable development. Evidence is needed on how health education and community empowerment contribute to sustainable development. EHERF will explore developing policy briefs on development sectors related to health education and community empowerment. Successful interventions will be continually uploaded on our website to show case our campaign efforts.

Building different constituencies: EHERF will need to nurture relationships with carefully selected constituencies, such as national non-governmental organisations forum (NNGOF), civil society organisations, health workers and school administrators.

Building alliances: EHERF needs to bring other organisations and personalities to form alliances to perform health education and community empowerment activities. We shall always work as a team with the guidance from the board to identify and agree with new partners to further our mission. Identifying possible partners will be a task of everyone, but the board and management will retain the vetting powers and approvals. We shall engage the legal team to properly scrutinize and advise on any binding agreements.

d. Work with the media

So far, EHERF has not worked enough with the media but we project this to be an eminent need to ensure that the wider community gets to know what we are doing. As such, it is within our plan to closely and more largely work with media in addition to social media to reach out to the wider communities. As such, we intent to work with influencers on social media, have online presence with relevant and updated content and ensure engagement. This will be achieved as follows;

Make communications more central to all programme activities: While EHERF visibility and branding have been enhanced in past years, the Foundation is still not making a mark at national level. Communications work will therefore be intensified in all programme areas and emphasis will be placed on making communications outputs more widely available than has so far been the case. This will include documentation of best practices arising from EHERF's work, short videos of the interventions.

Turning media houses into a constituency: EHERF will position selected media houses and personnel as partners rather than as sub-contractors or service providers and encourage them to do "Radio mentions". This will entail a more consistent relationship, involving orientation, training and support. EHERF will identify and engage pro-health media houses, establish relationships with them to promote health education and community empowerment. It will repackage information that can serve as footage on topical issues thereby reducing the cost of publicity.

Privilege electronic media: EHERF will continue to use social media extensively in its communications work, reflecting global trends and allowing it to use more customised approaches than in the past.

e. Organisational excellence

EHERF will strive to continue develop its capacity to deliver in its various programme areas. This is seen as essential given the fact that it reaches a greater degree of maturity and as the founder members exit, requiring efforts to ground EHERF within a firmly and widely held ideological framework. This will entail the following:

Ownership, governance and accountability: EHERF has benefited from a supportive Board and has built a reputation as an accountable, transparent organisation. EHERF will further reinforce the Board by involving the members in its reflection events, involving members in field visits, building their capacity and seeking their support whenever necessary. Financial and programmatic accountability will continue to be scrutinised and re-enforced as and when needed. EHERF will need

to ensure that ownership infuses all in the organisation requiring occasions where staff can fully absorb EHERF's mission and set of values.

Leadership, commitment and adaptability: Strategic leadership skills will need to be nurtured at all levels to ensure that the staff team is cohesive, relevant, highly committed, professional and motivated. The management of the Foundation will ensure that this is developed through capacity-building and the infusion of an appropriate organisation culture, promoting innovation and participation.

External relations: EHERF will develop the skills necessary for its staff to relate effectively and respectfully with all its external partners, whether within Uganda or outside. These include programme partners, those being engaged as part of health education and community empowerment team, donors and other support partners.

Productivity: EHERF will need to enhance its productivity over the coming years to remain effective and competitive. This entails staff training, exposure and secondments, reinforcing the necessary organisational culture and developing systems to enhance effectiveness.

A EHERF home: It is in our plan as a Foundation to have permanent home in the next few years. This will build our commitment, lower operational costs and show a sense of sustainability. Our plan is to secure funding both internally and externally to achieve this goal.

Young professionals: EHERF will prioritise hiring volunteers, interns and young professionals to promote its mission and to help develop a future cadre of professionals for EHERF. In time, these may be undergraduates or graduates from universities that offer health education and community empowerment studies.

Monitoring, evaluation, financial resourcing: EHERF will always step up efforts to ensure timely, comprehensive and objective monitoring and evaluation of staff, assets and cash.

REASONS FOR DESIGNING A STRATEGIC PLAN 2026 TO 2031

- 1.To review the progress on implementation of EHERF projects.
- 2.To Evaluate the relevance and effectiveness of the EHERF project activities in increasing access to Quality Health Care services, education and research.
- 3.To assess the alignment of the EHERF program portfolio towards the attainment of the strategic plan.
- 4.To develop recommendations on key priority areas considering emerging opportunities, challenges and threats as well as budgetary and other resource constraints at EHERF Uganda.

5.To determine how far we have moved in terms of self-sustainability and make recommendations on how to sustain the gains made.

6.To identify and recommend critical sustainability business investment plans for consideration by the EHERF Board.

Indicator:

During the period of validity of this Strategic Plan, at least 40 activities in communities for local development interventions will have been implemented, either in the form of a project, program or agreement, of which at least one will be developed in each of the thematic areas.

The priority intervention sectors would also be those in which the organization offers more experience and added value. This sectorial distribution will make it possible to contribute to different goals of the following SDG of the 2030 Agenda.

- Education (formal and non-formal; professional training): SDG4 (quality education).
- Rural development (generation of sustainable livelihoods, entrepreneurship): SDG2 (zero hunger), SDG3 (health and well-being).
- Environment (sustainable management of natural resources, renewable energy): SDG6 (clean water and sanitation), SDG7 (affordable and clean energy), SDG13 (climate action).

Strengthening the capacities of the technical teams.

In a continuously changing and evolving sector such as support for development, it is essential that the technical teams in charge of identifying, formulating and monitoring the interventions is up to date to be able to work with the highest quality at the service of the communities EHERF serves.

This implies continuous training, by taking the training offered from different platforms linked to the organization, such as those required at specific times to respond to specific needs.

Indicator:

Each of the members of the technical Project team, both at headquarters and in the field, will attend at least one internal training activity and one external activity, each year during the period of validity of this Strategic Plan.

EHERF: THE JOURNEY SO FAR

EHERF was founded in 2022 and registered in 2024 as a national non-government organization that promotes Health [Vulnerable groups], Education [community poor schools at primary level] and Research [in all areas] It was established on the premise that are rented at Nansana Business Centre. EHERF deliberately focuses on “ Enhancing the lives of vulnerable communities in health and wellness, education support, skilling development, psychosocial support, Nutritional support and Hygiene sessions to prevent illness that comes from poor sanitation. This is the first strategic plan since our organisation was conceived and launched.

ACHIEVEMENTS

Year	Key Target (s)	Key Achievement (s)	Reasons for deviance	Strategies for enhancing future scores
F/Y2024	To reach out to 600 beneficiaries through 2 projects 1. NCD's Sensitization and free testing. 2. Women skilling Development.	300 beneficiaries were reached	The Organization started in November 2024, so we were still in orientation stage. Funding gaps	Writing more proposals for enhanced resource mobilisation Creating a website and social media for visibility.
FY/2025	To Reach out to 650 communities' beneficiaries with 3 projects: 1.Nutrition Project. 2.Skilling Development. 3. General treatment and outreach for poor communities.	420 Beneficiaries were reached and benefited from the three projects. Reports were made and success stories were recorded.	Funding gaps Lack of enough manpower/human resources.	Improving the fundraising techniques to get more funds to support the capacity building of the organization.
FY/2026	To Reach out to 680 communities' beneficiaries with four projects 1. General medication and treatment. 2. Education supports scholastic materials. 3. Health and wellness through health and hygiene sessions. 4. Nutrition support to Malnourished children in communities and diet sessions to mothers.	This financial year, we have reached 545 so far.	Nutrition sessions are expensive and they need much funds. The few EHERF staff were overwhelmed by the turn up and there is no funds to recruit more workers/Volunteers.	Improving the fundraising techniques to get more funds to support the capacity building of the organization.

CURRENT STATE ASSESSMENT

INTERNAL OUTLOOK	
Strengths	Weaknesses
Community Trust & Local Embeddedness: Strong relationships with local leaders and beneficiaries allow us to gain rapid acceptance and gather accurate, on-the-ground needs assessments. Agility & Flexibility: Unlike rigid government institutions, we can quickly adapt our programs to respond to emergencies or changing community priorities. Cost-Efficiency: we rely heavily on voluntary labor, passionate local staff and grassroots networks, keeping administrative overhead relatively low while maximizing project reach. Holistic Approaches: as an NGOs, we are not hyper-specialized; we use comprehensive approaches combining advocacy, counseling, and capacity building with direct material aid.	Capacity Gaps & Untrained Staff: we current have gaps in skilled personnel needed to navigate complex grant applications, leaving us excluded from funding opportunities. Donor Dependency and Financial Instability: Relying heavily on foreign donors makes us highly vulnerable to shifting international funding priorities. We current have inadequate local resource mobilization skills Inadequate Financial Reporting & Transparency: Failing to maintain detailed, location-specific cost records or involve beneficiaries in financial oversight can lead to internal mismanagement. Negative Competition: Poor networking and unhealthy competition for the same limited grants hinder resource-sharing and collaborative impact. Poor Strategic Planning: A lack of long-term strategic planning and monitoring negatively impacts on our ability to measure project impact over time. Weak Corporate Governance: our executive body and founders often dominate decision-making, resisting true board oversight, which may compromise transparency and create conflicts of interest.
EXTERNAL OUTLOOK	
Opportunities	Threats
Willing funders More volunteers joining Government has set an enabling environment Community acceptance of most of our interventions.	New legislation related to protection of sovereignty. Too much competition for international funding Very hard to identify internal funds/grants. Restrictive Regulations & Bureaucracy: Stringent laws demand complex, continuous compliance (such as filing audited books of accounts). Dwindling & Tied Donor Funding: we depend entirely on foreign grants, which have significantly decreased following post-pandemic shifts and evolving donor priorities in Western countries. Financial Surveillance & Bank Freezes: Heightened scrutiny from the Financial Intelligence Authority (FIA) has led to the temporary freezing of institutional and personal bank accounts over unproven money laundering or terrorism financing allegations. We face such possible threats.

CURRENT AND FUTURE MANAGEMENT

Designation	Role	Status (currently available or planned for future recruitment)	Number of staff required	Number available	Reason for the deviance (if any)
CEO	To oversee organisational activities implementation	Available	1	1	No comment
Finance Director	To supervise, control and direct the proper use of organization funds and assets.	Available	1	1	
Programs/ fundraising Manager.	To spearhead all the sources of fundraising and grants writing.	Available	1	1	
Office Admin Assistant	To ensure daily operations by organisation, managing schedules, handling correspondence, maintaining records, and providing clerical support to staff	Available	1	1	
M&E Officer	Tracks project performance, ensures data quality, and facilitates adaptive learning. Design logical frameworks, develop	Part time staff			Due to lack of enough funds to support a full-time position.
Care and Treatment Advisor	Guide patients through their healthcare journeys, particularly in medical health areas, ensuring care plans are understood, scheduled, and financially managed.	Part time staff			Due to lack of enough funds to support a full-time position.
IT Officer	To ensure that daily organisation operations run smoothly and securely by providing technical support to staff and overseeing IT assets.	Part time staff			Due to lack of enough funds to support a full-time position.
Volunteers in different areas/ projects	They act as the crucial bridge between EHERF staff and remote or underserved communities. Their duties primarily focus on health education, community mobilization, basic first aid, and data collection.	Casual basis	22	22	After getting enough funds we shall train them and promote them to locum level to improve on the services given to EHERF.

CONTEXT ANALYSIS FOR EHERF

EHERF operates in a complex environment that is constantly evolving. To retain its relevance and effectiveness it needs to be aware of its operating context and of the main trends that characterise it. Of particular importance are the following expected changes and their implications for EHERF:

1. The international context

The NGO sector in Uganda relies significantly on international funding, sourced from foreign donors, international charities, and multilateral agencies. Nonetheless, civil society organizations in the country are encountering an environment that is becoming more and more restrictive, marked by strict regulations and heightened government oversight regarding foreign dependency

The implications for EHERF are as follows:

Anchor EHERF initiatives, where relevant, to the SDGs.

Develop contacts with international participants in Sweden UK, USA among others

Develop and periodically review a fundraising strategy that reflects global shifts.

Maintain an active engagement with WHO and other contacts with other networks and international

2. African context

Uganda's NGO funding is situated within a heavily donor-dependent and increasingly regulated context across Africa. The wider implications encompass a significant compromise of local autonomy, increased financial scrutiny, and structural inefficiencies in the distribution of aid. International donors, including the UK government, OECD, and foreign NGOs, are the primary source of funding for Uganda's civil society, rather than domestic philanthropy. To circumvent state bureaucracy or enhance grassroots impact, donors often direct development assistance through NGOs rather than the government. Before the strict enforcement of regulatory laws led to a sharp decline to approximately 5,000 active organizations, the sector experienced massive growth (over 14,000 registered NGOs), resulting in disruptions in civic employment and financial inflows.

Implications for EHERF:

EHERF needs to be alert to the consequences of African developments in the aspects of health.

Initiatives to adapt to such developments and consequent changes need to be developed into projects in the course of the coming period.

3. The national context

NGO funding in Uganda is predominantly driven by foreign international donors and bilateral organizations, heavily influencing the civil society landscape. The sector's environment involves strict regulatory oversight, the rise of the NGO Funding Bill, and high competition for shrinking resources. Most Ugandan NGOs are

dependent on one or two international donors. Since foreign funding fluctuates based on geopolitical and global economic shifts, a large number of local organizations face severe resource constraints.

Implications for EHERF:

This heavy reliance limits long-term financial sustainability. NGOs frequently find themselves altering their core missions to align with the changing priorities of foreign funders rather than adapting to the immediate grassroots needs of Ugandan communities.

The Uganda National NGO Bureau enforces strict operational and reporting standards. Furthermore, legislation like the NGO Funding Bill seeks to heavily centralize and monitor how foreign funds enter the country, including proposing taxations and thresholds for overseas grants. NGOs must allocate significant portions of their budgets and administrative capacity to compliance and bureaucratic reporting. Stricter controls, while intended to improve accountability, raise fears of state overreach.

Evaluations of NGO projects in Uganda indicate that a disproportionate percentage of available grant money goes toward "non-beneficiary costs" (e.g., salaries, logistics, monitoring) rather than direct community output. Donors require rigorous financial management systems and strict procedural accountability.

Implications for EHERF:

Local NGOs lacking skilled grant-writers, digital financial systems, or internal controls often lose out on funding to larger, better-resourced international NGOs operating in the country. EHERF should thus step up efforts to guard against this.

4. Civil society

Ugandans' trust in civil society organisations (especially NGOs) has been dented by poor accountability and a doubtful value system and of late the concerns of "protection of sovereignty" This has prompted Government to tighten the regulatory environment for such organisations as seen in the recently passed protection of sovereignty law. Meanwhile, NGOs are likely to have to operate in an increasingly regulatory and fragmented environment, for both visibility and funding. Community-based organisations are likely to continue to be turned essentially into grant recipients through various government and donor schemes.

Implications for EHERF:

Active membership of networks and joint civil society initiatives (national non-government organisations forum--NNGOF).

Adhere to legal stipulations at all times.

Seek for political protection (lobby prominent individuals, engage them in EHERF initiatives, work through advocacy coalitions).

5. Health education and community empowerment initiatives

NGOs in Uganda drive health education and community empowerment through grassroots programs focusing on maternal health, sexual and reproductive rights, HIV/AIDS awareness, and socio-economic development. These organizations utilize mobile outreach, peer training, and local resource centers to build self-sustaining communities.

HEPS Uganda: Focuses on community-led monitoring and health rights advocacy to empower citizens with knowledge regarding patient rights and pharmaceutical accountability

Ba Nga Afayo Initiative Uganda: Empowers adolescents, gender-based violence (GBV) survivors, and youth with mental health support, HIV prevention education, and menstrual health management.

ACCESS Uganda: Combats non-communicable diseases (like Type 1 Diabetes) and trains marginalized young people (such as their "Dream Girls" program) through health education and leadership capacity building.

Implications for EHERF:

Explore collaboration opportunities with actors and organisations in the health education and empowerment sector such as those mentioned above; contract health experts as part of EHERF's communications strategy).

Explore collaboration opportunities at the time of the design of EHERF's projects.

Seek partnerships with health, education and community empowerment experts as part of a better posture for EHERF.

Explore ways to help communities transition into empowered and sustainable setting in a cooperative approach with sister or related NGOs.

6. Exploiting social media for grounded communications

The media is rapidly changing, reflecting technological shifts affecting society at large. Newsprint is losing its importance, while social media is becoming more prominent as sources of information for especially young and middle aged Ugandans. The internet continues to grow as a source of facts and fiction in some cases, both at national and international level for an increasing section of the population. The rise of these media fragments the earlier monopoly on "news" and will continue to provide an opportunity to promote education, health and empowerment campaigns. *EHERF* will use this to provide contents is of high quality and topical.

Implications for EHERF:

Improve communications skills at EHERF (in terms of contents, presentation and immediacy).

Increase investment and publicity on EHERF and its activities, as well as on programmes relevant to topical issues (including having personalities visit projects).

Develop a media constituency, trained by EHERF.

7. The family

EHERF operates alongside the family as a nucleus point. As part of the social trends noted above, the notion and manifestations of the family are evolving. Increasingly, EHERF sees small nucleated units, rather than the extended families as best opportunities to get grounded. Further, families are increasingly single-parent headed. The management, spending and whole care for health and education are thus impacted. Children, women and youths remain apparently vulnerable to poor health, education and less empowerment hence being our priority target.

Implications for EHERF:

Seek ways to engage parents in health Education activities; this could be through fellow NGOs, schools and health institutions with committed health workers.

Document community initiatives that are successful in empowering communities at a family level.

Continue to work with family institutions to popularise family resources that are useful in addressing health, education and empowerment at a family level.

HERF'S THEORY OF CHANGE

A **Theory of Change (ToC)** maps out the logical pathway between HERF's daily activities and its ultimate mission. Our focus as HERF's is on health, education and sustainable development, our ToC connects our specific programs to long-term systemic impact. Here is a structured overview of our Theory of Change tailored to our mission and core programs:

The Mission

To empower communities for enhanced health, education, and sustainable development.

The Pathways to Impact

1. Education & Capacity Development Pathway

Activities: Training workshops, vocational/skills training, and educational resource provision.

Outputs: Number of individuals trained; schools or community centers equipped.

Outcomes: Increased knowledge, improved literacy/skills, and greater employability.

Impact: Empowered community members who can secure sustainable livelihoods.

2. Support to Health Service Delivery Pathway

Activities: Equipping local clinics, deploying medical supplies, and training community health workers.

Outputs: Number of health facilities supported; patients treated/reached.

Outcomes: Improved access to quality healthcare; increased utilization of health services.

Impact: Reduced morbidity/mortality and improved overall community health.

3. M&E and Internal Controls Systems Pathway

Activities: Establishing data collection frameworks, staff training on monitoring and compliance.

Outputs: Functional M&E dashboards; internal audit reports.

Outcomes: Data-driven decision-making; transparent, accountable, and efficient resource use.

Impact: Enhanced organizational credibility, donor confidence, and program effectiveness.

4. Research, Advocacy, and Networking Pathway

Activities: Conducting community research, stakeholder mapping, and policy lobbying.

Outputs: Research papers published; coalitions built; policy briefs shared with policymakers.

Outcomes: Increased awareness of local issues; strengthened stakeholder partnerships.

Impact: Favorable policy changes and systemic improvements that sustain community empowerment.

FINANCING THE PLAN

Judged by past performance, EHERF has been relatively successful in raising the financial resources required for its operations and organisational growth. Income has grown modestly but steadily from in to a predicted in 2027.

This growth has been accompanied by two positive outcomes: on the one hand a widening range of supporters for the Foundation (EHERF currently receives support from M/ship contribution, Healla Foundation, Luena Foundation).

Limited funding: EHERF has not been able to access sufficient funding to enable it pay its staff commensurably with similar organisations, making recruitment of new colleagues especially challenging and resulting in over work and inefficiency.

Project funding dependence: More than 90% of EHERF's funds originate in donor sources and tend to be tied to a particular project with a fixed time horizon, making it difficult for the Foundation to adopt the necessary long-term perspective in its work.

It is in this light that EHERF will strive, in the coming period, to:

Diversify its sources of income: Beyond the current donors, EHERF will seek to obtain financial support through alternative means, including fundraising from the private sector for specific activities and fundraising events.

Negotiate long-term support, whenever possible: EHERF's current dependence on short term funding will be reduced, whenever possible, by negotiating multi-year donor support.

Develop innovative funding proposals, including for health, education and community empowerment. EHERF will have to continue eliciting donor support beyond the ordinary donors. This is seen as preferable to buying into donors' agenda for the sake of receiving funding.

Improve on staff remuneration: this is seen as essential to (i) retain the services of the current well-grounded team, (ii) attract new talent as and when necessary and (iii) improve on staff productivity.

Continue to grow the reserve fund: this provides an indispensable safety provision for the Foundation and resources will have to continue to be set aside for this purpose, as well as to engage in innovative and experimental work not normally supported by donors. Spending from the reserve fund will continue to be upon the approval of the Board. The proposal is to build a reserve fund that can run the organisation for 6 months within the next 3 years.

Fundraising skills: Funding submissions will have to continue to be introduced, as and when necessary. The Foundation will interest itself in intensifying the involvement of all staff in fundraising efforts and obtain external support for this purpose if proven necessary. In the period

covered by this plan, donor commitments have currently been secured for the year 2026. Financial resources needed are **estimated at per year.** This will cover projects in line with our key thematic areas and objectives highlighted earlier above.

MONITORING AND EVALUATION

The Foundation continues to use a simple monitoring and evaluation system to assess the relevance of the organisation's mission and objectives in the wider development context; to assess the response to the programme activities and to track progress against planned activities. Indicators are periodically reviewed.

The Board mostly conducts its oversight role through 2 regular meetings per year and participation in an annual retreat.

At the secretariat, monitoring and evaluation is conducted quarterly, using indicators that focus on outcome and impact of programmes and of EHERF's work generally. Feedback and interaction with stakeholders provides a good source of information on the relevance of programme activities. Field visits, regular communication with partners, recorded periodic meetings, monthly planning and budget monitoring, staff performance appraisals, and annual financial audits help to keep the organisation on track regarding implementation of activities.

In the coming period, the monitoring and evaluation function will be strengthened in the following ways:

More comprehensive and robust planning and analysis mechanisms to track the efficiency and effectiveness of all the organisation's elements, including its overall financial health, will be developed

To further improve the M&E function, an external M&E expert will be invited to join the M&E sessions once a year.

To enhance staff productivity, regular learning sessions will be organised, as well as periodic reviews of EHERF's institutional content, to ensure continued relevance

Whenever possible, EHERF will also endeavour to collect baseline information at the onset of any new project or programme and to develop a theory of change related to such initiatives.

RISK MANAGEMENT

Risk assessment is the responsibility of all personnel and while absolute security can never be guaranteed, related risks can be identified and mitigated and susceptibilities reduced once identified and assessed. Below is an outline of the potential risks and proposed mitigation measures.

a. Organisational sustainability

During this plan period, some of the EHERF's founder members will exit. To minimise risks associated with this, EHERF will manage a medium-term transition process, in close consultation with the Board. The process will include motivating, mentoring and other forms of capacity-building for existing staff and where possible, hiring new staff to ensure that a full staff complement is in place.

b. Organisation's image and public relations

As a result of its work, EHERF will interface with different audiences and the general public. The Board of Trustees and Executive Director will be responsible for ensuring that the Foundation offers an image that reflects the Foundation's philosophy, values and mission, with clear messages. EHERF staff members will ensure that they are familiar with EHERF's philosophy and values and effectively communicate these when representing EHERF in public arena. In the event of negative publicity, the Executive Director and Chairperson of the Board of Trustees will assume the responsibility of responding to external partners, including the media and restoring the Foundation's image.

To mitigate risks, EHERF will have to continue to illuminate and to support local initiatives and development organisations that harness health education and community empowerment. EHERF will continue to forge broad alliances and work with others, including joint planning of activities and campaigns.

c. Accountability, compliance and credibility

The Board of Trustees and Executive Director will be responsible for ensuring that the Foundation's resources are efficiently and effectively utilised, within committed funds and related funding requirements, as stipulated in EHERF's Financial Management Policy. EHERF will continue to adopt a no corruption attitude and will ensure that it adheres to all government legal prescriptions and donor conditions. The risk of denial of renewal of the operating licence or freezing of organisational accounts will be partly mitigated through EHERF's clarity of messaging, its retention of a reserve fund and full compliance with the protection of sovereignty law.

d. Programme implementation and performance

Through field visits, regular communication (written and verbal) with partners, periodic meetings, the degree of risk regarding the approach taken, resources invested and partners involved in programme implementation will be assessed, and where necessary moderation measures will be undertaken in consultation with EHERF management. The Foundation maintains a simple monitoring system to periodically assess its performance and its impact. All staff will participate in individual and collective performance assessment. This includes annual planning, annual retreat and reflection events, monthly and weekly planning and reporting and monthly budget monitoring. Lead persons for selected programmes will be responsible for ensuring that the programmes are evaluated according to the respective indicators. All staff will be expected to adhere to EHERF's quality standards and values at all times.

e. Human resource management

The performance of each staff member will continue to be appraised on an annual basis against terms of service or reference. The results of the appraisal will be used to determine continued employment and salary increment. The Foundation will be responsible for assessing staff competence against the programme requirements, and will devise measures to support improved performance in respect to capacity, remuneration, working environment and interpersonal relations, guided by EHERF's Human Resource Management Policy. Such measures will contribute to attracting and retaining competent staff. Where necessary and feasible, the staff member in charge of human resources will be availed capacity-building opportunities following a performance improvement plan as agreed with the immediate supervisor.

The Foundation will continue to ensure staff health and safety measures while at duty including wearing of helmets while travelling in the field on motor cycles, sanitation always, wearing face masks, using hand gloves where necessary, having first aid equipments all the time and fire guards and or extinguisher's. With time, medical insurance will be provided to staff as our funds base grows.

f. Finances

The Board of Trustees will ensure the Foundation is financially stable through regular monitoring of expenditure against budget and committed funding, and endorsement of the financial audits, as per EHERF's Financial Management Policy. EHERF will continue to build its reserve fund to cover its institutional costs for up to 3 months and will invest these savings, in consultation with the Board of Trustees.

g. Security and assets

It is within our future plan that EHERF will maintain office security by providing security personnel and electronic equipment, with an alarm linked to a security company. Fire extinguishing equipment will be provided and regularly maintained. EHERF's documents will be regularly backed up electronically in a secure way and copies of important documents held off premises. An inventory of all EHERF assets will be updated regularly. All EHERF property will be insured.

ORGANISATIONAL EXPERIENCE

Project name, Funder and Area	Year of execution, target beneficiaries, actual beneficiaries	Number of staff involved and key intervention(s) done	overall project success and impact and key lessons
M/ship contribution	2024	4 staff and 12 volunteers	246 people were sensitized in NCD's, screened, and those found with high hypertension were given treatment.
Healla Foundation	2025	Women Skilling Program	160 single mothers gained skills in t-shirt printing and designing and they are in market earning from the skills.
Luena Foundation	2025	Nutrition program for malnourished children in Wakiso communities.	120 children were supported, and 50 women were sensitized on how to make a good meal/diet for babies.
Luena Foundation	2025	General medicine and medical equipment for communities in Wakiso District. All vulnerable people who got treatment from Cornerstone medical Centre receive free treatment.	About 200 people benefited from free medicine and treatment provided by Cornerstone medical centre
Haella Foundation	2025	Empowering Young Women to Prevent Sexual and Occupational Exploitation Through Skills Development	As part of the skilling program, 52 young women and girls participated in an induction session on the prevention and management of Sexual and Gender-Based Violence (SGBV), as well as occupational and sexual exploitation. This session was facilitated by the Probation Officer of Nansana Municipality and the Programs Director from EHERF Mr. Derrick Ssemwogerere provided expert insights into the realities and risks faced by young women in
Luena Foundation	2026	Health and wellness program/menstruation management and hygiene in schools	260 pupils and teachers benefited from the program.

Luena Foundation	2026	Supply of scholastic material and pads.	180 girls and 110 boys benefited from the project.
Luena Foundation	2026	Supplying desks for learners and tables for teachers	280 learners and 20 teaches to benefit from the program.

From the above, our organisations stands out as a fast learner, with staff eager to learn and execute projects amidst constraints. Our determination to do more and bigger projects in future is unmatched. We are willing to building on our experience and continues learning to work with willing partners to deliver to our communities. We remain committed to our mission and so shall be.

EVIDENCE OF PROJECTS DONE (AUDIO, VISUAL AND WEBLINKS)

Namayumba Health Group Formed by EHERF Uganda.



Fruits of Hopes Nursery and Primary School receiving mathematic sets and sanitary pads under the health and wellness project by LUENA foundation and EHERF Uganda.



Enhance Health Education Research Foundation Uganda report on menopause and NCD's in wakiso district: a)Pics group session, b)Picture of a medical team checking blood pressure, c)Picture of the medical team checking blood sugar



MALNUTRITION REPORT after receiving funds from LUENA foundation.
The shocking sad story of the child met in the outreach.
NAHIYA 2YRS FEMALE



Meet Nahiya 2-year-old baby that was found by outreach team at the verge of death. He was in the rented room alone after being informed by the concerned Community members.





Empowering Young Women to Prevent Sexual and Occupational Exploitation Through Skills Development by Healla Foundation.



Skilling development training supported by Healla.[designing and printing t-shirts, caps, cups, pens, plates and other gifts]



Wakiso Probation Officer giving Psychosocial support to Youth and single mothers at EHERF Offices in Wakiso District.