

ADVENTIST MERCY INITIATIVES

STRATEGIC PLAN

2023 - 2028

PREAMBLE

According to UNHCR, Uganda's refugee hosting model is one of the most progressive in the world. However, Uganda's generous policy towards refugees is under threat, as thousands of new refugees arrive each day while its refugee appeal is chronically underfunded. There are more than 15,000 children, aged between 7 and 14, are homeless especially in the cities (UBOS, 2008)¹. The largest portion of these children are war victim and as climate change is taking toll through natural disaster, a few of the women and children are steadily becoming climate refugee. The lives of refugees are a constant battle for food and shelter while struggling to avoid regular physical and sexual attacks. Uganda is taken steps to host many refugees but over time, the rich countries are failing in their obligation to help Uganda support thousands of refugees fleeing death, rape and other human rights violations in South Sudan, as reported by Amnesty International in a damning report launched ahead of a high-level donor summit in the Ugandan capital Kampala on 22-23 June 2023. Further still in host communities and other areas in the country, there is a rampant growth of domestic violence. According to UNICEF, it is estimated that 10,000 children and women are victims every year. Single parenthood and Child prostitution are on the rise, and one third of the sex workers are under 18 years old². And yet, even with all the hardship they endure, the people of Uganda are some of the most beautiful and open hearted you could ever be fortunate enough to meet.

Adventist Mercy Initiative Uganda Limited (AMI) is a non-profit cooperate entity limited by guarantee Reg: 800341596781`43 under the laws of Uganda established on 22nd July 2023. The Organisation 's aim is to strengthening and improving the basic welfare of the displaced and other marginalized groups through empowering them and sharing with them the Good News of Jesus Christ. This is based on the realization that Uganda is a host to many Internally Displaced Persons, Refugees & other Vulnerable People and many of these remain a major challenge to the Government. These vulnerable people in Uganda do not have access to basic social requirements and as Christians, the Bible calls us to be 'our brother's Keeper' thus AMI was established contribute effort the support the government, development partner and private sector efforts to improve the livelihoods of refugees. Global agenda of the Sustainable Development Goals (SDGs) highlights key interlinked objectives designed to guide the world in realizing peace and prosperity for people and the planet, now and into the future. Good health and well-being (3), quality education (4) and clean water and sanitation (6) are three of the SDGs that AMI Uganda seeks to contribute effort in transforming the lives of Ugandans and other citizens in our areas of operation³.

This Strategic Plan lay out the planned activities, initiatives and key milestone that the Organisation seeks to put in place with the current able and available leadership in partnership with the area District Local Government (DLG) structures, central government ministers and parastatals, international agencies & development partners and other private and public organizations with local operation in Uganda. AMI ideologies are laid on the foundation of helping those who are unable to help themselves as a means of showing them the Christ we believe and expedient His soon return in preaching the gospel and giving hope to these refugee communities.

¹ Statistics, U. B. O. (2008). Uganda Bureau of Statistics Sector Strategic Plan for Statistics.

² UNICEF. (2007). Annual report 2003. UNICEF.

³ Sustainable Development Goals. UN. Retrieved 10 August 2023 [link](#)

Table of Contents

PREAMBLE.....	2
1. EXECUTIVE SUMMARY	4
1.1 Introduction.....	4
1.1.1 In a Nutshell.....	4
1.2 Vision.....	4
1.3 Mission Statement	4
1.4 Focus Areas.....	4
1.5 Target Population	6
1.6 Indicators of Success	6
1.7 Guiding Principles and Policy.....	6
2. ORGANISATION PROFILE AND STRUCTURE.....	8
2.1 Organization Summary	8
2.1.2 Adventist Mercy Initiatives Uganda.....	8
2.2 The Team	9
3. ORGANIZATIONAL OPERATIONS AND PLANS	10
3.1 Infrastructure Development	10
3.2 Health care Unit.....	10
3.3 Bible School and Library	10
3.4 Vocational Skilling.....	11
3.5 Tourism	11
3.6 Farm.....	11
3.7 Outreach Activities	11
3.7.1 Counselling.....	12
4. FINANCIAL MANAGEMENT	13
4.1 Funds Management	13
4.1.1 Unrestricted Fund.....	13
4.1.2 Restricted Fund	13
4.1.3 Individual Student Sponsorship.....	13
4.2 Financial Reporting.....	13
4.2.1 Internal Reporting.....	13
4.2.2 External Reporting.....	13
6. APPENDICES	15
6.1 Five (5) Year Strategic Work Plan.....	15

1. EXECUTIVE SUMMARY

1.1 Introduction

The terrible things that happen across the world as seen on television news programs and films have numbed many people to grow indifferent and can no longer feel the suffering and pain of our fellows. Human beings continue to detach themselves from what they see, so as to protect themselves from suffering the pain they would feel. The result of this is that eventually human beings shut down that part of themselves that is able to feel entirely with other factors also contributing. Society continues to lose the ability to unconditionally love and care for others, and for themselves. The focus is on filling our waking hours with work and entertainment, bombarding our senses with distractions, rather than to face the true situation of the world we live in and our place in it. At AMI, we are working to awaken the sense of empathy, kindness and benevolence by creating an end point for philanthropy. The organization is established on love and selfless giving to the community where the kind can find an opportunity to give, share, empower, balance power through equitable resource sharing. The plan that AMI has is foreseen to eventually transform the socio-economic status of the refugee through giving to a noble cause that will empower war and climate victims; children, youth and women to experience the love of Christ, meet their temporal and spiritual needs through education and health services. This Strategic Plan is about opening our hearts and minds to the vulnerable, less fortunate and suffering of so refugees who endure numerous challenges every day can be relieved, empowered and sent out as agents of change.

1.1.1 In a Nutshell

The organization will build and operate a Center for Relief and Empowerment in Adjumani refugee hosting Community, Northern Region Uganda. The center is envisaged to have a health facility, School and a peace center to handle SGBV, war trauma victims and any other mental health support services.

The center is also envisaged to have structures that support the training, healing and empowerment activities of the inhabitants including; a Bible school, health Unit, and a demonstration farm for small scale agriculture. The center will continuously give back to the community by providing counselling services and short-term skilling programs at a grassroots level, while working with government ministries and charitable organizations to improve the level of sustainability.

1.2 Vision

A platform where every child, youth and woman attain strategic skills to live sustainable and worthwhile lives.

1.3 Mission Statement

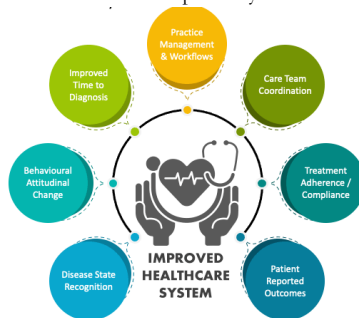
To care for, support and educate children, youth and women especially the war or natural disaster victims living as refugees in Uganda.

1.4 Focus Areas

The organization seeks to contribute effort to transform the lives of the people in rural northern Uganda which has suffered from civil unrest and remain under developed compared to other regions. Our focus is on transforming lives through education, health and sanitation (WASH) for improved livelihoods at each household and transformation of the communities.

Health: Uganda's health system suffers many challenges including; a shortage of health workers with gross under payment of the available ones, inadequate supplies of medicines and essential equipment in government facilities, insufficient hospital beds, high costs, and poor accessibility to health services, particularly in rural areas. Adjumani is largely a rural setting and there are limited health centers to meet the needs of the community. AMI plans to supplement government efforts by establishing a health facility, contributing to the work force of the village health teams and running advocacy/awareness campaigns to sensitize communities on the

different health programs including nutrition, malaria control, HIV/AIDS, mental health, reproductive health and immunization efforts. AMI has successfully implemented health camps in Pagirinya Refugees Settlement Camp, and Rende Village before and after COVID respectively.



Education: Education is a fundamental rights for all humans around the globe, however, in Uganda there numerous challenges that affect the productivity of the education system. In northern Uganda, there is a general lack of enough teachers, household poverty, long physical distance to learning centers, challenges of water, sanitation and hygiene at school, increasing cases of teenage pregnancy and child marriages⁴. AMI seeks to contribute solution to these challenges by sponsoring different pupils and students gain education to different levels. Our support has so far facilitated the training of 2 youth to completed certificates in Nursing, 3 were sponsored to the level of S.4, 4 were sponsored up to S.2 and 1 was in P.4. These have not been further supported since 2021 because if the challenges of COVID that left us without funding. The long term plan is to establish a school of our own that can help meet the educational, vocational skills and the spiritual needs of the community through holistic education.



WASH- Water Sanitation and Hygiene: The overall goal of WASH is improving the quality of drinking water to reduce the risk of human health. WASH plays a foundational role in supporting the delivery of all social services (health, agriculture, education, and industrial production), prevention of disease, industrial production and overall development. AMI's WASH efforts seeks to support both households and schools to

⁴ Calder, R., & Huda, K. (2013). Adolescent girls and education: Challenges, evidence, and gaps. *Pathways' Perspectives on Social Policy in International Development*, 13, 1-7.

improve their access to health and wellbeing. Currently, we have constructed 1 hand pump borehole at Rock View Primary School in Adjumani and now planning to motorize another bore hole that is on the coordination office that we are constructing.



1.5 Target Population

AMI intends to help the youth, women and children in the community they are operating special priority for capacity building to children (4-13years); youth-both male and female (14-24years) and young women (18 -30 years). These three categories will be selected based on their needs, vulnerability and first priority will be for school children 60%, youth in need of vocational need as 20% men and women at household level 20%. The children, youth and women of interest will be first refugees, then special attention to orphans and neglected Children; youth and women of interest will be victims of domestic violence, economic crisis and climate victims from destitute Families.

1.6 Indicators of Success

The empowerment and transformation of their lives will be achieved through provision of residential, educational, vocational, counselling, health care and personal development facilities in the community.

1. Adventist Mercy Initiative as a legally registered entity and recognized by local authorities will work with the local and central government, line ministries, local and international charitable organizations among other relevant partners.
2. Addressing key and strategic issues of national and global importance like bridging the gap in public service provision of health, spiritual and educational services at grass root level as we equip the community with the hope and skills to cope in a strange land.
3. Alignment with community focus, AMI has members who over the years implemented different projects in refugee hosting communities and thus are cognizant of the community needs.
4. Vocational Skilling is one of the strategic avenues for sustainability of charitable initiatives. The envisioned center will provide opportunities for personal development by establishing facilities for direct international interaction, mutual learning and understanding, with the goal of helping to create a more balanced and peaceful world.

1.7 Guiding Principles and Policy

The guiding principles of the Organization is empathy and selfless service for human life and the planet in the fear of God. Compassion that seeks to help refugees; children, youth and women who suffer hardships, regardless of religion, race, class, age or circumstances. Help shall be offered rather than imposed and provided freely with absolute integrity and intention of selfless compassionate service.

The foundation advocates the importance of:

- Proclaiming the Everlasting Gospel
- Compassion for others,
- A healthy and moral existence

- Social development

The organization recognizes that humanity is in a constant state of learning and development. Therefore, to provide the best possible service, the organization will also not be static in its thinking and approach but must strive to constantly develop and improve in every way possible. The organization will establish a center, where research for appropriate skilling into a wide variety of different activities will be undertaken to identify, bring together and establish a one stop for the life knowledge and wisdom most closely related to these principles.

1.9 Activities

Activities of AMI started in 2015 while operating as a CBO and the formalization and registration to AMI has been successfully completed as of May 2023. The primary activities for the origination are centered on education and capacity building, creating awareness on health and WASH in schools and households and proclaiming a message of hope to prepare the world for the soon return of Jesus Christ. We are currently completing the construction of our center in Adjumani which will house the offices and also serve as the training grounds for all our activities. The other activities will be achieved in partnership with other schools, health facilities and churches within the district. Our Plan is to setup more structures for a health center, school and water supply points, toilets among others.

AMI community Center for health education and spiritual transformation will have different functional Units as enlisted below

1. Health center to diagnose, treat and care for different illness and disease with a counselling and mental health support unit for victims of domestic violence
2. Christian based school(s) with a primary, secondary and vocation sections with well-furnished workshops, laboratories & library
3. Farm that demonstrated and also produces food using the urban gardening approach in the compound and also a well assorted commercial farm for animal and crop production
4. Bible School to train lay workers of the gospel
5. WASH facilities including water supply points (boreholes), toilets, hand washing facilities that will be used in the training of the different sanitation and hygiene practices to the community.

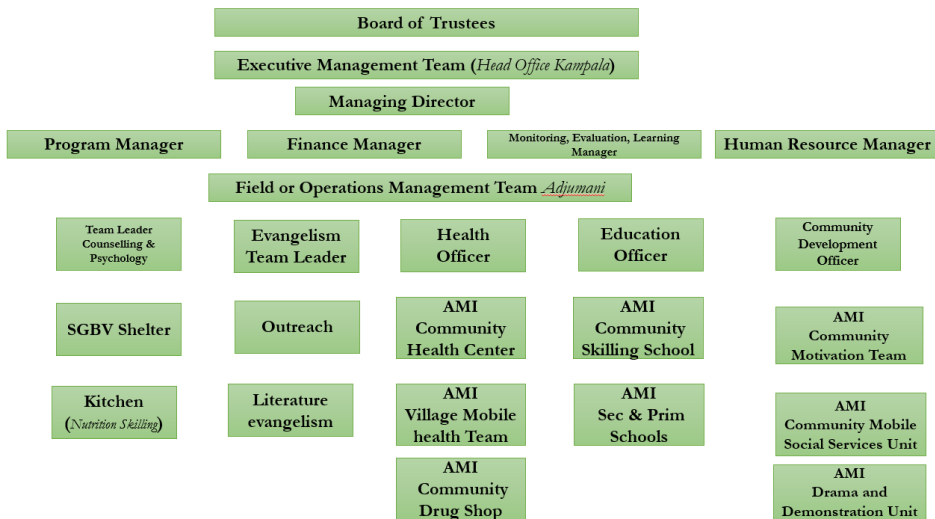
Ongoing and planned activities:

1. Completion of the ongoing Bungalow as the coordination office for all company activities
2. Purchasing land for establishment of the organizational activities
3. Construction a church in the community
4. Motorizing the exiting bore hole at the center
5. Establishing a school for formal education and skilling to build capacity of both refugee and host communities
6. Construction of a Health facility to meet the community health needs
7. Installing water supply points (boreholes) in the community
8. Setting up community toilets and handwashing facilities at strategic locations in the settlement
9. Set up a bible school for training the ministers of the gospel
10. Fund raising and grant mobilization through proposal development
11. Establishing and operating a mental health clinic for income
12. Income generation from car hire services of the organizational van for tour and travel
13. Procurement of Vans for use in school and health activities but also income generation through tour travel.
14. Agricultural produce production and selling of farm output sales to the community and the schools
15. Establishing and Operating Temporary Medical Facility
16. Training and deploying volunteers for health camps and WASH campaign in the host and refugee community
17. Setting up Medical Facility and starting treatment operations
18. Training evangelism workers at the center

2. ORGANISATION PROFILE AND STRUCTURE

2.1 Organization Summary

A legal entity will be established. To focus on the provision of charitable activities and fund mobilization. With numerous positions as enlisted below



2.1.2 Adventist Mercy Initiatives Uganda

AMI started as a community based origination (CBO) which was registered as Just Jesus Adventist Youth organization -Africa in Adjumani district in 2015. Under the CBO and still to date our focus is on Health, WASH and Education. Key milestones were realized in all the three focus areas. Under Education, we sponsored 10 students (2 completed certificates in Nursing, 3 were sponsored to the level of S.4, 4 were sponsored up to S.2 and 1 was in P.4. Under WASH, we constructed 1 hand pump borehole at Rock View Primary School in Adjumani. Our activities under health mainly focus on community outreach the outreach involves medical camps in the community, public health trainings and sharing tips on prevention, care and treatment of different diseases. He have held health camps in Pagirinya Refugees Settlement Camp over the years, and in one of the villages where we operate, Rende Village. We conducted two successful camps at the two centers, the one at Pagirinya happened before COVID in 2016 and the one at Rende village was recently after COVID in 2022.

These initiatives have been ongoing since 2015 but due to the pandemic and other factors, the organization ran out of funds and they were put on hold.

The overall vision of the organization is to provide and improve access to Health among the Children, the Youth, Men and Women, People with Special Needs (PSNs) living in Uganda as Refugees and/or Internally Displaced Persons through ministering Medical Examination and Treatment. The organization will also provide opportunities for conflict victims to support them with knowledge and skills that build their capacity in proclaiming the Everlasting Gospel to all Nations, kindred's and People through teaching, training and discipline. This will be further strengthened through partnerships that link African Youth and American Youth in Service of God

2.2 The Team

2.2.1 Managing Director- **Lodu Anthony**

2.2.2 Operations Manager- **Allen Nansasi**

2.2.3 Human Resource Manager-

2.2.4 -Finance Manager-

2.2.5 Monitoring, Evaluation and Learning (MEL) Manger

Commented [H1]: The roles of these team members would be distributed by you

3. ORGANIZATIONAL OPERATIONS AND PLANS

The organization has its ground work in Adjumani district which is a refugee hosting district. We provide support in education, health and WASH on ground to the refugee children, youth, men and women, people with Special Needs (PSNs) living in Uganda as Refugees and/or Internally Displaced Persons in the community. The services are envisioned to be hospitable and nondiscriminatory within the peace centers and medical facilities that will be constructed immediately. The current structure under construction where the offices will be housed is envisioned to be refurbished as and when the organization secures the necessary support to install the required furniture and appliances. Qualified staff will continue to be hired in addition to the existing and the center of influence will start to conflict victims.

During the following twelve months extensive work will be carried out to source donations for the running of the organization and for the building relevant projects.

3.1 Infrastructure Development

AMI Uganda with support from partners started construction of a community center that will work as a coordination unit for all the activities. The center is located in Adjumani district. Currently there is only one structure, a bungalow that is still under construction. The construction works started in 2020 and continue to take shape and we will have completed by end of 2024. At this center we have a borehole that plan to motorize to increase water supply to enable the community need their water and WASH related needs.

AMI plans to establish more structures including a clinic, training facility that will serve different purposes, the center will be used for health training, vocational skilling and mentoring different gospel workers to work with the AMI team in community outreach and gospel proclamation.

3.2 Health care Unit

At the center, an emergency health social service resource will be needed for refugees in camps, community, children and women from different areas of the parts of district, which have suffered different natural disasters, victims of domestic violence, neglected children.

Healthcare is a vital need for the children, youth, men and women in the community. With an emphasis on prevention and care, this unit will provide support for the community by offering them accessible, quality healthcare search as Immunization services, counseling and guidance, Safe male circumcision, Community outreaches and family planning services.

3.3 Bible School and Library

A Christian school will then be constructed. Children, youth, men and women will not only learn the bible knowledge, evangelism and outreach skills but also acquire formal and informal education. With regard to religion, the school will provide Seventh day Adventist oriented complete education. Members will receive the proper foundations to decide the way which is best for themselves, while learning to respect the beliefs of others.

The school will provide the children and young people with a solid educational foundation, from where many more opportunities will be available to them than would otherwise have been possible. Volunteer teachers will be invited from abroad to provide assistance and additional material. The use of volunteer teachers will not only provide an excellent additional resource for the school but also provide the volunteers with a wonderful opportunity to experience the Ugandan culture first hand.

3.4 Vocational Skilling

Many refugees have very limited schooling and even less vocational training. The first barrier to cross is teaching the value of working, of creating something to be proud of and receiving direct remuneration for this work, rather than begging or submitting to physical and emotional abuse for money. By offering a variety of in-house vocational training programs and funding attendance at established external vocational training centers, members will not only be taught a useful trade to sustain themselves in the future but they will also develop self-respect and confidence as a direct result.

Vocational Programs on offer will include, but not be limited to:

- Briquettes Production
- Clothing / Tailoring
- Automobile Mechanics
- Farming
- Art and Crafts
- Bakery
- Soap making
- Crocheting

Prior to starting a program, members will be evaluated as to where their passion and abilities lie. Priority will be given to matching a member's area of passion and ability with specific programs, thereby providing them with the best chance of enjoyment and success.

3.5 Tourism

AMI with support from partners, procured a fourteen seater tourist van which has been used to generate some income to support the organization since the inflow of funds was cut off. Our initiative being based in Adjumani, the connecting road route from the city center passes through the Murchison National Park and with many beautiful sceneries along the road. This opportunity will be utilized by the organization to secure income through travel tourism. We plan to secure more vans that will be used not only to support the activities of the initiative but also availed for hire to use in tour and travel.

3.6 Farm

Adjumani is largely arable with suitable crops ranging from soybean, cassava, sorghum, simsim, ground nuts among others. The eastern and northern Uganda are also have arable soils for fruits and different orchards have been established. AMI plans to set up a Farm and Orchard where members of the organization will grow different crops fruits, herbs and vegetables. This is aimed to contribute effort to food security of the community members but also income. Agriculture helps members develop increased self-respect and respect for the environment, also a greater feeling of self-worth and confidence. The farm will also provide a supply of natural organic foods for the center. Members will be encouraged to appreciate and become aware of the effect that food has on their bodies and grow to be more healthy individuals with a better quality of life as a result. Members involved with the farm and cooking at the Complex will study food nutrition and traditional herbal remedies to help provide everyone with the solid basis for a healthy body and mind.

3.7 Outreach Activities

An outreach team already exists at AMI and our activities started under the CBO. We will augment the efforts to visit and provide health education, WASH, spiritual lesson, relief and hope to refugees in the camps and people within the host communities. Trained counsellors and helpers will provide aid where needed. A helpline shall also be advertised for people to call for assistance, which the mobile unit can respond to.

3.7.1 Counselling

Trained counsellors will visit street children to listen to their problems and provide advice and assistance as required. Assistance will be provided to help gain access to government services, such as healthcare, free schooling, birth certificates and identity cards.

Advice will be provided on the risks of drug abuse and also the value of education. Work training and some employment will be offered from the Residential Complex.

4. FINANCIAL MANAGEMENT

Head Office at the center will be under the direct control of the Members of the Board and will be responsible for financial management and maintaining the fund bank accounts. Two fund bank accounts will be operated, one for an Unrestricted Fund and another for a Restricted Fund.

4.1 Funds Management

The organization guarantees that all funds donated are used to support authorized projects or activities, at grassroots level, as detailed in this Business Plan. Three funding methods will be open to donors, an unrestricted fund, a restricted fund and a Child sponsorship fund.

4.1.1 Unrestricted Fund

Income to the Unrestricted Fund will be used to finance any of the authorized projects and activities as detailed in this Business Plan. The specific project that receives support and the timing of the support will be at the judgment of Head Office.

4.1.2 Restricted Fund

Donors may wish to donate to a specific project, such as the school or health care unit, or to a specific area within a project, such as the clothing or medical requirements at the center. In this case, the contribution will be held in a Restricted Fund. Income to the Restricted Fund will only be used for the specific project requested by the Donor. If the situation arises that some projects are heavily over-funded while others are terribly under-funded, then the original Donors may be contacted and asked if they are willing for their contribution to be re-allocated to a different project.

4.1.3 Individual Student Sponsorship

A sponsorship program has been ongoing where donors can sponsor one or more children, youth, man or woman through the formal education, bible school or any desired vocational skill under the organization.

To become a Sponsor requires a commitment. Sponsors are asked to provide, as a minimum, for the basic living, clothing and schooling costs of the child up until the completion of a particular course (Primary, O-level, A-level, or University). Any additional contributions will be held on trust for the child until they reach the age of 18 and in accordance with any special requests from the Sponsor.

It will be Sponsors free to select the child that they wish to sponsor.

4.2 Financial Reporting

4.2.1 Internal Reporting

The organization will maintain separate and proper books of account for each of the activities undertaken, in accordance with Generally Accepted Accounting Principles. Each of the Operational Units shall be required to prepare and submit monthly financial reports to Head Office, who will undertake constant review and control of income and expenditure at the operation units.

The accounts preparation and reporting structure will be as follows:

4.2.2 External Reporting

Head Office shall be responsible for the preparation and submission of Annual Financial Reports to the Board of Trustees at the Annual General Meeting.

Annual Reports shall then be available on request for Donors and Members of the Foundation.

The Annual Report shall include the following:

1. Report of the Trustees
 - Review of Activities

- Review of Financial Statements
- Future Plans
- 2. Financial Statements
 - Balance Sheet
 - Income & Expenditure Statement
 - Cash Flow Statement
 - Independent Auditor's Report
 - Notes to the Accounts
- 3. Appendices
 - Views of the Children & Members
 - Photos

Uganda suffers corruption in all levels of society. Many people are unwilling to make donations when they cannot be sure that their contribution will really end up where they expect it to.

A Donor numbering system will be included within the Foundation's accounting reporting system, to help provide assurance to Donors that their contributions are really being used on what they donated to.

At the time they make a contribution, each Donor will be given an individual reference code specific to them. Included in the Notes to the Accounts will be a list of the Donor numbers and the amount of donation received. Using a number system ensures anonymity for the Donors, while they can still see that their donation was correctly received and contributed towards the authorized expenditure of the Foundation. In this way, Donors can feel comfortable that every penny they contribute is really getting directly to those who need it most.

5. APPENDICES

5.1 Five (5) Year Strategic Work Plan

[illegible]

[illegible]