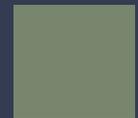




- SF Stromme Foundation
- ECCE Early Childhood Care and Education
- ECCD Early Childhood Care and Development
- SFEA Stromme Foundation East Africa
- UNICEF United Nations International Children's Education Fund
- MoGEI Ministry of General, Education and Instruction
- CMSG Community Managed Saving Groups
- FaaB Farming as a Business





FOREWARD FROM THE REGIONAL DIRECTOR



Patrick Wajero Oloo
Regional Director, SFEA



Rolling out the 2019-2023 New strategic plan!

It is with great honor that I present to you the Stomme Foundation East Africa -2019 – 2023 strategic plan.

We believe and are greatly convinced that this strategic period is an opportunity like no other to support the underprivileged and vulnerable communities through our different programs in education and livelihoods to contribute to our vision “A world free from poverty”.

The overall strategic goal is Improved quality of life for the less privileged people in poor and hard to reach communities of the East African region through promoting strong societies, right to inclusive and quality education and improved livelihoods and job opportunities. We have an overarching ambition to help the poorest and most marginalized, regardless of their religion, ethnicity, gender, disability so that they can take charge of their own lives. Our main focus is be based on three thematic areas which include;

- Building strong societies
- Ensuring inclusive quality education
- Creating livelihoods & job opportunities

Throughout our implementation, the strategies below are instrumental in addressing the prevailing issues in order to empower people out of poverty in this strategic period.

Partnerships: This is being done at different levels, from implementing partners to strategic partnerships.

Innovation: In this day and age where technology is evolving rapidly, it's inevitable that we create innovative solutions in our programming in order to elevate people out of poverty.

Networks: Organizations can no longer work in isolation if they are to tackle the global issues on poverty . We have learnt that there is need to intentionally work with other like-minded organizations if we want to achieve our overall goal as an organization.

We appreciate our all our different donors that give tirelessly and believe in our work of supporting the underprivileged and vulnerable communities in attaining their empowerment.



KRISTIANSAND TO EAST AFRICA



VISION

A world free from Poverty

MISSION

To eradicate poverty through providing opportunities and partnerships to support the poor to cross the poverty line through Building strong societies, Inclusive Quality Education and creating livelihoods& job opportunities.



Strømme Foundation (SF) is a non-profit organisation which, since 1976, has been involved in development programmes. It is based in Kristiansand Norway with regional offices in East Africa, West Africa and Asia.

The East African regional office officially began operations in 1994 with the regional office based in Kampala, Uganda.

We have been implementing education and livelihoods programs in some of the remotest, hard to reach areas in Uganda, Tanzania, South Sudan and Kenya where we will continue to operate in this new Strategic Period 2019 to 2023.

Our support for the poor and vulnerable remains inspired by Christian values that our Founder, Pastor Olav Kristian Strømme, always held dear. While at the Kristiansand Cathedral, he organised a fundraising system to help disadvantaged people around the world.



OUR VALUES



01

Dignity



We believe in the inherent, inalienable rights of every person. To SF, this is the most important human right from which all other fundamental human rights derive.

02

Justice



We have a drive to fulfil not only legal, but also social rights of communities and individuals, in creating a more just distribution of society's resources and power.

03

Solidarity



We empathically identify ourselves with the plight of marginalised and discriminated groups.

A RIGHTS BASED APPROACH



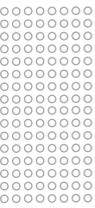
Strømme Foundation employs a Rights-based approach in programming to ensure meaningful and systematic inclusion and empowerment of the most vulnerable. It takes the side of people who suffer injustice by acknowledging their equal worth and dignity. SF recognises the poor not as beneficiaries, but as active rights holders and establishes corresponding duties for duty bearers against whom the claims can be held. One of the ways in which we do this is by identifying and utilising the potential and strengths of the community.

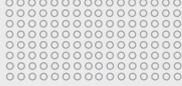


OUR PARTNERSHIP MODEL



Communities are the legitimate long-term implementers of sustainable development programs. We do not implement directly in the field, but rather engage local based carefully selected Non-Government Organisations as our implementing partners. We focus on building partner and community capacities to be effectively involved with their own development for achievement of sustainable results in poverty eradication.





CROSS CUTTING ISSUES



Our programs are mainstreamed with interventions that are critical to the success and sustainability of our work. In this strategic period 2019-2023, the following cross cutting issues are given special attention.



01

Equality between men and women



02

Environment and climate change adaptation



03

Inclusion (especially people with disabilities)



04

Anti-corruption



05

Peace building, particularly in South Sudan





WHERE WE SEE EAST AFRICA IN 5 YEARS



11.2^K



Youth

reached through the
Technical Vocation Skills and
Entrepreneurship program

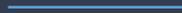
13.8^K



Children

reached through the support of
Early Child Care and Education

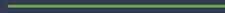
26.5^K



Adolescent Girls

reached through the Bonga
Life skills and entrepreneurship
program

29.0^K



Pupils

enrolled into lower primary school

253.6^K



Rural Women & Men

equipped with savings and entrepreneurship
skills through the Community Managed Savings
groups



THE IMPACT WE ENVISION IN 2023

By 2023, through our interventions in collaboration with local and other strategic partnerships, the public sector, private companies and institutional donors, we see:



01

Strong CSOs delivering quality services to the communities.

02

Empowered citizens able to claim their rights.

03

Responsive and accountable duty bearers delivering services.

04

Marginalized and disadvantaged children enjoying inclusive quality education for lifelong learning.

04

Enhanced access to inclusive quality education.

06

Empowered adolescent girls and boys confident about their future, equipped with life, literacy and vocational skills.

07

Teacher competencies developed.

08

Marginalized and vulnerable communities enjoying economic security and living dignified life.

09

Poor and vulnerable communities resilient to climate change adverse conditions and are food secure.

10

Increased opportunities for job creation and improved incomes for the youth.





WHERE WE WORK



Program	Uganda	Tanzania	South Sudan	Kenya
Primary School Enrollment	12,500	10,500	3,900	2,100
ECCE Enrollment	5,250	4,500	3,120	900
Adolescents enrolled in Bonga	10,290	7,140	7,620	1,428
CMSG members reached	123,025	70,200	46,325	14,040
Youth reached through TVET	3,300	3,498	3,700	700



WHO WE REACH



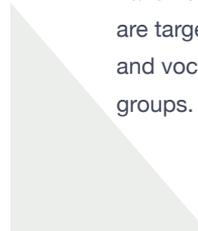
Children

SF targets children between the ages of 3 to 8 years in the region for formal education under the Early Childhood Care & Education (ECCE) program. All SF's Education programs are implemented in close collaboration with local communities and relevant local government structures.



Bonga

Out of school adolescent girls and boys (Girls 70%, Boys 30%) between the ages of 13 to 19 years who either dropped out of school or have never had an opportunity to go to school are targeted. They will participate in life skills and vocational skills training as well as saving groups.





Youth

Over 21% of the population in East Africa is comprised of youth, they need to be gainfully occupied so that they can contribute to development and not participate in harmful behaviours. Boys and girls ages 15 to 35 – unemployed and unskilled in the poor communities will be targeted. They participate in Community vocational skills and Micro franchising and saving groups.



Women

Women are still amongst the most vulnerable in selected intervention areas with low education attainment, discriminated at the household level, suffer gender based domestic violence, are mostly involved in caring for children. SF targets women by providing access to finance to start and grow small businesses and increase their incomes through community managed savings and credit groups in all regions.



Refugees

UNHCR FACT SHEET 2019 Indicates that Uganda is hosting 794,387 refugees from South Sudan in Northern Uganda. The UNHCR Needs Assessment 2018 report indicates that majority of refugees need livelihood initiatives with the highest percentage in West Nile.

Youth in the refugee camps are equipped with technical vocational and life skills for job creation and access to gainful employment. They are also provided with psychosocial support and care services.



Teachers

In South Sudan, over 60% of teachers are not trained and lack necessary qualifications to facilitate quality learning. In countries like Uganda, Tanzania and Kenya, teachers also lack the required pedagogical skills to improve learning outcomes. Pre-service or in-service teachers also receive formal training and certification especially care givers for ECCE and transit classes who are often not trained in “soft skills”, pedagogical skills and early reading.



OUR MAIN INTERVENTIONS



Building strong societies through the strengthening of civil society and the public sector

01

An effective civil society has been described to be the backbone of thriving communities. All countries of intervention have excellent poverty eradication policies. Our aim under this thematic area is to empower communities and individuals to claim their rights, to promote partnerships and accountability of duty bearers and to enhance the capacities of all our implementing partners to have good systems and effective governance structures to able the right oversight.

We also aim at building the capacities of our partner organisations and community members in advocating for the rights of the marginalised (including people with disabilities). We are intentional in strengthening our collaboration with others to make a more impactful contribution to the pursuit of our goals.





Inclusive quality education and lifelong learning for marginalised and disadvantaged groups

02



Whereas all countries of intervention have improved primary school enrolment, education quality is still very low and drop out is still very high. Poverty, gender issues, teenage pregnancies, early marriages and traditional socio-cultural practices still play a big role in keeping especially the female gender and children with disabilities behind and out of school. South Sudan has an acute shortage of teachers and about 60% of teachers are untrained and about 50% of school age children are out of school. In Uganda, 35% of girls drop out of school because of early marriages and 23% drop out due to pregnancies. About 21% of the population are youth with low skills and high unemployment. This therefore justifies that the rights of children, people with disabilities and youth have not received the much-needed attention.



Early Childhood Care and Education (ECCE)

03

Self-sustaining, inclusive Early Childhood Care and Education (ECCE) centres supported together with women's savings groups in poor communities of intervention, alongside government-aided and non-profit primary schools in communities of intervention. Target group are children between the ages of 3 to 8 years enrolled in the ECCE centres as well as children in the lower primary transition classes. The key entry point is through the savings and credit groups who should be able to take ownership and ensure future sustainability.

Teacher Training (In South Sudan)

04



In partnership with the government of South Sudan (Ministry of General Education and Instructions/MoGEI); SFEA continues with the development and reinstating of National Teacher Training Institutions in South Sudan, with the goal of improving the quality of teaching at primary schools in South Sudan by increasing access to good-quality teacher training.

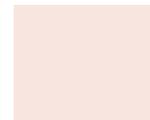
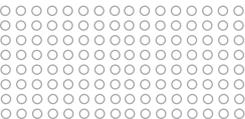
Bonga - Empowerment and Life Skills Training for Adolescents

05



Bonga, which means let's talk is a one-year program that empowers out of school adolescents to become productive members of society. Previously centred around girls, we are introducing Bonga for boys (at least 30% of the centres) in this strategic period. This was informed through an end of term evaluation report on the Bonga Adolescent Girls empowerment program which highlighted the increasing need to reach out to boys. We are expanding the literacy, life skills and occupational skills and introducing means to ensure that all the beneficiaries are engaged in some form of agriculture/food production as well as any other occupational skill.

Bonga continues to be a strong advocacy tool especially within the communities through the community theatres staged and the Bonga Fora. More engagement is done with the parents/guardians through Mama/Baba (Mother/Father) Bonga sessions to ensure better integration of lessons learnt and on graduation, continued learning and implementation.





Improved livelihoods for the rural poor through enhanced income generation

06



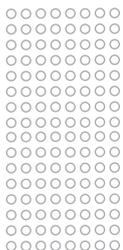
Poverty prevalence in East Africa is still high, especially in the rural hard to reach communities. South Sudan is one of the poorest countries in the world ranking 181 out of 188 on the Human Development Index, Tanzania has 12.9 million people living in extreme poverty, followed by Uganda at 15.8 million (world Bank ,2017). There are families that cannot afford to have one meal a day. If they do, it is of low nutritional value. There is still a high drop-out of children in some areas, poor housing, unequal participation of women in social, political and economic spheres among other indicators. The impact of climate change on these very poor communities is high due to high dependence on subsistence farming and energy sources which degrade the environment. This poses various challenges such as food security, low and poor-quality production all which are aggravated by the limited access to beneficial markets. The population on average is 70% comprised of youth, with low skills, poor job opportunities and high youth unemployment. In this strategic period, we are doubling our efforts to address these issues through various livelihoods programs.



The Community Managed Savings Groups (CMSGs)

The CMSG model consists of self-selected individual groups of 20 to 30 members of low income earners, organised to save and contribute to a common fund. This fund is lent out to members to cater for both basic and investment needs. As their income generating activities grow and their capital needs increase, the groups are linked to formal financial institutions so they can access bigger and long term loans.

Other than savings and credit, the groups tackle socio and economic development of their families and communities. The model embeds other social aspects such as food security, non-formal vocational training, entrepreneurship, clustering, linkages as well as life skills training.





Commercial Villages

08

The commercial villages model brings together farmers and trade facilitators who are locally identified and trained in an effort to increase production, market access and profitability among the local farmers. Small-holder farmers are locked in poverty due to failure to access sustainable markets. They are always challenged by multitude of barriers including low volumes and poor quality of yields, low technological means of production, market information asymmetry, poor access to credit services, poor attitudes and climate change extremes. Following the successful pilot project, we are replicating the commercial villages model as a developmental approach that engages farmers with common interest of producing for market access by overcoming production and market barriers. The model will enrich community members with collective farming skills, good agronomic training skills, farming as a business (FaaB) skill, creating sustainable linkages, value addition and marketing strategies.





09

Micro Franchising

Whereas in the business sector one finds “franchising” as a means of business that enhances incomes and financial rewards, in this strategic plan period, we use this intervention as a means of improving the livelihoods and financial freedom of the saving groups members through business start-ups.



10

Technical Vocational Education and Training with Stronger Labour Market Linkages especially for Youth

We support youth to take up marketable trades that lead to job creation and employment opportunities that contribute to their household income and the economies of their communities. This is done through apprenticeship or attaching youth to recognised vocational/skilling centres. SFEA works with accredited institutions so that trainees can be assessed and awarded certificates by the directorate of industrial training (DIT) to enable them pursue further level trainings and qualifications.





FUNDING THE DREAM



We are grateful for the funding commitment we have received from our long term development partner, the Norwegian Agency for Development Cooperation (NORAD). It is a privilege to have 60% of our budget for the planned activities already secured in funding.

Our goal is to reach as many people, as many communities and empower individuals out of poverty. To realize the 2030 global goal of no poverty, we have a huge opportunity to partner with many other organizations and development partners to raise more funding towards our strategic goals. The Sustainable Development Goals speak of “Leave no one behind.” And yes, we are leaving no one behind when it comes to collaborations and fundraising.

Our goal is to raise at least USD Five million (Us\$5M) in this strategic period to meet our targets and expand our programs to a wider outreach.

We look forward to building partnerships with the Private Sector as we provide an opportunity for them to meet their Corporate Social Responsibility (CSR) objectives. We are strategically seeking for collaborations with other like-minded organisations as well as institutional funding bodies keen on supporting development work in East Africa.

Increasing our visibility is another major focus this period as we improve SF brand awareness in East Africa. We are keen on spreading our strategic relationships with the media in the region as well. Together with the media, we can be a strong advocacy force.

It is indeed a collaborative period!



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