

OPEN WORLD FOUNDATION (OWF)

PROGRAMME AND OPERATIONS MANUAL

April 2026

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1. INTRODUCTION AND INSTITUTIONAL OVERVIEW

1.1 Organisational Background

Open World Foundation (OWF) is a Ugandan non-governmental organisation established to address the persistent and interlinked challenges of poverty, unemployment, limited access to education, and inadequate health services among vulnerable populations. The OWF operates on the premise that poverty is multidimensional and cyclical, requiring integrated and holistic interventions.

OWF's programming is anchored in the recognition that Uganda's demographic structure, characterised by a predominantly youthful population, presents both an opportunity and a risk. While the youth population has the potential to drive economic transformation, structural barriers such as unemployment, low educational attainment, and limited access to health services constrain this potential. OWF therefore positions itself as a catalytic organisation focused on breaking intergenerational poverty cycles through targeted interventions.

1.2 Purpose and Scope of the Manual

This Programme and Operations Manual serves as the foundational document guiding OWF's governance, programme design, and operational processes. It establishes a unified framework through which the OWF ensures consistency, accountability, and compliance in all its activities.

The manual is intended to translate the OWF's strategic vision into actionable systems and procedures. It provides clarity on roles, responsibilities, and processes, thereby ensuring that all staff and partners operate within a structured and predictable environment. In doing so, it minimizes operational risks, enhances efficiency, and strengthens accountability to stakeholders.

The scope of the manual extends to all individuals and entities associated with OWF, including the Board of Directors, management, staff, partners, and contractors.

It applies across all operational areas, including programme implementation, financial management, procurement, human resources, monitoring and evaluation, and safeguarding.

1.3 Vision, Mission, and Core Values

OWF's vision is to become an exemplary institution that expands opportunities and transforms the lives of vulnerable populations. Its mission, **"Empowering Communities, Transforming Worlds,"** reflects a commitment to community-led development and sustainable impact.

OWF's values form the ethical and operational foundation of its work. These include a commitment to service above self, respect for human dignity, inclusion, transparency, and innovation. These values guide decision-making and shape organisational culture, ensuring that all interventions are grounded in integrity and respect for the communities served.

1.4 Strategic Objectives

OWF's strategic direction is organised around four core pillars:

a) The first pillar focuses on improving health and well-being by increasing access to healthcare services, promoting hygiene, and strengthening nutrition practices.
b) The second pillar aims to enhance access to quality education, improve retention and transition rates, and create supportive learning environments.
c) The third pillar seeks to promote sustainable livelihoods by supporting income-generating activities, employment linkages, and skills development.
d) The fourth pillar focuses on strengthening institutional capacity to ensure effective, transparent, and accountable operations.

These pillars are interdependent and collectively contribute to the organisation's overarching goal of empowering households to achieve self-reliance and resilience.

1.5 Guiding Principles

OWF's operations are guided by a set of principles that ensure effectiveness, inclusiveness, and sustainability.

a) Participation is central to the organisation's approach, with communities actively involved in identifying needs, designing interventions, and evaluating outcomes.
b) Accountability ensures that the organisation remains answerable to both beneficiaries and stakeholders through transparent reporting and feedback mechanisms.
c) Inclusion is embedded in all programmes, ensuring that marginalised groups, including women, youth, and persons with disabilities, are actively engaged.
d) Gender equality is integrated across all interventions, recognising the critical role of women in development outcomes.
e) Environmental sustainability is also a core principle, ensuring that all interventions contribute to long-term ecological resilience.

2: GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS

2.1 Governance Framework

OWF operates under a governance structure that ensures a clear separation between oversight and management functions. The Board of Directors provides strategic direction, policy oversight, and accountability, while the Executive Director and management team are responsible for operational execution.

This structure aligns with Uganda's NGO regulatory framework, which emphasises strong governance, transparency, and accountability in organisational operations.

2.2 Roles and Responsibilities

a) Board of Directors: The Board serves as the organisation's highest decision-making body. It is responsible for setting strategic direction, approving policies, overseeing

financial integrity, and ensuring compliance with legal and regulatory requirements. The Board also plays a critical role in safeguarding the organisation's mission and values.

b) **Executive Director:** Responsible for the overall leadership and management of the organisation. This includes implementing Board decisions, managing staff, overseeing programme delivery, and representing OWF in external engagements.

c) **Programme and Operations Teams:** Programme teams are responsible for designing and implementing projects aligned with the organisation's strategic objectives. Operations teams, including finance, procurement, and administration, provide the necessary support to ensure efficient and compliant execution of activities.

2.3 Decision-Making Structures

Decision-making within OWF follows a structured approach that balances efficiency with accountability. Strategic decisions are made at the Board level, while operational decisions are delegated to management within defined authority limits.

This structured approach ensures that decisions are made at the appropriate level, reducing delays while maintaining oversight and accountability.

2.4 Delegation of Authority Matrix

Function	Board	Executive Director	Programme Manager	Finance Manager
Strategic approval	✓	–	–	–
Budget approval	✓	✓	–	✓
Project approval	–	✓	✓	–
Procurement approval	–	✓	–	✓

This matrix ensures clarity in decision-making authority and prevents overlaps or conflicts.

2.5 Accountability and Reporting Lines

OWF maintains a clear reporting structure to ensure accountability at all levels. Programme staff report to Programme Managers, who in turn report to the Executive Director. The Executive Director reports to the Board.

In addition, the organisation is required to submit annual reports, financial statements, and work plans to relevant government authorities, in line with Uganda's NGO regulatory requirements.

3: PROGRAMME DESIGN FRAMEWORK

3.1 Theory of Change

OWF's Theory of Change is based on the premise that sustainable development outcomes can only be achieved through integrated interventions addressing health, education, and livelihoods simultaneously. These three pillars are interconnected and mutually reinforcing.

Improved access to education enhances skills and knowledge, which in turn increases employability and income opportunities. Increased income improves access to healthcare and nutrition, while improved health enhances productivity and learning capacity. These outcomes help break the cycle of poverty and enable long-term self-reliance.

3.2 Programme Cycle Management

OWF follows a structured programme cycle that ensures systematic planning, implementation, and evaluation of interventions.

The process begins with a comprehensive needs assessment, which involves engaging communities, collecting data, and identifying key challenges. This is followed by stakeholder analysis to understand the roles, interests, and influence of different actors.

A problem tree is then developed to identify root causes and their interconnections, which informs the development of a results framework.

The programme is then designed using a logical framework that defines objectives, outputs, indicators, and assumptions.

Implementation is followed by continuous monitoring and evaluation, ensuring that progress is tracked, challenges are addressed, and lessons are incorporated into future programming.

3.3 Project Design Standards

All projects must adhere to standardised design principles to ensure quality and consistency. The Logical Framework Approach is used to define project objectives, indicators, means of verification, and assumptions. Risk analysis is conducted to identify potential challenges and develop mitigation strategies.

Cross-cutting issues are integrated into all projects. Gender equality is ensured through targeted interventions and inclusive participation. Environmental sustainability is incorporated through climate-sensitive approaches. Human rights principles guide all activities, ensuring dignity, equity, and inclusion.

3.4 STANDARD OPERATING PROCEDURES (SOPs)

3.4.1 Policy Statement

All programmes implemented by the Open World Foundation (OWF) shall be designed and developed within a structured, standardised framework that ensures alignment with the organisation's strategic direction, national priorities, and donor requirements. Programme design is not treated as an isolated technical exercise but as a critical institutional function that determines the effectiveness, sustainability, and impact of OWF's interventions.

At the core of this policy is the requirement that every programme must be anchored in OWF's Theory of Change. This ensures that all interventions contribute directly to the organisation's overarching goal of breaking cycles of poverty through integrated approaches in health, education, and livelihoods. By grounding programme design in a clearly defined causal logic, OWF ensures that resources are directed towards evidence-based interventions capable of delivering measurable outcomes.

In addition, all programme designs must align with the OWF Strategic Plan (2026–2030), which defines the organisation's priorities, target groups, and operational approaches. This alignment ensures coherence across programmes and prevents fragmentation of efforts. It also ensures that all projects contribute to long-term institutional objectives rather than short-term or isolated outcomes.

Furthermore, programme design must be consistent with national development frameworks and donor priorities. In the Ugandan context, this includes alignment with national policies such as the National Development Plan, sector-specific strategies, and local government priorities. At the same time, OWF must ensure that programme designs meet the expectations of funding partners, including requirements related to results frameworks, accountability, safeguarding, and environmental sustainability. This dual alignment enhances both relevance and fundability of OWF programmes.

Overall, this policy establishes that programme design must be systematic, participatory, evidence-driven, and aligned with both internal and external frameworks, thereby ensuring that all OWF interventions are credible, effective, and sustainable.

3.4.2: Programme Design Process

The Programme Design Process provides a structured and sequential approach to developing high-quality interventions. It is the responsibility of the Head of Programmes to oversee and ensure the integrity of this process, while programme teams are responsible for its execution.

a) **Needs Assessment:** The process begins with a comprehensive needs assessment, which serves as the foundation for all programme design decisions. This involves collecting both qualitative and quantitative data to understand the challenges faced by target communities. Methods such as Focus Group Discussions, Key Informant Interviews, and structured surveys are used to capture diverse perspectives and ensure that interventions are grounded in real community needs rather than assumptions. This step is critical in ensuring relevance and ownership of programmes.

b) **Stakeholder Mapping:** After the needs assessment, a stakeholder mapping exercise is carried out to identify all relevant actors, including beneficiaries, government institutions, civil society organisations, and private sector players. This process helps to understand the roles, interests, and influence of various stakeholders, and guides strategies for engagement, collaboration, and coordination. Effective stakeholder mapping is especially important in Uganda's decentralised governance system, where local government structures are central to service delivery.

c) **Problem Tree Analysis:** The next stage involves developing a problem tree, which is used to analyse the root causes, core problems, and effects of the identified issues. This analytical tool enables programme teams to move beyond symptoms and focus on underlying drivers of vulnerability. The problem tree provides a structured basis for defining intervention priorities and ensures that programmes address systemic challenges rather than isolated issues.

d) **Developing a Theory of Change (ToC):** Building on the problem analysis, the Theory of Change is developed. This outlines the logical pathway through which OWF's interventions are expected to lead to desired outcomes and impact. It defines the relationships between inputs, outputs, outcomes, and long-term results, and identifies key assumptions that underpin the programme logic. The Theory of Change ensures that all programme components are logically connected and aligned with the organisation's broader strategic framework.

e) **Developing LogFrame:** The Logical Framework (Logframe) is then prepared to translate the Theory of Change into a results-based management tool. The log frame defines specific objectives, outputs, indicators, means of verification, and assumptions. It serves as a key reference for implementation, monitoring, and evaluation, and is often a mandatory requirement for donor-funded projects.

f) **Risk Analysis:** A comprehensive risk analysis is subsequently conducted to identify potential internal and external risks that could affect programme implementation. These may include financial risks, operational challenges, political factors, environmental risks, and safeguarding concerns. For each identified risk, mitigation measures are developed to reduce the likelihood and impact. This proactive approach strengthens programme resilience and enhances the organisation's ability to respond to uncertainties.

g) **Cross-Cutting Issues:** An essential component of the design process is the integration of cross-cutting issues. Gender considerations are incorporated to ensure equitable participation and benefits for both men and women. Climate and environmental factors are addressed to ensure the sustainability and resilience of interventions. Inclusion is embedded to ensure that vulnerable and marginalised groups, including persons with disabilities, are not excluded from programme benefits. These considerations are not treated as add-ons but as integral elements of programme design.

Upon developing all these components, a concept note or a full project proposal is submitted for approval. This document consolidates all elements of the programme design, including the problem statement, objectives, implementation strategy, budget, and expected results.

The final output of this process is a fully developed and approved project design that is ready for implementation. This should ensure that all OWF programmes are systematically developed, technically sound, and aligned with institutional and external requirements.

3.4.3: Project Approval Workflow

The Project Approval Workflow ensures that all programme designs undergo a rigorous review and validation process before implementation. This process is designed to enhance quality, ensure compliance, and maintain accountability.

a) **Developing and Submission of Concept Note or Proposal:** The process begins with the programme team submitting a completed project proposal or concept note. This

submission marks the transition from design to validation and initiates the internal review process.

b) **Technical Review:** The proposal is then subjected to a technical review involving both the Monitoring, Evaluation, Accountability, and Learning (MEAL) function and the Finance team. The MEAL team assesses the logical coherence of the design, the appropriateness of indicators, and the robustness of the results framework. The Finance team reviews the budget to ensure accuracy, cost-effectiveness, and compliance with financial policies and donor requirements. This dual review ensures that both technical and financial aspects of the programme meet required standards.
c) **Approval by Executive Director**: Following the technical review, the proposal is submitted to the Executive Director for approval. The Executive Director assesses the proposal from a strategic and operational perspective, ensuring alignment with organisational priorities, resource availability, and risk considerations. Approval at this level signifies management's endorsement of the programme.
d) **Approval by the Board:** For projects that exceed predefined financial or strategic thresholds, an additional level of approval from the Board of Directors is required. This ensures that high-value or high-risk projects receive appropriate oversight and align with the organisation's strategic direction.

This multi-layered approval process ensures that all programmes undergo thorough scrutiny before implementation. It reduces the likelihood of design flaws, enhances accountability, and ensures that resources are committed only to well-developed and strategically aligned interventions.

This section establishes a rigorous and structured framework for programme design within OWF. By combining clear policy direction with detailed operational procedures, it ensures that all programmes are evidence-based, strategically aligned, and technically sound. It also embeds accountability and quality assurance in the design process, thereby positioning OWF to deliver high-impact, sustainable development interventions.

4: PROGRAMME IMPLEMENTATION AND STANDARD OPERATING PROCEDURES (SOPs)

4.1 Policy Statement

All programmes and projects implemented by Open World Foundation (OWF) shall adhere to standardized implementation processes designed to ensure quality, consistency, accountability, and effective delivery of results. Programme implementation is a critical phase in the programme cycle, as it translates approved designs into tangible outcomes and impacts for target communities. As such, it must be executed in a structured, disciplined, and well-coordinated manner.

This manaul recognizes that even well-designed programmes can fail to achieve their intended results if implementation is weak, inconsistent, or poorly managed.

OWF uses a systematic approach to implementation that ensures all activities are carried out according to approved plans, budgets, and timelines, while maintaining flexibility to adapt to emerging challenges and contextual changes.

Standard Operating Procedures play a central role in this process by providing clear guidance on how projects should be initiated, managed, and monitored. SOPs help ensure that all staff follow uniform processes, thereby reducing variability in performance and enhancing accountability. In development practice, SOPs are widely recognized as essential tools for maintaining consistency, improving efficiency, and ensuring compliance with institutional standards.

The implementation framework is also designed to reinforce accountability at multiple levels. It ensures that programme teams are responsible for delivering outputs, management is responsible for oversight and coordination, and OWF as a whole remains accountable to communities, donors, and regulatory authorities. This multi-layered accountability structure will strengthen trust and enhance the credibility of OWF's interventions.

Furthermore, programme implementation must remain aligned with OWF's guiding principles, particularly participation, inclusion, gender equality, and environmental sustainability. This ensures that implementation is not only technically sound but also socially responsive and ethically grounded.

4.1: Project Start-Up

The project start-up phase marks the transition from planning to execution and is critical in establishing a strong foundation for successful implementation. This phase will ensure that OWF implements all necessary systems, resources, and structures before activities begin.

a) **Inception Meetings:** The process begins with holding an inception meeting involving key stakeholders, including local government authorities, community representatives, partners, and relevant sector actors. This meeting should formally introduce the project, clarify objectives, align expectations, and establish roles and responsibilities. It also should provide an opportunity to secure stakeholder buy-in, which is essential for smooth implementation and sustainability.
b) **Recruitment and Deployment of Staff:** After inception and stakeholder engagement, the recruitment and deployment of project staff should proceed. OWF must ensure that all personnel have the necessary technical skills and are properly briefed on the project's objectives, implementation strategies, and operational procedures. Adequate staffing is crucial to ensure that implementation is both efficient and effective.
c) **Workplan and Budget:** The next step involves finalising the project workplan and budget. While these are developed during the design phase, they must be reviewed and refined at start-up to reflect any changes in context or operational realities. This ensures that OWF begins implementation with realistic and achievable plans.

d) **Conducting a Baseline:** Establishing baseline data is a critical component of the start-up process. OWF should collect baseline data as a reference point against which project progress and impact can be measured. Without this, it becomes difficult for OWF to assess whether the project has achieved its intended outcomes. Baseline studies typically involve data collection on key indicators identified in the logframe.
e) **Establishing an M&E System:** OWF should establish a monitoring system to track progress throughout implementation. This includes defining indicators, setting up data collection tools, assigning responsibilities, and establishing reporting timelines. A well-functioning monitoring system enables timely identification of challenges and supports evidence-based decision-making.

The project start-up process will ensure that all foundational elements are in place, thereby reducing the risk of implementation delays and inefficiencies.

4.2: Work Planning

Work planning is a continuous process that translates project objectives into actionable activities and timelines. It provides a structured roadmap for implementation and ensures that all activities are carried out in a coordinated and timely manner.

i. **Annual Workplan:** The process should begin with the development of an Annual Work Plan, which outlines all planned activities, timelines, responsible persons, and required resources for the year. The Annual Work Plan serves as the primary planning tool and is aligned with the project's overall objectives and budget.
ii. **Quarterly Workplan:** To enhance manageability and flexibility, the Annual Work Plan is further broken down into quarterly plans. Quarterly planning allows programme teams to review progress, adjust activities in response to emerging challenges, and ensure implementation remains on track. This approach is particularly important in dynamic contexts where conditions may change rapidly.
iii. **Assigning Responsibilities**: Clear assignment of responsibilities is a critical aspect of work planning. Each activity must have a designated individual or team responsible for its execution. This ensures accountability and prevents overlaps or gaps in implementation.
iv. **Monitoring Implementation:** Monitoring of implementation is conducted on a regular basis, with weekly or periodic reviews to track progress against planned activities. These reviews provide an opportunity to identify bottlenecks, address challenges, and make necessary adjustments. Regular monitoring also ensures that deviations from the plan are detected early and corrective actions are taken promptly.

Effective work planning enhances coordination, improves efficiency, and ensures that project activities are implemented in a structured and results-oriented manner.

4.3: Community Engagement

Community engagement is a central pillar of OWF's implementation approach, reflecting the organization's commitment to participatory and inclusive development. Effective

engagement ensures that communities are not merely beneficiaries but active partners in the design and implementation of interventions.

The process begins with the identification of community leaders and key influencers, including local council representatives, cultural leaders, and other respected individuals. These actors play a critical role in facilitating entry into the community and building trust.

Entry meetings are then conducted to introduce the project, explain its objectives, and clarify expectations. These meetings provide an opportunity for community members to ask questions, provide input, and express concerns. Transparent communication at this stage is essential for building trust and fostering ownership.

To institutionalize participation, community committees or structures are established where appropriate. These committees serve as platforms for coordination, feedback, and local oversight of project activities. They also play a role in mobilizing community members and ensuring that interventions are implemented effectively.

Ensuring the participation of vulnerable and marginalized groups is a key requirement of community engagement. Special efforts must be made to include women, youth, persons with disabilities, and other excluded groups in decision-making processes. This promotes equity and ensures that interventions address the needs of all segments of the community.

Documentation of community feedback is an essential component of the engagement process. Feedback mechanisms, such as meetings, suggestion boxes, or informal consultations, should be used to capture community perspectives. This information is then used to inform programme adjustments and improve implementation.

Through structured and meaningful engagement, OWF ensures that its programmes are responsive, inclusive, and sustainable.

This section establishes a comprehensive framework for programme implementation within OWF. By combining clear policy direction with detailed operational procedures, it ensures that all projects are implemented in a consistent, accountable, and results-oriented manner. It also reinforces the importance of stakeholder engagement, adaptive management, and continuous monitoring, thereby positioning OWF to deliver high-quality and impactful interventions.

5: MEAL POLICY AND SOPs

5.1 Policy Statement

Open World Foundation (OWF) shall establish and maintain a robust Monitoring, Evaluation, Accountability, and Learning (MEAL) system to ensure that all programmes are effectively tracked, assessed, and continuously improved. The MEAL system should be a core pillar of OWF's operational framework and is essential for ensuring that interventions achieve intended results, resources are used efficiently, and stakeholders remain informed and engaged.

This policy recognizes that development interventions operate in complex and dynamic environments, where continuous learning and adaptation are necessary to achieve sustainable outcomes. Monitoring provides real-time information on programme implementation, enabling timely adjustments and corrective actions. Evaluation should allow the OWF to assess the relevance, effectiveness, efficiency, impact, and sustainability of its interventions. Accountability ensures that OWF remains answerable to its beneficiaries, donors, and regulatory bodies, while learning enables the OWF to continuously improve its strategies and approaches.

The MEAL system is designed to ensure that all programmes are results-oriented and evidence-based. It ensures that decision-making is informed by reliable data and that programme performance is systematically assessed against predefined indicators. It also strengthens transparency by providing clear reporting mechanisms and ensures that feedback from communities is captured and acted upon.

In line with international best practices, the MEAL system emphasizes data quality, ethical standards, and inclusivity. Data must be accurate, reliable, and collected in a manner that respects the dignity and rights of participants. Special attention is given to ensuring that monitoring and evaluation processes are inclusive and capture the perspectives of vulnerable and marginalized groups.

Overall, this policy should ensure that OWF operates as a learning institution, capable of adapting to changing contexts, improving programme effectiveness, and demonstrating accountability and impact.

5.1: Data Collection

Data collection is a fundamental component of the MEAL system and provides the evidence required to track progress, assess performance, and inform decision-making. The process begins with the clear definition of indicators, which are derived from the project's logical framework. These indicators specify what will be measured, how it will be measured, and the expected targets. Defining appropriate indicators is critical to ensuring that data collected is relevant and aligned with programme objectives.

Once indicators have been defined, appropriate data collection tools are developed. These may include survey questionnaires, interview guides, observation checklists, and digital data collection platforms. The tools must be carefully designed to ensure clarity, reliability, and ease of use, while also capturing both quantitative and qualitative data.

Training of enumerators and data collectors is an essential step in the process. Enumerators must be equipped with the necessary skills to administer tools accurately, engage respondents respectfully, and adhere to ethical standards, including confidentiality and informed consent. Proper training reduces the risk of data errors and ensures consistency in data collection across different locations and teams.

Data collection is then conducted according to the established methodology and timelines. This process must be supervised to ensure adherence to standards and to address any

challenges that arise during fieldwork. Supervisors play a critical role in ensuring data quality and resolving issues in real time.

Following data collection, a validation process is undertaken to ensure accuracy and completeness. This may involve cross-checking data, verifying entries, and conducting spot checks. Data validation is critical in preventing errors that could compromise the integrity of analysis and reporting.

Finally, all collected data is stored securely in accordance with data protection and confidentiality standards. This includes both physical and digital storage systems, with access restricted to authorized personnel. Proper data storage ensures that information is protected and can be retrieved for future analysis and reporting.

Through this structured process, OWF ensures that data collection is systematic, reliable, and aligned with programme objectives.

5.2: Reporting

Reporting is a critical function of the MEAL system, providing a structured mechanism for communicating programme performance, progress, and challenges to internal and external stakeholders. It ensures transparency, supports decision-making, and fulfills accountability requirements.

OWF operates a tiered reporting system that includes monthly, quarterly, and annual reports. Monthly reports are prepared by Programme Officers and submitted by the fifth day of the following month. These reports provide updates on activities implemented, outputs achieved, challenges encountered, and immediate next steps. They serve as a tool for day-to-day management and operational oversight.

Quarterly reports are prepared by Programme Managers within fifteen days of the end of each quarter. These reports provide a more comprehensive analysis of programme performance, including progress against targets, financial expenditure, key achievements, and emerging risks. Quarterly reporting allows management to assess whether programmes are on track and to make strategic adjustments where necessary.

Annual reports are prepared at the end of each year under the leadership of the Executive Director. These reports provide a consolidated overview of organisational performance, including achievements, lessons learned, financial accountability, and overall impact. Annual reports are also used for external communication with donors, partners, and regulatory authorities.

All reports must be based on verified data and aligned with the project's results framework. They must present information in a clear, accurate, and concise manner, ensuring that stakeholders can easily understand programme performance. Reporting also serves as a key tool for learning, highlighting successes, challenges, and areas for improvement.

5.3: Feedback and Complaints Mechanism

The Feedback and Complaints Mechanism must be a central component of OWF's accountability framework, ensuring that beneficiaries and stakeholders have a voice in programme implementation. It should reflect the organisation's commitment to transparency, responsiveness, and community-centred development.

OWF will thus establish accessible and inclusive complaint channels. These may include telephone hotlines, suggestion boxes, community meetings, and other context-appropriate mechanisms. The choice of channels must take into account accessibility for vulnerable groups, including those with limited literacy or mobility.

All complaints and feedback received should be formally logged in a complaints register. Each case should be documented and tracked throughout the resolution process. Proper documentation should enable OWF to identify recurring issues and systemic challenges.

Once a complaint is received, it is reviewed and investigated within a defined timeframe, typically within seven days. The investigation process must be conducted in a fair, confidential, and impartial manner, ensuring that all parties are treated with respect and dignity.

Following the investigation, OWF should provide the complainant with a response outlining the findings and any actions taken. Timely and transparent communication is essential in maintaining trust and credibility with communities.

All complaints and their resolutions should be reported to management to enable oversight and ensure that appropriate actions are taken. In cases involving serious issues, such as safeguarding concerns or misconduct, escalation procedures must be followed in line with other OWF's policies.

The feedback mechanism should be used not only to address grievances but also to generate valuable insights for programme improvement. By systematically capturing and analysing feedback, OWF can identify gaps, improve service delivery, and enhance the relevance and effectiveness of its interventions.

This MEAL framework should strengthen OWF's ability to deliver results, demonstrate impact, and remain accountable to its stakeholders. By combining rigorous data collection, structured reporting, and responsive feedback mechanisms, OWF should ensure that its programmes are continuously improved and aligned with the needs of the communities it serves.

6: FINANCIAL MANAGEMENT POLICY

6.1 Policy Statement

Open World Foundation (OWF) shall operate a robust and transparent financial management system that ensures all financial resources are managed with the highest standards of accountability, integrity, and compliance. Financial management is a critical pillar of organisational credibility and sustainability, particularly in a development and humanitarian

context where organisations are entrusted with public and donor resources to deliver social impact.

This policy establishes that all financial operations within OWF must be guided by three core principles: accountability, transparency, and compliance. Accountability requires that all financial decisions and transactions be clearly documented, justified, and traceable to responsible individuals. Transparency ensures that financial information is openly available for review by authorised stakeholders, including management, the Board, donors, and regulatory authorities. Compliance requires adherence to applicable laws, donor requirements, and internal financial policies.

The financial management system is designed to ensure that resources are used efficiently and for their intended purposes, minimising the risk of misuse, fraud, or financial mismanagement. It also supports effective planning and decision-making by providing accurate and timely financial information.

In the Ugandan context, financial management must align with national regulatory requirements governing NGOs, including standards for financial reporting, auditing, and accountability. At the same time, OWF must meet donor expectations related to budgeting, reporting, and financial controls. This dual compliance framework ensures that the organisation maintains both legal legitimacy and donor confidence.

Ultimately, this policy positions financial management not merely as an administrative function, but as a strategic enabler of programmatic success and organisational integrity.

6.1: Budget Development

Budget development is a foundational process that ensures financial resources are aligned with programmatic priorities and strategic objectives. It provides a structured framework for planning, allocating, and managing resources to support effective implementation.

The process begins with the programme team preparing a draft budget based on planned activities outlined in the project design and workplan. This involves estimating the costs of all activities, including personnel, operations, procurement, and logistics. The programme team must ensure that the budget is realistic, comprehensive, and aligned with project objectives.

Once the draft budget is prepared, it is submitted to the Finance team for review. The Finance team assesses the budget for accuracy, completeness, and compliance with organisational policies and donor requirements. This includes verifying cost assumptions, ensuring proper categorisation of expenses, and checking for consistency with available funding.

Following the finance review, the budget is submitted to the Executive Director for approval. The Executive Director evaluates the budget from a strategic perspective, ensuring alignment with organisational priorities, resource availability, and risk considerations. This step ensures that financial planning is integrated with the overall organisational strategy.

For projects that exceed predefined financial thresholds or involve significant strategic implications, the budget is further submitted to the Board of Directors for approval. This

ensures that high-value financial commitments receive appropriate oversight and are consistent with the organisation's long-term objectives.

This structured approach to budget development ensures that financial resources are planned systematically, allocated efficiently, and aligned with both programmatic and strategic priorities.

6.2: Payment Processing

Payment processing is a critical operational function that ensures timely and accurate disbursement of funds while maintaining strict financial controls. The process is designed to minimise risks associated with unauthorised payments, errors, and fraud.

The process begins with the submission of a payment request by the relevant staff member or department. The request must be supported by appropriate documentation, such as invoices, contracts, delivery notes, or approval memos, depending on the nature of the expenditure. This ensures that all payments are justified and linked to approved activities.

Upon submission, the Finance team verifies the supporting documents to ensure their authenticity, accuracy, and completeness. This includes checking that the goods or services have been received, that the costs are consistent with the approved budget, and that all required approvals have been obtained.

Following verification, the payment request is reviewed and approved in accordance with the organisation's delegation of authority. This ensures that payments are authorised at the appropriate level and that no single individual has unilateral control over financial transactions.

Once approved, the payment is processed through the designated financial system or banking channel. Care is taken to ensure that payments are made to the correct beneficiaries and that proper records are maintained.

After processing, the transaction is recorded in the financial system, including all relevant details such as date, amount, purpose, and supporting documentation. Proper recording ensures that all financial transactions are traceable and can be audited.

This systematic approach to payment processing ensures accuracy, accountability, and compliance while minimising the risk of financial irregularities.

6.3: Financial Controls

Financial controls are essential mechanisms that safeguard organizational resources and ensure the integrity of financial operations. OWF shall implement a comprehensive system of internal controls designed to prevent errors, detect irregularities, and ensure compliance with financial policies.

A key principle of financial control is the segregation of duties. This means that different individuals are responsible for different stages of a financial transaction, such as initiation,

approval, processing, and recording. By separating these functions, the organization reduces the risk of fraud and ensures that no single individual has complete control over financial processes.

Monthly reconciliations are another critical component of financial control. These involve comparing financial records, such as bank statements and internal accounts, to ensure consistency and accuracy. Reconciliations help identify discrepancies, errors, or unauthorised transactions, allowing for timely corrective action.

Internal audits are conducted periodically to assess the effectiveness of financial controls and ensure compliance with policies and procedures. These audits provide an independent review of financial operations and identify areas for improvement. They also strengthen accountability by ensuring that financial practices are transparent and subject to oversight.

In addition to these measures, OWF shall maintain proper documentation and record-keeping systems, ensuring that all financial transactions are supported by appropriate evidence. This not only facilitates audits but also enhances transparency and accountability.

Through the implementation of strong financial controls, OWF ensures that its resources are protected, its operations are compliant, and its financial management systems are robust and reliable.

This section establishes a comprehensive financial management framework that ensures OWF operates with integrity, accountability, and efficiency. By combining clear policies with structured procedures and strong internal controls, the organization is able to safeguard its resources, meet regulatory and donor requirements, and support effective programme implementation.

7: PROCUREMENT POLICY

7.1 Policy Statement

Open World Foundation (OWF) shall operate a transparent, competitive, and accountable procurement system that ensures value for money, fairness, and integrity in the acquisition of goods, works, and services. Procurement is a critical function that directly influences the efficiency, cost-effectiveness, and credibility of the organization's operations. As such, it must be conducted in a manner that upholds the highest standards of ethical conduct and financial discipline.

This policy establishes that all procurement processes must be guided by the principles of fairness, competition, transparency, and accountability. Fairness requires that all potential suppliers are given equal opportunity to compete, without bias or undue influence. Competition ensures that OWF obtains the best possible value for money by comparing multiple offers. Transparency requires that procurement decisions are documented, justified, and open to review. Accountability ensures that procurement decisions can be traced to responsible individuals and are subject to oversight.

Procurement processes must also comply with both national regulatory requirements and donor guidelines. In Uganda, NGOs are expected to maintain proper procurement procedures that ensure responsible use of funds and prevent misuse of resources. At the same time, donors often impose specific procurement standards that must be adhered to in funded projects. OWF's procurement system is therefore designed to meet both national and international expectations.

Furthermore, procurement must be aligned with programme needs and timelines, ensuring that goods and services are delivered efficiently and without delays that could affect implementation. At the same time, due diligence must be exercised to ensure that suppliers are reliable, ethical, and capable of delivering quality outputs.

7.1: Procurement Process

The procurement process provides a structured and systematic approach to acquiring goods and services, ensuring that all transactions are conducted in a transparent and accountable manner.

The process begins with the identification of procurement needs and the preparation of a procurement request by the relevant programme or operational unit. This request must clearly specify the required goods or services, including quantities, specifications, and justification. The procurement request serves as the formal initiation of the procurement process and ensures that all acquisitions are linked to approved activities and budgets.

Once the request is submitted, it is reviewed and approved by the relevant authority in accordance with the organization's delegation of authority framework. This step ensures that procurement activities are authorized and aligned with organizational priorities and financial plans.

Following approval, the procurement unit initiates a competitive sourcing process. This typically involves obtaining quotations from a minimum of three qualified suppliers. The requirement for multiple quotations ensures competition and enhances the likelihood of obtaining value for money. In cases where this is not feasible, justification must be provided and documented.

The received quotations are then evaluated based on predefined criteria, which may include price, quality, delivery timelines, supplier reliability, and compliance with specifications. The evaluation process must be objective, documented, and free from conflicts of interest. A procurement committee or designated evaluation team may be involved to ensure impartiality.

Based on the evaluation, a supplier is selected and formally notified. A purchase order or contract is then issued, clearly outlining the terms and conditions of the procurement, including specifications, delivery timelines, and payment terms. This formal agreement provides a basis for accountability and performance monitoring.

Upon delivery of goods or completion of services, a verification process is conducted to confirm that the items meet the required specifications and quality standards. This may involve inspection, testing, or certification, depending on the nature of the procurement.

Once verification is completed, the payment process is initiated in accordance with financial procedures. All procurement transactions must be fully documented, including requests, approvals, quotations, evaluation reports, contracts, and delivery notes. This documentation ensures transparency and facilitates auditing.

Through this structured process, OWF ensures that procurement activities are conducted efficiently, fairly, and in compliance with established standards.

7.2: Asset Management

Asset management is an integral component of procurement and financial management, ensuring that all organizational assets are properly recorded, maintained, and safeguarded throughout their lifecycle.

The process begins with the registration of all acquired assets in an asset register. This register includes key information such as asset description, serial number, acquisition date, location, custodian, and value. Proper registration ensures that all assets are accounted for and can be tracked over time.

Each asset is then tagged with a unique identification number to facilitate tracking and prevent loss or misappropriation. Asset tagging is particularly important in environments where assets are distributed across multiple locations or used by different teams.

OWF conducts annual inventory checks to verify the existence and condition of all assets. This process involves physical inspection and reconciliation with the asset register. Any discrepancies, such as missing or damaged assets, must be investigated and reported to management.

Asset disposal is carried out in accordance with established policies and procedures. This may involve disposal through sale, donation, or write-off, depending on the condition and value of the asset. All disposal decisions must be authorized and documented to ensure transparency and accountability.

Effective asset management ensures that organizational resources are safeguarded, utilized efficiently, and maintained in good condition, thereby supporting programmatic operations.

8: HUMAN RESOURCE POLICY

8.1 Policy Statement

Open World Foundation (OWF) is committed to promoting fair, merit-based, and inclusive employment practices that attract, retain, and develop competent and motivated staff as provided for in Human Resource Policy. Human resources are the most valuable asset of the

organization, and effective human resource management is essential for achieving programmatic and organizational objectives.

This policy establishes that all recruitment, management, and development of staff must be guided by principles of fairness, transparency, equal opportunity, and respect for diversity. Employment decisions must be based on merit, qualifications, and performance, without discrimination based on gender, ethnicity, disability, or other factors.

The organization is also committed to creating a supportive and inclusive work environment that promotes staff well-being, professional growth, and ethical conduct. This includes ensuring safe working conditions, providing opportunities for capacity building, and maintaining a culture of accountability and respect.

In addition, OWF recognizes the importance of aligning human resource practices with national labor laws and international standards. Compliance with legal requirements is essential to protect both the organization and its employees.

8.2: Recruitment

The recruitment process is designed to ensure that OWF attracts and selects the most qualified candidates in a transparent and competitive manner.

The process begins with the development of a detailed job description that outlines the roles, responsibilities, qualifications, and competencies required for the position. This ensures clarity and provides a basis for evaluating candidates.

The position is then advertised through appropriate channels, including online platforms, professional networks, and other relevant media. Advertising ensures that the opportunity is accessible to a wide pool of candidates and promotes fairness in the recruitment process.

Applications are reviewed, and candidates are shortlisted based on predefined criteria. The shortlisting process must be objective and documented to ensure transparency and accountability.

Shortlisted candidates are invited for interviews, which may include written tests, technical assessments, or panel interviews. The selection process is designed to assess both technical competencies and alignment with organizational values.

Following the selection process, the successful candidate is issued an offer letter outlining the terms and conditions of employment. This includes job responsibilities, remuneration, and other relevant details. Unsuccessful candidates may be notified accordingly.

This structured recruitment process ensures that OWF hires competent and qualified staff while maintaining fairness and transparency.

8.3: Performance Management

Performance management is a continuous process that ensures staff performance is aligned with organizational objectives and contributes to overall effectiveness.

The process begins with the setting of annual Key Performance Indicators (KPIs) for each staff member. These KPIs are aligned with organizational goals and provide clear expectations for performance.

Mid-year performance reviews are conducted to assess progress against the set targets. These reviews provide an opportunity to identify challenges, provide feedback, and make necessary adjustments. They also support continuous learning and improvement.

At the end of the year, a comprehensive performance appraisal is conducted to evaluate overall performance. This appraisal considers achievements, challenges, and areas for development.

Based on the appraisal, improvement plans may be developed for staff who require additional support. These plans outline specific actions, timelines, and resources needed to enhance performance.

Performance management also informs decisions related to promotions, rewards, training, and career development. By linking performance to organizational objectives, OWF ensures that staff contributions are aligned with its mission and strategic priorities.

9: SAFEGUARDING, ETHICS AND RISK MANAGEMENT

9.1 Safeguarding Policy Framework

Open World Foundation (OWF) is committed to ensuring that all individuals who come into contact with its programmes are protected from harm, exploitation, abuse, and neglect. Safeguarding is not treated as a standalone function but as a cross-cutting responsibility embedded across all organizational operations, including programme design, implementation, and monitoring.

9.1.1 Child Protection

OWF adopts a zero-tolerance approach to all forms of child abuse, exploitation, and neglect. This commitment is aligned with Uganda's National Child Policy and international frameworks such as the UN Convention on the Rights of the Child, which emphasize the protection of children's rights and welfare.

The organization requires that all staff, partners, and volunteers adhere to strict codes of conduct when working with children. These codes emphasize respect, dignity, and the obligation to prevent and report any form of abuse. Child protection is considered both an individual and institutional responsibility, requiring vigilance, awareness, and accountability at all levels.

All programmes involving children must include safeguarding risk assessments and mitigation measures. Staff must be trained on recognizing, preventing, and responding to child protection concerns, and clear reporting mechanisms must be in place to ensure timely and appropriate action.

9.1.2 Prevention of Sexual Exploitation and Abuse (PSEA)

OWF enforces a strict policy prohibiting all forms of sexual exploitation and abuse. This includes any abuse of power for sexual purposes, particularly in contexts where beneficiaries are vulnerable. The organization recognizes that power imbalances in development work can create risks, and therefore implements strong preventive measures.

All staff and partners are required to sign and adhere to a code of conduct that explicitly prohibits sexual exploitation and abuse. Reporting mechanisms must be confidential, accessible, and survivor-centered, ensuring that victims can report incidents without fear of retaliation. Investigations must be conducted promptly, fairly, and in accordance with ethical standards.

Safeguarding training is mandatory for all personnel to ensure awareness of risks, responsibilities, and reporting procedures. Through these measures, OWF aims to create a safe and protective environment for all individuals engaged in its programmes.

9.2 Risk Management Framework

OWF shall maintain a structured and proactive risk management system designed to identify, assess, and mitigate risks that may affect programme implementation and organizational performance. Risk management is an ongoing process integrated into planning, implementation, and monitoring.

The organization recognizes that development work operates in complex environments characterized by uncertainty, including financial, political, operational, and environmental risks. A systematic approach to risk management ensures that potential threats are identified early and addressed effectively.

Risk Matrix

Risk	Likelihood	Impact	Mitigation
Funding gaps	High	High	Diversify funding sources, strengthen resource mobilization
Political risk	Medium	High	Maintain neutrality, ensure compliance with government regulations

Risk assessments must be conducted at both programme and organizational levels. Each identified risk is analyzed in terms of likelihood and potential impact, and appropriate mitigation strategies are developed. These strategies may include diversifying funding sources, strengthening partnerships, enhancing compliance mechanisms, or adapting implementation approaches.

Risk monitoring is continuous, with regular reviews conducted to assess the effectiveness of mitigation measures. This enables OWF to respond dynamically to emerging risks and maintain operational resilience.

9.3 Data Protection and Privacy

OWF is committed to protecting the privacy and personal data of all individuals involved in its programmes, including beneficiaries, staff, and partners. Compliance with Uganda's Data Protection and Privacy Act (2019) is mandatory and forms the legal basis for all data management practices.

Personal data should be collected and processed lawfully, with the data subject's informed consent, and used only for specified and legitimate purposes. The Act applies to all entities handling personal data and mandates adherence to principles such as data accuracy, security, and confidentiality.

OWF shall ensure that all data collection processes are transparent, with individuals informed about the purpose, use, and storage of their data. Sensitive personal data, such as health information or financial details, shall be handled with heightened care and only collected where necessary.

The OWF should to implement appropriate security measures to protect data from unauthorized access, loss, or misuse. This includes secure storage systems, restricted access, and regular monitoring of data handling practices. Additionally, OWF must register with the Personal Data Protection Office as required under Ugandan regulations.

By strictly adhering to data protection standards, OWF respects individual privacy and maintains the trust of its stakeholders.

10: COMMUNICATION AND KNOWLEDGE MANAGEMENT

10.1 Internal Communication

Effective internal communication is essential for coordination, efficiency, and organisational cohesion. OWF shall establish structured communication channels to ensure that information flows smoothly across all levels of the organisation.

Weekly team meetings shall be conducted to review progress, discuss challenges, and align activities. These meetings provide a platform for collaboration and problem-solving, ensuring that teams remain informed and coordinated.

In addition, the organisation shall maintain internal reporting systems that facilitate information sharing across departments. These systems ensure that management has access to timely and accurate information for decision-making, while staff are kept informed of organisational developments.

10.2 External Communication

OWF shall maintain a professional and consistent external communication strategy that reflects its values, mission, and brand identity. All external communications must adhere to established branding guidelines to ensure consistency in messaging and visual identity.

Media engagement shall be guided by clear protocols that define who is authorized to communicate on behalf of the organization and how information is shared. This ensures that communication is accurate, consistent, and aligned with organizational priorities.

External communication also plays a critical role in stakeholder engagement, resource mobilization, and public accountability. As such, it must be strategic, transparent, and responsive.

10.3 Knowledge Management

OWF shall establish systems for capturing, documenting, and sharing knowledge generated through its programmes. Knowledge management is essential for organizational learning and continuous improvement.

Documentation of best practices, lessons learned, and case studies shall be integrated into programme processes. This ensures that valuable insights are preserved and can inform future interventions.

The organization shall also produce learning briefs and reports that synthesize key findings and recommendations. These documents serve as tools for internal learning as well as external knowledge sharing with partners and stakeholders.

By institutionalizing knowledge management, OWF strengthens its capacity to innovate, adapt, and improve programme effectiveness.

11: PARTNERSHIPS AND COLLABORATION FRAMEWORK

11.1 Key Partners

OWF recognizes that achieving sustainable development outcomes requires collaboration with a wide range of stakeholders. Key partners include government institutions, civil society organizations, and development partners.

Engagement with government, particularly local governments and line ministries, is essential for alignment with national priorities and integration into existing systems. Collaboration with civil society organizations enhances reach, coordination, and collective impact. Partnerships with donors provide the financial resources necessary for programme implementation.

11.2 Partnership Tools and Mechanisms

OWF shall formalize partnerships through structured tools and mechanisms that ensure clarity, accountability, and mutual understanding.

Memoranda of Understanding (MoUs) shall be used to define roles, responsibilities, and expectations between OWF and its partners. Joint work plans shall guide collaborative implementation, ensuring alignment of activities and resources.

Coordination forums shall be established to facilitate regular communication, information sharing, and joint decision-making. These forums enhance collaboration, reduce duplication, and strengthen partnerships.

Through structured partnerships, OWF enhances its effectiveness and expands its capacity to deliver impact.

12: EXIT, SUSTAINABILITY AND SCALING STRATEGY

12.1 Exit Strategy

OWF shall implement structured exit strategies to ensure that programme benefits are sustained beyond the period of direct intervention. Exit planning is an integral part of programme design and must be considered from the outset.

The organisation adopts a gradual withdrawal approach, allowing time for beneficiaries and partners to assume responsibility for ongoing activities. This ensures continuity and reduces dependency on external support.

Capacity transfer is a key component of the exit strategy. This involves building the skills, knowledge, and systems of local stakeholders to enable them to sustain programme outcomes independently.

12.2 Sustainability Approaches

Sustainability is central to OWF's programming approach and is pursued through multiple strategies.

Community ownership is promoted by involving beneficiaries in all stages of programme implementation. This ensures that interventions are relevant, accepted, and maintained by the community.

Institutional strengthening focuses on building the capacity of local organisations and systems, enabling them to continue delivering services beyond the life of the project.

Financial sustainability is pursued through diversified funding sources, income-generating activities, and cost-effective programming approaches.

12.3 Scaling Strategy

OWF aims to expand the impact of its interventions through scaling and replication. Successful models and approaches shall be documented and adapted for implementation in other regions.

Scaling may involve replication of programmes across different geographical areas or expansion through strategic partnerships with government and other organizations. This approach ensures that proven interventions reach a wider population and contribute to broader development outcomes.

Annexes

1. PROJECT CONCEPT NOTE TEMPLATE

This template provides a structured format for project proposals.

1. Project Title
2. Background and Problem Statement

2.1 Project Justification

3. Objectives
    a. Overall Objective
    b. Specific Objectives
4. Project Scope

    4.1 Target Beneficiaries

    4.2 Geographical Location
5. Key Activities
6. Expected Results
7. Implementation Strategy
8. Risk Analysis and Mitigation
9. Sustainability and Exit Strategy
10. Monitoring, Evaluation, Learning and Adaption Approach
11. Budget Summary

2. REPORTING TEMPLATES

Monthly Report Template

Project Title:
Reporting Period:

1. Activities Implemented
2. Outputs Achieved vs Targets
3. Challenges Encountered
4. Actions Taken
5. Planned Activities (Next Month)

Quarterly Report Template

Project Title:
Reporting Period:

1. Summary of Progress
2. Performance Against Indicators
3. Financial Expenditure
4. Key Achievements

5. Challenges and Mitigation Measures
6. Lessons Learned
7. Next Quarter Plan

Donor Report Template

This may vary from donor to donor depending on the templates shared.

1. Executive Summary
2. Project Background
3. Progress Against Objectives
4. Results and Impact
5. Financial Report
6. Risks and Mitigation
7. Lessons Learned
8. Conclusion and Way Forward

3. STAKEHOLDER MAPPING TOOL

Stakeholder mapping is a systematic process used to identify, analyse, and prioritise individuals, groups, and institutions that influence or are affected by a project. It is a critical tool for strengthening programme design, implementation, and sustainability by ensuring that all relevant actors are engaged appropriately.

A stakeholder map provides a structured understanding of:

- Who stakeholders are
- What their interests and expectations are
- Their level of influence over the project
- The risks and opportunities they present

Effective stakeholder mapping enables organisations to design targeted engagement strategies, improve coordination, and reduce conflict during implementation.

STAKEHOLDER IDENTIFICATION TEMPLATE

This section ensures all relevant actors are captured.

Stakeholder Name	Category	Level (National/District/ Community)	Role in Project	Interest in Project	Potential Impact
	Government / CSO / Private Sector / Community				

Categories to Consider

- Government institutions (ministries, district local governments)

- Community actors (leaders, beneficiaries, groups)
- Civil society organizations
- Private sector actors
- Development partners and donors
- Internal stakeholders (Board, staff)

Stakeholder identification should be comprehensive to avoid overlooking key actors who may influence outcomes.

STAKEHOLDER ANALYSIS MATRIX

This matrix provides deeper analysis of each stakeholder.

Stakeholder	Interest Level (Low/ Medium/ High)	Influence Level (Low/ Medium/ High)	Power Type (Political/ Financial/ Technical/Social)	Position (Supportive/ Neutral/ Opposed)	Risks	Opportunities

Explanation

- **Interest Level:** Degree to which stakeholder is affected by the project
- **Influence Level:** Ability to affect project success
- **Power Type:** Source of influence (e.g. funding, authority, expertise)
- **Position:** Likelihood of support or resistance

POWER–INTEREST GRID (PRIORITISATION TOOL)

Stakeholders should be categorised based on their **level of influence (power)** and **interest**.

Category	Description	Engagement Strategy
High Power / High Interest	Key stakeholders	Manage closely, continuous engagement
High Power / Low Interest	Influential but less engaged	Keep satisfied, periodic updates
Low Power / High Interest	Affected stakeholders	Keep informed, active participation
Low Power / Low Interest	Minimal impact	Monitor periodically

STAKEHOLDER ENGAGEMENT PLAN

This section translates analysis into action.

Stakeholder	Engagement Objective	Engagement Method	Frequency	Responsible Person	Expected Outcome

		Meetings / Workshops / Reports / Media			

Engagement Methods May Include

a) Consultative meetings
b) Community dialogues
c) Joint planning sessions
d) Formal reporting
e) Partnerships and MoUs

6. STAKEHOLDER COMMUNICATION MATRIX

Stakeholder	Information Needs	Communication Channel	Frequency	Responsible person
		Email / Meetings / Reports / Media		

STAKEHOLDER RISK AND CONFLICT ANALYSIS

Stakeholder	Potential Risk/Conflict	Likelihood	Impact	Mitigation Strategy

This tool ensures proactive identification of resistance, conflicts, or risks associated with stakeholders.

STAKEHOLDER CAPACITY AND GAP ANALYSIS

Stakeholder	Capacity Level (High/Medium/Low)	Capacity Gaps	Support Required	OWF Action

This helps identify where OWF needs to build capacity among partners or communities.

STAKEHOLDER NETWORK AND RELATIONSHIP MAPPING

This tool analyses relationships between stakeholders.

Stakeholder A	Stakeholder B	Relationship Type	Strength (Weak/Moderate/Strong)	Influence Direction

Stakeholder relationships can influence coordination, collaboration, and project outcomes. Tools such as network mapping help visualize these connections.

IMPLEMENTATION CHECKLIST

Before finalising stakeholder mapping, ensure:

a) All relevant stakeholders are identified
b) Stakeholders are categorised correctly
c) Influence and interest levels are validated
d) Engagement strategies are defined
e) Risks and conflicts are identified
f) Roles and responsibilities are clear

4. LOGICAL FRAMEWORK (LOGFRAME) TEMPLATE

The Logical Framework (Logframe) will organise the project into a clear results chain, linking activities to outputs, outcomes, and impact. It also defines how results will be measured and verified, and identifies external assumptions that may influence success.

Narrative Summary (Intervention Logic)	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoV)	Assumptions / Risks
IMPACT (Goal) Long-term development change the project contributes to (national or sector level)	• Indicator 1 (Quantity, Quality, Time, Target group) • Indicator 2	• National statistics (e.g. UBOS) • Sector reports • Evaluations	• Macro-economic stability • Government policy support
OUTCOME (Purpose) Medium-term change directly attributable to the project (behavioural, social, economic change)	• % change in target population • Behavioural or service uptake indicators	• Baseline and endline survey • Monitoring reports • Beneficiary feedback	• Beneficiaries adopt interventions No major external shocks
OUTPUTS (Results) Tangible deliverables produced by the project	• Number of outputs delivered • Quality standards met • Service coverage	• Activity reports • Attendance registers • Field verification reports	• Timely delivery of inputs • Stakeholder cooperation
ACTIVITIES Specific tasks required to produce outputs	• % of planned activities completed • Timeliness indicators	• Workplans • Progress reports	• Resources available • Staff capacity adequate

EXTENDED LOGFRAME

Results Chain	Indicators (SMART)	Baseline	Target	Data Source	Collection Method	Frequency	Responsibility	Assumptions / Risks
Impact								
Outcome								
Output 1								
Output 2								
Activities								

5. ANNUAL WORKPLAN TEMPLATE

1. PROJECT/PROGRAMME INFORMATION

Field	Details
Project Title	
Programme/Pillar	(Health / Education / Livelihoods / Institutional Capacity)
Implementation Period	(e.g. Jan–Dec 2026)
Location	
Target Beneficiaries	
Responsible Unit	
Donor/Funding Source	
Total Budget	

2. DETAILED ANNUAL WORKPLAN MATRIX

Objective	Output	Activity	Sub-Activities	Timeline (Month/Quarter)	Responsible Person	Budget (UGX)	Key Performance Indicator (KPI)	Means of Verification	Status

3. RESOURCE PLANNING

Resource Type	Description	Quantity	Budget (UGX)	Responsible Unit
Human Resources				
Materials/Equipment				
Logistics/Transport				
Training/Workshops				

4. RISK AND MITIGATION PLAN

Risk	Likelihood	Impact	Mitigation Strategy	Responsible Person	Status

5. MONITORING AND REPORTING PLAN

Indicator	Data Source	Collection Method	Frequency	Responsible Person

6. COMMUNICATION AND COORDINATION PLAN

Activity	Stakeholders	Communication Method	Frequency	Responsible person

7. APPROVAL AND SIGN-OFF

Name	Position	Signature	Date
Programme Manager			
Finance Manager			
Executive Director			
Board (if required)			