

Sustaining Women's leadership

# MEMPROW
## Strategy Document
## 2026–2040

*Empowering Young Women*
**Choice, Voice and Power**

www.memprow.org

# MEMPROW
## STRATEGY DOCUMENT 2026-2040

Sustaining Women's Leadership

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# ACRONYMS AND ABBREVIATIONS

| | |
|---|---|
| **CDO:** | Community Development Officer |
| **ESG:** | Environmental, Social and Governance |
| **GBV:** | Gender-Based Violence |
| **IPV:** | Intimate Partner Violence |
| **KII:** | Key Informant Interview |
| **MEL:** | Monitoring, Evaluation and Learning |
| **MEMPROW:** | Mentoring and Empowerment Programme for Young Women |
| **NGO:** | Non-Governmental Organisation |
| **OD:** | Organisational Development |
| **SGBV:** | Sexual and Gender-Based Violence |
| **SRHR:** | Sexual and Reproductive Health and Rights |
| **UGX:** | Ugandan Shillings |

# EXECUTIVE SUMMARY

## Our 2040 Vision

A transformed society where every girl and young woman, empowered with Choice, Voice, and Power, lives free from violence and leads the creation of a just, equitable society.

## Our Mission

To build young women's agency and a resilient, intergenerational feminist movement that dismantles patriarchy and drives systemic change.

## Who We Are

The Mentoring and Empowerment Programme for Young Women (MEMPROW) is a national feminist organisation founded in Uganda in 2008. For 17 years, we have built a proven model for transforming the lives of girls and young women. Our work confronts patriarchy—the systemic structures and cultural norms that concentrate power and privilege with men, leading to the discrimination, subordination, and violence against girls and women.

## Strategic Rationale And Purpose

This document serves as MEMPROW's primary roadmap for 2026-2040. We are transitioning from a service-delivery organisation into a systemic architect of feminist power. After seventeen years of proven impact, we are moving beyond addressing the symptoms of patriarchy. We will now dismantle its root structures. This strategy outlines how we will build the agency of girls, reform the institutions that serve them, and sustain a resilient, intergenerational movement.

## Our Proven Foundation (2008-2025)

| Core Asset | What We Have Achieved |
|---|---|
| A Validated feminist model | Social Survival Skills curriculum adopted by partners in 5 African nations. |
| A living movement | MEMPROW Girls' Network of **30,000 members**, growing through peer mentorship. |
| Deep institutional credibility | Historic GBV pronouncement by Ker Alur; partnerships with police, schools, cultural leaders. |
| Proven scale | Over **1 million people** reached cumulatively. |

## Our Feminist Ecological Model

The Feminist Ecological Model is the foundational analytical lens that drives our Theory of Change. It ensures our impact is structural by facilitating a redesign of the social ecosystem at five interconnected levels: ***Individual, Relationships and Family, Community and Peers, Institutions and Systems, and Societal Norms and Structures.***

## Our Theory Of Change

**IF** we build the transformative agency of girls and young women **AND** dismantle the patriarchal norms and structures that constrain them, **THEN** we will catalyse a generational shift in power. This will realise our vision **BECAUSE** empowered individuals, acting collectively within a supportive ecosystem, are the engine of lasting change.

## Strategic Horizon: 2026–2040 (Three Phases)

Sustaining Women's Leadership

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**Phase 1: Depth and Consolidation**
**2026-2030**

FOCUS: Deepen individual agency and relationships; secure operational base

**Phase 2: Scaling and Systemic Shift**
**2031-2035**

FOCUS: Transform communities and institutions; scale to new districts

**Phase 3: Sustainable Legacy**
**2036-2040**

FOCUS: Reshape societal norms and structures; transfer leadership

## Strategic Objectives

1. Deepen individual agency and relationships; secure operational base
2. Dismantle patriarchal norms and structures.
3. Strengthen a resilient feminist organisation and movement.

## Strategic Scope and Commitments

| Area | Commitment |
|---|---|
| Target participants | Adolescent girls and young women aged 14–29, both in and out of school |
| Strategic allies | Men, boys, fathers, cultural leaders, media partners |
| Institutional partners | Parents, teachers, community structures, traditional institutions, local governments |
| Current geographic focus | Kampala (Central); Arua, Nebbi, Terego, Pakwach, Zombo (West Nile) |
| Expansion approach | Deepen impact in existing areas before scaling to new districts |
| Organisational development | Comprehensive Organisational Development Review in 2028 |

## Monitoring, Evaluation, Accountability and Learning

| Action | Purpose | Timing |
|---|---|---|
| 2026 strategy baseline survey | Establish benchmarks for all core strategic indicators; inform targeting and programme design | 2026 |
| MEMPROW Girls' Network Tracer Study | Generate evidence on the depth, breadth, and quality of the movement—documenting member trajectories, leadership pathways, and collective impact to inform movement strengthening. | 2026 baseline, thereafter integrated into strategic reviews and evaluations |
| Annual reviews | Track routine data to identify implementation gaps, capture learning, and enable timely course correction; strengthen programme quality through continuous reflection and adaptation. | Annually |
| Strategic reviews | Assess progress against the performance framework at end of each 3-year implementation cycle; examine emerging outcomes and make strategic adjustments to the subsequent implementation plan. | 2029, 2032, 2035, 2038 |
| Strategic evaluations | Produce a comprehensive evidence base on the strategy's continued relevance, effectiveness, and impact; generate learning to update the 15-year strategy document for the next phase. | 2030, 2035, 2040 |

## 15-Year Financial Summary

| | USD | | | |
|---|---|---|---|---|
| **Strategic Objective** | **Phase 1 (2026-2030)** | **Phase 2 (2031-2035)** | **Phase 3 (2036-2040)** | **15-Year Total** |
| 1. Build transformative agency | 827,500 | 1,014,400 | 1,174,600 | 3,016,500 |
| 2. Dismantle patriarchal structures | 640,700 | 854,200 | 1,014,400 | 2,509,300 |
| 3. Strengthen feminist ecosystem | 667,400 | 1,014,400 | 1,281,400 | 2,963,200 |
| **Total Programme Costs** | **2,135,600** | **2,883,100** | **3,470,300** | **8,489,000** |
| Staff, Operations & Overheads | 1,121,200 | 1,174,600 | 1,281,400 | 3,577,100 |
| **GRAND TOTAL** | **3,256,800** | **4,057,700** | **4,751,700** | **12,066,100** |

## Key Financial Highlights

**Total 15-Year Investment**
**$12.07 million**

**Average Annual Investment**
**$804,000**

**Phase 1 (First 5 Years)**
**$3.26 million**

**Programme-to-Overhead Ratio**
**70% programme / 30% overhead (15-year average)**

**Reserve Target**
**3-month operational reserve built by 2028**

## Key Financial Commitments

| Commitment | Target |
|---|---|
| Revenue diversification | At least 15% earned income from social enterprise and The Haven by 2030 |
| Operational reserve | 3-month reserve built by 2028 and sustained |
| Phased allocation shift | From 55% direct delivery (Phase 1) to 30% ecosystem building (Phase 3) |

**By 2040, MEMPROW will be the strategic centre for a self-sustaining, intergenerational feminist movement across Uganda.**

# 1. STRATEGIC BACKGROUND AND LEGACY



**Choice, Voice, and Power.** This is our golden thread—the defining purpose of The Mentoring and Empowerment Programme for Young Women (MEMPROW). For 17 years, it has framed our mission and driven our impact.

We are a national feminist organisation founded in Uganda in 2008. Our work confronts patriarchy—the systemic structures and cultural norms that concentrate power and privilege with men, leading to the discrimination, subordination, and violence against girls and women. We work to replace this system with a world where every girl and young woman lives with autonomy, speaks with authority, and acts with agency.

Our legacy is a proven model, anchored by our core strategic asset: the MEMPROW Girls' Network. This active sisterhood—a living embodiment of intergenerational feminist solidarity—is both the evidence of our impact and the engine for its continuation. The Network champions transformative agency, where girls and young women lead change in public and private spaces by mentoring and challenging norms with unapologetic courage. It is the daily courage of claiming their rights that fuels our movement.

**Our foundational definitions**

**Choice**

Is autonomy over one's body, life, and future.

**Voice**

Is autonomy over one's body, life, and future.

**Power**

Is the personal and collective agency to shape one's own destiny and society.

## 1.1 Our Vision, Mission, and Core Values

### Our Vision

A transformed society where every girl and young woman, empowered with Choice, Voice, and Power, lives free from violence and leads the creation of a just, equitable society.

### Our Mission

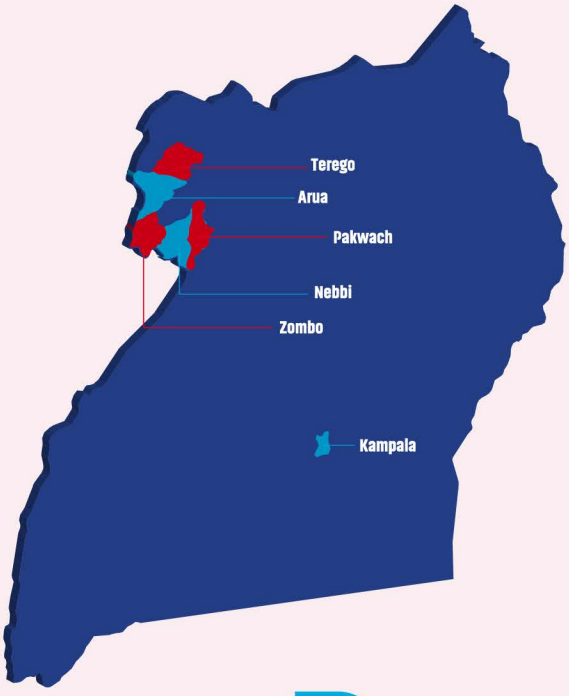
To build young women's agency and a resilient, intergenerational feminist movement that dismantles patriarchy and drives systemic change.

### Our Core Values

- **Feminist Leadership and Audacity:** We centre the voices of girls and young women, challenging power structures with courage and conviction.
- **Intergenerational Solidarity and Inclusion:** We bridge generations to share power, wisdom, and sustain the movement across all intersecting identities.
- **Integrity, Care and Feminist Sustainability:** We are accountable to our principles and our people. We champion wellbeing, safeguarding, and collective resilience as foundational to our work.
- **Transformative Collaboration:** We build alliances based on mutual respect and shared analysis to achieve lasting impact.

## 1.2 Our Focus: Participants and Strategic Allies

Our strategy is powered by the active participation of those at the centre of our mission and strengthened by allies essential for systemic change. Our current geographical focus encompasses Kampala in the Central region and the districts of Arua, Nebbi, Terego, Pakwach, and Zombo in the West Nile region. These areas provide the foundational base from which we will scale our proven model. The MEMPROW Girls' Network digitally connects members across and beyond these physical locations, enabling movement-building and preparing for wider reach.






**Primary participants:**

We centre adolescent girls and young women (aged 14-29), both in and out of school, as the leaders and core agents of their own transformation. We engage them within key institutions and spaces, including primary, secondary, and tertiary educational institutions and their home communities.




**Key allies for normative change:**

We work strategically with boys, men, fathers, and male community leaders as critical allies. We also partner with strategic media to amplify narratives of change. We engage these allies to model positive masculinity, challenge harmful stereotypes, and become active partners in building a violence-free society.



**Community and institutional partners:**

We collaborate with parents, teachers, local governments, community structures, traditional and cultural institutions to create protective environments and shift policies and practices

## 1.3 Strategic Foundation: Achievements 2008–2025

Our ability to plan ambitiously for a 15-year horizon is built upon tangible, strategic assets validated between 2008 and 2025. This period moved us from project-based implementation to owning a proven model and a resilient movement. Our methodology's success is rooted in our unwavering commitment to centre the voices of girls and young women and in its intentional adaptability, bridging cultures and contexts to build a unified feminist consciousness. This legacy is witnessed in the transformed sense of self within our communities and in concrete, cumulative outcomes achieved over our 17-year history.

### *A Validated and Exported Feminist Model*

Our Social Survival Skills curriculum transitioned from a successful programme to a replicable African feminist methodology. Its external validation is confirmed by partner organisations in South Africa, Zambia, Zimbabwe, Botswana, and Namibia adopting and adapting it. Its power is measured in its depth, transforming understanding of gender, girls' education, leadership, safety, and SRHR, and in its organic, multiplicative reach.

Our model's sustainability is proven by the MEMPROW Girls' Network—a sustained sisterhood of 30,000 members. As visualised in Figure 1.1, this movement grew from a core of 9,178 directly trained girls and young women, through a structured peer-mentor multiplier where each participant reaches 1-3 others. Concurrently, we have mobilised the essential ecosystem around them, directly engaging over 15,000 allies (Figure 1.2). These include boys and teachers in schools; parents and community members; and key figures who shape norms and uphold safety, such as cultural leaders, police, and local government officials.

This dual structure of change—a growing, girl-led movement fuelled by peer mentorship, supported by allied communities and institutions—demonstrates our proven capacity to generate both profound individual transformation and expansive, sustainable collective power.

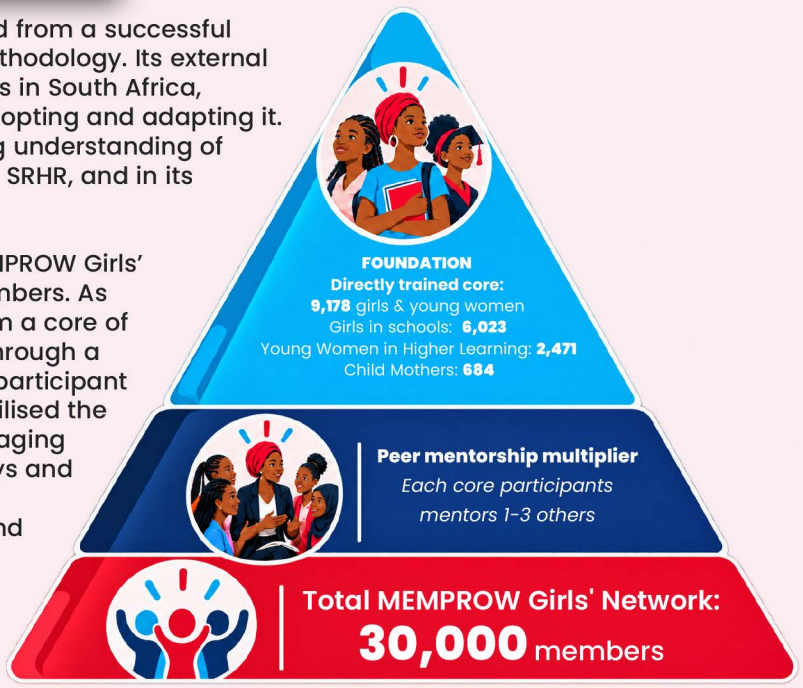



***Figure 1.1: The MEMPROW Ecosystem: A Girl-Led Movement and Allied Communities (2008-2025)***

The top-down pyramid illustrates the peer-mentor multiplier effect, growing from a trained core to the full Network. The adjacent bar chart details the separate, supportive ecosystem of allies.




***Figure 1.2: The Supportive Ecosystem***

## A Living, Breathing Feminist Ecosystem

This quantitative proof gives life to our most dynamic strategic asset: the MEMPROW Girls' Network itself. This vibrant and structured community of thousands, alongside our growing network of School Clubs, forms an interconnected ecosystem. It facilitates vital conversations and provides platforms for collective voice, mutual support, and rights-claiming. It is the self-sustaining engine where the peer mentorship shown in Figure 1 creates new leaders. The Network stands as a proven model for feminist movement-building, demonstrating measurable impact in peer mentoring, collective organising, and creating safe spaces in schools and communities.

I walked in there (MEMPROW training) feeling like a problem. I walked out knowing I'm the solution. They taught me my voice is a tool, not just a sound. Now I use it. I decide. I understand what I deserve.

***Member, MEMPROW Girls' Network***

Through MEMPROW, you get proximity to power you'd never have on your own—you enter spaces and meet people you never thought you could. They push you to the forefront, to take up space. And when you're there, you don't stand alone; you pull other girls up with you.

***Member, MEMPROW Girls' Network***

## Deep Institutional Credibility and Alliance

We built unparalleled trust, demonstrating a unique capability to engage traditional and formal power structures as allies for normative change. This capacity catalysed a historic pronouncement against Gender-Based Violence by the Ker Alur in the Alur Kingdom, providing a landmark framework for gender-sensitive programming across the Nebbi region.

MEMPROW's approach recognises that deep change is a gradual process, and we see the results. Through our partnership, we have reduced early marriage and are stopping gender-based violence in our communities. MEMPROW has also supported us to draft, translate, and disseminate bylaws that outlaw harmful traditional practices. Whenever they invite us, we respond—because they are a committed organisation with true grassroots presence.

***Cultural Leader, West Nile***

## An Embodied Feminist Organisation

This integrated practice makes our feminist identity authentic and replicable. We pioneered specialised training in counselling and trauma management, building the capacity of over 250 police officers, local officials, and community leaders to support survivors and safeguard their own mental health. We have extended this ethos to strengthen community structures like Women Advisors and Parents of child mothers, integrating trauma-informed practices into frontline responses.

- **For our team:** "MEMPROW is very intentional about self-care. We have an in-house counsellor, we do mindfulness and aerobics. Staff wellbeing is a performance metric, not an afterthought. This is rare in organisations. We stick to our plans and respect cultures, ensuring we remain a learning organisation that aligns its internal culture with its external mission." — MEMPROW Staff
- **With our partners:** "The training for police officers... we are now aware of how to manage our own stress and avoid re-traumatising GBV survivors." — Police Officer, Zombo•
- **For our participants:** Empowerment includes restoration. Our programming intentionally creates space for joy and healing through dance, drama, and play.

## Proven Resilience and Adaptive Foresight

Navigating significant external shocks, including funding volatility, we emerged with a sharper strategic focus on long-term sustainability. This period solidified a critical lesson: diversifying funding and building reserves is essential for feminist resilience, strengthening our collective commitment to a secure future.

This foundation of demonstrated results provides the credibility, community trust, and operational proof required for a transformative 15-year strategy.



# 2. STRATEGIC ANALYSIS: OUR POSITION AND CONTEXT

Our mission advances within a complex ecosystem of external forces and internal capabilities. The following analysis captures this decisive position from which our strategic framework is launched.

## 2.1 Our External Context: Challenges and Opportunities

Our mission advances within a complex ecosystem of external forces. These factors present significant, interlocking risks to the rights and safety of girls, while also creating distinct openings for influence and growth. Understanding this landscape is crucial for positioning our work.

### *Contextual Challenges and Systemic Risks*

The following external factors threaten progress and test organisational resilience.

**A constricted and unpredictable operating space**

- **Shrinking and unpredictable funding:** A global contraction in development aid and shifting donor priorities create severe financial volatility, threatening programme sustainability and organisational stability.
- **Restrictive operational environment:** Increasingly stringent government regulations, including NGO governance laws and financial reporting requirements. These constrict civic space for activism and add administrative burdens, diverting resources from programme work.
- **Political and economic volatility:** Election cycles and macroeconomic instability disrupt community partnerships, erode the value of fixed grants, and increase operational costs.

**Evolving forms of resistance and harm**

- **Anti-gender backlash and misconception:** A rising, organised opposition to women's rights, where feminist work is often mischaracterised as divisive or as "seeking to disempower men", creating external resistance.
- **Female gatekeeping and internalised patriarchy:** The potent phenomenon of women in positions of power upholding patriarchal norms and blocking the advancement of other women and girls, undermining solidarity and presenting a complex internal social challenge.
- **The evolving face of violence:** Technology-facilitated gender-based violence—such as cyberbullying and non-consensual image sharing—presents a severe and growing threat to girls' safety and dignity.

**Compounding vulnerabilities**

- **Climate change and livelihood insecurity:** The escalating climate crisis disproportionately impacts women and girls, exacerbating existing vulnerabilities and threatening livelihoods, which heightens risks of exploitation and school drop-out.

### *Strategic Opportunities for Leverage and Growth*

Concurrent external trends and conditions present clear avenues to amplify our impact and resource base.

**Favourable shifts in the development landscape**

- **A proven asset for localisation:** The global aid shift towards "localisation" prioritises grassroots actors. Our 17-year legacy, trusted community relationships, and the organic MEMPROW Girls' Network exemplify the authentic, locally-owned leadership donors seek.
- **Strategic consortia and partnership models:** The funding landscape increasingly favours collaborative bids. Our proven consortia experience provides a replicable model to scale impact, share risks, and access larger funding pools.
- **A framework of enabling government policies and programmes:** National commitments to gender equality, GBV response, and inclusive education (e.g., the 'Second Chance to Education' policy) create formal platforms and potential resource streams for collaboration, scaling, and mainstreaming our proven methodologies.
- **Thematic alignment with emerging priorities:** Growing donor interest in climate justice, mental health, and locally-led development aligns with our expertise and community experience, positioning us to secure new resources.

**Powerful societal and technological currents**

- **A growing youth and feminist consciousness:** Rising demand for change among young people creates a powerful, ready base for mobilisation, peer leadership, and the expansion of a resilient feminist movement.
- **Unambiguous demand for male engagement:** Consistent feedback from every stakeholder group identifies strategic engagement with men and boys as a critical, unmet need, presenting a clear mandate to build broader alliances.
- **Digital tools for amplification and connection:** Technology offers scalable, cost-effective avenues for mentorship, knowledge-sharing, and movement-building, enabling us to extend our reach and strengthen our network.

**Diverse pathways to resource diversification**

- **Economic empowerment and new resource streams:** Opportunities exist to diversify funding through social enterprise, consultancy based on our proven methodology, and engaging with government schemes and private sector ESG (Environmental, Social, and Governance) agendas.

## 2.2 Our Internal Position: Capabilities and Growth Areas

The execution of our strategy hinges on the strength of our unique organisational capabilities that give us a transformative edge, and the critical gaps that must be closed to power a 15-year journey. It is a frank appraisal of our readiness to scale and endure.

### *Our Operational Pillars*

These are the concrete, tangible assets within our structure, people, and systems that we actively draw upon to operate and sustain our mission.

**Governance, strategic leadership and national mandate**

- A strong, technically skilled Board provides wise oversight and strategic guidance.
- Full registration and a national operational license from the NGO Bureau, provides a formal mandate and flexibility for future geographic expansion.

**A professionalised team**

- A strong leadership, comprising the Executive Director, Programme and Financial Managers.
- Dedicated functional leads for MEL, communications, advocacy, and safeguarding.
- A team of field officers implementing programmes across our focus districts.

**A proven and institutionalised feminist methodology**

- Our Social Survival Skills curriculum is a validated, replicable African feminist model, successfully adapted in five nations—establishing the institutionalised "MEMPROW Way" of girl-centred, holistic mentorship as a recognised and trusted brand.

**Proven alignment with national policy frameworks**

- We have a demonstrated track record of implementing and influencing government policies, such as the national 'Second Chance' education framework and GBV action plans. This establishes our relevance, credibility, and operational viability within the national development agenda.

**A living strategic asset and leadership pipeline**

- The MEMPROW Girls' Network of 30,000 members is an active, structured constituency and our most dynamic strategic asset. It functions as a sustainable pipeline for peer mentorship and community leadership, powered by a mature base of alumni and Women Advisors.

**Deep contextual credibility, trust and alliance-building**

- Over 17 years, we have built unparalleled trust and authentic partnerships with traditional structures (cultural leaders) and formal institutions (local government, police, schools), establishing MEMPROW as an authoritative and credible actor within the feminist ecosystem.

**An embodied feminist organisational culture**

- We operationalise our values through a non-hierarchical structure, a youth-led secretariat, and intentional policies that integrate wellbeing, self-care, and safeguarding. This includes adopting flexible and remote working models that balance staff wellbeing with operational efficiency.

**Robust policy, risk and operational frameworks**

- Strong internal policies ensure consistency and mitigate risk.

**A tangible asset for sustainability: The ownership of our purpose-built premises**

- The Haven, provides operational security, reduces long-term occupancy costs, and creates a permanent feminist space.

## *Areas of Strategic Focus and Development*

To secure our future and scale our impact, we must address these internal operational constraints.

**Financial architecture and strategic under-investment**

- High reliance on volatile, short-term project-based funding.
- Critical lack of flexible core funding for strategic needs: digital transformation, research, and endowment building.

**Under-developed systems for influence and engagement**

- MEL frameworks and digital platforms not fully leveraged for visibility and narrative influence.
- Advocacy and resource mobilisation potential of the MEMPROW Girls' Network not fully tapped.



# 3. OUR STRATEGIC FRAMEWORK

## 3.1 The Core Challenges: A Systemic Analysis

A girl's experience is shaped by an interconnected patriarchal system. Effective intervention must therefore be multi-layered, applying pressure where each challenge is most powerfully rooted across the following five levels:

**Individual Level: Silenced Agency and Restricted Potential**

Girls and young women internalise systemic oppression, leading to limited personal agency, underdeveloped critical consciousness, and violations of their bodily autonomy and safety. Systemic barriers to education and economic disempowerment reinforce this cycle, resulting in profound psychological trauma and mental health impacts that undermine their inherent power.

**Family and Interpersonal Level: Reinforced Inequity and Intimate Harm**

Within families, entrenched patriarchal norms and structural inequity in labour and resources create a foundation for discrimination and control. Son preference and other discriminatory practices restrict girls' access to education and assets, while their systematic exclusion from decision-making reinforces powerlessness. This climate of disempowerment enables intimate familial and sexual violence, which is further stigmatised and silenced. Socioeconomic precarity compounds these violations, heightening girls' vulnerability to exploitation.

**Community Level: Norms that Sanction Exclusion and Violence**

Hegemonic patriarchal norms are socially enforced, degrading the status and rights of women and girls. The normalisation of GBV—including practices such as child marriage—active resistance to gender equality, and exclusion from community decision-making and public space create a culture that undermines accountability and protection.

**Institutional Level: Systems that Fail to Protect**

Systems that Fail to Protect: Schools, justice mechanisms, and media often become sites of systemic violence, discrimination, and stereotyping. Inadequate rights based frameworks, coupled with harmful institutional norms—such as those stigmatising menstruation and pregnancy—directly drive girls' school dropout and limit life chances.

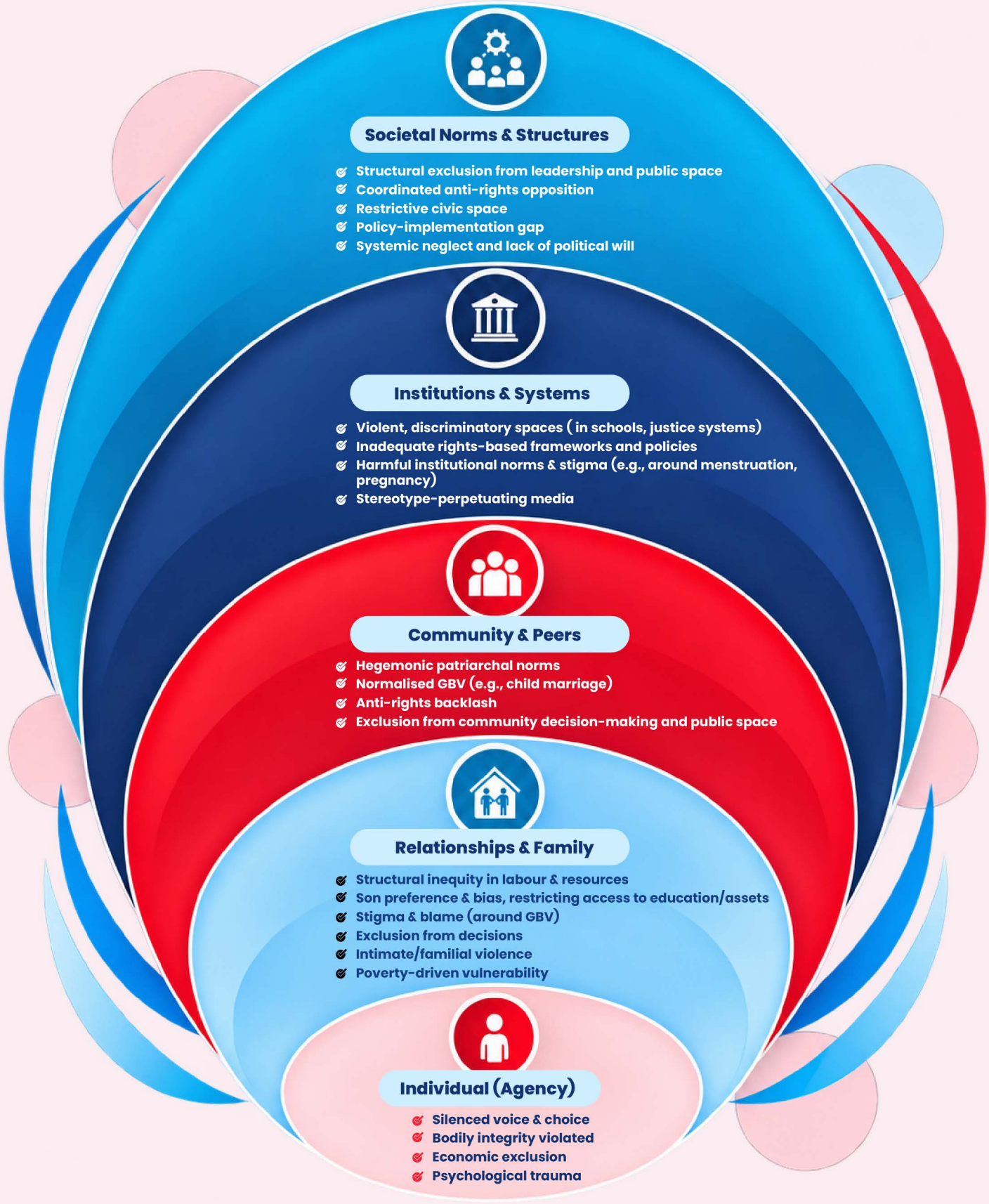
**Societal Norms and Structural Level: Structural Opposition and Neglect**

Structural exclusion from leadership and public spheres, coordinated anti rights opposition, and restrictive civic space actively shrink the arena for advocacy. A persistent policy implementation gap and systemic neglect ensure that progressive laws lack the budgetary allocation and enforcement mechanisms required for transformation.

## 3.2 Our Feminist Ecological Model

Our Feminist Ecological Model ensures we create mutually reinforcing impact across the interconnected layers of society where patriarchal power operates. We intervene simultaneously at each level to address root causes and drive sustainable transformation. Figure 2 operationalises this multi-level engagement, creating the coherent, synergistic strategy required for compounded impact across the entire ecosystem.

*Figure 2: The MEMPROW Feminist Ecological Model for Systemic Transformation*



## 3.3 Our Strategic Priorities for 2026–2040

Guided by our Ecological Model, we will pursue a 15-year progression of impact: first fortifying the core of agency and relationships, then transforming communities and institutions, and ultimately reshaping societal norms and structures.

### Foundational Priorities

**2026-2030**

***Fortifying the Core of Agency and Relationships (Years 1-5)***

We will strengthen the foundational layers of our model: the **individual** and **relationships.** This means deepening personal agency and critical consciousness through our core programmes, while simultaneously equipping families and peer networks to become spaces of support, not harm. Internally, we will secure the operational base—funding, wellbeing, systems—required to sustain this deep, transformative work at the individual and interpersonal level, ensuring undeniable proof of concept.

### Systemic Change Priorities

**2028-2035**

***Transforming the Environment of Communities and Institutions (Years 3-10)***

We will target the **community** and **institutional l**evels to change the environments that surround the individual. We will scale our model to transform more communities and reform key institutions—schools, local governments, traditional structures—embedding gender-sensitive and rights-based practices. We will formalise strategic alliances, including with men and boys, to shift norms and accountability mechanisms at these systemic levels, enabling wider replication of our approach.

### Transformative Priorities

**2030-2040**

***Reshaping Societal Norms and Structures (Years 5-15)***

We will catalyse enduring change at the outermost societal norms and structural level. We will leverage our proven impact and alliances to influence national policies, reshape public narratives, and transfer leadership to a sustainable, intergenerational movement. The goal is a measurable, generational shift in power relations, positioning MEMPROW as an indispensable architect of a just societal framework.



# 4. STRATEGIC PATHWAYS TO IMPACT

This strategy deliberately navigates a core strategic evolution: from being a primary implementer of services to becoming the architect and sustainer of a resilient feminist ecosystem. Our role will shift across the three phases—from direct delivery and proof of concept, to scaling through partnerships and institutional reform, and ultimately to resourcing, mentoring, and advocating for a self-sustaining movement. This evolution ensures our impact outlasts any single programme and embeds the 'MEMPROW Way' into the fabric of Ugandan society.

## 4.1 Our Theory of Change

Our journey is guided by a definitive logic of change: **IF** we build the transformative agency of girls and young women **AND** dismantle the patriarchal norms and structures that constrain them, **THEN** we will catalyse a generational shift in power. This will realise our vision BECAUSE empowered individuals, acting collectively within a supportive ecosystem, are the engine of lasting change.

This shift is achieved through the sustained work of confronting injustice, challenging oppressive norms, and transforming the conditions that uphold inequality.

**Impact: By 2040, a generation of young women in Uganda will exercise full choice, voice, and power, living free from violence and leading the creation of a just, equitable society.**

### *Hierarchy of Outcomes:*

*Long-term Outcomes (10-15 Years):* Normative, policy, and systemic changes.

- ☑ Measurably shifted gender norms and attitudes at scale.
- ☑ Equitable representation of women in leadership across public and private sectors.
- ☑ Enforced laws and policies that protect and promote girls' and women's rights.

*Intermediate Outcomes (5-10 Years):* Changes in institutional practices, community norms, and collective agency.

- ☑ Reformed, gender-sensitive policies and practices in schools, local governments, and traditional institutions.
- ☑ Active community accountability mechanisms (e.g., by-law committees) preventing violence and promoting girls' and women's rights.
- ☑ A resilient, intergenerational feminist movement, led by the MEMPROW Girls' Network, driving collective action.

*Short-term Outcomes (1-5 Years):* Changes in individual knowledge, skills, attitudes, and access.

- ☑ Increased critical consciousness, self-efficacy, and leadership capabilities among girls and young women.
- ☑ Improved access to safe spaces, psychosocial support, and comprehensive sexual and reproductive health information.
- ☑ Strengthened peer networks and alliances with strategic allies, including men and boys.

The detailed logic model and indicator framework for our Theory of Change are presented in **Annex 1.**

### Strategic Objectives

- ☑ **Strategic Objective 1:** Build the transformative agency of girls and young women.
- ☑ **Strategic Objective 2:** Dismantle patriarchal norms and structures.
- ☑ **Strategic Objective 3:** Strengthen a resilient feminist organisation and movement.

*Collectively, these objectives operationalise our Feminist Ecological Model: Objective 1 targets the **Individual and Relationships** levels; Objective 2 targets the **Community, Institutional, and Societal** levels; and Objective 3 strengthens the **ecosystem** that sustains action across all levels.*



## 4.2 *Strategic Objective 1:* Build the Transformative Agency of Girls and Young Women

**FOCUS** ***Individual and collective power***

We will cultivate the personal and collective power of girls and young women as the core agents of change. Our integrated strategies are designed to build holistic, feminist transformative agency—the power to not only envision but also enact a different future—one girl at a time, within a growing, interconnected movement.

We will consolidate and deepen our core empowerment work in our five current districts while building a sustainable feminist movement through the MEMPROW Girls' Network. We will evolve from a direct-delivery model to a peer-led, network-sustained engine for leadership. By 2030, we will replicate this proven model in five new districts, scaling impact through a growing intergenerational movement.

**STRATEGIES**

1. **Young feminist leadership and critical consciousness:** We will build leadership capabilities, critical thinking, and an unapologetic feminist identity through our Social Survival Skills curriculum and complementary training.
2. **Movement building and collective organising:** We will power the MEMPROW Girls' Network and School Clubs as dynamic platforms for peer mentorship, solidarity, and collective voice, bridging generations and geographies.
3. **Holistic wellness and safety:** We will integrate mental health support, trauma-informed care, and safeguarding into all programming, ensuring personal empowerment is rooted in wellbeing and security.
4. **Sexual and reproductive health and rights (SRHR):** We will provide comprehensive sexuality education and advocate for rights, enabling informed choices about bodies, health, and futures.
5. **Economic empowerment and climate resilience:** We will equip girls with financial literacy, entrepreneurship skills, and knowledge of climate-smart practices, linking them to government programmes to build economic power and resilience.



## 4.3 *Strategic Objective 2:* Dismantle Patriarchal Norms and Structures

**FOCUS** ***Creating a supportive ecosystem***

We will transform the ecosystem around girls and young women to be safe, equitable, and enabling. This requires changing norms, reforming institutions, and leveraging policy frameworks to create an environment where their agency can flourish.

We will institutionalise gender-sensitive policies and shift deep-seated norms in our core districts. We will leverage these successes to influence systems and legislation at regional and national levels. Our approach will transition from direct service provision to building the enduring capacity of community champions, allied institutions, and duty-bearers to become self-sustaining agents of change.

**STRATEGIES**

1. **Engage men, boys, and families as strategic allies:** We will implement targeted programmes to transform harmful masculinities, promote positive parenting, and build a broad base of allies within families and communities.
2. **Transform educational and public institutions:** We will collaborate with schools, local governments, and traditional leaders to implement gender-sensitive policies—such as the School Retention and Re-entry Guidelines for Child Mothers—and create safe, inclusive spaces.
3. **Lead advocacy for policy implementation:** We will leverage existing national policies on GBV, child marriage, and SRHR to hold duty-bearers accountable, advocate for resources, and ensure laws translate into tangible change.
4. **Shift public narratives and norms:** Through strategic media partnerships and community dialogues, we will challenge stereotypes, counteract backlash, and promote narratives that value girls' rights and leadership.



## 4.4 *Strategic Objective 3:* Strengthen a Resilient Feminist Organisation and Movement

**FOCUS** ***Organisational and movement sustainability***

We will ensure MEMPROW and the movement we foster are resilient, adaptable, and financially sustainable to power this 15-year journey and secure a lasting feminist legacy. This requires building the financial, knowledge, and institutional ecosystem to sustain the work for the long term. Our investments will shift progressively from strengthening MEMPROW's internal capacity to resourcing the MEMPROW Girls' Network's autonomy and financing strategic alliances, ensuring the work outlives any single project or grant.

**STRATEGIES**

1. **Secure financial resilience and diversify resources:** We will implement a robust resource mobilisation strategy, reduce donor dependency through social enterprise and an endowment, and build strategic reserves.
2. **Invest in feminist organisational capacity and praxis:** We will strengthen our systems, nurture staff wellbeing, embed intersectional feminist practice, and formalise leadership development and succession planning. . We will embed a sustained feminist learning programme to deepen our collective analysis and ensure our practice embodies our principles.
3. **Amplify knowledge and learning:** We will systematically document, research, and share the "MEMPROW Way," establishing ourselves as a centre of excellence for feminist movement-building.
4. **Foster strategic alliances and solidarity:** We will build and nurture partnerships across the feminist ecosystem, social movements, and the private sector to amplify our collective impact.



# 5. IMPLEMENTATION, MONITORING, EVALUATION AND LEARNING FRAMEWORK

We will execute this strategy through defined planning cycles, systematic performance measurement, and structured learning processes.

## 5.1 Strategic Actions for Implementation

The following strategic actions will guide our programme implementation, resource allocation, and indicator development across the 15-year period.

### *Strategic Objective 1: Build the Transformative Agency of Girls and Young Women*

1. Deliver and continuously adapt the modular Social Survival Skills curriculum to build critical consciousness and leadership.
2. Establish and scale the MEMPROW Girls' Network and School Clubs as platforms for peer mentoring and collective advocacy.
3. Integrate trauma-informed counselling, psychosocial support, and safeguarding mechanisms into all programming.
4. Provide comprehensive sexuality education and advocate for sexual and reproductive health and rights.
5. Equip participants with financial literacy, entrepreneurship skills, and climate-resilient livelihood knowledge.
6. Scale the 'Second Chance' education model to enable child mothers and marginalised girls to complete formal or alternative education.

### *Strategic Objective 2: Dismantle Patriarchal Norms and Structures*

1. Implement targeted programmes to engage men, boys, and male community leaders as strategic allies.
2. Facilitate multi-stakeholder community dialogues to develop and monitor action plans against gender-based violence.
3. Conduct gender-transformative training for teachers, police, local officials, and cultural leaders.
4. Advocate for the implementation of gender-sensitive policies, including the School Retention and Re-entry Guidelines for Child Mothers.
5. Partner with media organisations to produce content that challenges gender stereotypes and counters misinformation.
6. Support the adoption and enforcement of gender-sensitive codes of conduct in schools and local institutions.

### *Strategic Objective 3: Strengthen a Resilient Feminist Organisation and Movement*

1. Implement a comprehensive Resource Mobilisation Strategy to secure core funding and build financial reserves.
2. Strengthen the governance, financial autonomy, and digital connectivity of the MEMPROW Girls' Network.
3. Systematically document, research, and publish our methodology to establish MEMPROW as a centre of feminist thought leadership.
4. Invest in integrated digital systems and infrastructure to improve operational efficiency and impact measurement.
5. Implement a longitudinal MEMPROW Girls' Network Tracer Study to document the long-term impact on members' lives, leadership pathways, and movement participation, generating definitive evidence for our model
6. Conduct a 2026 Strategy Baseline Survey to benchmark indicators and measurement frameworks.
7. Enhance staff wellbeing, implement feminist leadership development, and formalise succession planning.
8. Build strategic alliances with feminist organisations, social movements, and private sector partners.
9. Conduct a comprehensive Organisational Development Review in 2028 to align our internal structure, systems, and human resources with our long-term ecosystem-building ambition, ensuring we have the capacity to deliver the 15-year strategy.

## 5.2 Planning and Management Cycles

We will manage strategy execution through defined planning cycles that ensure alignment between long-term vision and operational delivery.

- **Three-year strategic implementation plans:** The programme team will develop detailed three-year plans specifying activities, outputs, budgets, and short-term outcome targets derived from the strategic actions above.
- **Annual work plans and budgets:** Within each three-year cycle, the programme team will prepare annual work plans and budgets to guide day-to-day operations and financial management.
- **Strategic reviews at the end of each planning cycle:** We will conduct comprehensive strategic reviews at the end of each implementation plan cycle. These reviews will evaluate progress towards intermediate and long-term outcomes, assess contextual changes, and inform the development of the next strategic implementation plan.

## 5.3 Monitoring and Evaluation System

Our monitoring and evaluation system will track performance, demonstrate results, and generate evidence for decision-making.

- **Performance Indicators:** We will maintain a core set of quantitative and qualitative indicators aligned with each strategic objective and ecological level. These indicators will be finalised following the 2026 baseline survey.
- **Data collection and management:** Programme staff will collect standardised data on activities, outputs, and participant engagement using integrated digital systems.
- **Reporting and accountability:** We will produce regular performance reports for internal management, the Board, and stakeholders to ensure transparency and informed decision-making.
- **Strategic evaluations:** We will commission independent evaluations at five-year intervals to assess effectiveness and impact, beginning with the 2026 baseline survey.

## 5.4 Integrated Learning and Adaptive Management

Our monitoring data and evaluation findings will directly inform strategic and operational decisions through established processes. We will hold structured quarterly and annual review forums to analyse evidence and adapt our annual work plans accordingly. We will systematically document lessons and case studies to build institutional knowledge. This cycle of analysis and adaptation will ensure our Strategic Implementation Plans remain responsive and effective throughout the strategy period.

## 5.5 Foundational Measurement: The 2026 Strategy Baseline Survey

We will conduct the comprehensive 2026 Strategy Baseline Survey to establish the definitive evidence-based starting point for our 15-year strategy. This survey will benchmark all core indicators across our Strategic Objectives and ecological levels, producing the report, finalised metrics, and contextual analysis required to inform our first Strategic Implementation Plan and measure all subsequent progress.

## 5.6 Longitudinal Evidence Generation

We will implement the MEMPROW Girls' Network Tracer Study, a longitudinal research initiative to document the long-term impact of network membership on life trajectories, leadership pathways, and movement participation. This study will generate definitive evidence for our feminist model and theory of change.

*The comprehensive Strategic Performance Monitoring Framework, including detailed indicators, targets, and data collection protocols, is set out in* ***Annex 2.***



# 6. FINANCIAL PLAN

We will finance our 15-year strategy through a deliberate diversification of revenue streams, strategic asset leverage, and disciplined financial management. This approach will build long-term resilience, reduce donor dependency, and ensure sustainable impact

## 6.1 Our Financial Strategy for 2026-2040

We will build a resilient financial architecture by executing four concurrent funding streams:

1. **Strategic grant funding:** We will secure multi-year, flexible grants from institutional donors and foundations aligned with our feminist agenda, moving from short-term project funding to core support.
2. **Social enterprise and earned income:** We will monetise our intellectual property through consultancy on our Social Survival Skills curriculum, utilise our purpose-built premises The Haven as an income-generating asset, and develop paid feminist leadership training programmes. HAVEN DESIGNED TO HOUSE MEMPROW
3. **Public and private sector partnerships:** We will leverage our alignment with national policies to access government schemes (e.g., Youth Livelihood Programme, Uganda Women Entrepreneurship Programme, and Parish Development Model) and build partnerships with the private sector for gender-lens corporate social investment and skills development.
4. **Individual giving and endowment building:** We will cultivate a culture of giving within the MEMPROW Girls' Network alumni and establish a dedicated endowment fund to secure long-term financial independence and risk-taking capacity.

### Key Financial Assumptions

The financial projections and allocations in this strategy are based on the following core assumptions:

- **Baseline and escalation:** All financial figures use 2025 as the baseline year, with an assumed average annual cost escalation of 7% applied to programme and operational costs from 2027 onward.
- **Revenue growth:** The strategy assumes successful execution of the Resource Mobilisation Strategy, leading to a 15% year-on-year increase in diversified income from 2026 to 2030, stabilising at 5% annual growth thereafter.
- **Phased allocation shifts:** The changing allocation percentages in Table 6.1 reflect the strategic evolution from high direct delivery costs (Phase 1) to greater investment in partnership, movement capacity, and financial reserves (Phases 2 and 3).
- **Reserve target:** The 'Financial Resilience' allocation is calculated to build a non-negotiable 3-month operational reserve by 2028 and sustain it.

## 6.2 15-Year Financial Projections and Allocation Strategy

Our resource allocation will shift progressively from direct service delivery to ecosystem building and institutional resilience over three phases.

*Table 6.1: Strategic Budget Allocation Framework (%)*

| Category | 2025 (Baseline) | 2026-2030 (Phase 1) | 2031-2035 (Phase 2) | 2036-2040 (Phase 3) |
|---|---|---|---|---|
| Core programmes | 61 | 55 | 50 | 45 |
| Organisational & movement development | 7 | 20 | 25 | 30 |
| Innovation, research & learning | 0 | 10 | 10 | 10 |
| Financial resilience & reserves | 0 | 5 | 10 | 10 |
| Staff, operations & overheads | 32 | 10 | 5 | 5 |

## 6.3 Funding Strategy for 2026

We will resource the 2026 budget through the following diversified income streams:

- **60% from strategic grants:** Multi-year commitments from existing and new institutional donors.
- **20% from Government and consortium partnerships:** Leveraging policy alignment and consortium bids.
- **15% from social enterprise and asset income:** Consultancy fees and rental income from The Haven.
- **5% from individual giving and network contributions:** Launching an alumni giving scheme.

## 6.4 15-Year Strategic Investment Summary

Our financial commitment prioritises building agency, then increasingly invests in systemic change and securing our organisational legacy.

*Table 6.2: 15-Year Strategic Investment Summary (UGX in Millions)*

| Strategic Objective & Phase | 2026-2030 (Phase 1) | 2031-2035 (Phase 2) | 2036-2040 (Phase 3) | 15-Year Total |
|---|---|---|---|---|
| Build transformative agency | 3,100 | 3,800 | 4,400 | 11,300 |
| Dismantle patriarchal structures | 2,400 | 3,200 | 3,800 | 9,400 |
| Strengthen feminist ecosystem | 2,500 | 3,800 | 4,800 | 11,100 |
| **TOTAL** | 8,000 | 10,800 | 13,000 | 31,800 |
| **Staff, operations & overheads** | 4,200 | 4,400 | 4,800 | 13,400 |
| **GRAND TOTAL** | 12,200 | 15,200 | 17,800 | 45,200 |

## 6.5 Financial Performance, Organisational Evolution and Governance

We will measure the success of our financial strategy through key performance indicators and rigorous oversight.

### Key Performance Indicators:

- **Diversification:** At least three income streams each constituting more than 15% of annual revenue.
- **Resilience:** Building and maintaining a 3-month operational reserve by 2028.
- **Efficiency:** Maintaining administrative costs below 12% of total expenditure.
- **Sustainability:** Generating 15% of annual income from social enterprise and assets by 2030.

### Organisational Development

We will implement an Organisational Development Review in 2028 to align our structure and capabilities with our strategic ambition.

### Governance Oversight:

The Board will approve annual budgets and conduct quarterly financial reviews against this plan. The detailed operational budget, with the 2026 budget submitted for immediate approval, is presented in **Annex 3.**

# ANNEX 1: THEORY OF CHANGE

| Ecological Level | Key Challenges (From Analysis) | Strategic Response (Our Intervention) | Short-term Outcomes (1–5 Years) | Intermediate Outcomes (5–10 Years) | Long-term Outcomes (10–15 Years) | Impact (2040 Vision) |
|---|---|---|---|---|---|---|
| **Individual (Agency)** | • Silenced voice & choice<br>• Internalised limitations<br>• Bodily integrity violated<br>• Economic exclusion;<br>• Psychological trauma. | **Build transformative agency**<br>• Deliver and adapt Social Survival Skills<br>• Integrate wellness, safeguarding and SRHR<br>• Provide economic empowerment. | Girls and young women demonstrate increased critical consciousness, leadership skills, wellbeing, and economic capability. | **Resilient feminist movement**<br>A powerful, intergenerational feminist movement, led by the MEMPROW Girls' Network, drives collective action and sustains leadership. | **Transformed social norms**<br>Gender norms and attitudes are measurably shifted at scale, creating a pervasive culture of safety, equality and respect. | A generation of young women in Uganda exercises full choice, voice, and power, living free from violence and leading the creation of a just, equitable society. |
| **Relationships & Family** | • Exploitative care burden<br>• Son preference & bias<br>• Stigma & blame<br>• Exclusion from decisions<br>• Intimate/familial violence<br>• Poverty-driven vulnerability. | **Transform relational power**<br>• Engage men, boys and families as strategic allies through targeted programmes and dialogues. | Men, boys and key family members demonstrate improved understanding of gender equality and publicly support girls' and women's rights. | **Accountable Systems**<br>Reformed, gender-sensitive policies and practices are actively implemented in schools, local governments and traditional institutions. | **Equitable representation**<br>A decisive shift enables the equitable representation of women in leadership across public and private sectors. | |
| **Community & Peers** | • Hegemonic patriarchal norms<br>• Normalised violence<br>• Anti-rights backlash<br>• Exclusion from community decision-making. | **Shift norms and cultures**<br>• Scale the MEMPROW Girls' Network and School Clubs; facilitate community dialogues and norm-change campaigns. | A vibrant, member-led Network of 30,000 members provides strong solidarity and collective voice; communities openly debate harmful norms. | | | |
| **Institutions & Systems** | • Violent, discriminatory spaces<br>• Inadequate rights-based frameworks<br>• Harmful institutional norms & stigma<br>• Stereotype-perpetuating media. | **Dismantle institutional barriers**<br>• Conduct gender-transformative training for schools, police and local government; advocate for policy implementation. | Key institutions (schools, police, media) demonstrate improved gender-sensitive knowledge and commit to applying new protocols and policies. | **Enabling Ecosystem**<br>Active community accountability mechanisms prevent violence, and a resourced ecosystem of alliances supports sustained advocacy. | **Enforced legal framework**<br>Laws and policies that protect and promote girls' and women's rights are fully enforced and resourced. | |
| **Societal Norms & Structures** | • Structural exclusion<br>• Coordinated anti-rights opposition<br>• Restrictive civic space<br>• Policy-implementation gap<br>• Systemic political neglect. | **Fortify the feminist ecosystem**<br>• Secure financial resilience; amplify knowledge and research; foster strategic alliances and solidarity; embed feminist organisational praxis. | The organisation and movement demonstrate increased financial resilience, strategic alliance-building and generation of authoritative evidence. | | | |

## CORE ASSUMPTIONS & PRECONDITIONS

**Individual & Relational:** Girls who gain critical consciousness and skills will take action to claim their rights; families and male allies will use their influence to support gender-equitable norms.

**Structural & Organisational:** A minimum level of civic space and security for feminist organising will persist; sustained core funding for organisational resilience can be secured.

**Community & Institutional:** Collective action through a strong Network can shift community norms; institutions have the latent capacity and will to reform when presented with credible evidence and partnership.

**Theory of Change Logic:** The sequenced, multi-level interventions will have a compound, reinforcing effect, creating change that is greater than the sum of its parts.

# ANNEX 2: STRATEGIC PERFORMANCE FRAMEWORK (2026 - 2040)

*PART 1 OF 3*

**This framework translates the 15-year strategy into a measurable management tool, linking activities to outcomes. Baselines and targets will be set following the 2026 Strategy Baseline Survey.**

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Assumptions/Risks |
|---|---|---|---|
| **STRATEGIC GOAL** | | | |
| A generation of young women in Uganda exercises full choice, voice, and power, living free from violence and leading the creation of a just, equitable society. | • Normative Shift Index tracking positive change in gender attitudes across target districts.<br>• GBV Prevalence Rate in target communities.<br>• Women's Leadership Index measuring representation in key decision-making spaces. | • Periodic representative social norm surveys.<br>• Police, health, and community-reported GBV data.<br>• Leadership audits in target institutions & public offices. | |
| **LONG-TERM OUTCOMES (10–15 Years)** | | | |
| **Transformed Social Norms:** Gender norms and attitudes are measurably shifted at scale, creating a pervasive culture of safety, equality and respect. | • % reduction in community acceptance of key harmful practices (e.g., child marriage, IPV).<br>• % increase in positive bystander intervention in GBV cases reported in surveys. | • Social Norms Survey (every 3-5 years).<br>• Community scorecards and case study analysis. | There is equitable representation & the legal framework is enforced |
| **Equitable Representation:** A decisive shift enables the equitable representation of women in leadership across public and private sectors. | • % increase in women holding leadership positions in target local councils, schools, and partner institutions.<br>• Existence & implementation of gender-sensitive recruitment/promotion policies in partner institutions. | • Institutional leadership audits.<br>• Policy analysis and implementation reviews. | Social norms are transformed and legal framework is enforced |
| **Enforced Legal Framework:** Laws and policies that protect and promote girls' and women's rights are fully enforced and resourced. | • Increased conviction rates for GBV cases in target districts.<br>• % of mandated government gender equality budgets that are disbursed and utilised. | • Justice sector performance reports.<br>• Government budget tracking and expenditure reviews. | Social norms are transformed and there is equitable representation. |
| **IMMEDIATE OUTCOMES (10–15 Years)** | | | |
| **Resilient Feminist Movement:** A powerful, intergenerational feminist movement, led by the MEMPROW Girls' Network, drives collective action and sustains leadership. | • Network growth & retention rate.<br>• # and scale of member-led advocacy or community initiatives per year.<br>• Existence of a resourced, member-led Network governance structure. | • MEMPROW Girls' Network database and annual survey.<br>• Project documentation and activity reports.<br>• Network governance review. | Successful intergenerational power-sharing. |
| **Accountable Systems:** Reformed, gender-sensitive policies and practices are actively implemented in schools, local governments and traditional institutions. | • # of partner institutions with adopted and funded gender action plans.<br>• Reduction in school-related GBV cases reported in partner schools.<br>• # of gender-sensitive bylaws enacted and monitored in target communities. | • Institutional policy audits and budget tracking.<br>• School safeguarding reports.<br>• Local government records and community feedback. | Shifting political priorities. |

# ANNEX 2: STRATEGIC PERFORMANCE FRAMEWORK (2026 - 2040)



| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Assumptions/Risks |
|---|---|---|---|
| **Enabling Ecosystem:** Active community accountability mechanisms prevent violence, and a resourced ecosystem of alliances supports sustained advocacy. | • Functionality score of community-based protection structures (e.g., by-law committees).<br>• # and depth of strategic alliances with documented joint advocacy wins.<br>• Annual resource flow from diversified sources to the feminist ecosystem. | • Community focus group discussions and committee records.<br>• Partnership mapping and outcome documentation.<br>• Organisational and alliance financial audits. | Sustained alliance commitment and trust. |
| **SHORT-TERM OUTCOMES (10–15 Years)** | | | |
| Increased critical consciousness, leadership skills, wellbeing, and economic capability among participants. | % of participants showing improved scores in validated agency, wellbeing, and economic knowledge assessments. | Pre/post training surveys and follow-up interviews. | Safe spaces for participation and family/community support. |
| Improved gender-equitable attitudes among allies; institutions commit to applying new policies; communities publicly debate harmful norms. | • # of allies (men, boys, leaders) engaged in programmes.<br>• % of trained institutional actors demonstrating improved gender-sensitive knowledge/attitudes.<br>• # of community dialogues held and public commitments made. | • Participation records.<br>• Pre/post training assessments.<br>• Dialogue reports and media coverage. | Allies act in good faith. |
| Increased financial resilience; stronger internal systems and feminist praxis; authoritative evidence base; strategic alliances active. | • Financial Health Score (diversification, reserves).<br>• Feminist Practice Audit score.<br>• # of research products published and cited.<br>• # and quality score of strategic alliances. | • Annual audited financial statements.<br>• Internal audit reports and staff surveys.<br>• Publication logs and citation tracking.<br>• Partnership mapping and review reports. | Stable operating environment for organisational development |
| **STRATEGIC ACTIONS** | | | |
| **Strategic Objective 1: Build the Transformative Agency of Girls and Young Women** | | | |
| 1.1 Deliver Social Survival Skills curriculum | # of girls & young women completing core SSS modules annually. | Training registers & completion records. | Safe spaces for participants to practise new skills exist. |
| 1.2 Establish & scale MEMPROW Girls' Network & School Clubs | # of active Network members & functional School Clubs. | Network database & club reports. | Peer mentorship is effectively supported. |
| 1.3 Integrate trauma-informed support & safeguarding | # of participants accessing psychosocial support services. | Anonymised service access logs. | Stigma around help-seeking is reduced. |
| 1.4 Provide SRHR education & advocacy | # of participants of SRHR education | Session reports and attendance records. | Comprehensive SRHR information remains accessible. |
| 1.5 Deliver economic empowerment programmes | # of participants completing financial literacy/entrepreneurship training. | Training records and completion certificates. | Linkages to capital or markets are established |
| 1.6 Scale the 'Second Chance' education model | # of child mothers & marginalised girls enrolled/re-enrolled informal/alternative education. | School enrolment records & partnership MOUs. | Supportive policies are in place at partner schools. |

# ANNEX 2: STRATEGIC PERFORMANCE FRAMEWORK (2026 - 2040)

*PART 3 OF 3*

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Assumptions/Risks |
|---|---|---|---|
| **Strategic Objective 2: Dismantle Patriarchal Norms and Structures** | | | |
| 2.1 Engage men, boys & male leaders as allies | # of men & boys completing positive masculinity/allyship programmes. | Training registers & participant lists. | Allies apply knowledge acquired |
| 2.2 Facilitate community dialogues on GBV | # of multi-stakeholder community dialogues held. | Dialogue reports with verified attendance. | Communities willing to change |
| 2.3 Conduct gender-transformative institutional training | # of teachers, police, officials, cultural leaders trained. | Training reports & participant lists. | Institutions have the latent capacity to reform. |
| 2.4 Advocate for policy implementation | # of policy advocacy engagements with duty-bearers. | Meeting minutes, correspondence, submission logs. | A minimum level of political will exists. |
| 2.5 Partner with media to shift narratives | # of strategic media partnerships active. | Signed partnership agreements. | Media actors are open to gender-transformative content. |
| 2.6 Support gender-sensitive codes of conduct | # of institutions supported to adopt gender-sensitive codes. | Adopted code documents. | Institutional leadership demonstrates commitment. |
| **Strategic Objective 3: Strengthen a Resilient Feminist Organisation and Movement** | | | |
| 3.1 Implement Resource Mobilisation Strategy | Value of new, flexible core funding secured annually. | Grant agreements & financial records. | The external funding environment does not collapse |
| 3.2 Strengthen MEMPROW Girls' Network governance | Cumulative # MEMPROW girls' network | Network records. | Network members apply feminist knowledge and skills |
| 3.3 Systematically document & research methodology | # of research papers/case studies published annually. | Publication library. | Research methodology popularised and widely implemented |
| 3.4 Invest in digital systems & impact measurement | Functional integrated digital MEL system in place. | System audit report. | Staff successfully adapt to new systems. |
| 3.5 Implement Network Tracer Study | Tracer Study Wave 1 data collection completed. | Cleaned Wave 1 dataset. | MEMPROW leverage the Network numbers |
| 3.6 Conduct 2026 Strategy Baseline Survey | Comprehensive baseline report finalised and approved. | Final baseline survey report. | Baseline informs targeting and MEL |
| 3.7 Enhance staff wellbeing & feminist leadership | # of staff completing feminist leadership development programme. | Training records & certificates. | Staff and programme p apply participants apply feminist knowledge end skills |
| 3.8 Build strategic alliances | # of active formal partnerships with feminist/allied organisations. | Partnership database. | Alliances engaged in collective activism |
| 3.9 Conduct 2028 Organisational Development Review | OD Review completed with actionable roadmap | Final OD Review report & board minutes | OD implemented |

This framework will be reviewed and updated as part of each Strategic Implementation Plan cycle, beginning with the 2026-2030 plan.

# ANNEX 3: DETAILED 15-YEAR BUDGET BY STRATEGIC ACTION (2026-2040)



*This annex translates the strategic actions into a detailed 15-year financial plan, reflecting the phased strategic evolution from direct service delivery to ecosystem building.*
*All figures are in UGX Millions.*

## PHASE 1: DEPTH & CONSOLIDATION (2026-2030)

**Focus:** **Foundational investment in core model adaptation, organisational systems, and direct delivery in five current districts.**

| STRATEGIC ACTION | UGX MILLIONS | | | | | |
|---|---|---|---|---|---|---|
| | 2026 | 2027 | 2028 | 2029 | 2030 | Phase 1 Total |
| **Strategic Objective 1: Build Transformative Agency** | | | | | | **3,100** |
| 1.1 Deliver Social Survival Skills curriculum | 200 | 214 | 229 | 245 | 262 | 1,150 |
| 1.2 Establish & scale MEMPROW Girls' Network & School Clubs | 150 | 161 | 172 | 184 | 197 | 864 |
| 1.3 Integrate trauma-informed support & safeguarding | 100 | 107 | 114 | 122 | 131 | 574 |
| 1.4 Provide SRHR education & advocacy | 80 | 86 | 92 | 98 | 105 | 461 |
| 1.5 Deliver economic empowerment programmes | 75 | 80 | 86 | 92 | 98 | 431 |
| 1.6 Scale the 'Second Chance' education model | – | – | – | – | – | Integrated above |
| **Strategic Objective 2: Dismantle Patriarchal Structures** | | | | | | **2,400** |
| 2.1 Engage men, boys & male leaders as allies | 100 | 107 | 114 | 122 | 131 | 574 |
| 2.2 Facilitate community dialogues on GBV | 80 | 86 | 92 | 98 | 105 | 461 |
| 2.3 Conduct gender-transformative institutional training | 150 | 161 | 172 | 184 | 197 | 864 |
| 2.4 Advocate for policy implementation | 70 | 75 | 80 | 86 | 92 | 403 |
| 2.5 Partner with media to shift narratives | 60 | 64 | 68 | 73 | 78 | 343 |
| 2.6 Support gender-sensitive codes of conduct | 40 | 43 | 46 | 49 | 52 | 230 |
| **Strategic Objective 3: Strengthen Feminist Ecosystem** | | | | | | **2,500** |
| 3.1 Implement Resource Mobilisation Strategy | 150 | 161 | 172 | 184 | 197 | 864 |
| 3.2 Strengthen MEMPROW Girls' Network governance | 50 | 54 | 58 | 62 | 66 | 290 |
| 3.3 Systematically document & research methodology | 60 | 64 | 68 | 73 | 78 | 343 |
| 3.4 Invest in digital systems & impact measurement | 100 | 107 | 114 | 122 | 131 | 574 |
| 3.5 Implement Network Tracer Study | 60 | 64 | 68 | – | – | 192 |
| 3.6 Conduct 2026 Strategy Baseline Survey | 80 | – | – | – | – | 80 |
| 3.7 Enhance staff wellbeing & feminist leadership | 40 | 43 | 46 | 49 | 52 | 230 |
| 3.8 Build strategic alliances | 50 | 54 | 58 | 62 | 66 | 290 |
| 3.9 Conduct 2028 Organisational Development Review | – | – | 1 | – | – | 1 |
| **PROGRAMME SUB-TOTAL** | **1,495** | **1,531** | **1,578** | **1,552** | **1,640** | **8,000** |
| **Staff, operations & overheads** | **600** | **642** | **687** | **735** | **786** | **4,200** |
| **PHASE 1 GRAND TOTAL** | **2,095** | **2,173** | **2,265** | **2,287** | **2,426** | **12,200** |

# ANNEX 3: DETAILED 15-YEAR BUDGET BY STRATEGIC ACTION (2026-2040)



## PHASE 2: SCALING & SYSTEMIC SHIFT (2031-2035)

**Focus:** Geographical replication (five new districts), movement-building, and systemic advocacy. Costs reflect 7% annual escalation from Phase 1 exit levels.

| STRATEGIC ACTION | UGX MILLIONS | | | | | |
|---|---|---|---|---|---|---|
| | 2031 | 2032 | 2033 | 2034 | 2035 | Phase 2 Total |
| **Strategic Objective 1: Build Transformative Agency** | | | | | | **3,800** |
| 1.1 Deliver Social Survival Skills curriculum | 280 | 300 | 321 | 343 | 367 | 1,611 |
| 1.2 Establish & scale MEMPROW Girls' Network & School Clubs | 211 | 226 | 242 | 259 | 277 | 1,215 |
| 1.3 Integrate trauma-informed support & safeguarding | 140 | 150 | 161 | 172 | 184 | 807 |
| 1.4 Provide SRHR education & advocacy | 112 | 120 | 128 | 137 | 147 | 644 |
| 1.5 Deliver economic empowerment programmes | 105 | 112 | 120 | 128 | 137 | 602 |
| 1.6 Scale the 'Second Chance' education model | – | – | – | – | – | Integrated above |
| **Strategic Objective 2: Dismantle Patriarchal Structures** | | | | | | **3,200** |
| 2.1 Engage men, boys & male leaders as allies | 140 | 150 | 161 | 172 | 184 | 807 |
| 2.2 Facilitate community dialogues on GBV | 112 | 120 | 128 | 137 | 147 | 644 |
| 2.3 Conduct gender-transformative institutional training | 211 | 226 | 242 | 259 | 277 | 1,215 |
| 2.4 Advocate for policy implementation | 98 | 105 | 112 | 120 | 128 | 563 |
| 2.5 Partner with media to shift narratives | 83 | 89 | 95 | 102 | 109 | 478 |
| 2.6 Support gender-sensitive codes of conduct | 56 | 60 | 64 | 68 | 73 | 321 |
| **Strategic Objective 3: Strengthen Feminist Ecosystem** | | | | | | **3,800** |
| 3.1 Implement Resource Mobilisation Strategy | 211 | 226 | 242 | 259 | 277 | 1,215 |
| 3.2 Strengthen MEMPROW Girls' Network governance | 71 | 76 | 81 | 87 | 93 | 408 |
| 3.3 Systematically document & research methodology | 83 | 89 | 95 | 102 | 109 | 478 |
| 3.4 Invest in digital systems & impact measurement | 140 | 150 | 161 | 172 | 184 | 807 |
| 3.5 Implement Network Tracer Study | – | – | 73 | 78 | 83 | 234 |
| 3.6 Conduct 2026 Strategy Baseline Survey | – | – | – | – | – | – |
| 3.7 Enhance staff wellbeing & feminist leadership | 56 | 60 | 64 | 68 | 73 | 321 |
| 3.8 Build strategic alliances | 71 | 76 | 81 | 87 | 93 | 408 |
| 3.9 Conduct 2028 Organisational Development Review | – | – | – | – | – | – |
| **PROGRAMME SUB-TOTAL** | **1,744** | **1,865** | **1,995** | **2,135** | **2,284** | **10,800** |
| **Staff, operations & overheads** | **841** | **900** | **963** | **1,030** | **1,102** | **4,400** |
| **PHASE 2 GRAND TOTAL** | **2,585** | **2,765** | **2,958** | **3,165** | **3,386** | **15,200** |

# ANNEX 3: DETAILED 15-YEAR BUDGET BY STRATEGIC ACTION (2026-2040)



## PHASE 3: SUSTAINABLE LEGACY (2036-2040)

**Focus:** Ecosystem financing, movement autonomy, and thought leadership. Investment peaks in alliance-building and knowledge production, with core programmes increasingly managed by movement structures.

| STRATEGIC ACTION | UGX MILLIONS | | | | | |
|---|---|---|---|---|---|---|
| | 2036 | 2037 | 2038 | 2039 | 2040 | Phase 3 Total |
| **Strategic Objective 1: Build Transformative Agency** | | | | | | **4,400** |
| 1.1 Deliver Social Survival Skills curriculum | 393 | 420 | 449 | 480 | 514 | 2,256 |
| 1.2 Establish & scale MEMPROW Girls' Network & School Clubs | 296 | 317 | 339 | 363 | 388 | 1,703 |
| 1.3 Integrate trauma-informed support & safeguarding | 197 | 211 | 226 | 242 | 259 | 1,135 |
| 1.4 Provide SRHR education & advocacy | 157 | 168 | 180 | 193 | 207 | 905 |
| 1.5 Deliver economic empowerment programmes | 147 | 157 | 168 | 180 | 193 | 845 |
| 1.6 Scale the 'Second Chance' education model | – | – | – | – | – | Integrated above |
| **Strategic Objective 2: Dismantle Patriarchal Structures** | | | | | | **3,800** |
| 2.1 Engage men, boys & male leaders as allies | 197 | 211 | 226 | 242 | 259 | 1,135 |
| 2.2 Facilitate community dialogues on GBV | 157 | 168 | 180 | 193 | 207 | 905 |
| 2.3 Conduct gender-transformative institutional training | 296 | 317 | 339 | 363 | 388 | 1,703 |
| 2.4 Advocate for policy implementation | 137 | 147 | 157 | 168 | 180 | 789 |
| 2.5 Partner with media to shift narratives | 117 | 125 | 134 | 143 | 153 | 672 |
| 2.6 Support gender-sensitive codes of conduct | 78 | 83 | 89 | 95 | 102 | 447 |
| **Strategic Objective 3: Strengthen Feminist Ecosystem** | | | | | | **4,800** |
| 3.1 Implement Resource Mobilisation Strategy | 296 | 317 | 339 | 363 | 388 | 1,703 |
| 3.2 Strengthen MEMPROW Girls' Network governance | 99 | 106 | 113 | 121 | 129 | 568 |
| 3.3 Systematically document & research methodology | 117 | 125 | 134 | 143 | 153 | 672 |
| 3.4 Invest in digital systems & impact measurement | 197 | 211 | 226 | 242 | 259 | 1,135 |
| 3.5 Implement Network Tracer Study | 89 | 95 | – | – | – | 184 |
| 3.6 Conduct 2026 Strategy Baseline Survey | – | – | – | – | – | – |
| 3.7 Enhance staff wellbeing & feminist leadership | 78 | 83 | 89 | 95 | 102 | 447 |
| 3.8 Build strategic alliances | 99 | 106 | 113 | 121 | 129 | 568 |
| 3.9 Conduct 2028 Organisational Development Review | – | – | – | – | – | – |
| **PROGRAMME SUB-TOTAL** | **2,444** | **2,615** | **2,799** | **2,995** | **3,205** | **13,000** |
| **Staff, operations & overheads** | **1,179** | **1,262** | **1,350** | **1,445** | **1,546** | **4,800** |
| **PHASE 3 GRAND TOTAL** | **3,623** | **3,877** | **4,149** | **4,440** | **4,751** | **17,800** |

# ANNEX 3: DETAILED 15-YEAR BUDGET BY STRATEGIC ACTION (2026-2040)

*PART 4 OF 4*

## 15-YEAR CONSOLIDATED SUMMARY BY STRATEGIC ACTION

| STRATEGIC ACTION | UGX MILLIONS | | | |
|---|---|---|---|---|
| | Phase 1 (2026-2030) | Phase 2 (2031-2035) | Phase 3 (2036-2040) | 15-Year Total |
| **Strategic Objective 1: Build Transformative Agency** | | | | **11,300** |
| 1.1 Deliver Social Survival Skills curriculum | 1,150 | 1,611 | 2,256 | 5,017 |
| 1.2 Establish & scale MEMPROW Girls' Network & School Clubs | 864 | 1,215 | 1,703 | 3,782 |
| 1.3 Integrate trauma-informed support & safeguarding | 574 | 807 | 1,135 | 2,516 |
| 1.4 Provide SRHR education & advocacy | 461 | 644 | 905 | 2,010 |
| 1.5 Deliver economic empowerment programmes | 431 | 602 | 845 | 1,878 |
| **Strategic Objective 2: Dismantle Patriarchal Structures** | | | | **9,400** |
| 2.1 Engage men, boys & male leaders as allies | 574 | 807 | 1,135 | 2,516 |
| 2.2 Facilitate community dialogues on GBV | 461 | 644 | 905 | 2,010 |
| 2.3 Conduct gender-transformative institutional training | 864 | 1,215 | 1,703 | 3,782 |
| 2.4 Advocate for policy implementation | 403 | 563 | 789 | 1,755 |
| 2.5 Partner with media to shift narratives | 343 | 478 | 672 | 1,493 |
| 2.6 Support gender-sensitive codes of conduct | 230 | 321 | 447 | 998 |
| **Strategic Objective 3: Strengthen Feminist Ecosystem** | | | | **11,100** |
| 3.1 Implement Resource Mobilisation Strategy | 864 | 1,215 | 1,703 | 3,782 |
| 3.2 Strengthen MEMPROW Girls' Network governance | 290 | 408 | 568 | 1,266 |
| 3.3 Systematically document & research methodology | 343 | 478 | 672 | 1,493 |
| 3.4 Invest in digital systems & impact measurement | 574 | 807 | 1,135 | 2,516 |
| 3.5 Implement Network Tracer Study | 192 | 234 | 184 | 610 |
| 3.6 Conduct 2026 Strategy Baseline Survey | 80 | – | – | 80 |
| 3.7 Enhance staff wellbeing & feminist leadership | 230 | 321 | 447 | 998 |
| 3.8 Build strategic alliances | 290 | 408 | 568 | 1,266 |
| 3.9 Conduct 2028 Organisational Development Review | 1 | – | – | 1 |
| **TOTAL PROGRAMME COSTS** | **8,000** | **10,800** | **13,000** | **31,800** |
| **Staff, operations & overheads** | **4,200** | **4,400** | **4,800** | **13,400** |
| **GRAND TOTAL** | **12,200** | **15,200** | **17,800** | **45,200** |

This detailed 15-year budget will be reviewed and refined as part of each Strategic Implementation Plan cycle, beginning with the 2026-2030 plan. Annual budgets will be developed from these figures and submitted for board approval.

MEMPROW

Sustaining Women's leadership

This is a publication by Mentoring and Empowerment Programme for Young Women (MEMPROW)

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