

FIVE YEAR STRATEGIC PLAN FOR MILDMAY  
UGANDA (MUg)

**2023 - 2028**

*Consolidating the Gains on The Journey from Good to Great*

	<h1>Mildmay Uganda (MUg) 2023-2028 Strategic Plan</h1>		<b>Ref. No:</b> MUg/SP03/2023-2028  <b>Version:</b> 01
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**“For I know the plans I have for you,” declares the Lord, “plans to prosper you and not to harm you, plans to give you hope and a future.”**

Jeremiah 29:11

**Theme:**

*Consolidating Gains on The Journey from Good to Great*

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## List of Abbreviations and Acronyms

<b>AOP</b>	Annual Operations Plan	<b>MIHS</b>	Mildmay Institute of Health Sciences
<b>ART</b>	Antiretroviral Therapy	<b>MoES</b>	Ministry of Education and Sports
<b>CBO</b>	Community-Based Organization	<b>MOH</b>	Ministry of Health
<b>CDC</b>	US Centers for Disease Control and Prevention	<b>MPCC</b>	Mildmay Paediatric Care Centre
<b>CEO</b>	Chief Executive Officer	<b>MRCU</b>	Mildmay Research Centre Uganda
<b>CoE</b>	Centre of Excellence	<b>MUg</b>	Mildmay Uganda
<b>CPC</b>	Center for Programme Consultancy	<b>NCD</b>	Non-Communicable Disease
<b>CPHL</b>	Central Public Health Laboratory	<b>NCHE</b>	National Council for Higher Education
<b>CQI</b>	Continuous Quality Improvement	<b>NDPIII</b>	Third National Development Plan
<b>CRM</b>	Customer Relations Management	<b>ODA</b>	Overseas Development Assistance
<b>CSS</b>	Community Systems Strengthening	<b>ODAI</b>	Other Degree Awarding Institution
<b>DFID</b>	Department for International Development	<b>OVC</b>	Orphans and Other Vulnerable Children
<b>DREAMS</b>	Determined, Resilient, Empowered, AIDS-free, Mentored and Safe	<b>PAMSCO</b>	Project Acquisition and Management Steering Committee
<b>DSDM</b>	Differentiated Service Delivery Model	<b>PCT</b>	Prevention, Care and Treatment
<b>ERP</b>	Enterprise Resource Planning	<b>PEPFAR</b>	President's Emergency Plan for AIDS Relief
<b>EVD</b>	Ebola Virus Disease	<b>PLHIV</b>	Person Living with HIV
<b>F&amp;O</b>	Finance and Operations	<b>PMTCT</b>	Prevention of Mother-to-Child HIV Transmission
<b>FBO</b>	Faith Based Organization	<b>PNFP</b>	Private Not-for-Profit
<b>GCBF</b>	Group Central Business Forum	<b>PWD</b>	Person(s) with Disability
<b>GGM</b>	Governance Graduation Model	<b>QI</b>	Quality Improvement
<b>GHS</b>	Global Health Security	<b>QMS</b>	Quality Management Systems
<b>GNI</b>	Gross National Income	<b>RBF</b>	Research Business Forum
<b>GOU</b>	Government of Uganda	<b>RMCH</b>	Reproductive Maternal and Child Health
<b>HMIS</b>	Health Management Information System	<b>RRH</b>	Regional Referral Hospital
<b>HQ</b>	Headquarters	<b>S&amp;P</b>	Sustainability and Partnerships
<b>HRH</b>	Human Resources for Health	<b>SDGs</b>	Sustainable Development Goals
<b>HRM</b>	Human Resources Management	<b>SOP</b>	Standard Operating Procedures
<b>HSS</b>	Health Systems Strengthening	<b>SP</b>	Strategic Plan
<b>HTC</b>	HIV Testing and Counseling	<b>TA</b>	Technical Assistance
<b>HTM</b>	HIV, Tuberculosis and Malaria	<b>TB</b>	Tuberculosis
<b>ICT</b>	Information Communication Technology	<b>TMC</b>	The Mildmay Centre
<b>IPC</b>	Infection Prevention and Control	<b>TPP</b>	Transfer Pricing Policy
<b>ISO</b>	International Standards Organization	<b>TSA</b>	Technical Support Agency
<b>JMS</b>	Joint Medical Stores	<b>UK</b>	United Kingdom
<b>KPI</b>	Key Performance Indicator	<b>UN</b>	United Nations
<b>KPs</b>	Key Populations	<b>UNAIDS</b>	UN Joint Programme on AIDS
<b>KRA</b>	Key Result Area	<b>URSB</b>	Uganda Registration Services Bureau
<b>LDP</b>	Leadership Development Program	<b>VMMC</b>	Voluntary Medical Male Circumcision
<b>M&amp;E</b>	Monitoring and Evaluation	<b>VSLA</b>	Village Savings and Loan Associations
<b>MGLS</b>	Mildmay Group Leadership School	<b>VUCA</b>	Volatile, Uncertain, Complex, Ambiguous
<b>MGLSD</b>	Ministry of Gender, Labor and Social Devt	<b>WFP</b>	World Food Programme
<b>MHUg</b>	Mildmay Hospital Uganda	<b>WHO</b>	World Health Organization

## Foreword by Board Chairperson

I AM delighted to present this Strategic Plan bearing our five-year organizational priorities. These strategy choices comprise another 5-year batch of solemn promises to our nation and people that we love to serve with immeasurable fulfilment. I appreciate all levels of Mildmay Uganda stakeholders who are a part of the Mildmay Uganda story. That includes those who have joined our journey at some point since the inception of our work in Uganda; 1998 to date. It also includes those who are joining us today or during this 2023-2028 Strategic Plan period. We treasure you as a key partner in the march to realize our 30-Year Master Plan aspirations.

In the 2018-2023 Strategic Plan period we focused on the **“Journey Continues from Good to GREAT.”** I appreciate all stakeholders for buying into that rallying call and causing the amazing growth experienced by Mildmay Uganda despite disruption by COVID-19. For the 2023-2028 period, I invite you to **“Consolidate Our Gains on The Journey from Good to GREAT.”** Once again, let’s arise and build Mildmay Uganda into a sustainable impactful organization that contributes to our Nations growth. We have never been as ripe and ready for our Partners’ trust and resource investments as we are for the 2023-2028 period. As an agile organization that thinks ahead and adapts to secure and benefit our clientele, we are good soil for investing your time, energy, skills, and finances. Over 80% of every dollar entrusted to Mildmay Uganda yields sustainable health and development outcomes that directly benefit our target communities.

This Strategic Plan embodies our bold and confident march to *Transform Our Communities for Sustainable Health*. In this Plan we look further and broader than managing disease to seeking sustainable health in our households and communities. We aspire for socio-economic security of households in sustainable community ecosystems. We see our beneficiaries enjoy complete physical, mental, and social well-being and not merely being free of disease or infirmity.

As an alert and foresighted Organization, we see enormous socio-economic challenges on the horizon as Uganda and sub-Saharan Africa strive to transition to modernity. However, our resolve to meet the hopes and aspirations of our beneficiary communities surpass any barriers that could hinder execution of this Strategic Plan. Over the next five years, our tenacity is unquenchable to achieve the goals of this Plan.

This Plan also bears our decision to make an indelible mark in the effort toward ending HIV as a global public health threat by 2030. We will do that while maintaining our gaze on the horizon for emerging health and development priorities. We will expand and deepen our value proposition to society through the broader Mildmay Uganda brand portfolio comprising Mildmay Institute of Health Sciences; Mildmay Research Centre Uganda; and the Mildmay Hospital Uganda.

I welcome you to ***Consolidate the Gains on Our Journey from Good to Great.***

Dr. Jeff Sebuyira  
Board Chairman

## Message by the Executive Director

IT is with great excitement that I look forward to the implementation of this strategic pitch by the Mildmay Uganda Group to contribute to the national effort to *Transform our Communities for Sustainable Health*. This launch into the next five years is an appropriate time to thank our invaluable stakeholders for the great partnership, support and goodwill. I express heartfelt gratitude to Office of The President; Ministry of Health; Ministry of Education and Sports; Ministry of Gender, Labour and Social Development; Ministry of Local Government; and other Government Ministries, Authorities, Commissions, Councils, Departments and Units for your dedicated guidance to the work of Mildmay Uganda. I thank the Development Partners; Civil Society; and the Private Sector for your financial and other generous contributions to the programs implemented by Mildmay Uganda. I thank the beneficiaries - children, young people, women and men, from the families and households who allow Mildmay Uganda to participate in the transformation of their lives. I am grateful to the students, parents, guardians, sponsors and employers who remain proudly associated with our brand at the Mildmay Institute of Health Sciences (MIHS). I appreciate the families and insurance providers who choose daily to partner with Mildmay Hospital Uganda (MHUg) on her journey of growth to distinction. Special thanks to the local and global research fraternity that works with us through the Mildmay Research Centre Uganda (MRCU) to make our mark on the body of science and knowledge for creating the world we all look forward to. It is very important that I recognize the numerous community resource persons that walk the last mile in our endeavor to reach every vulnerable household. You all sit in a very special place in the heart of Mildmay Uganda. Many thanks to the distinguished Ugandans who volunteer to sit on our Boards and Council to oversee this work. A SPECIAL category of talented people deserves appreciation—the *staff and volunteers* who wake up daily to make things happen across Mildmay Uganda programs. Your dedicated service is what ensures that Mildmay Uganda delivers on her promise. You make Mildmay Uganda proud.

Since the start of our work in Uganda in 1998, we have contributed significantly to achieving national health and development priorities. Government of Uganda and its Development Partners have relied on us to deliver services and technical support in health systems strengthening; prevention and management of HIV and other priority diseases; capacity building; and research. By the grace of GOD, we have risen to the challenge.

This 2023-2028 Mildmay Uganda Strategic Plan is a careful assessment of persisting and emerging challenges over the next years. The Plan defines Mildmay Uganda’s bold contribution to Uganda’s transition to a modern society. It derives its focus from (i) Mildmay Uganda’s missionary calling and legacy; (ii) the Mildmay Uganda 30-Year Master Plan (2018-2048); and (iii) the organization’s alignment with Uganda Vision 2040.

This 2023-2028 Strategic Plan period falls within a special season when the global community counts down to *Ending HIV as a public health threat by 2030*. This plan highlights the message that the Mildmay Uganda agenda is deeper and broader than *Ending HIV/AIDS*; at the core, Mildmay Uganda exists to “*craft and execute with excellence interventions to Transform Communities for Sustainable Health*.” The successful implementation of this Strategic Plan will

demonstrate the capability of Mildmay Uganda to pivot and benefit society by staying the last mile until the end of HIV and using the lessons from that experience to (i) manage other priority diseases; (ii) prevent and manage disability; (iii) effectively respond to global health threats; (iv) support sustainable household livelihoods; and (v) continue the push toward health systems strengthening.

The theme for the SP 2023-2028 period is “*Consolidating the Gains on The Journey from Good to Great.*” We will be taking stock and harnessing what God has enabled Mildmay Uganda achieve over the past 25 years. As part of the consolidation agenda, (i) MIHS will aspire for Other Degree Awarding Institution (ODAI) status and growth toward a University; (ii) MRCU will position herself as a lead world-class Research Centre; (iii) Mildmay Hospital Uganda will be incorporated to stand apart from the NGO to expand The Mildmay Model of Health Care Service Delivery to the general population [beyond HIV]; and (iv) the Mildmay Uganda Programs Directorate will be equipped to position MUG as an elite implementer and technical assistance organization. MUG Headquarters will be reconstituted to manage this expanded and growing organizational program and business portfolio. The stand-alone 2023-2028 Strategic Plans for MIHS, MRCU and the Hospital detail their specific focus for the next 5 years. I am confident that *Team Mildmay* has the spin it takes to achieve these goals. Mildmay was birthed through spinning to address the East London cholera outbreak of 1866; in the 1980s, Mildmay pivoted to address AIDS when very few knew what to do with AIDS. During the 2020-2022 global COVID-19 pandemic, Mildmay Uganda stood to support prevention [including vaccination], diagnosis and treatment of a disease that affected so many people and paralyzed many organizations.

The environment in which we work gets more volatile, uncertain, complex and ambiguous. It makes work difficult and threatens the existence of effective institutions. In that very environment Mildmay Uganda is determined not only to survive but thrive, with impact.

We will continue to rely on the whole spectrum of our partners, allies, friends and beneficiaries to support the Goals, Objectives and Initiatives outlined in this Strategic Plan.

In 2023-2028, we are *Consolidating Our Gains on the Journey from Good to Great.*

Dr. Barbara Namata Mukasa  
Executive Director



## Executive Summary

**M**ILD MAY Uganda (MUg) completed the implementation of its 2018-2023 Strategic Plan on June, 30 2023. Prior to that, the Board of Directors flagged off the process to develop the MUg Strategic Plan for 2023-2028. The SP 2023-2028 development process involved global, national and organizational context analysis using diverse tools. It also involved strategic planning for Mildmay Institute of Health Sciences (MIHS) and the then budding Mildmay Hospital Uganda (MHUg). Earlier, during the year 2022, MUg had done strategic planning for the Mildmay Research Centre Uganda (MRCU). The Strategic Plans for the 4 MUg Entities [i.e., the NGO, MIHS, MRCU and MHUg] run for 5 years from July 01, 2023, to June 30, 2028. The four plans are synchronized to synergize the investments and efforts across MUg Group during 2023-2028. The process included major review and planning exercises conducted during the 2018-2023 period. The planning steps were overseen by the Board and directed by the Executive Director. The 2023-2028 Corporate Planning Team drawn from the NGO, MIHS, MRCU and the Hospital developed the Plans. Key planning steps included (i) strategy review and design sessions; (ii) program design sessions; (iii) leaders and managers planning meetings and workshops; (iv) directors planning meeting and workshops; (v) Board engagements; (vi) analyses of policy and strategy frameworks; (vii) stakeholder consultations; and (viii) literature reviews.

Guideposts for 2023-2028 planning included: The President's Fast-Track Initiative to End HIV by 2030; Uganda National Vision 2040; Third National Development Plan (NDP III); Ministry of Health Strategic Plan 2020/21-2024/25; other Government of Uganda Sector Plans; Sustainable Development Goals (SDGs); UNAIDS Fast Track Initiative to End HIV; Global Fund Strategic Plan 2023-2028; PEPFAR's Five-Year Strategy; and Mildmay Uganda 30-Year Master Plan.

The 2023-2028 planning process maintained the MUg Vision and Mission but repackaged the Core Values reducing them from five to three to make them easier to recall and relate with.

Over the period 2023-2028, Mildmay Uganda will focus on the three Strategic Goals below.

***Strategic Goal 1: Transform communities by implementing evidence-based health interventions.***

Strategic Goal 1 will be achieved by implementing the Strategic Objectives outlined below.

**1.1:** Scale up evidence-based interventions for prevention and management of priority diseases, global health security and health systems strengthening.

**1.2:** Transform communities through evidence-based interventions for household livelihoods and comprehensive inclusive disability prevention and management.

***Strategic Goal 2: Position MUg as a lead brand in providing consultancy to other organizations.***

Strategic Goal 2 will be achieved by implementing the Strategic Objectives outlined below.

**2.1:** Establish the MUg Center for Programme Consulting.

**2.2:** Grow the MUg consulting business.

**Strategic Goal 3:** *Strengthen institutional capacity of MUg to achieve its goals efficiently and sustainably.*

Strategic Goal 3 will be achieved by implementing the Strategic Objectives outlined below.

**3.1:** Strengthen corporate governance for effective MUg oversight.

**3.2:** Ensure adequate and sustainable MUg resourcing.

**3.3:** Attract productive inspired human resources with the right skills, attitude and commitment, place them in a progressive organizational culture and support them excel.

**3.4:** Effective and efficient stewardship of MUg resources.

**3.5:** Inspire priority publics to own, build, promote and defend MUg brand.

**3.6:** Monitor and evaluate strategy implementation of MUg projects and enterprises for desired outcomes and impact.

This Strategic Plan for the NGO will be implemented in synchronicity with the Strategic Plans of the MUg entities comprising MIHS, MRCU and MHUg. The Plans have a Rolling Mechanism involving rapid review prior to developing Annual Operational Plans (AOPs) for subsequent years.

Implementing this Strategic Plan and the three synchronized strategic plans for Mildmay Institute of Health Sciences (MIHS), Mildmay Research Centre Uganda (MRCU) and Mildmay Hospital Uganda (MHUg) will cost **UGX 178,456,400,090**.

# 1 Introduction

## 1.1 Historical Background of Mildmay

The origin of Mildmay stretches back to the mid-1860s from the work done by The Reverend William Pennefather, a vicar at St. Judes, and his wife Catherine. St. Judes, located in Mildmay Park, Islington, was a lively Victorian church of over 1,000 people. Reverend William developed several projects known collectively as Mildmay Institutions, providing spiritual guidance and care for the sick. In 1866 there was a cholera outbreak in East London. Two of the Mildmay deaconesses, trained by Catherine, volunteered to go into some of the East End's worst slums in the Old Nichol, one of the most notorious slums of the nineteenth century, where even the police feared to enter, to care for the sick and their dependents. The Old Nichol was situated between High Street, Shoreditch and Bethnal Green. It consisted of 20 narrow streets containing 730 dilapidated terraced houses which were inhabited by some 6,000 people.

The work of the deaconesses developed and expanded. In 1877, the first Mildmay Medical Mission was established in a disused warehouse in Cabbage Court (now Little Bacon Street, south of Bethnal Green Road), near to Shoreditch Church. It consisted of twenty-seven beds in three wards, one doctor, three nurses and five deaconesses in training. This was the first incarnation of what was soon to become Mildmay Mission Hospital. In 1892 the first purpose-built Mildmay Mission Hospital was opened. In 1948, the hospital became part of the National Health Service (NHS). However, in 1982 it was regarded uneconomic being a hospital with <200 beds and got closed. The Trustee Board and loyal supporters fought for Mildmay's survival. Approval was granted for Mildmay to reopen in 1988 as Europe's first hospice caring for people with AIDS-related illnesses. Princess Diana visited Mildmay 17 times [*officially and unofficially*]. She helped to lower stigma around HIV by famously shaking hands with a Mildmay AIDS patient. As knowledge about HIV and care improved, Mildmay changed from end-of-life care to rehabilitation and specialist care while continually adapting to address new, often complex, emerging needs.

In the 1990s, Mildmay was invited to offer its expertise to areas most hit by HIV/AIDS—Uganda, to begin with, followed by Tanzania, Kenya, Zimbabwe, Rwanda and later, Eastern Europe.

## 1.2 Milestones to Forming Mildmay Uganda

Milestones in the formation of Mildmay Uganda (MUg) were as outlined below.

- **Invitation to Uganda:** Mildmay focus on Uganda goes back to a meeting between Honorable Manuel Pinto and Dr. Veronica Moss at a global conference in Edinburgh Scotland. Honorable Manuel Pinto was the Director General of Uganda AIDS Commission (UAC) and Dr. Moss worked with Mildmay International. Following that meeting, President Yoweri Museveni invited Mildmay International to start paediatric HIV palliative care and capacity building in Uganda.
- **The Mildmay Centre:** The Mildmay Centre (TMC) was launched in September 1998 by Princess Anne, The Princess Royal, to serve as an HIV/AIDS care and training facility. TMC opened as a specialist HIV/AIDS facility overseen by Ministry of Health and run by Mildmay International. Initial funding for TMC was provided by Uganda Government and the UK Government through Department for International Development (DFID).

- **Mildmay Paediatric Palliative Care:** In 2000, the Mildmay Paediatric Care Centre (MPCC), formerly called Jjaja’s Home, started its operations. MPCC was started to provide specialized care and support to HIV/AIDS affected children. To do that, MPCC operated paediatric day care services and later established paediatric in-patient care. MPCC pioneered specialist paediatric HIV/AIDS care in sub-Saharan Africa. The Centre made Mildmay one of two paediatric palliative care beacon centers in Africa.
- **The Queen’s Visit:** In 2007, Her Majesty Queen Elizabeth II visited Mildmay Uganda and the Mildmay Paediatric Care Centre. This was indicative of how significant the work done by Mildmay in Uganda had become. During her visit, Her Majesty said: *“Thank you Mildmay Uganda for the work and the remarkable example set in the provision of care and education for the people living with HIV.”* At the Mildmay Paediatric Care Centre, The Queen unveiled a plaque for the hospital’s Elizabeth Ward, named in her honor. Her Majesty later praised Mildmay’s work in an address to the Parliament of Uganda.
- **The President’s Visit:** The President of Uganda, His Excellency General Yoweri Museveni, marked the 10<sup>th</sup> Anniversary of Mildmay Uganda with a special visit in October 2008.
- **The Merger:** In 2008, Mildmay Uganda (MUg) was formed by merging TMC and MPCC to streamline services, remove duplication and enhance cost-effectiveness.
- **Archbishop of Canterbury Visit:** In 2010, the work of Mildmay in Uganda was graced with a visit by the Archbishop of Canterbury, Dr. Rowan Williams.
- **Incorporation of Mildmay Uganda:** In 2010, Mildmay Uganda (MUg) became an indigenous Ugandan organization independent of Mildmay UK but maintaining cordial relationship. A local Board of Directors assumed oversight of MUg. The first MUg Board comprised 100% Ugandans from diverse professional backgrounds chaired by Reverend Professor Dr. Sam Luboga. In accordance with the MUg governance policy, Prof. Luboga subsequently handed over to Dr. Jeff Sebuyira Mukasa in 2022.

### 1.3 Mildmay Uganda Overview

In July 2010, Mildmay Uganda (MUg) was registered with Uganda Registration Services Bureau (URSB) under the Company’s Act of Uganda as an indigenous incorporated legal entity limited by guarantee. In September 2011, MUg was registered with National NGO Bureau under the National NGO Registration Act as an indigenous non-government organization (NGO) Reg. No. S.5914/9191. Over the years, MUg has grown into a key player in Uganda’s health sector and is categorized among national non-governmental organizations (NNGOs) whose work has national coverage. It is a key partner of Government of Uganda and Development Partners to achieve goals in healthcare, health systems strengthening, education and social development. MUg partners with Ministry of Health (MOH); Ministry of Education and Sports (MOES); Ministry of Gender, Labour and Social Development (MGLSD); and Ministry of Local Government. Other partners of MUg include the civil society, private sector, the media and grassroots community structures.

MUg is quality-driven organization that is ISO 9001:2015 certified. Its medical laboratory is ISO 15189:2012 certified and is a backup platform to Uganda’s Central Public Health Laboratory (CPHL). Its senior staff sit on national technical working groups. In 2022, MUg was recognized by Diana Princess of Wales Fund as one of 4 Paediatric Palliative Care Beacon Centers in Africa.

MUg is a dynamic organization that constantly seeks to increase its contribution to the national growth and development effort. In 2017, it incorporated its Training and Education Directorate

into Mildmay Institute of Health Sciences (MIHS). The Institute is accredited by National Council for Higher Education (NCHE) and runs 4 schools, namely (i) School of Nursing and Midwifery; (ii) School of Clinical Medicine; (iii) School of Medical Laboratory Technology; and (iv) School of Applied Sciences. The Schools are licensed by Ministry of Education and Sports and accredited by National Regulatory and Examination Boards. In 2021, MUG incorporated its Research and Strategic Information Directorate into Mildmay Research Centre Uganda (MRCU). Its HIV Clinic and Centre of Excellence (COE) in Lweza provides antiretroviral therapy (ART) to over 14,000 PLHIV. In the period 2018-2023, MUG grew its medical services to provide care to the public at the level of a General Hospital. The Hospital will be incorporated during the SP 2023-2028 period.

From 2003 to date, MUG has been a key PEPFAR implementing partner toward attaining Uganda's 95:95:95 HIV epidemic control targets. Through partnership with PEPFAR and Government of Uganda, the Organization supported health systems strengthening (HSS) in 20 districts in Central Uganda—proof of the trust for MUG by Government of Uganda and its Development Partners.

## **1.4 Aim of the Planning Process**

The *MUG 2013-2018 Strategic Plan* was the first strategic planning process after MUG became an autonomous Ugandan organization. In 2017, the Organization launched the *MUG 30-Year Master Plan* to provide long-term direction [vision] to MUG growth. The 30-year master plan was to be implemented through *Six 5-Year Strategic Plans*. Hence, the *MUG Strategic Plan 2018-2023* was the first 5-year period drawn from the 30-year Master plan period.

The MUG 2023-2028 strategic planning process aimed to achieve the outcomes below.

### **1.4.1 Consolidating the Mildmay Uganda Gains**

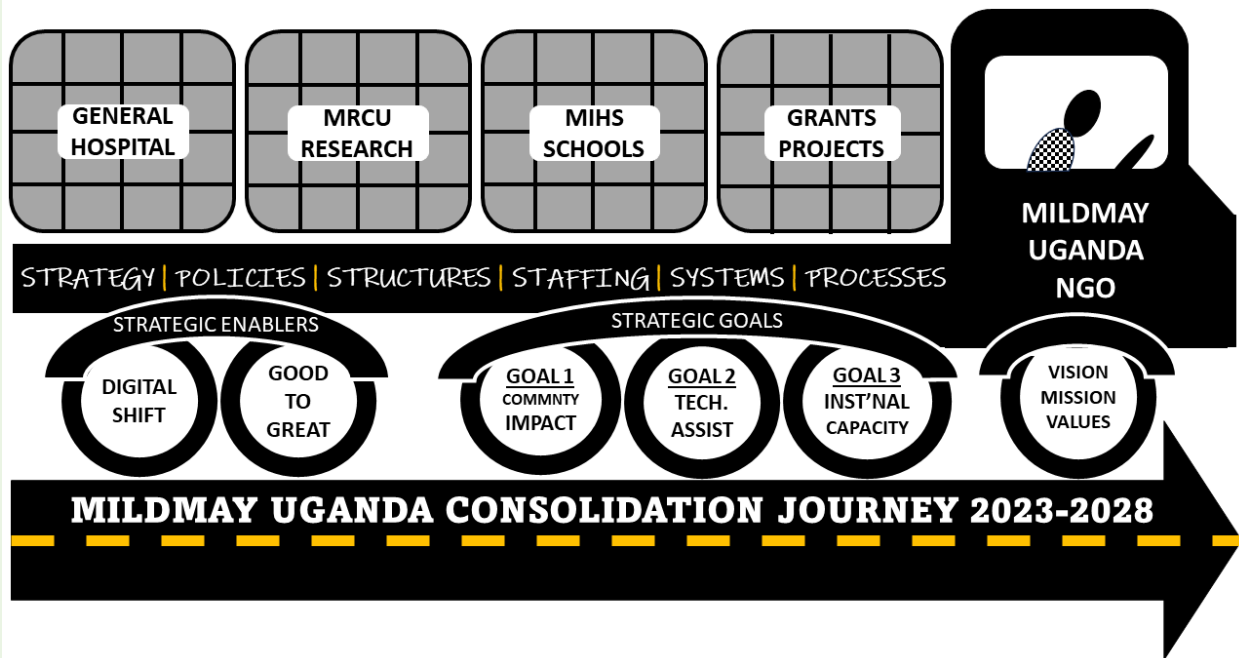
Since its 2013-2018 strategic plan period, MUG adopts a theme for each of its Strategic Plans. The theme for the 2013-2018 period was “*Journey From Good to Great*” adopted from Jim Collins’ study of how organizations build sustainable greatness.<sup>1</sup> For the SP 2018-2023 period, MUG adopted the theme “*The Journey Continues from Good to Great.*” By the end of the 2018-2023, MUG had experienced tremendous growth comprising (i) expansion of Mildmay Institute of Health Sciences (MIHS) to four schools; (ii) incorporation of Mildmay Research Centre Uganda (MRCU); and (iii) expansion of medical services to Hospital level of service delivery. MUG had experienced many gains in its work.

For the SP 2023-2028 period, MUG has adopted the theme “*Consolidating Gains On The Journey From Good to Great.*” The new theme will focus the Organization’s attention to **consolidate** its numerous strengths, resources, capabilities, brand positioning and visibility in its target markets or sectors. The word “*consolidate*” that forms the core of the MUG 2023-2028 theme has its root in the word “*consolidare*” which is the Latin word for “*joining together into one whole; making firm, safe or secure; forming into a compact mass; or making solid.*” This is exactly what MUG will do to equip herself for the emerging times.

A key question is, “*How does MUG’s phenomenal growth generate momentum to power it toward a great future and not an obstacle that weighs the organization down?*”

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<sup>1</sup> Jim Collins, *Good to Great: Why Some Companies Make the Leap ... and Others Don't*



#### 1.4.2 Rolling Strategic Plans

Given the 21<sup>st</sup> century volatility, uncertainty, complexity and ambiguity (VUCA)—emphasized by the global COVID-19 pandemic, the MUG Board adopted the rolling strategic planning process for all strategic plans across the Group. The rolling process will entail 4 key steps namely (i) Step 1 – Developing a 5-Year Strategic Plan for every subsequent 5-year period; (ii) Step 2 – Keeping an annual log of lessons, challenges, blind spots and new opportunities noted during execution; (iii) Step 3 – Rapid Review of Strategic Plans based on the annual log; and (iv) Step 4 – Updating Plans before using them for the next planning and budgeting. The process will give MUG flexibility to and adaptability to the changing environment. It will enable the Organization mitigate risks and grasp new opportunities while maintaining focus on her vision and mission. The HQ Impact Monitoring Unit will keep this process alive across the MUG Group. In every fifth year, the Board will initiate the next 5-year strategic planning process.

#### 1.4.3 Synchronizing Plans across MUG Entities

The 2023-2028 strategic planning process sought to synchronize the strategic planning period across the 4 major MUG project and business platforms i.e., (i) MUG NGO; (ii) Mildmay Institute of Health Sciences (MIHS); (iii) Mildmay Research Centre Uganda (MRCU); and (iv) Mildmay Hospital Uganda (MHUG) to be incorporated during the period 2023-2028. Synchronized strategic plans for the 4 MUG implementation platforms will run from July 2023 to June 2028.

#### 1.4.4 Aligning with 30-Year Master Plan

The MUG 2023-2028 strategic planning process sought to anchor the focus of the next 5 years of the Organization and its Entities with the MUG 30-Year Master Plan. The 2023-2028 period will be Phase 2 of the Master Plan.

## 2 Situational Analysis

This section discusses key issues at global level, sub-Saharan Africa regional level and national level that influenced the focus and choices of the MUg 2023-2028 Strategic Plan.

### 2.1 Sustainable Development Goals

In 2015, UN Member States agreed on the *2030 Agenda for Sustainable Development* and the 17 Sustainable Development Goals as a universal call to action to end poverty and protect the planet.<sup>2</sup>

#### 2.1.1 Stagnation Caused by Multiple Crises

The *2019 Global Sustainable Development Report* (GSDR) concluded that the world would not achieve the SDGs by 2030. By the year 2023—the half-way point to 2030—the world is not on track to achieve the SDGs by 2030, and it is more off-track than it was four years back. Unless the world urgently changes course and initiates transformational change, it risks undermining advances made, raising vulnerability to future crises and cementing unsustainable development. The report concluded that the world would need to quicken the pace to (i) eradicate poverty and hunger; (ii) reduce maternal mortality; (iii) increase access to water and sanitation; and (iv) achieve gender equality. The world was slipping back on eradicating inequality. In 2023, halfway to 2030, the situation was more dire. Progress was halted or slowed down by several crises including (i) COVID-19 pandemic; (ii) rising inflation and cost-of-living crisis; (iii) planetary environmental and economic distress; (iv) regional and national unrest; (v) conflicts; and (vi) natural disasters.

#### 2.1.2 The Lingering Drag of COVID-19

By 2023, the COVID-19 pandemic still has a profound impact on the mental and physical health and wellbeing of individuals, households and communities. Beyond killing over 15 million people globally, COVID slowed, disrupted or temporarily reversed progress across the SDGs. The pandemic shut down entire industries causing loss of jobs, livelihoods, incomes and remittances. It cast a shadow over the prospects of children due to closure of schools and exacerbated inequality. Recovery from COVID-19 has been uneven and incomplete. High-income countries recovered faster due to higher rates of vaccination and more effective relief measures. Informality and working poverty rose due to COVID-19. Incomplete recovery implies ongoing shortage of better job opportunities, pushing people into worse job options. Due to interconnection of economies, delayed recovery in any country lowers prospects for all. The pandemic after-effects have affected Uganda's economic performance and the operations of Mildmay Ugandan were not spared.

#### 2.1.3 Conflict, War and Instability

The world is witnessing the highest level of state-based armed conflicts since 1945. By the end of 2020, around 2 billion people were living in conflict-affected countries. By 2030, about two thirds of the world's extreme poor could live in a setting characterized by fragility, conflict and violence undermining efforts to end extreme poverty. Conflicts drive 80% of all humanitarian needs. Violent conflict not only disrupts human development and causes insecurity, but it also destroys man-made and natural capital and diverts private and public resources to spending on defense and rebuilding. In the SP 2018-2023 period, MUg was a frontline implementer among populations displaced due to armed conflict in sub-Saharan Africa on both HIV and COVID-19 platforms.

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<sup>2</sup> Global Sustainable Development Report 2023, Advance, Unedited Version, 14 June 2023

#### 2.1.4 Inflation and Cost of Living Crisis

Globally, people face a severe cost-of-living crisis. The pandemic and subsequent recovery pushed up prices for food and energy, which rose further because of the war in Ukraine. Many countries are seeing domestic food inflation. In 2022, 89% of Least Developed Countries (LDCs), 93% of Landlocked Developing Countries (LLDCs) and 94% of Small Island Development States (SIDS) had food inflation >5%, with many experiencing double-digits inflation. Worst affected are the poor who spend much of their budget on food and fuel [they respond by skipping meals or buying cheaper and less nutritious food]. Central banks face the classic trade-off between controlling price and supporting growth. Policy makers keen to help the most vulnerable have limited options.

#### 2.1.5 Global Economic Prospects

The World Bank reported a sharp slowdown in global growth and intensified risk of financial stress in Emerging Market and Developing Economies (EMDEs) amid elevated global interest rates.<sup>3</sup> 2023 Global Economic Prospects report anticipated global growth to slow down to 2.1% in 2023 with prospects clouded by financial risks. The World Bank projected global growth to decelerate from 3.1% in 2022 to 2.1% in 2023. The forecasts reflected broad-based downgrades. Most EMDEs were projected to face increasingly restrictive global credit conditions, with the squeeze more acute on EMDEs with underlying vulnerabilities subjecting their growth to additional shocks. Their trade was projected to grow at less than a third of their pace in the years before COVID-19. Debt pressures were expected to grow due to higher interest rates in addition to fiscal weaknesses that had already tipped low-income countries into debt distress.

#### 2.1.6 Overseas Development Assistance (ODA)

In 1970, the United Nations set a target for countries to contribute 0.7% of their Gross National Income (GNI) to international aid. However, the 0.7% target is just a target; it is not required by law. Britain was a leader in aid and development with its development sector being its major identity globally. However, the SP period 2017-2022 witnessed aid cuts and closure of the UK Department for International Development (DFID). The 2020 decision by the UK Conservative Government to reduce the aid budget from 0.7% to 0.5% of GNI left a funding gap of £4.5 billion (US\$ 6.2 billion) in the Official Development Assistance (ODA) budget. The decision was accompanied by several cuts to projects and humanitarian crises where the UK was a key donor. DFID was merged with Foreign and Commonwealth Office to form the Foreign, Commonwealth and Development Office. The move was interpreted as a downgrading of the UK position in the global development space and a decision that would harm those most in need and reduce UK's power overseas. It is worth noting that, in 1998, DFID was the arm through which the UK extended aid to Uganda for construction of the downhill portion of MUg Main Site at Lweza.

*“It's a long-term strategic mistake, because DFID was established as a major arm of soft power for the U.K. [DFID] was regarded as the premier development agency in the world ... at least arguably.”*

*- Tony Blair, former U.K. Prime Minister*

The UK aid cuts were accompanied by accusations from the development sector of withholding information, lack of transparency and not regarding the sector as partners.

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<sup>3</sup> World Bank Global Economic Prospects Report 2023



The development community was concerned by a trend of donor countries cutting aid budgets. Norway, formerly a leader in international aid, announced plans to cut their aid budget from 1.15% to 0.75% translating to a cut from 47.4 billion kroner (US\$ 4.5 billion) to 43.8 billion kroner (US\$ 4.1 billion). Sweden signaled intention to cut its foreign aid by scrapping its former target to spend 1% of GNI on aid. By 2021, Italy's ratio of ODA compared to gross national income was 0.28%, up from 0.22% in 2020, but still below the UN recommended 0.7%. Germany, Europe's biggest economy, was hit by the energy crisis and inflation and was hesitant to commit to international aid. Its Ministry of Economic Cooperation and Development (BMZ) got a 10% budget cut compared to 2022. Its contributions to multilateral organizations [UNAIDS, WFP, WHO] will dramatically reduce and undermine Germany's role as a champion of global cooperation.

This gloomy picture of aid is against the backdrop of more need for ODA than ever, with millions of people around the world facing increased difficulties and unprecedented global crises. While China augments its global status and interest grows to engage it for development aid, *World Giving Index* ranks it top of least generous countries. Unlike other countries, China's unique aid approach enshrouds comprehensive data on its foreign assistance. That limits civil society access to Chinese development assistance for causes like this MUG Strategic Plan. This limited funding landscape will not deter the MUG thrust toward realizing its 30-Year Master Plan. Instead, the projections remind MUG of another Good-to-Great concept—"*Confront the Brutal Facts, Yet Never Lose Faith.*"<sup>4</sup> Like the good-to-great companies in Jim Collins research, MUG will face the times ahead "*confronting the most brutal facts of the 2023-2028 development aid landscape and its own funding reality whatever they might be*" AND at the same time "*retain faith that it will prevail in the end, regardless of the difficulties.*"

### **2.1.7 Africa Progress on SDG Implementation**

Prior to COVID-19, there had been progress in poverty reduction, maternal and child health, access to electricity and gender equality. However, Africa's SDG achievements were too slow. In sub-Saharan Africa, the rate of extreme poverty is projected to continue rising through to 2030. Many African countries are now deeper in debt, increasing their economic vulnerability. Around 20% of the region's population faces hunger, 22% lack a basic drinking water service and 54% lack basic sanitation services, increasing inequality between urban and rural areas, wealth quintiles and gender. Addressing these issues will require targeted efforts and greater contributions from ODA. Africa could use COVID-19 recovery as a springboard to invest in human capital and unlock the potential capacity of its young population and build toward greener and resilient economies.

### **2.1.8 National Vision 2040 and National Development Plan III**

In 2010, Uganda launched its Vision 2040 toward "*A transformed Ugandan society from a peasant to a modern and prosperous country within 30 years*" and will reach its half-way point during this MUG SP period. In 2007, Uganda adopted the *Comprehensive National Planning Development Framework* (CNDPF) comprising (i) three 10-Year National Development Plans; (ii) six 5-Year National Development Plans; (iii) Sector Master Plans; (iii) Local Government Development Plans; and (v) Annual Plans/Budgets. SP 2023-2028 is aligned with *Third National Development Plan (NDP III) 2020/21-2024/25* priorities including (i) health facility functionality; (ii) addressing NCDs; (iii) lowering households in subsistence production; and (iv) youth unemployment. MUG will be a key partner of Government to sustainably address these priorities. Specifically, MUG

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<sup>4</sup> Jim Collins, *Good to Great: Why Some Companies Make the Leap ... and Others Don't*, p65

2023-2028 focus is aligned with (i) Presidential Fast-Track Initiative to End HIV by 2030; (ii) MOH Strategic Plan 2020/21-2024/25; (iii) National HIV/AIDS Strategic Plan 2020/21-2024/25; and (iv) Sector Plans for other relevant line ministries.

## 2.2 Ending the HIV Epidemic by 2030

As the AIDS pandemic spread across the world, the global community set an ambitious target under Millennium Development Goal (MDG) 6 “to have halted and begun to reverse the spread of HIV/AIDS by 2015 and to ensure access to treatment among all those in need by 2010.” When it was achieved, they set a new goal in 2016 to *End AIDS As a Public Health Threat by 2030*. In 2020, UNAIDS released the 95-95-95 targets calling for 95% of all people with diagnosed HIV infection to get sustained ART to have viral suppression by 2025. The targets were adopted by the 2021 new Political Declaration on HIV/AIDS by UN Member States with emphasis on (i) bridging inequalities in treatment coverage; and (ii) targeting sub-populations, age-groups and geographical settings. MUG comes into this season with over 5-years’ experience of working with 95-95-95 targets. That experience favorably positions MUG to stay the course to the end of HIV/AIDS. However, MUG will implement HIV/AIDS on a reducing scale toward 2030 and balance its program portfolio with other elements of its *Revised Program Scope* comprising (i) preventing and managing other priority diseases; (ii) disability prevention and management; (iii) global health security; (iv) household livelihoods; and (v) health systems strengthening integration.

### 2.2.1 The Global Fund 2023-2028 Strategy

The *2023-2028 Global Fund Strategy – Fighting Pandemics and Building a Healthier and More Equitable World* notes that the world stands at a crossroads after COVID-19 worsened inequities, diverted critical resources, slowed access to critical disease prevention and treatment and worsened risk to vulnerable people. The Strategy aims to recapture progress against HIV, TB and Malaria (HTM). The Strategy emphasizes catalytic, people-centered investments to lower HTM infections; address structural barriers; and leverage innovation in prevention. The MUG new Program Scope aligns with this Strategy. MUG will revive its engagement with Uganda’s Global Fund mechanism and proactively pursue to play a key role by pitching its strengths in (i) disease prevention; (ii) people-centeredness; (iii) community systems and involvement; (iv) gender programming; (v) program innovation; (vi) data-driven approaches; and (vii) pandemic preparedness.

### 2.2.2 Re-imagining PEPFAR’s Strategic Direction

In 2022 the US Government issued the “*Reimagining PEPFAR’s Strategic Direction – Fulfilling America’s Promise to End the HIV/AIDS Pandemic by 2030*.” It is aligned with *UNAIDS Global AIDS Strategy 2021-2026* and *Global Fund 2023-2028 Strategy*. MUG has partnered with PEPFAR since its inception. Its HIV approach is aligned with the new PEPFAR strategy. However, during this planning process, MUG learned that it had lost PEPFAR awardee status that it had held for over two decades making PEPFAR its dominant donor contributing over 90% of its grant portfolio. While MUG acknowledges this as a major setback, it treasures it as a test of its sustainability after 2030 when HIV will no longer be a public health threat of global concern and PEPFAR will likely not exist. In line with the *Stockdale Paradox* element of its *Good-to-Great* philosophy, MUG consciously responds to this challenging reality by (i) *confronting the most brutal facts of its current reality*; and (ii) *retaining faith that it will prevail in the end, regardless of the difficulties*. This frame-of-mind will drive MUG efforts to rebuild its grant portfolio through (i) *stabilization phase*; (ii) *bounce-forward phase*; and (iii) *business continuity phase* (details in *Initiative 3.2.1*).

## 2.3 PESTEL and SWOT Analysis

### 2.3.1 Analysis of External Opportunities and Threats

Below is the analysis of external Opportunities and Threats most likely to influence the success of the Organization during its 2023/2028 Strategic Plan period.

OPPORTUNITIES	THREATS
<p><b>POLITICAL:</b></p> <ul style="list-style-type: none"> <li>➤ Supportive political goodwill toward the role of civil society in implementing national policy and strategy frameworks.</li> <li>➤ Vision 2040 and NDPIII give framework for aligning MUG 2023-2028 priorities.</li> <li>➤ Potential role in implementing the National Health Insurance Scheme expected during the period 2023-2028.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Disruptive political backlash due to Uganda’s Anti-Homosexuality Act 2023.</li> <li>➤ Geo-political tensions and their associated effects on development aid and civil society operations [global escalation of effects].</li> <li>➤ Persistent funding constriction [tendency by donor countries to merge donor agencies with Foreign Affairs Department].</li> </ul>
<p><b>ECONOMIC:</b></p> <ul style="list-style-type: none"> <li>➤ Projected growth of Uganda’s economy into middle income level and associated economic benefits [including higher disposable income, lower poverty levels, increased middle-income households].</li> <li>➤ Increased growth of the middle-class [including its anticipated stabilizing role in socio-economic and political issues].</li> </ul>	<ul style="list-style-type: none"> <li>➤ Progressive resource shifts as the world Ends HIV by 2030 could affect MUG funding which is predominantly HIV.</li> <li>➤ Associated with loss of PEPFAR awardee status by MUG, new grants will come with a funding reduction and annual reductions. Successful awardees will likely not invite MUG to share their grant awards.</li> </ul>
<p><b>SOCIAL:</b></p> <ul style="list-style-type: none"> <li>➤ A largely young population eager to learn can be influenced to embrace and promote the MUG 2023-2028 strategy.</li> <li>➤ Elaborate national framework of socio-economic policy and strategy clarifies direction of MUG programming.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Frequent public health threats [100 health threats in sub-Saharan Africa annually].</li> <li>➤ Protracted COVID socio-economic effects.</li> <li>➤ Social risks from a majorly young population lacking coherent social strategy.</li> <li>➤ Emerging health needs arising from longevity; aging on ART; lifestyle changes.</li> </ul>
<p><b>TECHNOLOGICAL:</b></p> <ul style="list-style-type: none"> <li>➤ Progressive reduction in cost of quality technology products and solutions.</li> <li>➤ Access to technology for expanding MUG reach at lower cost at higher speed and with greater efficiency.</li> <li>➤ Greater access to platforms and solutions that are more youth-friendly [key to the context of Africa’s youth bulge].</li> </ul>	<ul style="list-style-type: none"> <li>➤ High operational cost associated with the quick obsolescence of technology solutions.</li> <li>➤ Technology risks associated with technology including cyber-attacks, hacking, and intellectual property loss.</li> <li>➤ Digital transformation massively disrupting key business domains [customers, data, competition, innovation, value proposition].</li> </ul>

OPPORTUNITIES	THREATS
<p><b>ENVIRONMENTAL:</b></p> <ul style="list-style-type: none"> <li>➤ An elaborate national environmental policy framework provides opportunity for alignment of MUg programming (i.e., National Climate Change Act 2021; National Physical Development Act; and National Environment Act 2019).</li> <li>➤ Program efficiency benefits arising from low cost of energy due to production of Uganda’s local petroleum.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Effects on MUg livelihoods program by land degradation as a key livelihoods asset [soil exhaustion, land fragmentation, etc.].</li> <li>➤ Untenable environmental management practices that affect livelihoods [waste management, managing plastic waste].</li> <li>➤ Lack of a community-owned approach to environmental protection [causing apathy to the environment agenda].</li> </ul>
<p><b>LEGAL:</b></p> <ul style="list-style-type: none"> <li>➤ The Public Health Act 2021 will structure community engagement which is a key process in MUg work (including streamlining epidemic response).</li> </ul>	<ul style="list-style-type: none"> <li>➤ Heavy penalties for non-compliance with the Public Health Act 2021.</li> </ul>

MUg responded to the above analysis of Opportunities and Threats by formulating Strategic Goals and Strategic Objectives for 2023-2028 that are responsive to key observations emerging from the analysis. The Strategic Goals and Strategic Objectives aim to proactively explore and exploit the potential benefits in the Opportunities while hedging the organization against the potential risks underlying the Threats.

### 2.3.2 Analysis of Internal Strengths and Weaknesses

Below is the analysis of MUG internal Strengths and Weaknesses most likely to have significant influence on the success of the Organization during the 2023/2028 Strategic Plan period.

STRENGTHS	WEAKNESSES
<p><b>FOCUS:</b> MUG has an elaborate planning framework for choosing its priority focus areas. The framework comprises: -</p> <ul style="list-style-type: none"> <li>➤ The 30-Year Master Plan (2018-2023)</li> <li>➤ Five-Year Strategic Planning Cycles extracted from the Master Plan.</li> <li>➤ Annual Operational Planning (AOP) Cycles extracted from Strategic Plans.</li> </ul>	<p>The Planning Framework lacks a deliberate mechanism for: -</p> <ul style="list-style-type: none"> <li>➤ Responding to increased volatility that challenges plan execution.</li> <li>➤ Regular review to ensure relevance of Plans to MUG vision and mission.</li> <li>➤ Facilitating continual learning from the Strategic Plan execution.</li> </ul>
<p><b>GROWTH:</b> MUG demonstrated ability to nurture and expand its brand by growing parts of itself into autonomous Entities.</p> <ul style="list-style-type: none"> <li>➤ In 2017, it grew the Directorate of Training and Education into Mildmay Institute of Health Sciences.</li> <li>➤ In 2022, it grew the Research and Strategic Information Directorate into Mildmay Research Centre Uganda.</li> <li>➤ That will help to incorporate Medical Services as a Hospital in 2023-2028.</li> </ul>	<p>As MUG creates Entities and helps them grow, it lacks a coherent plan to look after itself and ensure that the NGO: -</p> <ul style="list-style-type: none"> <li>➤ Creates new value propositions that keep it relevant to its Entities and society.</li> <li>➤ Creates mechanisms for its sustainable survival beyond overseeing Entities.</li> <li>➤ Defines the value it adds to its Entities to remain “needed” and “relevant.”</li> <li>➤ Guards against neglecting its growth at the expense of growing its Entities.</li> </ul>
<p><b>FUNDING:</b> MUG has attracted funds to enable it to run programs at national and sub-national scope through: -</p> <ul style="list-style-type: none"> <li>➤ Executing a Resource Mobilization plan (including targets and KPIs)</li> <li>➤ Attracting resources from diverse sources and targeted program scopes.</li> <li>➤ Long-term sustainable resourcing agenda that is continually monitored and discussed by diverse fora.</li> </ul>	<p>Key funding realities of MUG that will have a significant impact during SP 2023-2028 are: -</p> <ul style="list-style-type: none"> <li>➤ Loss of PEPFAR awardee status for the period 2023-2028 after being a PEPFAR awardee for about 20 years up to a level where PEPFAR contributed over 90% of the MUG grant funding portfolio.</li> <li>➤ Living between the Best Scenario of being a PEPFAR sub-grantee and Worst Scenario of attracting zero PEPFAR funding.</li> </ul>
<p><b>LEADERSHIP:</b> MUG has grown its management capacity to international standards in the following key areas: -</p> <ul style="list-style-type: none"> <li>➤ Organizational development [focusing on strategy, structure, systems, etc.]</li> <li>➤ Program development and execution</li> <li>➤ M&amp;E and data systems</li> <li>➤ Grants and financial management</li> <li>➤ Sub-grantee management</li> <li>➤ Financial and program accountability</li> </ul>	<p>While MUG has immense capacity to build and implement programs and systems, the planning process noted these concerns: -</p> <ul style="list-style-type: none"> <li>➤ Many local NGOs/CSOs lack the kind of management capacity that MUG has; they could pay for TA in those areas.</li> <li>➤ Lack of a coherent plan to provide TA consultancy to other organizations [potential source of unrestricted funds capable of enhancing sustainability].</li> </ul>

STRENGTHS	WEAKNESSES
<p><b>BUSINESS MINDSET:</b> MUG has created a business-oriented environment to grow social enterprises to sustain itself by: -</p> <ul style="list-style-type: none"> <li>➤ Adjusting its organizational strategy and policy framework to cater for a business-oriented environment.</li> <li>➤ Adjusting its structures, systems and processes to promote a business-friendly environment.</li> <li>➤ Separating the operations of its social enterprises from its NGO operations.</li> </ul>	<p>Gaps in the effort to promote a business-friendly environment include: -</p> <ul style="list-style-type: none"> <li>➤ NGO-friendly policies and standards that end up being inflexible for its social enterprises.</li> <li>➤ Cultivating a business-mindset that matches the value-chain of its respective MUG social enterprises.</li> <li>➤ Cultivating the entrepreneurial acumen in its social enterprises.</li> </ul>
<p><b>GOVERNANCE:</b> MUG has demonstrated capacity in governance in form of: -</p> <ul style="list-style-type: none"> <li>➤ Attracting and retaining competent reputable individuals to its corporate governance mechanisms.</li> <li>➤ Establishing competent governance structures for newly formed entities.</li> <li>➤ Outstanding Board involvement in its duties, roles and responsibilities.</li> </ul>	<p>Growth areas in governance comprise involving Board members in high-level networking and advocacy to open doors for: -</p> <ul style="list-style-type: none"> <li>➤ Building strategic partnerships</li> <li>➤ Providing credibility that attracts philanthropists to commit resources.</li> <li>➤ Providing clout to conclude strategic negotiation e.g., MUG Freehold Title</li> </ul>
<p><b>STAFFING:</b> MUG has built outstanding staffing capacity outlined below.</p> <ul style="list-style-type: none"> <li>➤ Attracting and retaining high-quality skill to deliver the organization’s mission, goals and objectives.</li> <li>➤ Timely filling of vacant positions and regular monitoring of staff attrition (MUG lower than industry average).</li> <li>➤ Teams cooperate to achieve targets and resolve performance problems.</li> <li>➤ Other key staffing attributes include competence framework; team building events; and regular staff feedback from external engagements.</li> </ul>	<p>Gaps in staffing comprise: -</p> <ul style="list-style-type: none"> <li>➤ Balancing program expansion with workload management.</li> <li>➤ L&amp;D not institutionalized.</li> <li>➤ HR more oriented to administrative focus than to supporting MUG growth.</li> <li>➤ Performance appraisal lacks candid feedback and tracking staff growth.</li> <li>➤ Resistance to external ideas [not-invented-here syndrome].</li> <li>➤ Inadequate staff engagement to ingrain MUG values, ethos and culture.</li> <li>➤ Staff more attached to projects than to the Organization.</li> </ul>

MUG responded to the above analysis of Strengths and Weaknesses by formulating Strategic Goals, Strategic Objectives and Initiatives for 2023-2028 that are responsive to key observations from the analysis. The Strategic Goals, Strategic Objectives and Initiatives aim to strategically pivot on the Strengths to give MUG competitive advantage while executing defensive means of preventing or minimizing the risks underlying the Weaknesses.

## **2.4 Performance Highlights for 2018-2023**

During the strategic period spanning from 2017 to 2023, Mildmay Uganda achieved remarkable milestones and experienced substantial internal growth, leading to significant progress in various areas. Notably, the organization made great strides in enhancing program systems for accountability to our beneficiaries and the stakeholders who entrust us with resources.

### **2.4.1 Strategic Goal 1: HIV Epidemic Control and Emerging Health Priorities**

One of Mildmay's pivotal accomplishments was its instrumental support in controlling the HIV epidemic. The regions that received support from Mildmay demonstrated exceptional progress and are well on track to achieve the ambitious UNAIDS target of 95-95-95. For instance, the Mubende region witnessed a remarkable achievement, with the epidemic control cascade improving from 34.54.92 in 2017 to an impressive 98.103.89 by the end of the strategic plan period 2017-2023. Mildmay Uganda averted an estimated 35,000 New infections of HIV through the implementation of high-impact Prevention, Care, and Treatment approaches.

### **2.4.2 Strategic Goal 2: Optimization of Mildmay Uganda General Hospital**

Under Strategic Goal 2, the growth and progress of Mildmay Hospital were remarkable, making significant strides in expanding its reach and influence within the communities it serves. Under the dedicated guidance of the Hospital Development Committee (HDC) and the well-structured internal GCBF (Group Central Business Forum), the hospital achieved outstanding results.

There was a substantial increase in patient attendance, which soared threefold during this period. This surge in patient numbers not only showcased the growing trust in Mildmay Hospital but also demonstrated the effectiveness of its healthcare services in meeting the needs of the community.

Moreover, despite the challenging circumstances posed by the COVID-19 pandemic, Mildmay Hospital managed to achieve a remarkable 90% increase in revenue. This achievement is a testament to the hospital's resilience and ability to adapt to the evolving healthcare landscape, ensuring the delivery of quality medical services to patients.

### **2.4.3 Strategic Goal 3: Mildmay Institute of Health Sciences (MIHS) Enhancement**

Under Strategic Goal 3, Mildmay Uganda embarked on a mission to bolster the capacity of the Mildmay Institute of Health Sciences (MIHS) as a key institution in addressing critical HRH (Human Resources for Health) gaps within Uganda's health sector. This strategic period witnessed significant achievements as MIHS made substantial progress.

One notable accomplishment was obtaining legal registration with the National Council for Higher Education, solidifying MIHS's status as a recognized and credible educational establishment. Additionally, the institution successfully established robust governance structures, enhancing its overall efficiency and effectiveness.

Furthermore, internal capacity at MIHS experienced remarkable growth. This progress was evident with the establishment of a strong financial management system, the introduction of a Business Centre, and the formation of functional Lecturers' and Students' bodies.

MIHS also achieved a milestone by implementing its first strategic plan, which covered the period ending in 2022. The results were commendable, as student enrolment witnessed an impressive

threefold increase, indicating the growing recognition and demand for the institution's quality education and training programs. Additionally, the revenue grew substantially by 61%, further demonstrating the institution's financial sustainability and successful strategic execution.

#### **2.4.4 Strategic Goal 4: Research to Influence Health Policy and Practice**

Under Strategic Goal 4 of the strategic plan, Mildmay Uganda pursued a crucial objective: to generate compelling evidence capable of influencing healthcare policies and practices both at the national and global levels. In pursuit of this mission, significant milestones were achieved, with the establishment of the Mildmay Research Centre Uganda Ltd (MRCU) as an autonomous entity. This step elevated the centre's status, solidifying its position as an official and recognized entity in the industry of healthcare research. Previously operating as a research and strategic information department, the transformation into an autonomous subsidiary of the Mildmay Uganda Group brought with it greater independence and potential for impactful research.

Furthermore, the Research Centre maintained productive partnerships with several collaborators, indicating its commitment to fostering meaningful collaborations within the healthcare research community. These partnerships likely enabled the centre to access diverse expertise and resources. Additionally, the Research Centre retained its Institutional Review Board (IRB) license, an essential accreditation that ensures ethical standards are upheld in research activities. This accreditation highlights the centre's dedication to conducting research ethically and responsibly.

#### **2.4.5 Strategic Goal 5: Institutional Capacity Enhancement**

Strategic Goal 5 was a pivotal sustainability objective that sought to strengthen Mildmay Uganda's internal systems capacity and enhance resource mobilization to effectively implement its objectives. Throughout the strategic plan period, the organization made significant strides in achieving this goal by operationalizing various internal structures. Notably, key structures such as the Group Central Business Forum (GCBF), Research Business Forum (RBF), PAMSCO, Program Management Forum (PMF), and Program Operations Support Team (POST) were successfully functionalized. These internal systems played a crucial role in supporting organizational management, streamlining processes, and ensuring sustainable resourcing for Mildmay Uganda's initiatives.

During this period, Mildmay Uganda achieved remarkable financial growth, showcasing its ability to weather challenges like the COVID-19 pandemic. Despite the adverse effects of COVID-19, the grant revenue from various sources grew by an impressive 39%, and the private income surged by a remarkable 70%.

Overall, the strategic plan guided Mildmay Uganda on the path to ensuring long-term success and resilience. MUG strengthened its internal capacity and positioned itself for continued growth and positive impact in the healthcare sector.

Despite these remarkable achievements, Mildmay Uganda remained struggling in areas of resource diversification—a skewed mix of restricted and unrestricted income, limited growth in other program areas other than HIV, sub-optimal growth of research systems and capacity under MIHS, limited growth of internally developed research grants at the Research Centre. These areas inform the design of the next strategic plan.



### 3 MUg 2023-2028 Strategy Framework

#### 3.1 Vision, Mission and Values

##### 3.1.1 Vision

Communities Transformed for Sustainable Health.

##### 3.1.2 Mission

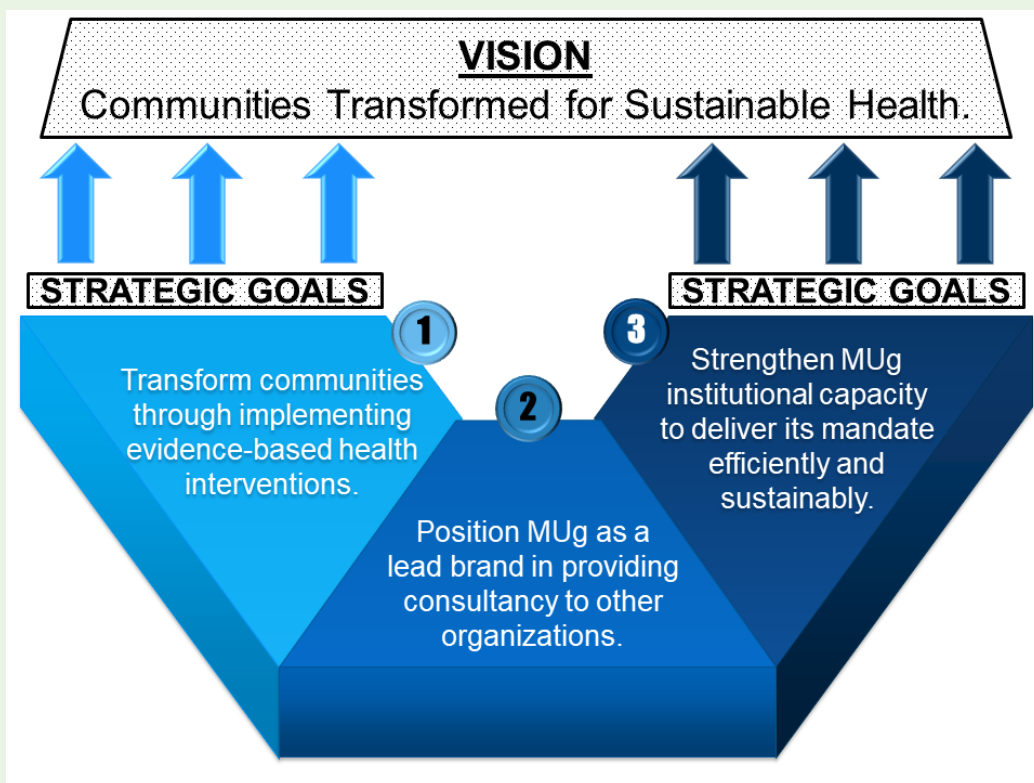
Empowering communities for health and sustainable livelihoods through a Group program and business portfolio that delivers sustainable programming, quality healthcare, developing human resources for health and generating evidence to improve quality of life.

##### 3.1.3 Values

We are a Christian Non-Governmental Organization that espouses these values: -

1. **Integrity:** We do the right thing focusing on stewardship, professionalism, honesty, fairness, value-for-money, transparency and accountability.
2. **Customer Centricity:** We put internal and external customers at the center of everything we do.
3. **Innovation:** We are an agile entity that thinks ahead and adapts to change.
4. **People Development:** We create an environment that nurtures people toward their full potential.
5. **Open Communication:** We listen and provide appropriate information to our stakeholders.

#### 3.2 MUg 2023-2028 Strategic Goals



During the 2023-2028 Strategic Plan period, MUG will focus on the following Strategic Goals: -

**Strategic Goal 1:** Transform communities by implementing evidence-based health interventions.

**Strategic Goal 2:** Position MUG as a lead brand in providing consultancy to other organizations.

**Strategic Goal 3:** Strengthen MUG institutional capacity to deliver its mandate efficiently and sustainably.

### 3.3 Strategic Goal 1 Objectives and Initiatives

**Goal Statement:** Transform communities by implementing evidence-based health interventions.

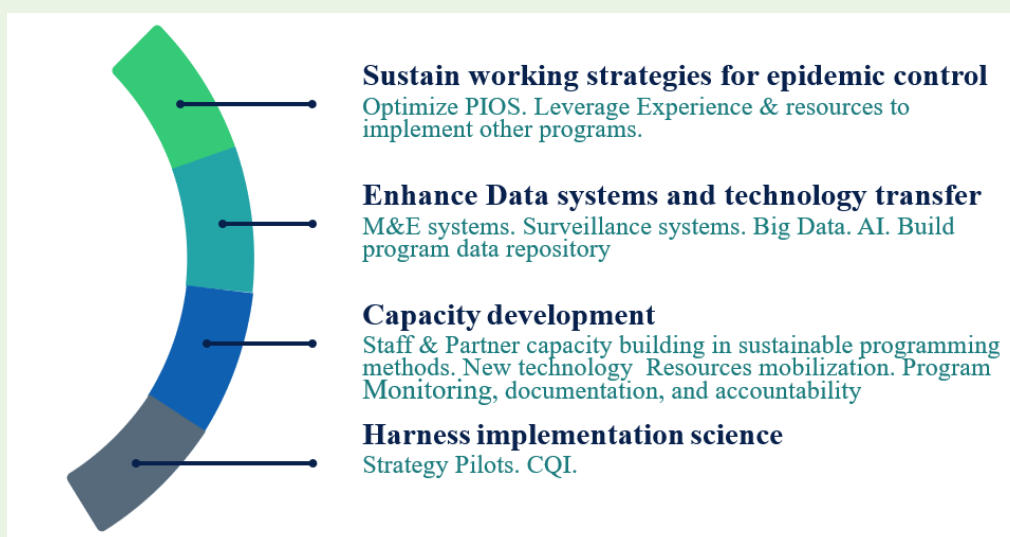
MUG will implement Strategic Goal 1 through the following Strategic Objectives: -

**Strategic Objective 1.1:** Scale up evidence-based interventions for prevention and management of priority diseases, global health security and health systems strengthening.

**Strategic Objective 1.2:** Transform communities through evidence-based interventions for household livelihoods and comprehensive inclusive disability prevention and management.

#### Strategic Goal Overview

This Goal aims to transform communities by implementing evidence-based health interventions comprising (i) prevention and management of priority diseases; (ii) global health security; (iii) health systems strengthening; (iv) household livelihoods; and (v) disability prevention and management. From 1998 to 2023, MUG harnessed its position as a key implementer capable of translating national and global goals into sustainable outcomes and impact at individual, household and community levels. During SP 2018-2023 period, MUG developed its *Revised Program Scope* that defines five priority focus areas namely (i) disease prevention and management; (ii) disability programming; (iii) global health security; (iv) household livelihoods; and (v) health systems strengthening. MUG will implement the 5 focus areas catalyzed by four *Program Enablers* below.



1. **Sustain Working Strategies:** MUg will optimize evidence-based strategies while leveraging its experience and resources to implement the 5 elements of its program scope.
2. **Data Systems and Technology:** MUg will leverage data and technology to (i) model efficient and impactful program approaches; (ii) generate and manage data; (iii) generate information from program data; and (iv) track program impact.
3. **Capacity Development:** MUg will build capacity of program staff and partners in new program approaches, emerging technologies, resource mobilization, leadership and M&E.
4. **Implementation Science:** MUg will *harness program learning from implementation science and research* informed by program implementation of evidence-based interventions.

### 3.3.1 Strategic Objective 1.1: Scale up evidence-based interventions for prevention and management of priority diseases, global health security and health systems strengthening.

MUg will achieve this Strategic Objective by implementing three initiatives comprising (i) prevention and management of priority diseases; (ii) global health security; and (iii) health systems strengthening. The initiatives are outlined below.

#### *Initiative 1.1.1: Prevent and manage priority diseases.*

Under this initiative, MUg will focus on the priority diseases outlined below.

- **HIV/TB:** During its 2013-2018 and 2018-2023 SP periods, MUg gained extensive experience implementing HIV/TB prevention, care, treatment and system strengthening programs in three major regions of Uganda comprising (i) Kampala-Wakiso Region; (ii) Mubende Region; and (iii) Masaka Region. Overall, MUg implemented this work in 21 districts in the three regions and gained renown for empowering lagging districts and regions to achieve national targets. MUg HIV/TB models are aligned with (i) *Uganda National HIV Strategic Plan 2020-2024*; (ii) *Global AIDS Strategy 2021-2026*; (iii) *Global Fund HIV, TB and Malaria Strategy 2023-2028*; (iv) *PEPFAR 5-by-3 Strategy*; and (v) *Presidential Roadmap to End HIV by 2030*. MUg will develop and promote to development partners effective HIV/TB models built out of its experience in (i) person-centered programming; (ii) impact optimization; (iii) GGM-Plus sustainable programming; (iv) capacity building; (v) HIS optimization; (vi) quality control; (vii) supply chain management; and (viii) laboratory strengthening.
- **Other Infectious Diseases:** In Uganda, over 50% of morbidity and mortality is caused by communicable diseases. Malaria, HIV, TB, respiratory infections, diarrhea, epidemics and vaccine-preventable diseases account for most illnesses and deaths. MUg will leverage its experience to implement interventions targeting other infectious diseases.
- **Non-Communicable Diseases:** In Uganda, 33% of total deaths are due to NCDs. Ugandans have a 22% probability of dying prematurely from one of four major NCDs. MUg will engage its partners to design and implement interventions that link NCD risk factors and socio-economic, environmental, legal and other factors. It will engage in multi-sectoral initiatives to address cardiovascular disease, cancers, chronic respiratory diseases, diabetes and other NCDs. Key steps during SP 2023-2028 period will comprise (i) profiling and documenting MUg NCD experience; (ii) streamlining NCD reporting; (iii) capacity building to address NCDs; (iv) NCD stakeholder engagement; (v) enhancing NCD referral; and (vi) enhanced NCD surveillance.

**Initiative 1.1.2: Enhance MUg capacity in global health security programming.**

As per WHO, one or more new infectious diseases have emerged each year since the 1970s. Uganda is a ‘hotspot’ for emerging and re-emerging infectious disease outbreaks. The country has experienced several epidemics including Ebola, Marburg, Plague, Rift Valley Fever, Yellow Fever and Crimean Congo Hemorrhagic Fever. MUg gained experience in global health security over the period 2020 to 2023 from being at the forefront of responding to the global COVID-19 pandemic and the Ebola Virus Disease outbreak in Mubende and Kassanda districts. During the SP 2023-2028 period, MUg will implement GHS along three pillars namely (i) Infection Prevention and Control; (ii) Surveillance; and (iii) Risk Communication. The MUg approach outlined below will form the core around which diverse projects will be woven based on the preference of the development partners.

- **Infection Prevention and Control:** Effective Infection Prevention and Control (IPC) requires constant action at all levels of the health system, including policymakers, facility managers, health workers and users of health services. According to WHO, IPC affects all aspects of health care, including hand hygiene, surgical site infections, injection safety, antimicrobial resistance, and how hospitals operate during and outside of emergencies. MUg will leverage experience from the recent outbreak response to build capacity for IPC.
- **Surveillance:** MUg will leverage its surveillance experience with HIV/TB, COVID-19 and Ebola Virus Disease to strengthen its surveillance capacity including (i) engaging surveillance stakeholders; (ii) generating, analyzing and utilizing data on infectious diseases; (iii) scientific publication on surveillance; and (iv) strengthening community surveillance structures.
- **Risk Communication:** MUg will promote protective health behavior and equip communities to make informed decisions in preparing for, responding to and recovering from epidemics. The MUg three-way approach will comprise (i) Community Engagement; (ii) Risk Communication Capacity; and (iii) Collaborations. Internally, MUg will (i) develop a Risk Communication Framework; (ii) mainstream it across MUg; (iii) establish and equip a core risk communication team; (iv) build robust risk communication data; and (v) monitor risk communication. Externally, MUg will participate in national mechanisms for (i) risk communication; (ii) policy and guideline development; and (iii) capacity building.

**Initiative 1.1.3: Integrate Health Systems Strengthening in MUg Programming.**

MUg will keep Health Systems Strengthening (HSS) at the center of its programs in alignment with the WHO definition that sees a health system as “... all organizations, institutions, resources and people whose primary purpose is to improve health—this includes efforts to influence determinants of health as well as more direct health-improvement activities.” MUg will liaise with its partners to leverage its HSS experience to design and implement interventions focused on the six HSS building blocks comprising (i) health service delivery; (ii) human resources for health; (iii) health information; (iv) supply chain; (v) health financing; and (vi) leadership and governance. The scope of HSS programme design and implementation will be determined by the priorities of the HSS funding partners within the scope of the national policy and strategy framework.

**3.3.2 Strategic Objective 1.2:** Transform communities through evidence-based interventions for household livelihoods and comprehensive inclusive disability prevention and management.

MUG will achieve this Strategic Objective by implementing two initiatives comprising (i) community-based inclusive disability prevention and management; and (ii) household livelihoods. The initiatives are outlined below.

**Initiative 1.2.1:** Scale up evidence-based interventions to prevent and manage disability.

The Convention on Rights of Persons with Disabilities (CRPD) obligates development actors to be inclusive of Persons with Disabilities (PWD) toward disability-inclusive development. During SP 2018-2023 period, MUG implemented a Community-based Inclusive Disability Prevention project funded by Christian Blind Mission (CBM). During SP 2023-2028, MUG will work through internal partnerships [within MUG Group] and external partnerships to empower communities to prevent and manage disability. The MUG intervention will focus on (i) disability prevention; (ii) physical rehabilitation; (iii) livelihoods; (iv) research; and (v) social inclusion.

- **Primary Prevention:** The NIH study “*Role of Modifiable Risk Factors on State and National Disability Prevalence*” found that 53% of disability could be prevented if disability risk factors are addressed. MUG will scale up its multi-level primary prevention to ensure early detection of birth defects and early management of children born with disability by (i) raising *awareness* of primary disability prevention; (ii) improving *access to primary prevention*; (iii) challenging predisposing *social norms and structures*; (iv) integrating *system strengthening* at health facility and community levels; (v) *integrating disability prevention* in health education for women of childbearing age; (vi) tracking *health education attendance* by women before pregnancy, during pregnancy, at birth and after birth; and (vii) *skilled birth attendance and screening of newborns* for birth defects. During 2018-2023 period, MUG learnt that poor people are prone to having a disability due to inaccessibility to health care, clean water, sanitation and good nutrition and likelihood to work in unsafe settings. Discrimination and exclusion faced by PWDs heightens their vulnerability and poverty. MUG has learnt that the cycle of disability and poverty can be broken through a comprehensive and inclusive disability prevention and management. From a humanitarian perspective, Uganda has over 1.5 million people affected by humanitarian crises. PWDs and their households in such settings experience more difficulty to access and utilize health and social services than the rest of their communities. They run a higher risk of losing their lives in emergencies. During SP 2023-2028, MUG will (i) engage in multi-level partnerships to improve access to and utilization of health and social services by PWDs in humanitarian settings; (ii) promote equality and inclusion of PWDs; (iii) partner with Disabled Persons Organizations (DPOs) to promote the voice, choice and autonomy of PWDs; and (iv) take affirmative action toward equality for women, girls, men and boys.
- **Physical Rehabilitation:** MUG will scale up access to and utilization of physical rehabilitation services by (i) equipping health facilities for physical rehabilitation; (ii) training health workers in physical rehabilitation and corrective surgery; (iii) strengthening referral, linkage and follow up mechanisms for disability rehabilitation; and (iv) stakeholder collaboration.
- **Livelihoods:** MUG will scale up access to inclusive livelihoods interventions targeting men and women with disabilities with low income or no income. It will equip them to access and engage

in mainstream economic empowerment initiatives for sustainable livelihoods. The intervention will equip PWDs and their households with skills to generate income or get employed in decent work and earn fair pay. MUg will formalize inclusive support groups through registration and linkage to livelihood programs by government and the civil society.

- **Research:** To contribute to effective and efficient disability programming at all levels, MUg will design and conduct multi-stakeholder *community-based research interventions* to generate evidence. Key stakeholders will include (i) district local governments; (ii) PWDs and their households; (iii) communities; (v) health facilities; and (vi) Disabled Persons Organizations.
- **Social Inclusion:** The MUg approach to social inclusion will comprise inclusive programming; inclusive education; and meaningful involvement. MUg will use a *Community Based Inclusive Development (CBID)* approach to transform lives of PWDs and their families with priority given to PWDs living in poverty and facing exclusion at home, school, workplace and other social settings. MUg will link PWDs to services and opportunities coupled with support toward socio-economic resilience. CBID approach will include mobilizing communities to contribute toward improving access by PWDs to livelihood opportunities and social services. MUg will promote *Inclusive Education* through socio-economic stability of households; modifications at schools to improve access by PWDs; and equitable, inclusive lifelong education. MUg will strengthen community systems to improve access to education for vulnerable PWDs including girls, boys, women and men. MUg recognises the contribution to community and national well-being by PWDs, their households and representative organisations. During SP 2023-2028 period, MUg will partner with PWDs and their households and representative organisations to promote social inclusion. MUg will build capacity for effective multi-level advocacy on the right of PWDs to health and development. It will uphold disability inclusive planning that promotes equity at all levels influencing PWD lives. This will enable PWDs to equally partake of livelihoods opportunities and social services.

***Initiative 1.2.2: Transform households through high-impact livelihoods interventions.***

MUg will implement the interventions outlined below to transform households using high-impact livelihoods programming.

- **Economic Strengthening:** MUg will empower vulnerable households to attain economic resilience with special focus on out-of-school youth aged 18-30 years of whom, 41% are not engaged in productive activity<sup>5</sup> in a population where 78% of people are aged below 35 years. MUg livelihood programming will prioritize entrepreneurship targeting youth and caregivers of young children less than 17 years. MUg livelihood strategy will prioritize *Five Household Securities* namely (i) economic security; (ii) nutritional security; (iii) food security; (iv) habitat security; and (v) education security. *Economic Security* will be the catalyst for other household livelihoods. During SP 2023-2028 period, MUg will conduct a beneficiary baseline assessment and household characterization. This will involve (i) identifying household groups with similar livelihood strategies; (ii) assessing relevance of strategies to reduce poverty; and (iii) studying factors that influence choice of effective strategies. To *Build Economic Capital*, MUg will identify and train Agents of Economic Transformation. This will be in cognizance of need for

<sup>5</sup> Uganda National Labour Force Survey, 2021

households and communities to take charge of their economic resilience. Training will impart livelihood skills [including skills to catalyze sustainable change in their communities]. MUg will interest livelihoods partners in a *Pilot Micro Credit Scheme* envisioned to grow into a community development bank in subsequent strategic plan periods. The scheme will avail to vulnerable persons, especially youth, packages comprising (i) fast and flexible financing; (ii) support to catalyze entrepreneurship; and (iii) special and flexible incentives for young people to start-up businesses. MUg will develop an *Economic Strengthening Incubation Center* to translate creative ideas into viable products. The *Incubation Centre* will expose youth to market-driven livelihood trades that position them in the money economy. *Other Household Securities* that will be influenced by economic security include (i) nutritional security; (ii) food security; (iii) habitat security; and (iv) education security. Sustainable economic security will equip households to access the other securities and recover from shocks of life. MUg will (i) track outcomes on the five securities; (ii) link households to national livelihoods programs; (iii) link households to livelihoods technologies; and (v) strengthen community monitoring. *Key Livelihoods Enablers* will comprise (i) linkage with Parish Development Model (PDM); (ii) development of a digital livelihoods database and reporting system; (iii) research to inform strategy; and (iv) capacity building of grant writers to mobilize economic strengthening grants.

- **Gender Equality and Social Protection:** MUg addresses gender inequality and believes that gender equality makes communities safer and healthier and social protection keeps vulnerable children. According to UN Women, Uganda has 75% of legal frameworks to promote, enforce and monitor gender equality and prevent violence against women. However, gaps persist in (i) physical and sexual harassment; (ii) women's access to livelihood; and (iii) access to information and technology. During SP 2023-2028 period, MUg will implement its *3-Pillar Gender Equality Approach* comprising (i) Socio-economic Equality - Pillar 1; (ii) Participation and Inclusion – Pillar 2; and (iii) Stakeholder Engagement – Pillar 3. *Social Protection* will guard children's right to protection against vulnerability, gender inequality and poverty effects. It will equip households toward protecting children from missing school, sleeping hungry and missing health care services essential for their survival.
- **Community Systems Strengthening:** MUg adopted the GFATM definition of community systems strengthening (CSS) stated as “*an approach that promotes development of informed, capable, and coordinated communities, and community-based organizations, groups, and structures.*” MUg CSS builds capacity of individuals and organizations in communities to achieve program results. MUg believes that communities with the *intervention problem* also have *solutions, resources* and *capacity*. MUg connects these to cause sustainable impact. MUg will operationalize the *Akaalo Amatendo* model that (i) profiles households using national standards for measuring household welfare; (ii) supports profiled households to achieve the five securities; (iii) links the households to micro credit and the Livelihoods Incubation Centre; and (iv) builds capacity of local organizations to support household livelihoods programming.
- **Climate-smart Programming:** MUg will engage in multi-sector partnerships to (i) mainstream climate change in projects; (ii) support safe climate practices; (iii) create awareness on climate change; (iv) build community capacity; (v) promote adoption of climate-friendly technologies; (vi) include weather information in vulnerability assessments; (vii) promote early warning initiatives; and (viii) sustainably address climate risks and trends.

### 3.4 Strategic Goal 2 Objectives and Initiatives

**Goal Statement:** Position MUg as a lead brand in providing consultancy to other organizations.

Strategic Goal 2 will be implemented through the following Strategic Objectives: -

**Strategic Objective 2.1:** Establish the MUg Center for Programme Consulting.

**Strategic Objective 2.2:** Grow the MUg consulting business.

#### Strategic Goal Overview

Through this Goal, MUg will dedicate a significant proportion of its 2023-2028 focus to offer consultancy to other organizations basing on its experience in Uganda and sub-Saharan Africa spanning over a quarter a century. Twenty-five years of continuous programme implementation and generating results that meet national and global standard highlights the expertise of MUg and its ability to help other organizations by providing expert advice, opinion and strategies for a fee.

#### 3.4.1 Strategic Objective 2.1: Establish the MUg Center for Programme Consulting.

MUg will create the *Center for Programme Consultancy* (CPC) that will be the operational base for individual experts specializing in niche areas of health programme design and implementation. Below are eight steps that MUg will follow to start the CPC as a consulting business capable of helping its clients succeed.

##### *Initiative 2.1.1: Assess the MUg skills and strengths to choose its niche areas.*

MUg will start with brainstorming and defining its skills and strengths that would make it a consultancy organization. The brainstorm and definition will focus on areas of health programming where MUg (i) possesses expertise; (ii) expresses passion; (iii) often leads and adds value to other organizations; (iv) commands stakeholder recognition; and (v) has worked for much of its lifetime.

##### *Initiative 2.1.2: Analyse the market needs and pain points pertaining to programme consultancy.*

Once it establishes its consulting niche, MUg will seek to understand what industry and market it should target. Narrowing its market as a consulting business will allow it to understand its potential clients' needs, challenges and pain points. That will clarify how MUg will use its skills to provide solutions. Just as MUg specializes in certain skill sets as a consulting organization, it will also specify what services it provides for its clients. That information will help to better market to clients of its consulting business.

##### *Initiative 2.1.3: Develop the CPC brand, website and service offerings.*

MUg will create the external-facing components of its consulting business including (i) a webpage; (ii) branding; and (iii) service offerings. These resources will help clients identify its business from its competitors. MUg will identify its consulting business with an official business name called *Center for Programme Consultancy* (CPC) and a matching webpage. It will outline how it works with clients and how much it charges as consulting costs. The MUg consulting services will be organized into clear-cut packages or bundles and also simply outlined. That will give visitors an idea of what it specializes in and how it can help them.



**Initiative 2.1.4: Develop policies, processes and systems to manage CPC business.**

MUg will review existing policies, processes, procedures and systems to enhance its consultancy governance and regulatory framework. Key policy issues to be addressed include (i) partnering with experienced and established consultants; (ii) maintaining a pool of Associate Consultants that MUg calls upon to pitch for and execute consultancies; (iii) win-win contractual terms for MUg and Associate Consultants; and (iv) aligning contracts of MUg senior staff to oversee consultancy.

MUg will build a conducive environment across the Group that favors growth and execution of consultancy. Key action steps will include (i) orienting the MUg HQ staff to lead consultancy; (ii) adapting MUg culture to support consultancy; (iii) adjusting work schedules to create allocate time for consultancy; (iv) building HR accountability mechanisms for consultancy; (v) incentivizing consultancy; (vi) optimizing technology / digitalization to automate consultancy; (vii) integrating QMS; and (viii) adopting the One-Stop-Centre concept for running the CPC.

**Initiative 2.1.5: Attract pool of experienced consultants established in the consultancy industry.**

CPC will attract a pool of experienced consultants already established in the consultancy industry to partner with it as firm-based consultants. Priority will be given to individuals who (i) possess a proven track record in providing expert advice, opinion or strategies for a fee; (ii) possess valuable knowledge that individuals or organizations pay for; (iii) possess ability to commercially provide advice, diagnose problems, build strategy and guide strategy implementation; (iv) give executives the unbiased opinion or fresh external perspective on pressing business challenges or problems; and (v) proven ability to add value that increases clients' chances of success.

In the beginning, CPC will work with consultants as self-employed freelance service providers who enter into contract with CPC based on the available work. Whenever partner consultants are contracted to execute a job, they will be considered contractors in addition to being consultants. CPC will build a pool of consultants specializing in the consultancy types outlined below.

- **Programme Management Consulting:** This is a subset of Management Consulting, the most common type of consulting which was a US\$ 329 billion industry by 2023. Consultants in this area will demonstrate a proven track record in (i) working with organizations to help their programmes run smoothly; (ii) assessing effectiveness of programme processes; (iii) advising on how to improve processes; and (iv) helping to develop better new processes.
- **Programme Strategy Consulting:** This is another important subset of Management Consulting. Consultants attracted by CPC in this area will demonstrate proven track record in (i) reviewing key programme strategies; (ii) providing expert advice on improving or developing better new strategies; and (iii) advising on high-level strategic programme decisions, resource allocation and investments.
- **Programme Operations Consulting:** While strategy consulting addresses “why,” operations consulting deals with the “how.” Consultants attracted by CPC in this area will focus on aspects such as procurement, outsourcing, supply chain, transport and estate management. Operations consultants will also offer implementation and deployment services to help clients put their new processes to work.
- **Programme Finance Consulting:** The consultants attracted by CPC in this area will focus on (i) programme corporate finance; (ii) financial restructuring; (iii) risk management; (iv) routine

expenses; (v) investments; (vi) taxation; (vii) cashflow management; (viii) insurance; and (ix) financial legalities. To ensure CPC attracts a pool of financial consultants capable of helping programmes make informed, objective and legal decisions that improve returns, MUg will require these advisors to possess license to offer financial advice.

- **Programme HR Consulting:** Consultants attracted by CPC in this area will (i) develop and/or improve HR processes; (ii) provide training and development; (iii) resolve conflict; (iv) assess programme management philosophies; (v) advise on employee benefits and satisfaction; (vi) helping programmes hire and retain remarkable employees; and (vii) ensure programmes follow legal and ethical personnel practices.
- **Healthcare Programme Consulting:** This type of consulting will aim to maximize the output and impact of healthcare programmes. The consultants attracted by CPC in this area will be management consultants with experience of working in the healthcare industry. Their focus will be on (i) analyzing programme personnel, finances and processes; and (ii) advising on how to improve and solve pressing programme challenges.

***Initiative 2.1.6: Open the CPC business.***

MUg will consider the legal steps toward legitimizing its consulting business to give it credibility and direction when dealing with taxes, staffing and other legalities. It will consider the tools needed to conduct business and connect with clients including (i) tools for finding new clients and jobs—such as LinkedIn membership; and (ii) video conferencing software like Zoom or Microsoft Teams. MUg will (i) open a business account; (ii) hire an accountant; (iii) register with PPDA; and (iv) attain key industry certifications.

***Initiative 2.1.7: Market the CPC business to attract new clients.***

To grow a viable client base for its consulting business, MUg will market the CPC services using a variety of methods including (i) blogging; (ii) webinars; (iii) podcasting; (iv) speaking and teaching; (v) social media marketing; (vi) print and digital advertising; (vii) referrals; (viii) cold calling; and (ix) emailing. MUg will invest in marketing methods that get it into direct contact with potential CPC clients. While blogging, podcasting and social media do not give MUg a direct line to new revenue, they are powerful in growing awareness and establishing its expertise. MUg will prepare an elevator pitch and client proposal template for use once it gets in front of potential CPC clients. In marketing its CPC brand, MUg will take note that half the consulting battle is providing advice while the other half is selling the advice. As MUg grows its CPC client base, it will use a CRM to keep track of client information and the context of its relationship with each client.

***Initiative 2.1.8: Stay organized and scale.***

As MUg grows and masters its consulting business, it will seek to stay organized and consistent. It will use quality results as the best way to incite referrals from previous clients and make referrals its best source of new sales. As it builds successful relationships with clients, it will ask for referrals for new leads. It will periodically conduct an analysis of its consulting business including (i) assessing its clientele list; (ii) assessing its software tools; (iii) reviewing its business practices; and (iv) identifying what works and what doesn't. The analyses will inform about where to cut extra effort and resources to save money. MUg will also subscribe to industry trends to stay relevant to the challenges and trends its clients face.

### 3.4.2 Strategic Objective 2.2: Grow the MUg consulting business.

To grow its consulting business, MUg will undertake the five initiatives outlined below.

#### ***Initiative 2.2.1: Conduct a competitive analysis.***

MUg will conduct a competitive analysis of other consultants and consulting firms in its niche and area. It will examine its competition to learn how to grow and improve its consulting business. In that way, it will identify gaps in the market and find new ways to improve its strategies. The analysis will inform (i) how competitors market their business; (ii) what consulting services they offer; (iii) how they describe and bundle them; and (iv) what their prices and fees they charge. Studying what works for its competitors will enable MUg to learn more about its clients' customer journeys and how to improve its chances of being hired over its competition.

#### ***Initiative 2.2.2: Start and run a blog.***

Blogging will be a uniquely effective way for MUg to market its business, establish authority in its niche, and help its business organically rank online. It will commit to learn how to start and run a blog on programme consulting. A key source of great blog content will be its client base with special focus on issues or questions its clients face. Blog content will also serve as sales enablement content. Sharing popular blog posts with potential clients will help them understand why to hire MUg and what they may learn from working with it.

#### ***Initiative 2.2.3: Share thought leadership content.***

MUg will publish thought leadership content to establish its authority. To do so, it will explore platforms that already have an audience and leverage them to publish authoritative, data-driven content to boost its brand awareness. It will also explore tools for connecting with journalists and bloggers looking for expert quotes, anecdotes and stories for their content. As a thought leader in its niche, MUg will respond to queries to get its voice featured.

#### ***Initiative 2.2.4: Explore new consulting verticals.***

Learning from its competitive analysis, MUg will identify verticals or specializations offered by its that it doesn't offer. It will consider adding new verticals to its services to further differentiate itself and grow its business. In expanding by exploring new verticals, MUg will ensure that it has the relevant experience and expertise for the new services.

#### ***Initiative 2.2.5: Network and make new connections.***

MUg will make new connections through social media, online networking channels and online mastermind platforms. It will explore and leverage technological advancement to network online and make new connections. Twitter will comprise an easy platform to engage with communities and start interesting conversations. The organization will also use social media to reignite old connections and start new ones. MUg will test diverse platforms and programs to see which one helps it get connected, attract clients and build a community.

#### ***Initiative 2.2.6: Generate US\$ 300,000 by providing programme design and management consultancy.***

MUg will generate US\$ 300,000 from providing programme development and implementation consultancy in identified niches and market gaps. To achieve target, MUg will bid for and effectively and efficiently execute consulting opportunities in the market.

### 3.5 Strategic Goal 3 Objectives and Initiatives

**Goal Statement:** Strengthen institutional capacity of MUg to achieve its goals efficiently and sustainably.

Goal 3 will be realized through implementing six Strategic Objectives outlined below.

**Strategic Objective 3.1:** Strengthen corporate governance for effective MUg oversight.

**Strategic Objective 3.2:** Ensure adequate and sustainable MUg resourcing.

**Strategic Objective 3.3:** Attract productive inspired human resources with the right skills, attitude and commitment, place them in a progressive organizational culture and support them excel.

**Strategic Objective 3.4:** Effective and efficient stewardship of MUg resources.

**Strategic Objective 3.5:** Inspire priority publics to own, build, promote and defend MUg brand.

**Strategic Objective 3.6:** Monitor and evaluate strategy implementation of MUg projects and enterprises for desired outcomes and impact.

#### Strategic Goal Overview

Strategic Goal 3 is the engine-room of the MUg 2023-2028 Strategic Plan. The Goal articulates how MUg will mobilize, manage, grow and deploy its institutional capacity to achieve the strategic priorities for the period 2023 to 2028.

##### 3.5.1 Strategic Objective 3.1: Strengthen corporate governance for effective MUg oversight.

To achieve this Objective, MUg will implement five initiatives comprising (i) re-orienting MUg governance structures; (ii) aligning MUg policy framework with Group context; (iii) strengthening MUg audit mechanism to serve needs of organizational growth; (iv) institutionalizing QMS and risk management; and (v) defining, equipping and running a sustainable MUg Headquarters.

##### *Initiative 3.1.1: Re-orienting MUg governance structures.*

The MUg corporate governance structure has grown over the years. During 2023-2028 period, MUg created two legal entities as part of the Master Plan journey. This growth necessitates strengthening governance structures to ensure sustainability and manage associated corporate risk.

- **Re-orientation:** MUg will reorient its governance structures [General Assembly, MUg Board, MRCU Board, MHUg Board and MIHS Governing Council] to governance developments across the MUg Group. This includes orientation to this 2023-2028 Strategic Plan. MUg will review TORs for appointing governance structures across the Group to ensure that they reflect and uphold the MUg values and ethos. Newly appointed members of governance structures will be comprehensively oriented into their roles. Refresher programs will be organized to update members of governance structures on new developments in and around MUg.
- **External Governance:** MUg will build on established governance structures. Its subsidiaries governance structures are still growing and will invest in their development and capacity

building, while enhancing continuous orientation to MUG Group vision by Keeping-the-Lights-On the purpose for which subsidiary companies were created. During SP 2023-2028 period, MUG will strengthen the Council of Chairs to support the entity Boards.

- **Internal Governance:** MUG will lay emphasis on Group cohesion by strengthening leadership structures within its organization fabric. The organization will take a structured approach to attaining cohesion ensuring continuous improvement in the quality of leadership engagements. Internal governance through MUG leadership structures will be considered a strategic asset to steer the organization through anticipated challenges and uncertainty in the times ahead. Key structures and platforms to get special attention include (i) Group Leadership Team (GLT); (ii) Senior Administration Team (SAT); (iii) Group Leadership Dialogue; (iv) Management Prayer and Reflection; (v) Group Central Business Forum (GCBF); and (vi) RBF.

**Initiative 3.1.2: Aligning MUG policy framework with Group context and 2023-2028 priorities.**

During Yr01 of SP 2023-2028 period, MUG will align its policy framework with the evolving Group context and strategic priorities as outlined below.

- **Group Inter-Company Policy:** This Policy was developed to respond to MUG growth by guiding the relationship among entities under the Group. It has created an environment to strengthen internal and external governance. The policy stipulates the framework for ensuring that the entities preserve their corporate unity in perpetuity regardless of changes caused by their growth, change of focus or change of location. The policy states the essence for creating the entities as a mechanism for NGO sustainability. This Policy requires MUG entities to remain aligned with the MUG ethos and values and to refer to them when making strategic choices and decisions. The Policy provides a set of unchanging principles that transcend seasons and personalities and serve as the stable reference point to guide perpetuity of MUG.
- **Transfer Pricing Policy:** During SP 2018-2023, MUG developed its Transfer Pricing Policy (TPP) to allow for establishing of prices for the goods and services exchanged among entities that are subsidiaries, affiliates or commonly controlled companies that are part Mildmay Uganda. TPP aimed to guide price setting for related party transactions including (i) technical and management services; (ii) secondment of staff; (iii) shared services; (iv) intercompany loans and guarantees; (v) royalty; (vi) sales of goods; and (vii) transfer of assets. During SP 2023-2028, Key processes will comprise (i) unified intercompany technology environment to streamline and centralize transaction records, journal entries, support documents, currency rates, rules and invoices; (ii) documentation in line with intercompany and TPP regulations, agreements and policies; (iii) integrated enterprise risk management with focus on tax and donor regulatory requirements vis-à-vis the intercompany context; (iv) arm's length principle in the prices charged among related parties; and (v) intercompany governance initiatives ensuring functional oversight at Management and Board level to optimize capital, improve margin, enhance operating efficiency and managed intercompany tax benefits.
- **Policy Development:** MUG and its Entities will develop policies that are essential to execute their work effectively and efficiently. In line with spirit of the Group Inter-Company Policy, no entity under MUG Group shall enact policy that contravenes other policies across the Group. Management will support the Board to ensure harmony among all policies across MUG. In case a policy within MUG hinders the growth and operations of any entity, it will be lined up for

review at the next Board sitting. Where the review is urgent and crucial to MUg business, it may call for a special Board sitting.

- **Institutionalizing Policy:** To enhance institutionalization of policy implementation, key MUg frameworks [including QMS, M&E and Audit] will assess adherence to policy.

**Initiative 3.1.3: Strengthen MUg audit mechanism to serve needs of organizational growth.**

Internal Audit priorities for the SP 2023-2028 period are outlined below.

- **Independent Objective Assurance:** Internal Audit Department will deliver independent and objective assurance on effectiveness of MUg governance, risk management and internal control (GRC). It will provide value-added services and proactive strategic advice to the business well beyond the effective implementation of the work plan; and support the Board to offer oversight in the governance of MUg. Immediate outcomes will comprise (i) value addition by providing audit opinions informing management and Board on level of risk; (ii) problem solving through analysis and perspectives on root causes of audit findings; (iii) insight generation through suggesting meaningful improvements; (iv) trusted advisory role arising from maturity of the audit function; (v) real time exception reports, continuous auditing and full population audit; (vi) improved access to audit information for decision making; (vii) timely reporting; and (viii) combined assurance and reporting. Priority initiatives will include (i) *automation* of the auditing process using Computer Aided Auditing Techniques (CAATS), Data Analytics and automation of the process from start to finish; (ii) integrated assurance and automation of Enterprise Risk Management, QMS and audit in one system; (iii) optimizing Audit module of the Sub-grantees Grants Management System (SGMS); (iv) expanding non-financial elements of audits; and (v) forward-looking approach to audits using predictive analytics. The priority initiatives will be implemented through (i) procuring centralized Audit, Enterprise Risk Management and QMS system; (ii) collaboration in planning, information sharing and joint reviews between Internal Audit, Compliance and QMS; (iii) extensive use of datamining and analytics; (iv) auditing design and effectiveness of governance, ESG, operations and risk management related processes; (v) consideration of best practices and adaptation; and (vi) playing a key role in guiding executive decision-making.
- **Capacity Building:** Internal Audit will aim to achieve (i) empowered teams with access to learning materials relevant to their work as well as awareness of past lessons; (ii) convenience, affordability and quick access to learning materials; and (iii) integration into existing learning platforms. Priority initiatives will comprise (i) online capacity building by rolling out the program developed in the 2018-2023 period; (ii) updating and integration into HR learning and development programs; and (iii) automation to include alerts, assessments and training records. Priority actions will be implemented through (i) leveraging existing systems; (ii) joint trainings with other teams; and (iii) use of hybrid methods including physical training and online.
- **Fraud Prevention:** Internal Audit will focus on fraud prevention; quick identification and resolution of issues; using predictive analytics to identify red flags and fraud before it occurs or becomes full blown; and increased fraud awareness. Priority initiatives will include (i) review of controls and systems and making recommendations for closure of fraud windows; (ii) fraud trainings; monitoring whistle-blower e-mail and hotline; and (iii) investigating fraud and revenue leakages based on whistle-blower information and management requests. The initiatives will be implemented through (i) continual awareness of whistle-blower mechanisms;

(ii) reviewing controls and systems and recommending closure of fraud windows; (iii) fraud trainings; monitoring whistle blower mechanisms; and (iv) using CAATs to identify fraudulent activity through automated exception reports.

- **Integrated Assurance and Collaboration:** Through enhanced value addition and multi-disciplinary team collaboration, Internal Audit will ensure a coordinated approach to assurance on risk management within MUG Group. Priority initiatives will comprise (i) joint planning with other assurance providers to ensure adequate coverage and risk testing; (ii) joint working on projects including system development and capacity building; and (iii) joint audits. These priority initiatives will be implemented through (i) information sharing among assurance providers; (ii) consolidated assurance reporting on organizational risks; (iii) developing integrated assurance Standard Operating Procedures; and (iv) collaborating with other functions including HR, Finance, Marketing and Strategy.
- **Alignment with Group Context:** Internal Audit will evolve its structure, skills and style to match the evolving MUG Group context. Internal Audit will expand its role beyond usual assurance and compliance to (i) serve as dynamic advisors and strategic partners to MUG; (ii) collaborate and leverage learning from multi-disciplinary teams; and (iii) provide assurance and support to all entities within MUG Group. Priority initiatives will comprise (i) structural alignment through establishing governance and reporting structures per Entity and for MUG Group and recruitment of Senior Internal Auditors per Entity; (ii) upskilling the audit function by developing technical experience in data analytics, machine learning, cybersecurity, VR/AR and AI and soft skills; (iii) collaboration with other functions such as HR, Finance, Marketing and Strategy; and (iv) providing advice on Inter-Company Policy, Transfer Pricing and Group structures and strategy. These actions will be executed through updating charters, policies, SOPs; approval and roll out of *Group Internal Audit Strategic Plan 2023-2028*; and developing and rolling out the *Internal Audit Training Plan*.

**Initiative 3.1.4: Institutionalize Quality Management Systems (QMS) and Risk Management.**

MUG is committed to quality management systems to ensure that it meets national and global standards in providing services to its customers and that it does so consistently, effectively and efficiently. The MUG NGO obtained ISO 9001:2015 certification in 2019. Its medical laboratory obtained ISO 15189:2012 accreditation in 2018. The Organization has maintained the two ISO certification since then. During SP 2023-2028 period, MIHS and MRCU will obtain QMS certification. MUG will continue developing QMS in all its entities including policies and standard procedures for all business functions. Oversight of quality management will still be consolidated at Group level to ensure (i) compliance to QMS standard requirements; (ii) provide training and support; (iii) running risk and quality circles to institutionalize the culture of quality; (iv) routine reporting on quality indicators; (v) regular quality audits and spot checks and following-up recommendations; and (vi) continuous improvement.

- **Risk Management:** During 2018-2023 period, MUG enhanced its Enterprise Risk Management Framework that (i) identifies and assesses risks that could hinder achievement of objectives; (ii) determines the risk appetite acceptable to MUG; (iii) institutes mitigation measures; (iv) equipping functions and entities to continually monitor incidents; (v) facilitating quarterly reporting; (vi) consolidating the risk register for the Group; (vii) reviewing of the risk register

by Management; and (viii) sharing risk reports with the Board Audit Committee. Consolidating risk oversight at Group level ensured (i) standardization of risk assessment methods; (ii) implementation of risk mitigation strategies; (iii) regular risk reviews; (iv) regular risk reporting to relevant stakeholders; and (v) training and support for continuous improvement.

- **Institutionalization:** Actions to institutionalize QMS during SP 2023-2028 will comprise (i) integration at all functional and entity levels; (ii) QMS consolidation at Group level; (iii) Group-level QMS oversight; (iv) working through Risk and Quality Circles across MUg; (v) regular update on Group Risk and Compliance Framework in line with changing laws, ethical considerations, regulation, industry standards and business shifts; (vi) translating updates into policies and SOPs availed to implementers; (vii) resource allocation to risk management and QMS across MUg Group; (viii) refresher training; (ix) monitoring performance on KPIs using spot checks; (x) continuous learning on trends and industry best practices; and (xi) participation in relevant industry platforms [e-courses, associations, networks, webinars, blogs, etc.].

**Initiative 3.1.5: Define, equip and run a sustainable MUg Headquarters.**

MUg began as an organization located in one place at its Main Site at Naziba Hill, Lweza, along Kampala-Entebbe Road. Apart from its project implementation units located in target districts, all the Directorate and Departments were located at its Main Site. By close of SP 2018-2023 period, MUg had its business portfolio spread in (i) 10 Districts in 2 Regions; (ii) 2 Regional Project Offices; (iii) 4 Project Cluster Offices; and (iv) 2 Subsidiaries that are autonomous legal entities. This growth necessitated that MUg defines a Headquarter to be responsible for (i) ensuring corporate governance over the MUg portfolio; (ii) managerial oversight of the organization; (iii) serving as the seat of the executive leadership; (iv) strategic direction and key decisions; (v) the entrepreneurial (value creation) role; (vi) administrative (loss prevention) role; and (vii) managing organization systems and processes that will remain centralized [Audit, ICT, Finance, QA].

In the 2018-2023 period, MUg defined MUg HQ to comprise (i) Office of the Executive Director and Group CEO (to house Audit, Risk and Compliance and Faith in Development); (ii) Directorate of Sustainability and Partnerships (to house Project Acquisition and Accountability, Business Development and Communications); and Directorate of Program Management (to provide Central Technical Oversight to all MUg projects); and (iv) Directorate of Finance and Operations (to house Finance Mgt, Accounts, Human Resources, Supply Chain, ICT and Support Services).

Early in Yr01 of the SP 2023-2028 period, MUg will undertake a bold restructuring process that will trigger growth toward a lean, nimble and sustainable Headquarters that is deemed relevant to its Entities and projects. The process will be accompanied by significant decentralization of the non-Headquarters functions to the respective project offices and regions. MUg will revise its policies, structures, systems, processes and resource allocation to support the decentralization. The organization will set a target toward capacity to fund 100% of its HQ budget. Given the financial needs facing MUg, 100% capacity to fund its HQ from core resources is a target that will go beyond the SP 2023-2028 period. Its realization will enable MUg to keep its core development units functional to rebuild the grants business even when it loses all its major grant funds.

**3.5.2 Strategic Objective 3.2: Ensure adequate and sustainable MUg resourcing.**

To achieve Objective 3.2, MUg will implement three initiatives comprising (i) mobilizing grant funding to finance MUg goals; (ii) overseeing the MUg stake in its three entities [MIHS, MRCU,



MHUG] and ensuring they are viable enterprises growing toward being their customers' first choice brand; and (iii) building and running a robust sustainable fundraising initiative.

**Initiative 3.2.1: Mobilizing adequate grant funding for resourcing MUg goals.**

The loss of the PEPFAR awardee status at the end of SP 2023-2028 period was a major setback to the MUg grant portfolio. During SP 2023-2028 period, MUg will rebuild its grant portfolio through three key steps namely (i) grant portfolio stabilization (through attracting sub-grants from the successful PEPFAR awardees); (ii) grant portfolio bounce-forward (through rebuilding the grant portfolio from non-PEPFAR and other grant opportunities); and (iii) business continuity (through recovering the volume of grant business that had been attained by close of SP 2018-2023 period). Below are the interventions to mobilize adequate grant funding for resourcing MUg goals.

- **Planning:** During Yr01 of SP 2023-2028 period, MUg will review its Resource Mobilization Plan; liaise with MIHS and MRCU to review their Resource Mobilization Plans; and support MHUG to develop a Resource Mobilization Plan for generating its non-patient grant income.
- **Leadership:** Program Design Department in the Directorate of Sustainability and Partnerships at MUg Headquarters will be the nucleus of grants mobilization wielding Group-wide mandate to (i) plan and strategize grants mobilization; (ii) organize and structure grant writing teams; (iii) advise on grants applications; (iv) build grants advisory structures; (v) build grants joint ventures, consortia, partnerships and collaborations; (vi) build grants technical assistance and quality control mechanisms; and (vii) ensure monitoring and evaluation of grants mobilization.
- **Structure:** Under SP 2018-2023, MUg developed the Project Acquisition, Accountability and Management Steering Committee (PAMSCO) as MUg's prime grant mobilization platform. To enhance the grant writing capacity, MUg established a mini-PAMSCO in each entity. The PAMSCO mechanism pools talent by bringing together a multi-disciplinary team of diverse expertise including policy analysis, health programming, grant writing, strategic planning, donor relations, financial management, M&E, fundraising, marketing and communication. The PAMSCO raised the proposal churn rate and increased the proposals in the grant pipeline. The challenge facing MUg grants mobilization is to raise the proposal win rate by raising quality of submitted proposals. Actions to raise the proposal win rate during SP 2023-2028 comprise (i) equipping PAMSCO for its Group-wide support role; (ii) PAMSCO technical assistance, capacity building, coaching and mentorship to mini-PAMSCOs; (iii) robust audit and M&E of PAMSCO and mini-PAMSCOs; (iv) discussion of PAMSCO and mini-PAMSCO performance by accountability fora; (v) leadership role of PAMSCO to explore new grants; (vi) intra-Group collaborative grant writing; (vii) externally focused grants collaborations; (viii) training backup volunteer grant writers; (ix) leveraging ICT and digitalization to optimize grant writing; (x) budget allocation for networking and mobilizing grants; and (xi) constituting a PAMSCO arm that analyses, discusses and advises on project execution.
- **Cross-Cutting Initiatives:** In addition to the above initiatives, MUg will conduct cross-cutting actions comprising (i) expanding and deepening existing partnerships; (ii) attracting new donors; and (iii) developing and running a proactive networking strategy.
- **Grants Partnership Management:** During SP 2018-2023 period, MUg built and managed over 30 grants partnerships with district local governments, municipalities, hospitals, health units, NGOs, PNFPs and CBOs. The organization developed (i) a Grants Partnership Policy; (ii) a

Grants Partnership Manual; (iii) Grants Partnership SOPs; and (iv) a Grants Partnership Data Management System. These resources and the lessons learned will form a base for managing grants partnerships in the SP 2023-2028 period.

**Initiative 3.2.2: Standardize business model design across MUg Group.**

The SP 2023-2028 development process revealed need for standardized business planning. MUg Entities will develop standardized business models contextualized to their unique realities using the format outlined below based on the Business Model Canvas<sup>6</sup>.

- **Customer Segments:** Each MUg entity that creates and sells value to generate revenue will define the individuals or organizations that it aims to reach and serve with its services. MUg appreciates that without profitable customers whom it regards as most important and for whom it creates value, it cannot survive. To satisfy its customers, MUg will group them into segments of (i) common needs; (ii) common behaviors; and (iii) other common attributes. During annual planning and budgeting, Entities will take a conscious decision about the segments to serve and those to ignore. After making this decision, Entities will carefully design business models based on strong understanding of their customer segments. They will choose whether to serve (i) the mass market; (ii) segmented markets; and (iv) other forms market segmentation.
- **Value Propositions:** Entities will define bundles of services that create value for customer segments by defining (i) the value delivered to customers; (ii) customer problems they solved; (iii) customer needs they satisfy; and (iv) bundle of services offered to each segment. MUg will mix *quantitative values* [price, speed of service, turn-around-time] and *qualitative values* [design, customer experience]. Entities will create value to deliver (i) *newness*—satisfying new sets of needs; (ii) *performance*—helping create improvement; (iii) *customization*—tailoring services to customer’s specific needs; (iv) *getting job done*—helping customers get things done; (v) *price*—offering similar value to price-sensitive customers at lower price; (vi) *cost-reduction*—helping clients reduce cost; (vii) *accessibility*—improving access; and (viii) *convenience*—giving more convenient or easier-to-use options.
- **Channels:** Entities will define how to communicate with and reach target customer segments to deliver their value proposition. They will define customer touchpoints to create customer experience by enabling (i) *awareness creation* among customers about their services; (ii) *helping customers evaluate* their value proposition; (iii) *letting customers purchase* specific services; (iv) *delivering value-for-money* to customers; and (v) *post-sale customer support*.
- **Customer Relationships:** Entities will identify the type of relationship to establish with each customer segment. Relationships will range from personal to automated motivated by need to (i) acquire customers; (ii) retain customers; and (iii) boost sales. Customer relationship will comprise (i) *personal assistance*—involving interaction with customer representatives; (ii) *dedicated personal assistance*—dedicated customer support to clients; (iii) *self-service*—where customers help themselves; and (iv) *co-creation*—where Entities create with customers.
- **Revenue Streams:** Entities will project the earnings they expect from each customer segment [i.e., costs subtracted from revenues to get earnings]. They will define the value for which each segment is truly willing to pay. That data will enable them to earn multiple revenue streams

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<sup>6</sup> Alexander Osterwalder and Yves Pigneur, Business Model Generation

from each customer segment. They will explore earning two revenue streams comprising (i) *transaction revenue* from one-time payments; and (ii) *recurring revenues* from ongoing payments to either deliver a value proposition or provide post-purchase customer support.

- **Key Resources:** Entities will define the most important assets required to (i) create and offer their value proposition; (ii) reach target markets; (iii) maintain relationships with customer; and (iv) earn revenues. Given the knowledge-intensive nature of MUg business, personnel will be a key resource that Entities will own and acquire from key partners. Intellectual resources [*brand, proprietary knowledge, copyrights and client databases*] will give Entities competitive advantage given the difficulty in building them.
- **Key Activities:** Entities will define the most important things they must do to successfully execute their business model. They will identify *key activities, distribution channels, customer relationships* and *revenue streams* required to (i) create and offer a value proposition; (ii) reach markets; (iii) maintain customer relationships; and (iv) earn revenue. Because key activities of Entities predominantly involve problem solving and creating new solutions, their business models will call for activities such as *knowledge management* and *continuous training*.
- **Key Partnerships:** Entities will define the network of suppliers and partners that make their business models work. They will identify their *key partners, key suppliers, key resources* got from partners and *key activities* that partners perform. Entities will uphold the logic of never trying to own all resources or perform everything internally. They will form *optimization and economy of scale partnerships* to reduce costs and form *strategic alliances* to reduce risks. Entities will partner with organizations for strategic gains even when they compete with them elsewhere. Well-established specialists will be key partners for joint bids and resource sharing. They will form robust frameworks to proactively manage key partnerships that influence their key results in the spirit of win-win for all parties.
- **Cost Structure:** Entities will define all important costs inherent in their business models. Cost structures will identify the most expensive *Key Resources* and *Key Activities* required to (i) create and deliver value; (ii) maintain customer relationships; and (iii) generate revenue. In defining their cost structures, Entities will use a “no frills” approach of stripping away fancy add-ons to offer lower prices for quality service. Overall, Entities will create and maintain lean cost structures using (i) automation; (ii) price reduction; and (iii) extensive outsourcing.

**Initiative 3.2.3:** Oversight of MUg stake in MIHS, MRCU and MHUG and ensuring the Entities are viable and growing to become their customers’ first choice brand.

As a key step toward MUg sustainability, the 30-Year Master Plan guided the organization to grow a business model woven out of its three core competencies namely (i) health service delivery; (ii) health-related education; and (iii) health-related research. In 2017, MUg grew its former Training and Education Directorate into Mildmay Institute of Health Sciences (MIHS). In 2021, MUg grew its former Research and Strategic Information Directorate into Mildmay Research Centre Uganda (MRCU). During SP 2023-2028 period, MUg will grow its medical services into Mildmay Hospital Uganda (MHUG). MUg holds 100% ownership in MIHS and MRCU and will ensure similar ownership of MHUG upon its incorporation.

MUg will be an *Internal Governance and Oversight Mechanism* that works with the management of MIHS, MRCU and MHUG to guard the MUg stake and ensure that the Entities are viable and

grow toward brand sustainability. A quote about Circuit City—one of the good-to-great companies in Jim Collins’ research underscores the need for this oversight of the MUg stake in its entities.

*“How did Circuit City go from a Mom-and-Pop store with a mere \$13,000 investment, to the best performing Fortune 500 Company for any 15-year period between 1965 and 1995, to bankruptcy and liquidation in 2009? What must leaders do not only to take a business from good to great, but to avoid plummeting from great to gone in a constantly evolving marketplace?”<sup>7</sup>*

**Alan Wurtzel, son of Circuit City Founder, Sam Wurtzel; Circuit City CEO 1972-1986; Author of *Good to Great to Gone*.**

Below is the Comprehensive Internal Governance Framework that will oversee the MUg stake in the 3 Entities and advise the Group CEO on key indicators of entity viability and business growth.

- **Enterprise Business Development:** MUg will maintain the Enterprise Business Development (EBD) Unit in the Sustainability and Partnerships Directorate at HQ. Different from the Grants Business Development (GBD) mechanism, EBD will provide business support to managers in charge of MUg enterprises across the Group. EBD support will focus on (i) business growth ideas and initiatives; (ii) developing and implementing marketing strategies; (iii) designing and implementing sales campaigns; (iv) revenue growth and business expansion; (iii) increasing profitability; (iv) making strategic business decisions; and (v) building strategic partnerships. EBD will lead MUg Entities to implement the Comprehensive Marketing Strategy with fidelity and to scale; and to make annual adjustments in line with the Rolling Plans Concept.
- **Customer-First Culture:** Each MUg Directorate, Entity or Project will develop and implement a plan to institutionalize customer-first culture suited to unique needs of their customers. The tailored customer-first-culture plans will be guided by 11 elements of the MUg Whitepaper On Institutionalizing Customer-First Culture. Monitoring, evaluation and audit of customer care will assess integration of the elements of the *Whitepaper* (i) appreciating the role of customer service; (ii) understanding and delivering customer expectations; (iii) dealing with customer problems and addressing their causes; (iv) making business case for customer service; (v) voice-of-the-customer; (vi) processes that help customers; (vii) systems that customers enjoy using; (viii) equipping staff for frontline success; (ix) boosting revenue via delight; (x) using customer service to build brand strength; and (xi) translating customer service into behavior.
- **Group Central Business Forum:** During SP 2023-2028, MUg will continue to run the Group Central Business Forum (GCBF). The Forum will continue to hold monthly sessions to review performance of the MUg social enterprises with special focus on the revenue generation target. GCBF will discuss bottlenecks hindering achievement of set revenue targets. GCBF members shall comprise Directors and Managers of revenue-generating Entities, Departments, Units, or Projects across MUg Group. Early in Year 01 of the 2023-2028 period, MUg will formally communicate to and invite regular attendees of GCBF. A key outcome of GCBF will be to ensure MIHS, MHUg and the NGO Consultancy Unit are run as viable enterprises. Key lessons from the GCBF experience of the period 2018-2023 that will inform the next period include

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<sup>7</sup> Alan Wurtzel, *Good to Great to Gone: The 60 Year Rise and Fall of Circuit City*

(i) fixing GCBF dates on the MUg annual corporate calendar; (ii) consistency and regularity in holding the GCBF sessions; (iii) reminding business managers to do prior background work to follow through agreed actions; and (iv) making GCBF a support platform to help business managers resolve bottlenecks in their work; and (v) balance candid feedback with support through the demands of building a business. MUg will continue to run Research Business Forum (RBF)—a version of GCBF that addresses unique business needs of MRCU. The same lessons will be applied to improve RBF in the 2023-2028 period. A key outcome of RBF will be to ensure that MRCU is run as a viable enterprise. Group Leadership Team (GLT) comprising Directors and Entity leaders will serve as the internal governance mechanism for overseeing business growth toward viability.

**Initiative 3.2.4: Building and running a robust sustainable fundraising initiative.**

- The Fundraising Unit at MUg Headquarters will play a frontline role in implementing the Mildmay Uganda 2023-2028 Fundraising Roadmap that aims to raise US\$ 1,000,000 into the PND Reserve by the end of Yr05 of SP 2023-2028 period. Design and execution of fundraising initiatives will be guided by the comprehensive approach represented in the 13 components of the Fundraising Roadmap comprising (i) robust preparatory process; (ii) internal alignment with the fundraising culture; (iii) effective fundraising communications; (iv) accountability to givers and beneficiaries; (v) effective fundraising linkages; (vi) tailor-made context-specific initiatives; (vii) fundraising cycle management; (viii) digitalization; (ix) social media leverage; (x) large gifts, major donors and legacies; (xi) resources allocation; (xii) targeting trusts, businesses, foundations, philanthropies and statutory sources; and (xiii) Board involvement.
- **Other Fundraising Initiatives:** Other fundraising initiatives will comprise (i) MUg fundraising champions or ambassadors; (ii) contracted expertise; (iii) mobilizing Friends of Mildmay Uganda; (iv) web-based digital fundraising; (v) online donations; (vi) online shops; (vii) responsiveness to small gifts; (viii) legacy giving; (ix) exploring viability of a Philanthropy Engagement Desk in Europe and America; and (x) building a compelling case for fundraising.

**3.5.3 Strategic Objective 3.3: Attract productive inspired human resources with the right skills, attitude and commitment, place them in a progressive organizational culture and support them excel.**

Human resources will be the prime input for the SP 2023-2028 period. It will be the only input MUg can limitlessly adjust and rely upon to optimize outcomes from all other resources. However, MUg knows that human resource productivity will depend on how well they are led and managed and how it makes them feel about MUg. HR that is disengaged can be MUg's worst liability. To achieve this Objective, MUg will focus on four initiatives namely (i) cultivating a progressive organizational culture that helps people thrive; (ii) attracting the right people into the organization and placing them in the right positions; (iii) building the leadership spirit in every MUg employee; and (iv) running a bold and candid performance management system.

**Initiative 3.3.1: Cultivate a progressive organizational culture that helps people thrive.**

Throughout the SP 2018-2023 period, MUg discussed its resolve to cultivate a more progressive organizational culture and considers the transition to the SP 2023-2028 as the opportunity to fulfil

that aspiration. MUG will consciously design and cultivate an organizational environment that excites staff as the place where they work with the very best and become part of an elite class.

- **Inspirational Culture:** MUG will cultivate and propagate a culture that inspires enthusiasm in its staff giving them a sense of pride from associating with something special. It will set itself apart by defining, codifying and inculcating a culture to distinguish it as a haven of opportunity to whoever satisfies the stringent selection process and is willing to prove themselves through elite performance. This cultural revolution will be the most important processes across MUG Group because it concerns the prime resource available to the organization—PEOPLE. Over the next years up to 2030 and beyond, MUG will work in a faster, more complex and more disrupted environment and risks getting irrelevant or extinct unless it revolutionizes itself. SP 2023-2028 challenges human resource management to rise above an administrative outlook to growing the people element as a strategic resource that yields competitive advantage for MUG. The 2023-2028 period will yield a distinct “*Mildmay Uganda Way*” to be translated into full time training, coaching, mentorship and counseling programs run by MUG Leadership School.
- **Challenge and Reward:** The sectors and markets where MUG operates will continually become more challenging and complex. The organization will cultivate an environment that rewards competitively the people who embrace the pressure and hard work and deliver quality results. MUG will guarantee success for whoever has the drive, initiative and the ability to produce value and serve the clients and customers. On the contrary, the culture will be designed to quickly eject those who do not buy into its systems and values of thriving amidst challenge.
- **Culture Doctrine:** The HR Department will consciously design and codify a comprehensive MUG culture doctrine. All employees will be immersed in the culture doctrine through (i) their onboarding process; (ii) orientation functions; (iii) support groups; (iv) heroic stories of MUG values; and (v) coaching and mentorship on succeeding in MUG. According to James C. Collins and Jerry I. Porras, “... *you don’t need to create a “soft” or “comfortable” environment to build a visionary company. We found that the visionary companies tend to be more demanding of their people than other companies, both in terms of performance and congruence with the ideology ... “Visionary,” we learned, does not mean soft and undisciplined. Quite the contrary. Because the visionary companies have such clarity about who they are, what they’re all about, and what they’re trying to achieve, they tend to not have much room for people unwilling or unsuited to their demanding standards.*<sup>8</sup> MUG will cultivate its culture the common themes that are characteristic of visionary companies namely (i) fervently held performance ideology; (ii) strong indoctrination or immersion into the core success ideology; (iii) tightness of fit—you either fit in with the culture or the culture pushes you out; and (iv) elitism—a sense of belonging to something special or superior.
- **Follow-Through:** MUG will focus its organization culture on follow-through of agreed actions. The organization will document standards and timeframes for follow-through of agreed actions at different levels including Board level actions, Executive level actions and Operational level actions. Monitoring timely and conclusive follow-through will form part of staff performance rating. MUG will interpret lack of follow-through, indecision and procrastination as career-limiting across MUG Group since every indecision and procrastination costs money.

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<sup>8</sup> James C. Collins and Jerry I. Porras, *Built to Last: Successful Habits of Visionary Companies*

- **Completed Staff Work:** The MUG organization culture will recognize and reward the ability to deliver completed staff work by (i) investing time and effort in in-depth background work; (ii) cultivating personal ability for deep concentration on important work and results; (iii) ability to subject oneself to growth, progress and advancement through delivering results; (iv) upholding trust and winning trust with people; and (v) protecting and safeguarding practices.
- **Christian Example:** MUG is a Christian organization that employs, serves and transacts with all people regardless of their religious or other social orientation or affiliation. It defines “*Christian organization*” as an entity that follows the example of Jesus Christ to respond to situations encountered in its work. Christ’s example is the guiding star of the organization’s way of life and business. That’s why MUG’s response to challenge and difficulty includes Christ’s examples of prayer, inquiry, listening, reflection and gratitude. During the SP 2023-2028 period, MUG will enhance its Christian ethos by (i) revitalizing the Chaplaincy Unit in Office of Executive Director / Group CEO; (ii) designating staff to serve as Assistant Chaplains for all MUG locations; (iii) running an annual calendar and prayer diary; (iv) attending to staff spiritual and moral wellbeing; (v) conducting regular worship at all sites; (vi) confidential counseling; (vii) consolidating MUG’s reputation as the reliable and accountable partner for integrity, credibility and sustainable outcomes; and (viii) M&E of MUG’s Christian ethos.

***Initiative 3.3.2: Attract the right people into the Organization and place them in the right positions to optimize benefit for MUG.***

In accordance with Good-to-Great philosophy, MUG will ensure its Human Resource Management cycle achieves three outcomes comprising (i) attracting the right people with the right character, talent and attitudes into the organization; (ii) placing those right people in the right places across the organization; and (iii) redirecting the people lacking the required character, talent and attitude out of the organization to thrive where they are more suited. This process will form the nucleus of the talent acquisition process across MUG Group. The mechanisms outlined below will focus on facilitating the achievement of this talent aspiration.

- **Digitalization:** MUG will adapt and leverage digital tools and platforms for talent acquisition including AI-powered recruitment systems, analytics and automated onboarding processes.
- **Partnerships:** MUG will engage in proactive sourcing mechanisms including talent acquisition partnerships with professional bodies and academic institutions.
- **Succession Planning:** MUG will ensure a strong talent pipeline for continuity and sustainability of MUG business. This will be attained by emphasize strong bench strength for all positions that comprise a strategic resource in determining the organization’s competitiveness.
- **Competitive Remuneration:** MUG will enhance and implement a remuneration and rewards system that is benchmarked against leading brands in the sectors and markets where it operates.
- **People-Centricity:** MUG will place concern for people at the center of realizing its vision and execution of its mission. This will be achieved by setting people up for success with the tools they need and a favorable work environment. MUG will document people strategies as a way of codifying the organization’s pledge to its employees and demonstrating how they benefit.

***Initiative 3.3.3: Build the leadership spirit in every MUG employee in line with the organization’s leadership philosophy.***

During SP 2018-2023, MUG developed the Mildmay Group Leadership School (MGLS) as a key part of the MUG Leadership Development Program (LDP). The MUG LDP was built to clarify and develop a leadership brand that is relevant and suitable to the MUG context. It was also meant to integrate leadership principles across all MUG Entities from Board level to frontline teams. The MUG leadership spirit was to span across to influence the knowledge, attitudes and behaviors of stakeholders [including patients, caretakers, clients, students, researchers and vendors]. The last SP period created a foundation for the leadership spirit. Focus for the SP 2023-2028 period will be to build on the established leadership development structures to train more leaders.

MUG will support MIHS to complete developing the Mildmay Group Leadership School (MGLS) to the highest standards with capability to annually train 100% of MUG employees online. Each MUG Directorate, Entity or Project will annually schedule 100% of their staff for Online Leadership Development classes with the Mildmay Group Leadership School run by MIHS. MUG will partner with MIHS to complete the development of the Online Leadership School in line with the 8 implementing strategies of the *Whitepaper On Institutionalizing Leadership Development*. Monitoring, evaluation and audit of the Leadership School development and implementation will be informed by the eight *Whitepaper* elements (i) responsiveness to marketplace VUCA; (iv) enterprise-wide enforcement; (v) benchmarking with the best leadership development programs (LDPs); (vi) establishing MGLS structure and faculty; (vii) customizing the MGLS curricula; and (viii) aligning the HRM cycle with leadership development. MIHS will use its subject matter expertise in human capacity development to develop leaders for other MUG Entities and external stakeholders as a business center. The Transfer Pricing Policy (TPP) will facilitate the process. Supervisors will be required to ensure 100% leadership training of staff in every unit annually. MUG believe in leaders teaching leaders. This belief will be reflected through programs including (i) *Leader in Residence*; (ii) *Leader in Residence on the Road*; and (iii) *Coach in Residence*. These will be innovative multi-day events that provide senior leaders an opportunity to step out of their regular jobs to (i) conduct classes and coaching sessions with employees; (ii) host networking dinners and fireside chats; and (iii) share leadership advice. This will be a KPI of all senior leaders.

***Initiative 3.3.4: Run a bold and candid performance management system.***

Throughout SP 2018-2023 period, MUG ran a documented process for (i) communicating and clarifying job responsibilities, priorities, performance expectations and development planning to optimize staff performance and align with the organization's goals. However, the process lacked the ability to consistently address performance shortfalls with boldness and candor. The process only measured annual performance twice through a mid-year and annual appraisal. Staff could work for 6 months without in-depth performance review. MUG will retain all the positive features of the current performance management system. However, it will undertake change leadership to institutionalize a bold and candid performance management system as outlined below.

- **SMART Targets:** MUG appreciates the role of clear target setting in performance management. The organization will orient managers to set performance targets that are Specific, Measurable, Attainable, Realistic and Time-bound for all jobs. SMART targets will remove ambiguity from the process of assessing job performance.
- **Performance Portal:** MUG will develop a digital Performance Reporting Portal in which staff will report against their SMART targets on a weekly basis. The Portal will close off every



week's reporting screen after expiry of the weekly reporting deadline. The Performance Portal will provide access to the cumulative performance record throughout the year. Digitalization will enable rapid analysis of staff performance and support decision-making, support and coaching by managers. Quantitative data in the Performance Portal will be corroborated with qualitative data from other performance feedback mechanisms. The Portal will enable staff to know how they stand in terms of performance at any time and equip managers to act.

- **Candid Feedback:** The MUg Management Development Program will equip supervisors to communicate performance feedback in a frank and straightforward manner that stimulates real debate about performance issues. MUg will consider it career-limiting for a supervisor working anywhere in MUg Group to portray behavior that (i) withholds comments or constructive criticism; (ii) attempts to pass up the chain of command performance issues instead of addressing them; (iii) keeping quiet over performance issues to make people feel better or avoid conflict; (iv) sugarcoating performance feedback appearances; (v) keeping to themselves performance issues that other supervisors should know about. Those behaviors suffocate candor and deny the organization the benefits of candid approach to business which include (i) getting more people in the conversation; (ii) ideas get surfaced, discussed and improved; (iii) generating speed by rapid discussion, expansion, enhancement and execution of ideas; and (iv) cutting costs by eliminating needless meetings, reports and processes caused by hesitation to address performance issues with frankness and bold resolve to improve things. Candor will be a key performance measure for all supervisors across MUg. This is crucial because the growth trajectory chosen by MUg requires courageous leadership.

#### 3.5.4 Strategic Objective 3.4: Effective and efficient stewardship of MUg resources.

During SP 2023-2028 period, Finance and Operations Directorate will strengthen its Departments to ensure effective and efficient stewardship of MUg resources. To achieve this Objective, MUg will implement five initiatives, namely (i) financial management; (ii) supply chain management; (iii) ICT optimization; (iv) support services to MUg operations; and (v) joint strategic investments.

##### *Initiative 3.4.1: Strategic leadership of MUg Group financial management.*

In the 2023-2028 SP period, Financial Management will be done at Group level and Subsidiary level. Each Entity [i.e., MIHS, MRCU & MHUG] will have its financial management framework and prepare its own management and audited accounts that will be consolidated at Group level. Key financial management strategic initiatives will be as outlined below.

- **Cloud-based ERP Financial Management:** MUg will deploy these cloud-based platforms resulting in benefits of (i) scalability; (ii) cost efficiency; (iii) bigger storage; (iv) connection to “big data”; and (v) ability to safely access systems from anywhere.
- **Finance Analytics:** Advanced Analytics will enable MUg to (i) create accurate forecasts and plans; (ii) model future scenarios; (iii) understand the financial impact of potential decisions; (iv) generate on-demand reports; and (v) predict risk and opportunity across the Group.
- **Tax Integration:** MUg will integrate tax in accounting to (i) streamline Entity revenues and costs; (ii) support enterprise-wide risk management; and (iii) improve cashflows.

- **Digital Transformation:** MUg will adopt emerging digital technologies to attain operational efficiency and superior customer experience. It will explore viability of deploying Artificial Intelligence, Big Data and Machine Learning in accounting and financial management.
- **Cyber Security:** MUg will make investments to prevent cyber-attacks on its financial data contained in systems, networks and programs.
- **Fraud Prevention:** MUg will take strong measures to prevent manipulation of its accounting and financial data with intention to defraud the organization or its donor. Fraud prevention shall entail (i) regular policy reviews; (ii) checks and balances; and (iii) financial disclosures.
- **Group Reserve Fund Management:** In 2012, prior to SP 2013-2018 period, Professor Samuel Luboga—MUg first Board Chairperson—challenged MUg to learn from how Yale University built its endowment fund. Yale endowment fund began in 1718 with an initial fund of £562 from Elihu Yale and grew to over US\$ 42.3 billion as of 2021 [over 303 years]. During SP 2023-2028, MUg will increase contributions to its Reserve Fund by a minimum of 10% annually. Annual planning and budgeting will assign Reserve growth targets to all Directorates and Entities. Reserves shall be kept on high-interest-yielding schemes. MUg will align its Reserve Fund growth with noteworthy disciplines underlying the Yale example including (i) multi-decade investment focus; (ii) choosing strong long-term returns; (iii) portfolio diversification; and (iv) spending discipline. MUg will enact an endowment policy framework to institutionalize the disciplines that favor growth of the Reserve Fund. A major KPI for Boards and executive staff will be growth attained during their tenure. To ingrain the Reserve concept in MUg culture, a Reserve Growth Target will be part of the instruments of office handed to incoming office bearers at governance and executive leadership levels and evaluated quarterly across MUg.

***Initiative 3.4.2: Run effective and efficient decentralized supply chain management.***

During SP 2018-2023 period, Supply Chain Department comprised (i) Procurement Unit; (ii) Distribution Unit; and (iii) Stores Management Unit. The Department ran a centralized supply chain mechanism serving the 4 MUg Group Entities [i.e., NGO, MIHS, MRCU and Hospital]. The Department served the Entities operating at MUg Main Site in Lweza and supported districts. By the end of the 2018-2023 period, MIHS had begun to build a supply chain mechanism while MRCU and MHUG were still leveraging the central mechanism.

- **Benefits of the Old Approach:** The benefits of that systems were (i) enabling economies of scale and better negotiation by consolidating purchasing power; (ii) standardization through adherence to consistent processes, policies and quality controls; (iii) pooling of specialized knowledge and expertise resulting in better decision-making; and (iv) better coordination and communication facilitating information sharing and resource allocation.
- **Gaps in Centralized Approach:** The drawbacks of the system were (i) slow decision-making and low responsiveness of a centralized system; (ii) delays in the delivery of essential goods and services; and (iii) dependence by districts and regions on the central office for decision-making resulting in loss of independent thought.
- **Decentralized Approach:** During the period 2023-2028, MUg will decentralize procurement, distribution and stores operations. Decentralization will (i) empower district-level staff to make

decisions based on local needs; (ii) quicken response times and improve customer satisfaction; (iii) establish direct contact with local suppliers leading to more competition and better prices; (iv) reduce costs due to lower transport and redistribution cost; (v) shorten lead times; (vi) lead to innovation to address district challenges; and (vii) improve skills of district staff through hands-on experience leading to efficiency. Decentralized supply chain will also redirect more project procurement dollars into the local economy of the districts targeted by the projects.

- **Risk Management:** MUg will support regional and cluster offices to address risks arising from decentralization including (i) inefficiency due to duplication and redundancy; (ii) coordination gaps; (iii) inconsistency and variability in quality; (iv) inability of some districts to mobilize expertise in decentralized supply chain; and (v) loss of economies of scale due to loss of MUg bargaining power. Headquarters will work with decentralized supply chain structures to ensure effective and efficient supply chain within the changed context. Change management approach will be used to learn from the experience and manage it effectively.
- **Priority Actions:** Priority actions to make the new approach work are (i) policies and SOPs to regulate decentralized operations; (ii) identifying gaps and allocating additional resources; (iii) expanding current ICT infrastructure, office space, storage space; (iv) increased staffing and staff training; and (v) expanding the supplier base to include local suppliers in target districts.
- **Standardization:** MUg will standardize the switch to a decentralized supply chain by pegging the change process on (i) the robust organizational policy framework; (ii) compliance with the MUg Procurement Policy and Procedures Standard; (iii) technical backstopping by the expert team at MUg Headquarters; and (iv) the organization's extensive experience in building and running resource management systems in similar contexts.

**Initiative 3.4.3: Enhance MUg projects and business operations through ICT optimization.**

In the 2023-2028 SP period, ICT Department will lead ICT Optimization Toward Accelerating MUg Business. This will be achieved through a tailored context-specific strategy informed by and aligned with other strategies and initiatives including (i) MIHS 2023-2028 Strategic Plan; (ii) MRCU 2023-2028 Strategic Plan; (iii) MHUg 2023-2028 Strategic Plan; (iv) MUg Program Data and Systems Optimization Plan 2023-2028; (v) MUg IT Systems Audit 2022; and (vi) OECD 12 Principles on Digital Government Strategies. The guiding principles for the MUg ICT optimization for 2023-2028 will comprise: -

- **Cloud First:** During SP 2018-2023 period, MUg started to use the cloud as a means of tuning information delivery to improve its value. However, like most enterprises that use cloud, MUg did not move everything to the cloud. Through implementing a cloud-first strategy during SP 2023-2028 period, MUg will carefully consider moving all or most of computing infrastructure to the cloud. This approach will aim to reap cloud-first benefits including (i) better performance through accessing powerful computing resources on demand; (ii) quick access to servers, databases and other services by leveraging the power of the cloud; (iii) eliminating the capital cost of setting up physical data centers and servers; (iv) efficiency through paying only for the used resources; (v) avoiding the cost of obsolescence; and (vi) preparing for ICT sustainability in the years beyond the partnerships that currently fund ICT investment.

- **Digital by Design:** MUG appreciates that rapid digital transformation will continue to change all life aspects of its stakeholders. During SP 2023-2028, MUG will respond by providing to its stakeholders services and policies that deliver on the promises of the digital age. MUG will take a strategic approach to using digital tools and data to become digitally competent in an increasingly digital era. Through digital-by-design, MUG will exploit full potential of digital technologies in formulating policies and designing services and products.
- **Data-driven Culture:** Massive collection of data across MUG Group demands adoption of a strategic approach to data and technology use to enhance business intelligence. MUG considers data a strategic asset. ICT will elevate MUG capacity to produce, store, process and share data. MUG will use data to enhance business intelligence to support decision-making, service design, service delivery and creation of a data-driven organizational culture. This will be achieved by (i) exploiting technology and data analysis to understand client needs; (ii) building governance that ensure responsible and coherent data use to benefit clientele and earn public trust. MUG will build a data use culture that helps predict new trends and improves existing processes.
- **Coherence:** MUG will establish effective Group coordination that facilitates coherence in ICT investment. It will attain coherence around a common ICT and digitalization vision across all levels of the organization. MUG realizes that the only way to achieve the benefits of optimizing ICT is by coherent use of technology. Hence MUG will engage all its stakeholders to define a common vision for ICT and digital optimization. MUG will align its ICT investment choices with (i) efficiency and sustainability consistent with its vision; (ii) facilitate joint investments needed to achieve results; and (iii) highlight potential impact of ICT on MUG objectives.
- **Coordination Framework:** ICT Department will be the coordinating unit for ICT deployment across MUG Group. As MUG increases use of ICT, it will become more necessary to share data and processes. MUG will ensure better coordination at different levels across MUG Group to improve effectiveness. The organization will make necessary adjustments to ensure effective leadership of digital optimization. The coordination framework will ensure (i) clear roles and responsibilities in coordinating ICT; (ii) clear mandate of ICT to steer change; (iii) coherence of key relevant strategies; (iv) common ICT policies and standards; (v) driving adoption of MUG interoperability frameworks for data exchange; and (vi) synergies and sharing lessons.
- **Co-operation:** By the end SP 2018-2023, ICT resources were unevenly distributed across MUG Entities. Co-operation will provide opportunity to bridge the gaps between more and less digitally served parts of MUG Group. It will facilitate sharing ICT skills, knowledge and experience required by the context of increasing interdependence. ICT co-operation will enable (i) better client service across intra-Group boundaries; (ii) optimize peer learning; (iii) support knowledge sharing; and (iv) coordinate digital strategies and policies. Cross-boundary sharing within MUG Group will increase integration, information, data sharing and productivity.
- **Business Cases:** MUG will involve MIHS, MRCU and MHUG to develop ICT business cases and develop their capacity to use business cases and manage ICT projects. Capacity building will help Entities develop strong business cases that include (i) clear roles and responsibilities of stakeholders; (ii) clear consequences of failing to meet agreed milestones; (iii) consistent frameworks for comparing investment decisions; and (iv) better view of costs and benefits.
- **ICT Project Management:** During SP 2023-2028 period, MUG ICT projects were becoming increasingly large in scope and budget size, increasing risks of failure. Thus, in 2023-2028,

MUg will enhance its structured approach to ICT project implementation ensuring an adapted framework for innovation and rapid technological change. It will enhance staff competencies and skills for working on ICT projects including centralized review mechanisms and project management practices to successfully implement ICT projects and minimize risks. The MUg ICT project management model will clarify (i) accountability for managing parts of a project; (ii) decision-making authority; (iii) providers of input or resources to the process; (iv) people to be kept informed; (v) centralized mechanisms for project monitoring, spotting problems; and taking corrective measures. This will minimize inefficiency, duplication and failure.

- **ICT Procurement and Contracting:** MUg will adapt its ICT procurement and contracting to make it compatible with current trends in technology and modern methods of ICT deployment. It will foster the development of shared ICT services and resources in a context of distributed roles. Policies will be reviewed to improve ICT procurement. Intelligent procurement of ICT will (i) identify common needs across the Group; (ii) increase efficiency; (iii) set clear ICT roles and framework; (iv) support innovation and sharing; (v) adapt to new ICT deployment trends [*e.g., cloud computing, open-source resources, service contracts, etc.*]. This will protect MUg against costs and risks of system inefficiency and project failure.
- **Regulatory Framework:** Given that ICT will remain a centrally shared service across the MUg Group, regulation will be crucial to its success. The *ICT Steering Committee* will be enhanced to serve as the MUg ICT Regulatory Framework for the SP 2023-2028 period. The Committee will run a regular activity calendar focused on (i) monitoring and reviewing ICT roles; (ii) aligning ICT execution with the organization context; (iii) supporting ICT project execution; (iv) adapting ICT to the rapidly changing environment; (v) ensuring digital equivalence of paper-based processes and signature; (vi) streamlining procedures; and (vii) facilitating sharing data and resources across the MUg Entities. On behalf of MUg Management, GCBF will have the discretion to require the ICT Steering Committee to account on its regulatory role.
- **Caution About Technology:** Jim Collins' Good to Great research showed that great companies adopt technology differently from the mediocre ones.<sup>9</sup> Great organizations avoid technology fads and bandwagons, yet they become pioneers in applying carefully selected technologies. The key question about technology adoption during SP 2023-2028 period will be whether the technology fits directly with the MUg *Hedgehog Concept*. If yes, then MUg will position itself to be a pioneer in applying that technology. If no, MUg will settle for parity or ignore it. In line with good-to-great thinking, MUg will use technology as an *accelerator of momentum*, not a creator of it. Great companies do not begin their transformation with pioneering technology, yet they become pioneers in applying technology that fits with their three Hedgehog circles. MUg will respond to technology with *thoughtfulness* and *creativity*, driven by a compulsion to *turn unrealized potential into results* [indicator of inner drive for greatness]. It will avoid the tendency of mediocre companies to react and lurch about, driven by fear of being left behind. MUg will continually appreciate that, in a technology-driven era, it cannot remain a laggard and hope to have enduring greatness. However, it will always remind itself that technology by itself is never a primary root cause of greatness. In Jim Collins' research, technology never surfaced among top five drivers of greatness even in companies famous for technology use.

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<sup>9</sup> Jim Collins, *Good to Great: Why Some Companies Make the Leap ... and Others Don't*

**Initiative 3.4.4: Effective and efficient support services to MUG projects and enterprises.**

In the 2023-2028 SP period, the Support Services Department (SSD) will effectively manage usage of Mildmay Uganda's properties, infrastructure, utilities and facilities and maintain the registry and records of both landed property and facilities.

- **Estate Management:** SSD will ensure MUG properties are well-maintained and keep them legally, economically, socially and technologically viable [by establishing real-time asset reporting systems]. These will cover properties including land; buildings; physical and digital security and safety systems; accessibility; and surface water drainage systems.
- **Securing Title for Lweza Land:** MUG Main Site sits on approximately 11 acres of land. The 6 acres comprising the downhill portion of the site were offered by Government of Uganda (GOU) through Ministry of Health (MOH). MUG operates on this land through an MOU by which (i) GOU offered the land; (ii) UK Department for International Development (DFID) funded the construction; and (iii) Mildmay was charged with mobilizing funding for service delivery. To date, MUG lacks recognized title for operating on this land which exposes the organization's work to risk. During the SP 2018-2023 period, MUG initiated effort to secure title from Uganda Land Commission (ULC) with backing of MOH. During SP 2023-2028, MUG will conclude the process and secure recognized title for the 6 acres of land. Lack of title to this land affects the *Infrastructure Development Plan* of the MUG 30-Year Master Plan. The 5 acres comprising the uphill portion of the site were purchased by MUG for expansion of the work and its title is secure with the organization.
- **Land for MIHS Campus:** During SP 2018-2023, MUG bought 2 acres of land adjacent to MUG Main Site Lweza. Given the pressure on the available infrastructure by the growth of MIHS, MUG donated the land to MIHS to host its rapidly expanding activities. MIHS embarked on construction work that will be completed in Yr02 of the SP 2023-2028 period. During the SP 2023-2028 period, MIHS will produce its *Infrastructure Development Master Plan* to guide optimal use of the 2 acres and any further land acquisition and development.
- **Optimizing Use of Main Site:** During the SP 2023-2028 period, there will be 4 legal entities operating on the premises of MUG Main Site at Lweza [i.e., the NGO, MIHS, MRCU and the Hospital]. MUG will reorganize its Main Site to enhance customer experience for the diverse categories of clientele served at the Site.
- **Mbarara Land Donation:** During SP 2018-2023 period, MUG received a gift of 1 acre of land in Mbarara City. The donor was desirous that MUG develops a hospice facility on the donated land. The donor transferred title of the land to MUG. The donation matched the growth direction proposed by the 30-Year Master Plan guiding MUG to consider setting up services in upcoming cities. MUG criteria for investing in a new area requires ability of the area to raise a viable load of clientele. While the location of the land in Mbarara had great potential, it had not yet satisfied the MUG criteria. While studying how the area appreciates, MUG planted fast-growing eucalyptus trees to keep the site active. The trees will be ready for harvesting by 2027. By then, MUG anticipates the area to have appreciated to make the investment viable.
- **Fleet Management:** By close of SP 2018-2023 period, MUG had 32 motor vehicles comprising (i) 7 units undergoing disposal; (ii) 11 units that are aged but still in use; and (iii) 14 units still

in good state. To have an efficient and safe fleet, MUg will dispose of the remaining aged fleet and convert the proceeds into equivalent units of new vehicles. During SP 2023-2028 period, MUg will engage donors whose projects require transport and travel to support MUg procure motor vehicles through appropriate options including purchase, leasing and hiring. Entities will enhance efforts began in 2018-2023 toward full costing of their transport and travel needs.

- **Domestic Services:** MUg outsources services for cleaning offices, the compound and linen. During SP 2018-2023 period, MUg outsourced incineration services after the incinerator got decommissioned. During SP 2023-2028 period, MUg and its Entities will explore more cost-effective means of cleaning and incineration including joint investment in cleaning equipment.

**Initiative 3.4.5: Responsiveness to the Climate Change agenda.**

MUg will encourage its Entities to develop and implement plans that reflect responsiveness to the global and national Climate Change agenda pertaining to (i) sustainable management of owned or leased estate; (ii) lighting independence and sustainability using solar and other technologies; (iii) water independence and sustainability through harvesting rainwater and drilling underground water; (iv) heating and cooking energy independence and sustainability using biogas; and (v) retrofitting infrastructure to reduce carbon emissions.

**3.5.5 Strategic Objective 3.5: Inspire priority publics to own, build, promote and defend MUg brand.**

While the Communication Department has built tremendous capacity during SP 2018-2023 period, the demands of the growing organization have kept a step ahead of the available ability. The era of digital transformation has also stretched the Department from managing on a few traditional platforms to focusing on a vast array of existing and emerging channels. The shifting reality of the ‘informal unregulated’ channels being more active and vibrant poses a continual strain on available capacity in the Department. In the digital era, the publics do not want to sit and wait to be informed about the brand; they want to (i) take hold of the brand; (ii) build it; (iii) own it; (iv) defend it when they feel happy with it; and (v) attack and castigate it when they feel unhappy with it. Visibility is shifting from traditional space [TV, radio, newspaper, exhibitions] to digital spaces where MUg has no control over what is collected and posted about its brand. In the next SP period, MUg will translate its 25-year brand story that won acclaim nationally and globally to appeal to a newer, younger, empowered, digitalized audience to whom no brand story makes sense if it is not instantly accessible on their Smart Phones on the go. As an organization created in the pre-digital era, MUg will proactively guard itself against remaining stuck in the past as the digital world flies past.

In SP 2023-2028 period, MUg will inspire priority publics to own, build, promote and defend its brand. To achieve this Objective, MUg will require Entities to develop (i) Communication Desks; (ii) robust corporate communication; (iii) branding programs; (iii) client relations management and advocacy; and (iv) management of corporate partnerships and alliances.

**Initiative 3.5.1: Setting up in-house Communications Desks in MUg Entities.**

During the SP 2023-2028 period, the MUg Entities will embark on building their Communication mechanism by setting up their Communication Desk to serve as the Entity’s Communications Focal Point. MUg support to Entities’ Communication Desks will focus on (i) capacity building;

(ii) quality control; (iii) audit and compliance; (iv) stakeholder coordination; and (v) channel building. This initiative will improve the turn-around time for communication products.

***Initiative 3.5.2: Design and manage an effective corporate communication mechanism.***

During SP 2023-2028, Communication Department will be part of the newly defined Mildmay Uganda Headquarters to centralize its role of aligning all formal and formal communication actions across MUg with the organization’s *Communication Policy and Strategy*. Communication Dept at Headquarters will support all MUg Directorates, Entities and Projects to tailor communication actions that facilitate achievement of their project and business targets. The Department will ensure that communication actions match the MUg standards and comply with Policy and SOPs. The Department will run the *Communications, Marketing and Branding (COMB) Roundtable*—a feedback and support forum with MUg business and project leaders.

***Initiative 3.5.3: Design and implement a robust branding program for Mildmay Uganda.***

Throughout the SP 2018-2023, MUg consistently received feedback indicating “brand shyness.” While a broad section of the Ugandan society appreciated that MUg was a household brand in terms of impacting the community, it had little visibility outside its traditional circles. Feedback showed that organizations that had not done as much to impact society were able to attract more local attention and support. In an era that is shifting to local ownership and support of projects, such a brand position was detrimental to MUg brand sustainability. During the SP 2023-2028, MUg will implement a robust branding program guided by the *Whitepaper on Standardizing Corporate Communication, Branding and Marking*. The *Whitepaper* will guide the priorities set by annual operational planning of communication, branding and marking. The *Whitepaper* will also guide the SOPs for monitoring, evaluating and auditing communication initiatives.

***Initiative 3.5.4: Run an effective client relations management and advocacy mechanism.***

Through the *HIV Treatment Centre of Excellence* at its Main Site in Lweza, MUg reaches over 14,000 clients living with HIV. Over 400 of them visit the clinic daily. Through its health systems strengthening projects at 140 health centers in 9 districts in Central Uganda, MUg reaches over 100,000 PLHIV. Part of MUg mandate in serving this clientele is to run an effective client relations and advocacy forum that keeps their voices alive in decision-making that influence their lives. The next 5 years will present with new challenges such as (i) people aging on ARV treatment after taking the medicines for 2 decades; (ii) clients showing up with diseases of old age besides HIV; and (iii) young people on ART turning into adults and experience a new phase of challenges. MUg will proactively engage clients to raise advocacy issues that require attention.

***Initiative 3.5.5: Effective management of corporate partnerships and alliances.***

In the 2023-2028 SP period, the Communication Department will effectively manage MUg corporate partnerships and alliances as per *Guidelines on Corporate Partnerships, Alliance and Networking*. The *Guidelines* will standardize the approach to managing partnerships, alliances and networking used by Directorates, Entities and Projects across the MUg Group. The *Guidelines* will also guide monitoring, evaluating and auditing of corporate partnerships, alliances and networking.

**3.5.6 Strategic Objective 3.6: Monitor and evaluate strategy implementation of MUg projects and enterprises for desired outcomes and impact.**



While outcome monitoring and impact evaluation are organizational strengths of MUG, they have been externally driven by MUG donors. As a result, MUG has ended up having projects whose results satisfy rigorous national and global standards and projects whose results fall short of that level of scrutiny. This mismatch resulted from gaps in institutionalizing M&E lessons in the culture fabric of MUG. That caused selective execution of rigorous M&E denying MUG the opportunity of riding on M&E to harness its competitiveness. MUG will base on its M&E lessons to position itself as the implementer who most efficiently generates the highest quantity of quality results in its core program areas. It will extend M&E support to MIHS, MRCU and MHUG and leverage technology and other enablers and directing lessons learned into innovation.

To achieve this Objective, MUG will implement three initiatives, namely (i) designing Outcomes and Impact in MUG Group projects and enterprises; (ii) monitoring generation of Outcomes and Impact across MUG; and (iii) evaluating MUG projects and businesses for Outcomes and Impact.

***Initiative 3.6.1: Designing Outcomes and Impact in new MUG projects and businesses.***

During Yr05 of the SP 2018-2023 period, MUG defined a Senior Leadership structure at HQ to lead implementation of the newly formulated MUG Program Scope. The Impact Monitoring Unit at HQ was designated as a key part of that structure. The Unit will lead MUG to elevate M&E from a preserve for donors with rigorous questioning systems and mainstream it in MUG's program and business DNA. Impact Monitoring Unit will be the M&E nerve-center of the entire Group ensuring that program planners and business developers integrate Outcome and Impact Indicators in their designs. This will be adopted as a best-practice of MUG regardless of some donors not requiring it. Every MUG project or business initiative will carry the hallmark of strong M&E provisions.

***Initiative 3.6.2: Monitor generation of Outcomes by MUG projects and businesses.***

The Impact Monitoring Unit at Headquarters will lead MUG to develop the *Outcome Monitoring Policy and Standard Operating Procedures*. The *Policy* and *SOPs* will govern the quality, scope and approach used in all outcome monitoring initiatives across MUG. Because this *Policy* and *SOPs* will supersede all donor and partner monitoring policies, the Unit will lead MUG in continual learning to ensure internal *Policy* and *SOPs* match stakeholder needs. While project-oriented M&E teams focus on satisfying individual donor needs, this Unit will ensure similar accounting practice by MUG at all levels. The Unit will be a two-way M&E coordination and support mechanism among MUG projects and business initiatives and between them and MUG Headquarters.

***Initiative 3.6.3: Periodically evaluate Impact generated by MUG projects and businesses.***

The Impact Monitoring Unit will lead MUG to develop the *Impact Evaluation Policy and Standard Operating Procedures*. The *Policy* and *SOPs* will govern the quality, scope and approach used in all impact evaluation across MUG. Because this *Policy* and *SOPs* will supersede all donor and partner evaluation policies, the Unit will lead MUG in continual learning to ensure internal *Policy* and *SOPs* cater for donor requirements. Where evaluation services are outsourced, the Unit will provide subject matter expertise on selecting vendors and evaluating vendors' performance.

***Initiative 3.6.4: Monitor and evaluate Strategic Plan implementation across MUG Group.***

During SP 2023-2028 period, MUG will monitor and evaluate strategy implementation of all MUG Strategic Plans. The Impact Monitoring Unit will ensure that MUG implements strategy initiatives (i) with fidelity; (ii) to scale; and (iii) in the right time, at the right cost and right pace. Impact

Monitoring Unit will liaise with stakeholders to run the Program Oversight Mechanism (POM)—a program accountability mechanism developed during SP 2018-2023 involving all MUg projects.

A key step in the implementation of the 2023-2028 Strategic Plans is their effective dissemination to all stakeholders at governance, executive, managerial and frontline levels. The Office of the Executive Director / Group CEO will prepare a 2023-2028 Strategic Focus Orientation Program for governance structures across MUg Group. The Department of HR will prepare Strategic Plan Orientation for (i) Executive Leaders, (ii) Managers, (iii) Team Leaders and (iv) Frontline Staff. Orientation at this level will aim to make everyone entrusted to carry the MUg badge understand: (i) where MUg Group is going and why it has chosen that direction; (ii) their role on that journey; and (iii) how the choice of direction made by MUg Group influence their personal choices in the service to the organization. This rings true with Prophet Amos' challenging question: "Can two people walk together without agreeing on the direction?"<sup>10</sup> MUg will mainstream orientation in M&E as a Key Result Area for Office of Executive Director / Group CEO and HR Department.

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<sup>10</sup> Amos 3:3 New Living Translation

## 4 Strategic Plan Budget

This section the Budget for the MUG Group for the Strategic Plan 2023-2028 period.

### 4.1 Budget Assumptions for 2023-2028

Below are the key assumptions underlying the SP 2023-2028 Budget.

#### 4.1.1 General Assumptions

1	SP 2023-2028 projections was based on Incremental Budgeting and Zero-Based Budgeting to cater for the lack of core PEPFAR funding in the next 5 years.
2	Baseline Year FY 2022/2023 shows actual performance.
3	Projection considered Board feedback to revise targets given lack of core CDC funding.
4	Projected increments take into consideration movements in inflation.
5	SP 2023-2028 financial targets reduced by over 200% compared to SP 2018-2023 five-year targets because of transition of Mubende Region CDC Project to Baylor and end of the Wakiso CDC Project under which MUG received sub-grants from IDI.
6	All MUG Entities will operate as Going Concerns in line with the MUG transitional principles of (i) Portfolio Stabilization; (ii) Business Continuity; and (iii) Bounce Forward.
7	Group Core Reserve to grow to a net balance of US\$ 500,000 by Yr05.

#### 4.1.2 MUG NGO Assumptions

1	PEPFAR funding under Makerere University Walter Reed Project (MUWRP) in Luwero and Nakasongola will last 2 years since it is currently in Yr04 of the grant implementation.
2	The NGO will generate grants for Disability Prevention and Management in Yr02 and increase on average by 50% per annum in subsequent years.
3	Global Health Security grants will double in Yr01 from the baseline and increase by 20% on average in subsequent years.
4	The NGO will generate UGX 2 Billion for other priority diseases during Yr01 and register an increment of 50% per annum for subsequent years.
5	Household livelihood grants will increase on average by 50% per annum from the baseline.
6	Business Development income will be generated from consultancy, investments and fundraising and is projected to increase on average by 60% per annum.
7	Capital Assets will be funded 100% from grant income.
8	Projected expenditures based on historical performance and required deliverables as per partnership Memoranda of Understanding (MOUs).
9	40% of Business Development income per annum will be included in Group Core Reserve.

#### 4.1.3 Mildmay Institute of Health Sciences (MIHS) Assumptions

1	MIHS unrestricted income will increase on average of 20% per annum.
2	MIHS grant acquisition targets will increase by 20% per annum.
3	MIHS will use a hybrid model to finance capital assets using varying mixes of (i) loans; (ii) grants; and (iii) retained earnings. No capital assets are projected during Yr01.
4	Phase 3 of the construction of MIHS Main Building will start at end of Yr02.
5	Operating expenditures is based on current stability and continuity and incremental budgeting models.
6	MIHS unrestricted income will contribute on average 25% per annum to Group incomes.
7	MIHS consultancy revenue will increase by 30% per annum.
8	50% of the projected Net Profit will be transferred to the Group Core Reserve.

#### 4.1.4 Mildmay Hospital Uganda (MHUg) Assumptions

1	MHUg will increase its unrestricted revenues by 10% per annum.
2	MHUg will raise on average UGX 650 Million per annum in new grant revenue.
3	Due to limited resources, capital investments will be limited to enable MHUg attain operational self-sufficiency. The MHUg PAMSCO will undertake special initiatives to raise resources [cash and in-kind] for Capital Investments.
4	MHUg unrestricted income contribution to overall Group Revenues will be 10% per annum.
5	PEPFAR funding for the HIV Care & Treatment Centre of Excellence under MHUg will reduce by average of 30% per annum in the subsequent period.
6	PEPFAR will support ARV medicines for over 14,000 patients registered in care under the HIV Care and Treatment Centre of Excellence under MHUg for the next 5 years.
7	50% of the projected Net Profit will be transferred to the Group Core Reserve.

#### 4.1.5 Mildmay Research Centre Uganda (MRCU) Assumptions

1	Research study grants will increase on average 25% per annum.
2	Other MRCU unrestricted income will increase on average by 10% per annum.
3	In Yr01, MRCU will lease assets from MUg NGO and start accumulating its own soft category in subsequent years.
4	Proportion of Research Income to total Group income will be 10% per annum.
5	30% of the Indirect Cost income will be transferred to the Group Core Reserve.

## 4.2 Group Budget Projections for 2023-2028

The MUg Group Budget for Strategic Plan 2023-2028 is outlined below.

**4.2.1 Income Projections for 2023-2028**

	FY 2023 (Actual)	FY 2024 (Projected)	FY 2025 (Projected)	FY 2026 (Projected)	FY 2027 (Projected)	FY 2028 (Projected)
<b>A: PROJECTED INCOME</b>	<b>UGX</b>	<b>UGX</b>	<b>UGX</b>	<b>UGX</b>	<b>UGX</b>	<b>UGX</b>
<b>Private Income</b>						
Mildmay Uganda Hospital (MUGH)	3,116,776,586	3,613,166,327	3,974,482,959	4,371,931,255	4,709,092,178	5,095,339,095
Mildmay Institute of Health Sciences (MIHS)	5,340,880,995	6,757,292,565	7,972,823,950	9,480,597,542	11,345,453,424	13,741,345,249
Mildmay Uganda Research Center (MURC)	206,782,767	253,121,905	265,778,000	279,066,900	293,020,245	307,671,257
Business Development	291,938,974	146,037,223	233,659,557	373,855,292	598,168,467	957,069,547
<b>Private Income-TOTAL</b>	<b>8,956,379,322</b>	<b>10,769,618,020</b>	<b>12,446,744,467</b>	<b>14,505,450,990</b>	<b>16,945,734,313</b>	<b>20,101,425,149</b>
<b>Grant Income (Operating)</b>						
CDC - PEPFAR Grant	61,361,625,000	-	-	-	-	-
CDC - Hospital Patient Care	4,440,000,000	1,750,000,000	1,400,000,000	1,050,000,000	700,000,000	350,000,000
DOD (MUWRP) - PEPFAR Grant	-	7,380,000,000	6,642,000,000	-	-	-
Capacity Building for Disability - Grants - MIHS	1,028,360,650	1,025,000,000	1,230,000,000	1,476,000,000	1,771,200,000	2,125,440,000
Capacity Building for Disability - Grants - NGO	-	-	188,887,680	283,331,520	424,997,280	637,495,920
Global Health Security Grants	917,156,000	1,809,379,667	2,171,255,600	2,605,506,720	3,126,608,065	3,751,929,677
Other Priority Diseases Grants - Hospital	-	500,000,000	500,000,000	500,000,000	750,000,000	1,000,000,000
Household Livelihood Intervention Grants -NGO	2,503,751,445	1,000,000,000	1,500,000,000	2,250,000,000	3,375,000,000	5,062,500,000
Household Livelihood Intervention Grants - MIHS	-	1,727,780,800	2,246,115,040	2,919,949,552	3,211,944,507	3,533,138,958
Study Grants - MRCU	1,740,257,512	2,691,322,022	3,583,978,893	4,276,910,455	4,794,381,603	5,365,373,192
<b>Sub-Total: Grant Income</b>	<b>71,991,150,607</b>	<b>17,883,482,489</b>	<b>19,462,237,213</b>	<b>15,361,698,247</b>	<b>18,154,131,455</b>	<b>21,825,877,747</b>
Grant Income (Non Cash) - Hospital Patient Care	2,263,478,901	2,200,000,000	2,200,000,000	2,200,000,000	2,200,000,000	2,200,000,000
<b>Total- Donor Income</b>	<b>74,254,629,508</b>	<b>20,083,482,489</b>	<b>21,662,237,213</b>	<b>17,561,698,247</b>	<b>20,354,131,455</b>	<b>24,025,877,747</b>
<b>TOTAL INCOME</b>	<b>83,211,008,830</b>	<b>30,853,100,509</b>	<b>34,108,981,680</b>	<b>32,067,149,237</b>	<b>37,299,865,768</b>	<b>44,127,302,896</b>

**4.2.2 Expenditure Projections for 2023-2028**

<b>B: PROJECTED EXPENDITURE</b>	<b>UGX</b>	<b>UGX</b>	<b>UGX</b>	<b>UGX</b>	<b>UGX</b>	<b>UGX</b>
Personnel Costs	28,009,131,000	10,421,866,420	12,620,323,222	11,864,845,218	13,800,950,334	16,327,102,072
Contractual & Direct Business Costs	11,493,926,689	3,292,982,922	5,116,347,252	4,810,072,386	5,594,979,865	6,619,095,434
Supplies	5,764,061,270	1,736,980,312	2,728,718,534	2,565,371,939	2,983,989,261	3,530,184,232
Travel Costs	5,880,998,000	4,563,901,621	1,705,449,084	1,603,357,462	1,864,993,288	2,206,365,145
Consultancy	1,038,361,000	582,185,915	341,089,817	320,671,492	372,998,658	441,273,029
General Operational Expenses (Others)	30,647,776,979	9,090,417,951	10,232,694,504	9,299,473,279	10,816,961,073	12,796,917,840
Finance Costs	260,300,205	102,082,471	105,737,843	211,475,686	222,049,471	224,269,965
Non Cash Transactions	1,217,840,518	928,458,384	409,307,780	384,805,791	447,598,389	529,527,635
<b>TOTAL EXPENDITURE</b>	<b>84,312,395,661</b>	<b>30,718,875,996</b>	<b>33,259,668,036</b>	<b>31,060,073,252</b>	<b>36,104,520,340</b>	<b>42,674,735,351</b>
<b>Projected Surplus/(Deficit)</b>	<b>(1,101,386,831)</b>	<b>134,224,513</b>	<b>849,313,644</b>	<b>1,007,075,985</b>	<b>1,195,345,428</b>	<b>1,452,567,545</b>
		12%	12%	14%	13%	12%

### 4.2.3 Capital Assets Budget Projections for 2023-2028

	FY 2023 (Actual)	FY 2024 (Projected)	FY 2025 (Projected)	FY 2026 (Projected)	FY 2027 (Projected)	FY 2028 (Projected)
Non Current Assets	UGX	UGX	UGX	UGX	UGX	UGX
<b>MUg-NGO</b>						
ICT Equipment	276,174,000	-	-	-	-	-
Container for Storage	-	-	-	45,000,000	-	45,000,000
Motorcycles	54,847,000	-	-	-	-	-
Computers	125,043,000	-	-	-	-	-
Motor vehicles	-	-	185,000,000	185,000,000	185,000,000	185,000,000
Furniture	-	50,000,000	-	-	-	-
<b>Subtotal</b>	<b>456,064,000</b>	<b>50,000,000</b>	<b>185,000,000</b>	<b>230,000,000</b>	<b>185,000,000</b>	<b>230,000,000</b>
<b>MIHS</b>						
Buildings	582,320,000	-	650,000,000	-	-	-
Land	-	-	-	550,000,000	-	550,000,000
Library books	81,873,570	-	18,000,000	19,890,000	21,978,450	24,286,187
Motorcycle	10,700,000	-	-	-	-	-
Furniture	61,845,419	-	-	-	-	-
Biogas Installation	-	-	-	-	218,300,000	-
Borehole	-	50,000,000	-	-	-	-
Computers	90,225,899	-	46,741,667	51,649,542	57,072,744	63,065,382
Other ICT Equipment	73,423,395	-	92,775,000	102,516,375	113,280,594	125,175,057
Students Information system	15,907,000	-	16,600,000	-	-	-
Course Development	-	-	15,000,000	-	15,000,000	-
<b>Subtotal</b>	<b>916,295,283</b>	<b>50,000,000</b>	<b>839,116,667</b>	<b>724,055,917</b>	<b>425,631,788</b>	<b>762,526,626</b>
<b>MUgH</b>						
Buildings	14,507,000	-	-	-	-	-
Borehole	-	-	-	-	-	-
Incinerator	-	-	-	102,000,000	-	-
ICT & Medical Equipment	-	-	-	-	-	-
<b>Subtotal</b>	<b>14,507,000</b>	<b>-</b>	<b>-</b>	<b>102,000,000</b>	<b>-</b>	<b>-</b>
<b>MRCU</b>						
Computers	-	-	20,000,000	-	30,000,000	20,000,000
ICT Equipment	-	-	30,000,000	-	30,000,000	25,000,000
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>50,000,000</b>	<b>-</b>	<b>60,000,000</b>	<b>45,000,000</b>
<b>Total Non-Current Assets</b>	<b>1,386,866,283</b>	<b>100,000,000</b>	<b>1,074,116,667</b>	<b>1,056,055,917</b>	<b>670,631,788</b>	<b>1,037,526,626</b>

#### 4.2.4 Capital Financing Mechanism for 2023-2028

Capital Financing Mechanism						
Grant Income (Capital)	513,310,814	50,000,000	235,000,000	332,000,000	245,000,000	275,000,000
Reserves	873,555,469	50,000,000	-	-	-	-
Retained earnings in current year	-	-	189,116,667	724,055,917	425,631,788	762,526,626
Debt financing (Loan)	-	-	650,000,000	-	-	-
<b>Total finance</b>	<b>1,386,866,283</b>	<b>100,000,000</b>	<b>1,074,116,667</b>	<b>1,056,055,917</b>	<b>670,631,788</b>	<b>1,037,526,626</b>

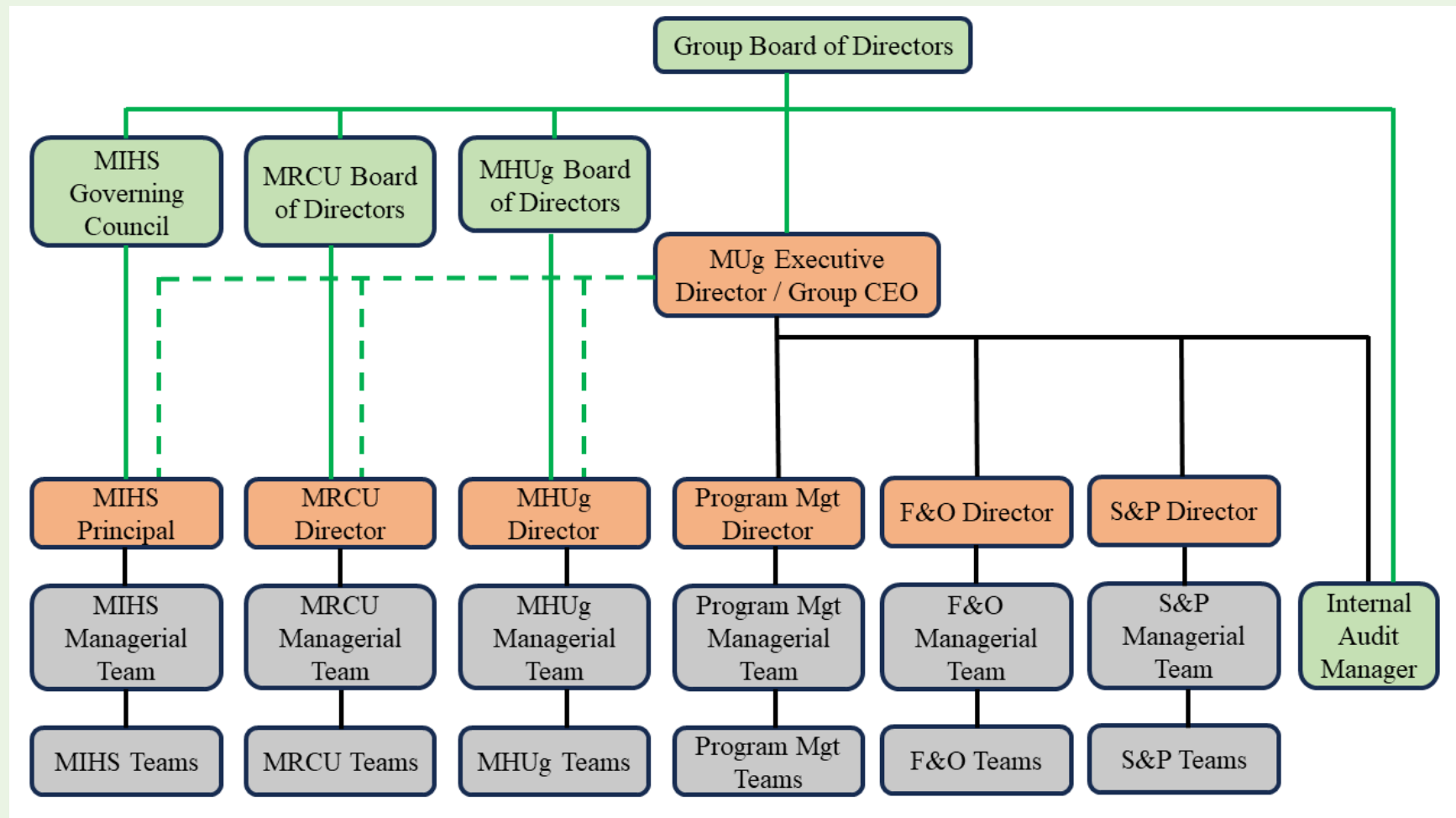
#### 4.2.5 Group Central Core Reserve Projections for 2023-2028

	FY 2023 (Actual)	FY 2024 (Projected)	FY 2025 (Projected)	FY 2026 (Projected)	FY 2027 (Projected)	FY 2028 (Projected)	Cumulative
	Current Core Reserve	Net +/-	Net +/-	Net +/-	Net +/-	Net +/-	Net +/-
<b>GROUP CENTRAL CORE RESERVE</b>							
Mildmay Uganda - NGO	1,061,279,695	(500,000,000)	90,000,000	150,000,000	230,000,000	380,000,000	1,411,279,695
Mildmay Institute of Health Sciences	-	40,000,000	50,000,000	250,000,000	290,000,000	350,000,000	980,000,000
Mildmay Research Centre Uganda	211,893,386	(211,893,386)	50,000,000	60,000,000	72,000,000	86,400,000	268,400,000
Mildmay Hospital	112,140,324	(20,000,000)	86,000,000	100,000,000	115,000,000	130,000,000	523,140,324
<b>Total</b>	<b>1,385,313,405</b>	<b>(691,893,386)</b>	<b>276,000,000</b>	<b>560,000,000</b>	<b>707,000,000</b>	<b>946,400,000</b>	<b>3,182,820,019</b>



### 4.3 Organization Structure

MUg will adopt the organizational structure shown below. This structure is aligned with the business organization of the MUg Group over the next five years. The figure shows a governance structure, executive leadership structure, management structure and overall staff structure that are adapting to the growth direction of the different entities under the MUg Group.



## 5 M&E Framework

### 5.1 Log frame

Strategic Initiatives	Objectively Verifiable Indicators (OVIs)	Means of Verification	Key Assumptions and Risks
<b>Strategic Goal 1:</b> Transform communities by implementing evidence-based health interventions.			
<b>Strategic Objective 1.1:</b> Scale up evidence-based interventions for prevention and management of priority diseases, global health security and health systems strengthening.			
<i>Initiative 1.1.1: Prevent and manage priority diseases.</i>	<ul style="list-style-type: none"> <li>Priority disease incidence averted.</li> <li>No. of people treated for priority diseases.</li> </ul>	Project Reports	Management support
<i>Initiative 1.1.2: Enhance MUG capacity in global health security programming.</i>	No. of global health initiatives implemented.	Project Reports	
<i>Initiative 1.1.3: Integrate Health Systems Strengthening in MUG Programming.</i>	Proportion of projects integrated with HSS.	Project Reports	
<b>Strategic Objective 1.2:</b> Transform communities through evidence-based interventions for household livelihoods and comprehensive inclusive disability prevention and management.			
<i>Initiative 1.2.1: Scale up evidence-based interventions to prevent and manage disability.</i>	<ul style="list-style-type: none"> <li>Disability incidence averted.</li> <li>No. of disabilities corrected / rehabilitated.</li> </ul>	Project Reports	Management support
<i>Initiative 1.2.2: Transform households through high-impact livelihoods interventions.</i>	Proportion of households attaining sustainable livelihood.	Project Reports	
<b>Strategic Goal 2:</b> Position MUG as a lead brand in providing consultancy to other organizations.			
<b>Strategic Objective 2.1:</b> Establish the MUG Center for Programme Consulting.			
<i>Initiative 2.1.1: Assess the MUG skills and strengths to choose its niche areas.</i>	Consultancy niches identified.	Reports	Management support
<i>Initiative 2.1.2: Analyse the market needs and pain points pertaining to programme consultancy.</i>	Market needs and pain points identified.	Field Reports	
<i>Initiative 2.1.3: Develop the CPC brand, website and service offerings.</i>	No. of potential clients engaged through brand, website and service offering.	Reports	
<i>Initiative 2.1.4: Develop policies, processes and systems to manage CPC business.</i>	Functional policies, processes and systems.	Reports	
<i>Initiative 2.1.5: Attract pool of experienced consultants established in the consultancy industry.</i>	No. of experienced and established consultants attracted to CPC talent pool.	Consultant Register	
<i>Initiative 2.1.6: Open the CPC business.</i>	Business operational.	Reports	

Strategic Initiatives	Objectively Verifiable Indicators (OVIs)	Means of Verification	Key Assumptions and Risks
<i>Initiative 2.1.7: Market the CPC business to attract new clients.</i>	No. of new clients attracted.	Marketing Reports	
<i>Initiative 2.1.8: Stay organized and scale.</i>	Sustained business growth.	Reports	
<b>Strategic Objective 2.2: Grow the MUG consulting business.</b>			
<i>Initiative 2.2.1: Conduct a competitive analysis.</i>		Reports	Management support
<i>Initiative 2.2.2: Start and run a blog.</i>	No. of blog subscribers.	Blog Statistics	
<i>Initiative 2.2.3: Share thought leadership content.</i>	No. of thought leadership content subscribers.	Reports	
<i>Initiative 2.2.4: Explore new consulting verticals.</i>	Consulting verticals identified.	Reports	
<i>Initiative 2.2.5: Network and make new connections.</i>	No. of new connections made.	Reports	
<i>Initiative 2.2.6: Generate US\$ 300,000 by providing programme design and management consultancy.</i>	Amount of money generated.	Bank statement	
<b>Strategic Goal 3: Strengthen institutional capacity of MUG to achieve its goals efficiently and sustainably.</b>			
<b>Strategic Objective 3.1: Strengthen corporate governance for effective MUG oversight.</b>			
<i>Initiative 3.1.1: Re-orienting MUG governance structures.</i>	No. of training sessions conducted targeting governance structures.	Training reports	Management support
<i>Initiative 3.1.2: Aligning MUG policy framework with Group context and 2023-2028 priorities.</i>	Clear policy framework developed and enforced.	Policies and SOPs	
<i>Initiative 3.1.3: Strengthen MUG audit mechanism to serve needs of organizational growth.</i>	<ul style="list-style-type: none"> <li>No. of audits conducted, and findings shared.</li> <li>Proportion of MUG departments implementing QMS and have a functional Risk management reporting framework.</li> <li>Proportion of MUG departments meeting their clients' expectations</li> </ul>	Audit reports	
<i>Initiative 3.1.4: Institutionalize Quality Management Systems (QMS) and Risk Mgt.</i>		<ul style="list-style-type: none"> <li>Reports</li> <li>Risk register</li> </ul>	
<i>Initiative 3.1.5: Define, equip and run a sustainable MUG Headquarters.</i>	<ul style="list-style-type: none"> <li>Clear MUG HQ structure developed.</li> <li>Proportion of endowment target mobilized.</li> <li>Score on sustainability index of Entities</li> </ul>	MUG HQ structure in place	
<b>Strategic Objective 3.2: Ensure adequate and sustainable MUG resourcing.</b>			

Strategic Initiatives	Objectively Verifiable Indicators (OVIs)	Means of Verification	Key Assumptions and Risks
<i>Initiative 3.2.1: Mobilizing adequate grant funding for resourcing MUG goals.</i>	<ul style="list-style-type: none"> <li>• Proportion of funds target generated disaggregated by source.</li> <li>• Proportion of funds raised as an indirect cost for institutional development</li> </ul>	Grants trackers	Management support
<i>Initiative 3.2.2: Standardize business model design across MUG Group.</i>	Proportion of Targeted entity-level funds raised by independent PAMSCOs.	PAMSCO Records	
<i>Initiative 3.2.3: Oversight of MUG stake in MIHS, MRCU and MHUG and ensuring the Entities are viable and growing to become their customers' first choice brand.</i>	<ul style="list-style-type: none"> <li>• Growth Rate: Market share &amp; Customer base</li> <li>• Sustainability index score of entities</li> <li>• Full operationalization of the Inter-company policies</li> </ul>	Group records	
<i>Initiative 3.2.4: Building and running a robust sustainable fundraising initiative.</i>	<ul style="list-style-type: none"> <li>• Proportion of Viable fiends of Mildmay Uganda brought onboard.</li> <li>• Proportion targeted Funds mobilized.</li> <li>• Proportion of targeted beneficiaries of fund reached with impact-creating interventions</li> </ul>	Fundraising Reports	
<b>Strategic Objective 3.3:</b> Attract a productive inspired human resource with the right skills, attitude and commitment, place them in a progressive organizational culture and support them excel.			
<i>Initiative 3.3.1: Cultivate a progressive organizational culture that helps people thrive.</i>	<ul style="list-style-type: none"> <li>• Proportion of staff performing &gt;80% in their appraisals</li> </ul>	HR reports/surveys	Management support
<i>Initiative 3.3.2: Attract the right people into the organization and place them in the right positions to optimize benefit for MUG.</i>	<ul style="list-style-type: none"> <li>• Proportion of staff completing the leadership school training</li> <li>• Reduced employee turnover rate at &lt;6%</li> </ul>		
<i>Initiative 3.3.3: Build the leadership spirit in every MUG employee in line with the organization's leadership philosophy.</i>	<ul style="list-style-type: none"> <li>• Employee satisfaction and engagement score maintained at &gt;85%</li> </ul>		
<i>Initiative 3.3.4: Run a bold and candid performance management system.</i>	<ul style="list-style-type: none"> <li>• Training and Development Participation: % of staff received planned learning &amp; development training</li> </ul>		
<b>Strategic Objective 3.4:</b> Effective and efficient stewardship of MUG resources.			
<i>Initiative 3.4.1: Strategic leadership of MUG Group financial management.</i>	<ul style="list-style-type: none"> <li>• Unqualified audits</li> <li>• Economic going concern of all entities.</li> <li>• Entities' Profitability ratios</li> </ul>	<ul style="list-style-type: none"> <li>• Audit reports</li> <li>• Financial reports</li> </ul>	Management support

Strategic Initiatives	Objectively Verifiable Indicators (OVIs)	Means of Verification	Key Assumptions and Risks
	<ul style="list-style-type: none"> <li>Debt Management Ratios of entities: Debt Service Coverage Ratio &amp; Interest coverage service ratio</li> <li>Risk Assessment and Mitigation assessment score</li> </ul>		
<i>Initiative 3.4.2: Run effective and efficient decentralized supply chain management.</i>	<ul style="list-style-type: none"> <li>Procurement Cycle Time (PCT). The proportion of procurement meeting the set PCT target</li> <li>Supplier &amp; User Performance and Evaluation score</li> <li>\$ saved: Cost Savings and Cost Avoidance.</li> </ul>	Procurement reports	
<i>Initiative 3.4.3: Enhance MUg projects and business operations through ICT optimization.</i>	Centre for Data Science and Innovation established.	ICT	
<i>Initiative 3.4.4: Effective and efficient support services to MUg projects and enterprises.</i>	<ul style="list-style-type: none"> <li>First Response Time (FRT): Proportion of Support requests meeting target FRT</li> <li>User satisfaction survey score on support services</li> </ul>	Financial Reports	
<i>Initiative 3.4.5: Joint Group-level strategic investments.</i>	<ul style="list-style-type: none"> <li>The proportion of funds pooled from different MUg entities for joint investment.</li> <li>% of planned investments on schedule or completed</li> <li>No. of joint investments completed and operating at capacity</li> </ul>	Financial reports	
<b>Strategic Objective 3.5: Inspire priority publics to own, build, promote and defend MUg brand.</b>			
<i>Initiative 3.5.1: Setting up in-house Communications Desks in MUg Entities.</i>	No. of MUg entities with functional communications Desk set up.	Comms Records	Management support
<i>Initiative 3.5.2: Design and manage an effective corporate communication mechanism.</i>	No. of designated staff to communicate for MUg	Comms Records	
<i>Initiative 3.5.3: Design and implement a robust branding program for Mildmay Uganda.</i>	<ul style="list-style-type: none"> <li>Brand Awareness rate:</li> <li>Brand Perception and Equity score</li> <li>Brand Loyalty and Advocacy score</li> </ul>	Surveys	

Strategic Initiatives	Objectively Verifiable Indicators (OVIs)	Means of Verification	Key Assumptions and Risks
<i>Initiative 3.5.4: Run an effective client relations management and advocacy forum.</i>	<ul style="list-style-type: none"> <li>• % Client Satisfaction Score</li> <li>• No. of client engagements conducted</li> </ul>	Advocacy reports	
<i>Initiative 3.5.5: Effective management of corporate partnerships and alliances.</i>	<ul style="list-style-type: none"> <li>• No. of corporate and external stakeholder engagements held.</li> <li>• Score/level of Stakeholder Satisfaction and Engagement</li> </ul>	Comms Records	
<b>Strategic Objective 3.6:</b> Monitor and evaluate strategy implementation of MUG projects and enterprises for desired outcomes and impact.			
<i>Initiative 3.6.1: Designing Outcomes and Impact in new MUG projects and businesses.</i>	proportion of new projects with impact monitoring designs.	Progress reports	Management support
<i>Initiative 3.6.2: Monitor generation of Outcomes by MUG projects and businesses.</i>	No. of projects with impact frameworks whose implementation is monitored, and outcomes tracked.	Progress reports	
<i>Initiative 3.6.3: Periodically evaluate Impact generated by MUG projects and businesses.</i>	No. of impact assessments conducted	Assessment Reports	
<i>Initiative 3.6.4: Monitor and evaluate Strategic Plan implementation across MUG Group.</i>	No. of periodic reviews done and disseminated	Reports	

## 5.2 Operational Plan

Strategic Initiatives	Baseline	Annual Targets				
		Yr01	Yr02	Yr03	Yr04	Yr05
<b>Strategic Goal 1:</b> Transform communities by implementing evidence-based health interventions.						
<b>Strategic Objective 1.1:</b> Scale up evidence-based interventions for prevention and management of priority diseases, global health security and health systems strengthening.						
<i>Initiative 1.1.1: Prevent and manage priority diseases.</i>	50%	100%	-	-	-	-
<i>Initiative 1.1.2: Enhance MUg capacity in global health security programming.</i>	40%	100%	-	-	-	-
<i>Initiative 1.1.3: Integrate Health Systems Strengthening in MUg Programming.</i>	70%	100%	-	-	-	-
<b>Strategic Objective 1.2:</b> Transform communities through evidence-based interventions for household livelihoods and comprehensive inclusive disability prevention and management.						
<i>Initiative 1.2.1: Scale up evidence-based interventions to prevent and manage disability.</i>	70%	100%	-	-	-	-
<i>Initiative 1.2.2: Transform households through high-impact livelihoods interventions.</i>	50%	100%	-	-	-	-
<b>Strategic Goal 2:</b> Position MUg as a lead brand in providing consultancy to other organizations.						
<b>Strategic Objective 2.1:</b> Establish the MUg Center for Programme Consulting.						
<i>Initiative 2.1.1: Assess the MUg skills and strengths to choose its niche areas.</i>	0	100%	-	-	-	-
<i>Initiative 2.1.2: Analyse the market needs and pain points pertaining to programme consultancy.</i>	0	100%	-	-	-	-
<i>Initiative 2.1.3: Develop the CPC brand, website and service offerings.</i>	0	100%	-	-	-	-
<i>Initiative 2.1.4: Develop policies, processes and systems to manage CPC business.</i>	0	100%	-	-	-	-
<i>Initiative 2.1.5: Attract pool of experienced consultants established in the consultancy industry.</i>	0	100%	-	-	-	-
<i>Initiative 2.1.6: Open the CPC business.</i>	0	100%	-	-	-	-
<i>Initiative 2.1.7: Market the CPC business to attract new clients.</i>	0	100%	-	-	-	-

Strategic Initiatives	Baseline	Annual Targets				
		Yr01	Yr02	Yr03	Yr04	Yr05
<i>Initiative 2.1.8: Stay organized and scale.</i>	0	100%	-	-	-	-
<b>Strategic Objective 2.2: Grow the MUG consulting business.</b>						
<i>Initiative 2.2.1: Conduct a competitive analysis.</i>	0	100%	-	-	-	-
<i>Initiative 2.2.2: Start and run a blog.</i>	0	100%	-	-	-	-
<i>Initiative 2.2.3: Share thought leadership content.</i>	0	100%	-	-	-	-
<i>Initiative 2.2.4: Explore new consulting verticals.</i>	0	100%	-	-	-	-
<i>Initiative 2.2.5: Network and make new connections.</i>	0	100%	-	-	-	-
<i>Initiative 2.2.6: Generate US\$ 300,000 by providing programme design and management consultancy.</i>	0	\$ 300,000	-	-	-	-
<b>Strategic Goal 3: Strengthen institutional capacity of MUG to achieve its goals efficiently and sustainably.</b>						
<b>Strategic Objective 3.1: Strengthen corporate governance for effective MUG oversight.</b>						
<i>Initiative 3.1.1: Re-orienting MUG governance structures.</i>	TBD	TBD	-	-	-	-
<i>Initiative 3.1.2: Aligning MUG policy framework with Group context and 2023-2028 priorities.</i>	40%	100%	-	-	-	-
<i>Initiative 3.1.3: Strengthen MUG audit mechanism to serve needs of organizational growth.</i>	70%	100%	-	-	-	-
<i>Initiative 3.1.4: Institutionalize Quality Management Systems (QMS) and Risk Management.</i>	70%	100%	-	-	-	-
<i>Initiative 3.1.5: Define, equip and run a sustainable MUG Headquarters.</i>	0	1	-	-	-	-
<b>Strategic Objective 3.2: Ensure adequate and sustainable MUG resourcing.</b>						
<i>Initiative 3.2.1: Mobilizing adequate grant funding for resourcing MUG goals.</i>	50%	100%	-	-	-	-
<i>Initiative 3.2.2: Standardize business model design across MUG Group.</i>	0	100%	-	-	-	-
<i>Initiative 3.2.3: Oversight of MUG stake in MIHS, MRCU and MHUG and ensuring the Entities are viable and growing to become their customers' first choice brand.</i>	50%	100%	-	-	-	-
<i>Initiative 3.2.4: Building and running a robust sustainable fundraising initiative.</i>	US\$0	US\$ 1M	-	-	-	-



Strategic Initiatives	Baseline	Annual Targets				
		Yr01	Yr02	Yr03	Yr04	Yr05
<b>Strategic Objective 3.3:</b> Attract a productive inspired human resource with the right skills, attitude and commitment, place them in a progressive organizational culture and support them excel.						
<i>Initiative 3.3.1: Cultivate a progressive organizational culture that helps people thrive.</i>	1	1	-	-	-	-
<i>Initiative 3.3.2: Attract the right people into the organization and place them in the right positions to optimize benefit for MUg.</i>	TBD	TBD	-	-	-	-
<i>Initiative 3.3.3: Build the leadership spirit in every MUg employee in line with the organization's leadership philosophy.</i>	20%	100%	-	-	-	-
<i>Initiative 3.3.4: Run a bold and candid performance management system.</i>	TBD	TBD	-	-	-	-
<b>Strategic Objective 3.4:</b> Effective and efficient stewardship of MUg resources.						
<i>Initiative 3.4.1: Strategic leadership of MUg Group financial management.</i>	100%	100%	-	-	-	-
<i>Initiative 3.4.2: Run effective and efficient decentralized supply chain management.</i>	0	100%	-	-	-	-
<i>Initiative 3.4.3: Enhance MUg projects and business operations through ICT optimization.</i>	70%	100%	-	-	-	-
<i>Initiative 3.4.4: Effective and efficient support services to MUg projects and enterprises.</i>	70%	100%	-	-	-	-
<i>Initiative 3.4.5: Joint Group-level strategic investments.</i>	TBD	TBD	-	-	-	-
<b>Strategic Objective 3.5:</b> Inspire priority publics to own, build, promote and defend MUg brand.						
<i>Initiative 3.5.1: Setting up in-house Communications Desks in MUg Entities.</i>	0	100%	-	-	-	-
<i>Initiative 3.5.2: Design and manage an effective corporate communication mechanism.</i>	1	1	-	-	-	-
<i>Initiative 3.5.3: Design and implement a robust branding program for MUg.</i>	1	1	-	-	-	-
<i>Initiative 3.5.4: Run an effective client relations management and advocacy forum.</i>	1	1	-	-	-	-

Strategic Initiatives	Baseline	Annual Targets				
		Yr01	Yr02	Yr03	Yr04	Yr05
<i>Initiative 3.5.5: Effective management of corporate partnerships and alliances.</i>	1	1	-	-	-	-
<b>Strategic Objective 3.6:</b> Monitor and evaluate strategy implementation of MUg projects and enterprises for desired outcomes and impact.						
<i>Initiative 3.6.1: Designing Outcomes and Impact in new MUg projects and businesses.</i>	0	100%	-	-	-	-
<i>Initiative 3.6.2: Monitor generation of Outcomes by MUg projects and businesses.</i>	0	100%	-	-	-	-
<i>Initiative 3.6.3: Periodically evaluate Impact generated by MUg projects and businesses.</i>	50%	100%	-	-	-	-
<i>Initiative 3.6.4: Monitor and evaluate Strategic Plan implementation across MUg Group.</i>	0	100%	-	-	-	-

## 6 Appendix

### 6.1 Appendix 1: Acknowledgements

Mildmay Uganda appreciates the individuals outlined below for diverse roles they handled in the process of developing this MUG 2023-2028 Strategic Plan.

Mildmay Uganda Board of Directors	
Dr. Jeff Sebuyira Mukasa, Board Chairperson	Engineer Proscorvia Njuki, Vice Chairperson
Dr. Vincent Okoth Oketcho, Board Member	Dr. Sarah Nakubulwa, Board Member
Mr. Geoffrey Kakira, Board Member	Mrs. Florence Kaddu, Board Member
Ms. Sarah Kyejjusa, Board Member	Mr. Fulukas Enyaga, Board Member
Mr. Patrick Mugenyi, Board Member	

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Richard K. Wanyama	Planning Expert - Facilitator - Process Leader

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### 6.3 Appendix 3: Document Revision History

Chapter & Page of Proposed Review	Summary of Review Action Taken	Name of Reviewer	Revision Date