



TWAHIRAH

ISLAMIC CHARITY ORGANISATION

"Love, Share & Hope"

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STRATEGIC PLAN **2025 – 2029**


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Acronyms

LCI – Local Council One

NDPIII – National Development Plan 3

OVC – Orphans and Vulnerable Children

SDGs – Sustainable Development Goals

TIC – Twahirah Islamic Center

TICO – Twahirah Islamic Charity Organisation

Foreword from Chairman Board of Directors



It is with immense pride and a sense of purpose that I present the Twahirah Islamic Charity Organization (TICO) Strategic Plan for 2025 to 2029. This plan serves as a bold and comprehensive roadmap that reflects our unwavering commitment to transforming the lives of vulnerable communities in Uganda through innovative and sustainable interventions.


Over the next five years, TICO will focus on building a self-reliant and thriving community through our strategic pillars; Inclusive education, Smart agricultural practices, Access to clean water and sanitation, financial sustainability, and the promotion of Islamic values. These pillars, aligned with our core values of accountability, equity and equality, community engagement, passion, and collaboration, will guide our efforts to empower individuals and families, creating lasting and meaningful change.

This strategic plan is not just a document; it is a manifestation of our vision for a future where no one is left behind, where every vulnerable person has the opportunity to rise above their challenges, and where communities are empowered to create sustainable livelihoods. Through innovative capacity building, humanitarian and psycho social support TICO will continue to build a better tomorrow for all.

Our commitment to transparency and collaboration with stakeholders remains central to our mission. This plan is the result of rigorous planning, community consultations, and a shared desire to make a measurable impact on the lives of the most disadvantaged. As we implement this strategy, we will work closely with our partners, donors, and the community to ensure that our initiatives are effective, scalable, and sustainable.

On behalf of the Board of Directors, I extend my sincere gratitude to all who have contributed to this strategic vision. Together, we are shaping the future and laying the foundation for a world where vulnerable communities can thrive with dignity, hope, and self-reliance.

May Allah bless our endeavors and guide us on this journey of service and transformation.



Sheikh Mugendera Abdulkarim
Chairman, Board of Directors
Twahirah Islamic Charity Organization

Preface from the **Executive Director**



As the Executive Director, I am thrilled by the milestone of a five-year Strategic Plan (2025-2029) we have been able to achieve, it is through my team's dedication for their foresight of TICO's future.

Twahirah Islamic Charity Organization (TICO) hereby presents the Strategic Plan for the period 2025 to 2029. We reflect on our journey of empowerment, compassion, and service to the vulnerable communities of Uganda. This strategic plan is a continuation of our commitment to create a self-reliant and sustainable society where every vulnerable person has the opportunity to thrive.

TICO's mission is to address the urgent needs of our communities through innovative solutions in education, agriculture, and humanitarian aid. As we move forward, this strategic plan lays out our objectives and programs designed to bring lasting change to the lives of those we serve.

In this plan, we emphasize the importance of capacity building, smart agricultural practices, inclusive education, access to clean water and sanitation, financial sustainability, and the promotion of Islamic values. We seek to build strong operational systems and ensure that the benefits of our programs reach every corner of the communities we serve.

It is not only a roadmap for TICO's growth but a reflection of our unwavering dedication to transparency, equity, collaboration, and the passion that drives our work. The years ahead offer new opportunities and challenges, but with Allah's guidance and the support of our partners, donors, and beneficiaries, we are confident that we will achieve our vision of creating a community where vulnerable people thrive.

We thank everyone who has contributed to the development of this strategic plan and look forward to implementing it with renewed energy and commitment.

May Allah bless you



Damulila Faizal
Executive Director
Twahirah Islamic Charity Organization (TICO)

Acknowledgements



Dr Joyce Tamale.
CEO Capital Solutions Limited



Twahirah Islamic Charity Organization would like to acknowledge all stakeholders that have been involved in the Strategic planning development process. Special gratitude goes to the Board of directors, management and staff of TICO, development partners, volunteers, Members of TICO and lastly the consulting firm (Capital Solutions Limited) that facilitated the development of the five year strategic plan 2025-2029 led by **Dr Joyce Tamale**.

As we embark on this 5-year journey, we would like to invite all stakeholders to support TICO as we deliver our commitment and fulfil our mandate.



1.0 Background

Twahirah Islamic Charity Organisation (TICO) emerged from the shared experiences of a group of determined Ugandan youths who grew up witnessing first-hand the struggles of underserved communities. Some of these youths themselves came from humble backgrounds, where scarcity was part of daily life, and access to basic necessities like food, education, and healthcare was a privilege beyond reach for many. As they interacted with children from the most marginalized families; where hunger was common and survival was a constant battle, this team of passionate individuals became deeply aware of the hardships others were enduring. The sight of children going to bed hungry, dropping out of school due to lack of fees, and families trapped in cycles of poverty motivated these youths to take action. They understood that the systemic challenges in their communities were not merely statistics but real lives being shaped by poverty, and they were determined to make a change.

In Uganda, especially in rural and urban poor settings, poverty often deprives children of opportunities, leaving them vulnerable to the harsh ways of living. Borrowing knowledge from religious rooted values, these youths formed TICO to provide support and bring hope to these vulnerable families. TICO was started out of empathy and commitment to transforming lives by addressing the root causes of poverty and other social problems that steal away people's hope.

Our mission is to empower vulnerable communities through innovative capacity building, humanitarian and psycho social support for sustainable development. Our team wants to create a self-reliant community where the most under served can thrive with dignity, breaking the cycle of poverty. TICO's mission is to become a testament to the team's belief in the power of community driven change, starting from within our own backgrounds of need, and expanding to touch the lives of others in a sustainable, impactful way.

About Us





Twahirah Islamic Charity Organization (TICO) is Non-profit, indigenous organisation driven by a patriotic spirit to enhance the welfare of underprivileged children, youth, women, the disabled, and the elderly with focus on their health, social, and economic development. TICO started its operations officially in February 2022 and strives to provide educational support to the underprivileged children, empowering youths and women through technical and practical skilling to enhance economic development and growth.

TICO is fully registered as a Non-Government Organization with **Registration Number INDR157054848NB** and operates country wide in Uganda. TICO programs cover crucial areas such as: Inclusive education, Sanitation and safe water, Smart Agriculture and Food security, Relief program, Religious based initiatives and Membership. By addressing these diverse needs, and aims to make a lasting positive impact on the lives of those who need it most.



Key

 Relief programs

 Religious programs

 Education programs

 Agriculture programs

 Assessment programs

 Women empowerment

 Girl-child empowerment

TICO's Map Foot print Information

Mukono

Scholastic, clothes, education, wheelchair, Ramadan, girl child empowerment.

Wakiso

Qurban, scholastic, education, clothes, shoes, food distribution, girl child empowerment.

Kayunga

Education, farming, food distribution, girl child empowerment.

Mityana

Quran and Yassarna, hot meals, scholastic, assessments.

Luwero

Quran and Yassarna, Ramadan

Jinja

Ramadan

Pallisa

Quran and Yassarna, clothes

Iganga

Assessments.

Buikwe

Quran and Yassarna.

Ssembabule

Ramadan

Mpigi

Quran and Yassarna.

Kampala

Education, Qurban,

Kamuli

Scholastic, clothes, Quran and Yassarna, wheel chair.

1.2. Problem Statement

According to the Uganda Bureau of Statistics (2021), 41% of the population in Uganda live below the Poverty line and many do not earn an income at all. 12.3% of children are orphans making them prone to a lot of life risks. These among other unavoidable circumstances make people vulnerable and many cannot get themselves out of this dire situation, unless someone intervenes. The effects of climate change in Uganda are increasingly severe, affecting the lives of the citizens and the environment. It has led to extreme weather events such as unpredictable, prolonged drought and rainfall. The urban migration has increased put pressure on the limited resources hence causing more stress on the people due to limited access to basic needs. So, TICO is established to bridge that gap by providing support to the vulnerable people and communities in a sustainable manner.



1.3. NGO Situation context in Uganda

According to the National Bureau of Non-Governmental Organizations (NGOs) (2019), Uganda has over fourteen thousand and twenty-seven (14,027) registered NGOs. Most of these NGOs raise financial resources to sustain their work through fundraising from philanthropists, development partners and like-minded institutions. In Uganda, the situation has become very challenging as many NGOs have lost funding especially those working in areas of good governance and accountability. Due to these facts and the dwindling financial resources, most NGOs are seeking for innovative and alternative sources of resource mobilization.

The NGO Act, section 46 (1) states that CSOs may operate businesses, with proceeds ploughed back into their NGO mission. Few CSOs take advantage of this opportunity, mainly because of the widespread belief that non-profit organizations are prohibited from operating businesses. Some CSO's have registered as social enterprises, which enables them to generate income that can be used to fund their missions. Tax policies for CSOs remained unchanged in 2021.

CSOs must pay value-added tax on imported goods and purchases as well as pay-as-you-earn tax on staff salaries. A CSO may apply for a tax exemption by obtaining a recommendation from the NGO Bureau, a tax assessment from Uganda Revenue Authority, and a recommendation letter from its line ministry showing that any tax revenue lost because of the exemption will be recovered in-kind through services provided by the applicant organization.

The social entrepreneurship business model enables organizations to create financially resilient approaches as well as keep the social goal. Post Covid-19 era, the new ways of doing business have emerged with the shrinking funding for funding CSO's, we have embarked on a new challenging journey to run a social enterprise alongside the program work through the business model that is more sustainable. We trust this is the right thing to do, with the support of our leadership, development partners and the government.

1.4. Legal and Policy framework

In Uganda, several laws have been passed to regulate the operation and affairs of CSOs such as the NGO Act, 2016, which is the primary law that regulates NGOs, CBOs and its subsidiary regulations, i.e., the NGO Regulations, 2017 and the Fees Regulations, 2017. All these aim to provide an enabling environment for the civil society operations.

Currently, the prevailing legal framework governing CSO operations in Uganda is conducive and allows for CSOs to generate income through sales of goods and services – especially goods and services that promote the social and economic well-being of the citizens. -The income from the sales of goods and services is reinvested into the organisation to further its objectives. In addition, recent years have seen an increase in relevance and positive impact in society by social business models, both in Uganda and beyond.

1.5. Twahirah Islamic Charity Organization proposes a solution

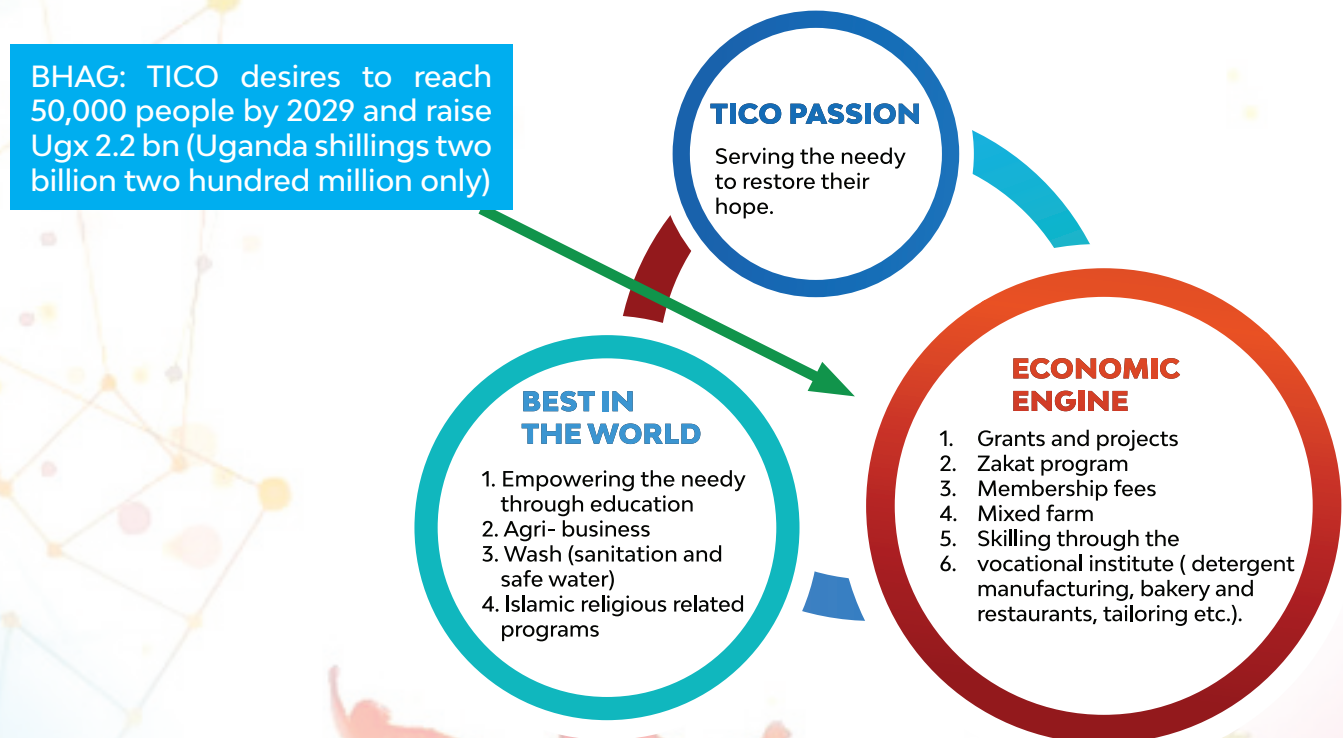
In our bid to empower vulnerable communities through innovative capacity building, humanitarian and psycho social support for sustainable development. TICO will be contributing to Sustainable Development Goals(SDGs) 1, 4, 6 and 8 specifically SDG 1 for No poverty by providing smart agriculture solutions, establishing a vocational institute that will be providing skilling and capacity building services to the vulnerable youth and women, SDG 6 Clean water and sanitation through the construction of bore holes and biodegradable toilets and SDG 4 Quality education through resource mobilization to avail a sponsorship program. TICO during the strategic plan implementation will look at cross cutting issues as such as: 2 Zero hunger (food relief and smart agriculture), 5 Gender Equality where we aim to prioritize women in our economic empowerment, 13 Climate Action through Smart Agriculture and 17 Partnerships for Goals, with intention to look for like-minded partners for collaborations.

1.6. TICO Hedgehog Concept

The hedgehog concept helps Organizations like non- profits focus on their strengths and achievable goals. Understanding their primary mission and strategy lets them make decisions that benefit the community and society especially with the aspect of making social impact. TICO will be in position to best allocate and utilize resources effectively. The TICO hedgehog concept re- affirms our Vision to be **"A self-reliant and sustainable community where vulnerable people thrive"**. TICO is passionate about serving the needy to restore hope , TICO is strategizing to be the best at programming in the following Empowering the needy through education, Agri- business, Wash (sanitation and safe water) through construction of boreholes, construction of bio degradable toilets and distributing water filters) and Islamic religious related programs.

Our belief is that we can succeed through integrating our programming working with a social business model for sustainability of our programs as well as contribute to resource mobilization through Zakat program, membership fees collection, establishing mixed farm and vocational institute for skills training.

TICO is determined to restore Hope in lives of the vulnerable through loving, sharing and establishing innovative poverty relief developmental projects towards creating a self-reliant community targeting the orphans, elderly, girls, women, persons with disabilities and the homeless.



2.0

TICO Identity and Strategic Framework

2.1. Vision



A self-reliant and sustainable community where vulnerable people thrive.

2.2. Mission



To empower vulnerable communities through innovative capacity building, humanitarian and psycho social support for sustainable development.

2.3. TICO Statement of Core Values

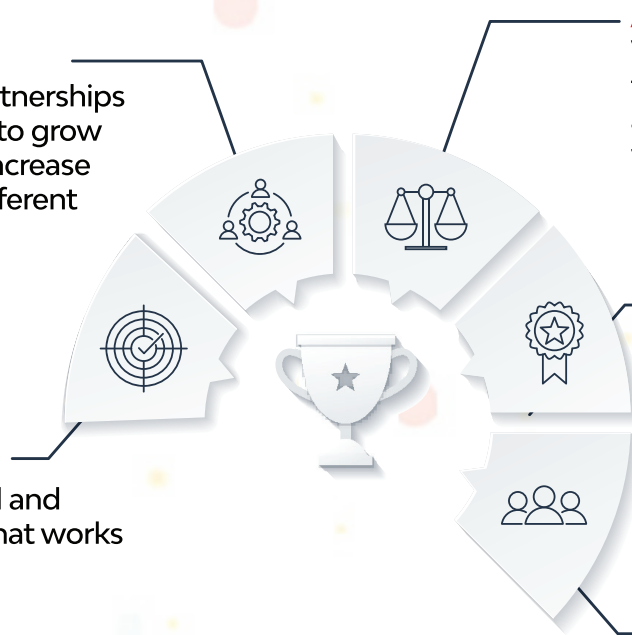
TICO has 5 core values as show in figure 2 below;

Collaboration:

We are open to partnerships and collaborations to grow our mandate and increase our impact with different stakeholders.

Passion:

We are committed and passionate team that works together.



Accountability and Transparency:

We hold ourselves accountable to the highest level of ethical behavior and responsibility for our actions while maintain integrity in our performance. All our actions and projects ensure credibility.

Equity and Equality:

TICO promotes equality, dignity and unbiased society to the marginalized groups through empowering the disposed towards revealing their God given human potential.

Community Engagement:

We shall ensure a sense of belonging is natured across all operations of the organization whereby all donors, volunteers, staff and other stakeholders feel part of the fields of life family.

2.4. TICO Strategic Objectives

Strategic Objective 1:

To provide quality and inclusive education services among the vulnerable communities in Uganda by 2029.

Strategic Objective 2:

To promote smart innovative agricultural practices for sustainable food security among vulnerable communities by 2029.

Strategic Objective 3:

To ensure access to safe water and improve sanitation among vulnerable communities by 2029.

Strategic Objective 4:

To promote Islamic values and morals through programs that provide Aid and access to Islamic learning resources to the vulnerable.

Strategic Objective 5:

To build strong operational systems & implement income generating initiatives for financial sustainability.

2.5. TICO Beneficiaries

We define a beneficiary as a vulnerable person who is prone to risks which might not be of his or her causing. It is mostly due to negative factors which are outside one's control. Poverty to a greater extent makes people vulnerable due to lack of resources which are crucial in provision of human basic needs. The following among others are the vulnerable groups TICO serves; orphans, vulnerable children, the disabled, elderly, widows, the homeless, those without food, girl child and youth.



2.5.1. Who is a TICO Beneficiary?



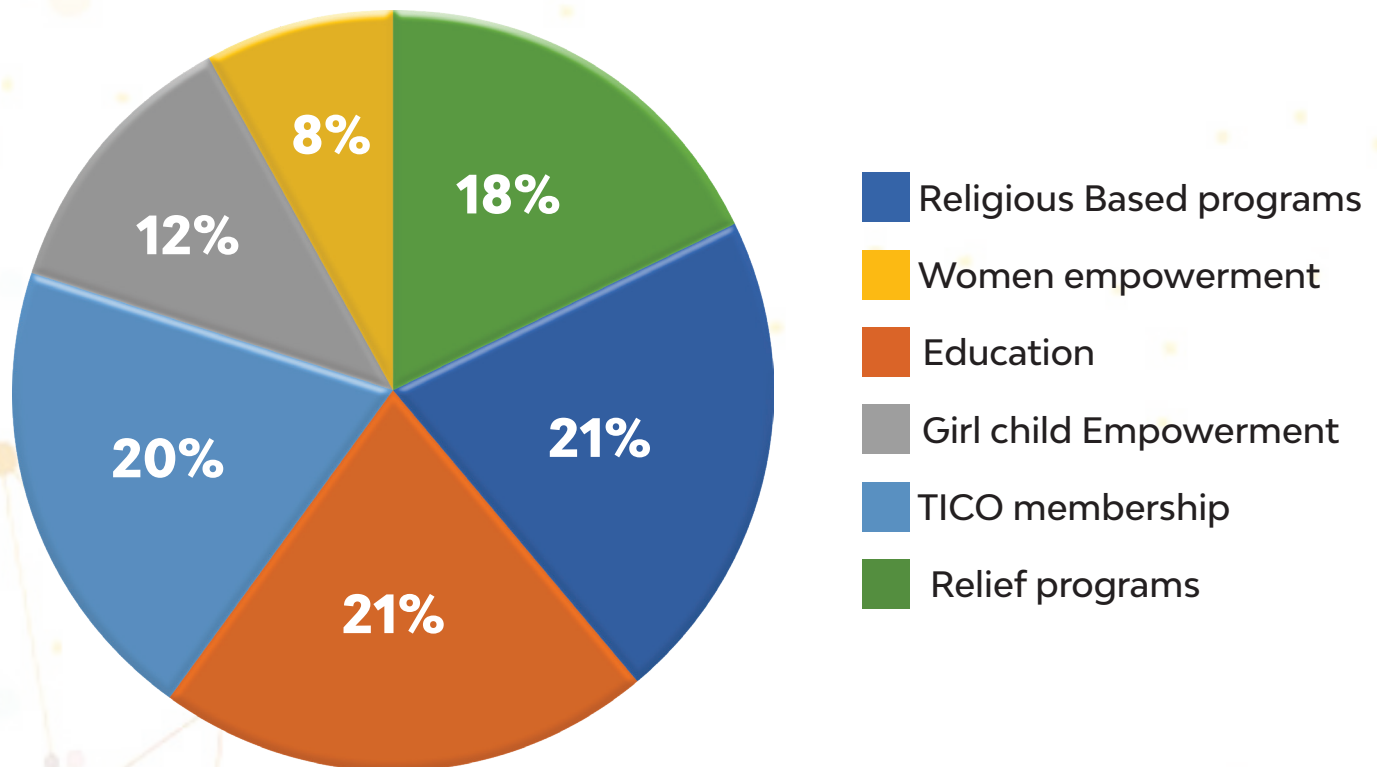
A beneficiary of TICO is defined as a person in a rural and semi urban setting. i.e. A person in a homestead with several children below 18 years of age and is challenged by access to necessities on a daily basis due to limited resources to support their family, Our case study of TICO beneficiary below;

“Madam Hadijjah Nakakaawa, who resides in Kigobero, Kayunga district, heads a family of seven children. She has been abandoned with all the responsibility of taking care of the family. She must provide all necessities i.e. Food, clothes, medical care, and school fees without a job, her major source of income is solely from farming on small piece of land for food and she sells some of the produce. This often leaves many needs of the family unmet, with the children frequently going to bed hungry.

Twahirah Islamic Charity Organization (TICO) has mapped families like the one of Madam Hadijjah Nakakaawa in different districts across Uganda and provided interventions to struggling families through provision of food relief, clothing, and beddings, sponsorships for school fees.

TICO plans to strengthen the beneficiary’s capacity through offering empowerment programs, counseling sessions, skilling in urban farming techniques. Through the different interventions, the vulnerable will be better positioned to undertake income-generating activities, ultimately allowing them to meet her family’s basic needs and improve their overall standard of living.

TICO Programs performance over the last 3 years



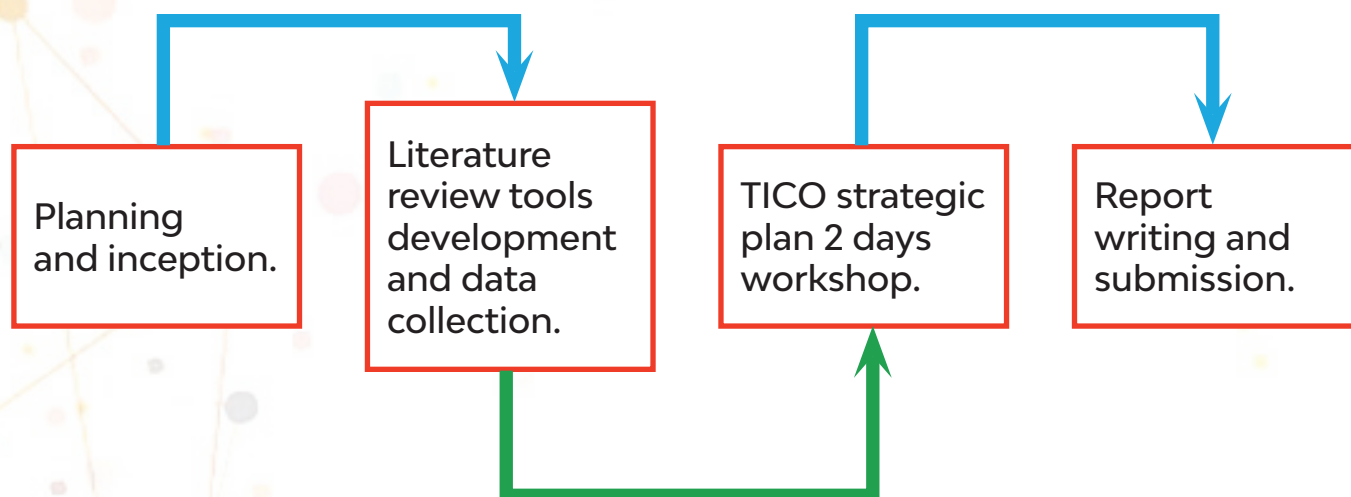
The different programs have achieved the following as below;

- » TICO has given out wheelchairs to the PWDs, food package , and scholastic materials, in-kind support through visiting communities donating food clothes to 1705 beneficiaries children , women and elders, they love serving the community to date TICO has trained to more than 500 women in urban farming, making reusable sanitary pads and distributed scholastic materials to vulnerable children in communities.
- » TICO has worked with parents on the scholarship program and education program to provide school fees to (6) the orphans and other vulnerable children, through the same program, awareness on self- esteem trainings have been held for girls to stay in school, mentorships and counselling services.
- » TICO has distributed Yassarna and Quran to children to read and understand Islamic teaching in different districts and held Islamic teaching seminars through the TIC programs and provided iftar for Muslims in Ramadan.

Strategic Plan development process

The TICO strategic planning process was a mixed approach of both qualitative and quantitative methods to engage the TICO team and its stakeholders in the strategic planning process. The Consultant used a 5 phased approach from inception and planning, literature review and tools development, facilitation of the 2 days physical workshop for TICO with staff, management and board representatives and other selected key stakeholders by TICO to brain storm and formulate practical strategies for the next five year, validate information collected and seek consensus on critical issues for new pathways in the programming and implementation.

Figure 3: TICO Strategic planning process;



Our Approach and Methodology

i. **SWOT Analysis:**

Using the KII, key stakeholders were engaged to provide feedback on the internal environment of TICO.

ii. **The PESTLE Analysis:**

Using the FGDs, the consultant obtained feedback on the external environment in which TICO operates and literature review assessed the local, and global macro- economics and emerging trends to further sharpen the focus for the next strategic period.

iii. Key Informant Interviews:

The key informants included partners that have been key TICO's mandate in the past period of existence and those that were crucial in the coming 5 year period of implementation of the strategic. An approved Key Informant Interview (KII) guide was used to engage stakeholders using a hybrid approach for online and physical meetings. The stakeholders engaged provided in a detailed list by TICO management these were not limited to development partners, members of TICO, staff, management, beneficiaries, board, other NGOs doing similar work.

Twahirah Islamic Charity Organisation (TICO) Strategic Plan 2025-2029 shall guide the Board, management and staff with clear road map for the future direction of the organization. The process included consultative participation of key stakeholders; partners, Board, management, staff, members, beneficiaries and government bodies, literature review and research, existing peer CSOs. The stakeholder engagement was a mix of both KII (90% online and 10% physical) reaching thirty seven (37) key informants and these comprised of four (4) Board members, four (4) senior management staff, seven (7) volunteers, forty nine (49) members, seven (7) development partners, eight (8) beneficiaries, five (5) consultants and two (2) government representatives at local government level. The strategic plan process took 60 days from the inception to final report submission.

TICO Situational Analysis

We have used the SWOT analysis to assess both the internal and external factors relevant that might affect the environment in which we operate, the internal analysis; this covers our strengths and weaknesses, the External analysis looks at the factors which seem to be beyond our control such as opportunities and threats as.

5.1. SWOT Analysis: Strengths, Weaknesses, Opportunities and Threats

Strengths	Weaknesses
<ul style="list-style-type: none"> » Over 500 TICO members » Good transparency and accountability practices. » TICO's foundation on Islamic values. » TICO is fully registered and compliant as an NGO in Uganda. » A committed and passionate team and management. » TICO existing office premises for operations. » Operational Twahirah financial management system. 	<ul style="list-style-type: none"> » Limited M&E reporting. » Limited skills among staff on resource mobilization, proposal and grants writing. » Gender imbalance in staff recruitment » Lack of a skilled and experienced Board of Directors. » Limited physical engagements and interaction with members and beneficiaries. » Lack of an operational member's policy, beneficiary's policy and safe guarding policy for TICO. » Limited financial resources for program implementation of activities planned. » Poor partnership management.
Opportunities	Threats
<ul style="list-style-type: none"> » Growing agenda globally on social entrepreneurship and sustainability. » Climate change focus at global level » The available funding for sustainable development goals globally. » Existing NGO act » Increased population growth and urbanization. 	<ul style="list-style-type: none"> » Cyber security attacks » Political environment changing pre and post 2026 elections. » Dwindling donor funding globally » Shifting donor priorities » Increasing legal requirements for NGOs in Uganda.

5.2. TICO Analysis of the PESTLE using the existing opportunities and Threats

Political;

Working closely with line ministries like Local Government, Local Councils, Ministry of Gender Labor and Social Development, Ministry of Agriculture and embassies.

Political Instability is anticipated in upcoming 2026 elections;

which may disrupt operations in the country; conflict risks at the local level are rising due to uncertain political succession, economic stagnation, a youth bulge and an influx of refugees from South Sudan. The state's repression of political opposition and its increasing reliance on security responses to political problems is fostering discontent in politically and economically marginalised communities. Through field research in Kampala and conflict-affected areas, crisis group works to reduce the likelihood of local tensions escalating into violence. We indicate how Ugandan policymakers can embark on a process of democratic transition in order to reduce the risk of discontent turning into political instability, protest and violence.

Strict controls on NGOs by government;

The NGO Amendment Act, 2024 sparking discussions about its potential impact on the country's Non-Governmental Organizations (NGOs). The amendment now mainstreams the National Bureau for Non-Governmental Organisations as a government department under the Ministry of Internal Affairs. The shift in oversight could bring both opportunities and challenges for Ugandan NGOs such as increased scrutiny: NGOs might face stricter regulations and more rigorous reporting requirements under the Ministry of Internal Affairs, alignment with government Priorities: closer government oversight could lead to a need for NGOs to align their activities more closely with government agendas and priorities. Impact on advocacy: concerns exist about the potential limitation of NGO advocacy and independence. Closer monitoring by the government could restrict NGOs' ability to critique government policies or engage in activities perceived as contradictory to government interests.

Affiliation of extremism ;

TICO risks being affiliated to extremism and this is because of the foundation of Islam , this risk could pause a threat to the operations and therefore requires management to take extreme caution on branding TICO and its operations, onboarding funding partners and clear definition TICO mandate.

Economic factors

- 1. Availability of Islamic insurance;** options among commercial banks and insurance organization; Uganda's insurance market is set to widen following the introduction of Takaful insurance. Insurance regulatory has made tremendous strides in promoting Takaful insurance, this will widen and deepen the insurance market, especially among the untapped targeted audience slim community in the insurance.
- 2. Emyooga and PDM schemes;** Emyooga is a Presidential Initiative on Wealth and Job Creation was launched on the 19th August, 2019. The programme targets 18 categories of specialized Ugandans who include boda riders, taxi drivers, restaurant operators, welders, market vendors, women entrepreneurs, youth leaders, people with disabilities (PWDs), journalists, performing artists, carpenters, salon operators, tailors, mechanics, produce dealers, veterans, fishermen and elected leaders. Our programing as TICO will position to tap into the available opportunities form skilling for the vocational institute.
- 3. The Parish Development Model (PDM);** is a development strategy devised under Uganda's NDP III. It aims to deepen the decentralization process, uplift household incomes, and enhance the quality of life for Ugandan households still reliant on subsistence farming. The PDM operates through seven interdependent pillars, each with specific objectives and activities, to drive inclusive and sustainable development at the grassroots level. The government development strategy seeks to improve incomes and the quality of life for the 39% of the households stuck in the subsistence economy. This percentage translates to 3 million households and 16 million people.
- 4. Funding and partnerships in the Arab world;** The Arab world has recently picked interest in funding African countries in the sub- saharan region through the different initiatives like the Islamic development bank, Saudi fund for development, The Arab Bank for Economic Development in Africa (BADEA), Arab Fund that seeks to meet the development needs of member countries and at the same time ensure feasibility and transparency in all its projects. TICO resource mobilization strategy will focus on mapping some of these for partnerships directly and indirectly.

5. Changing Donor priorities; the shifting donor priorities; most donors at the forefront of funding are focusing on localization agenda, embarking on a comprehensive approach to allocating funding like USAID, GIZ, DANIDA and European Union. In today's ever-changing landscape, aligning your NGO's funding strategy with current donor trends is pivotal in raising the funding needed for impact. Armed with these insights and updated quarterly, NGOs can navigate the funding landscape effectively and stay on course with donor strategies. Traditional philanthropic donors and governments simply do not provide enough funds and are often too slow. NGOs need to unlock large-scale capital, and quickly. NGOs need to get smart on finance.

Social Factors

Existence of the Sustainable Development Goals for impact investing,

UN and its partners in Uganda work towards achieving the SDGs, they are a global call to action to end poverty, protect the earth's environment and climate and ensure that people everywhere can enjoy peace and prosperity, UN has available resources of \$ 28.7 and TICO is addressing SDG 1, taking 8.1%, SDG4 taking 0.5%, SDG 6 taking 7.2% and SDG17 taking 0.8% of the budget resources allocated, positioning for this kind of funding opportunities could be vital to scale the impact of TICO.

Environmental factors

Climate change issues are merging globally;

According to the UNFCCC, global climate finance flows reached an annual average of \$803 billion in 2019–2020, a 12 per cent increase compared to prior years. However, this still falls short of the levels needed to limit warming, and fossil-fuel-related flows exceeded climate financing for adaptation and mitigation in 2020. In 2019, at least 120 of the 153 developing countries had undertaken activities to formulate and implement National Adaptation Plans to enhance climate adaptation and resilience, an increase of 29 countries over the previous year. With the Increasing funding around climate change, TICO can position its programming on wash to address some of the climate issues using smart technology.

Legal factors

NGO Act Section 46 allows NGOs to establish Social Enterprises;

According to 2021-CSO-Sustainability-Index-Report-Uganda; CSOs are free to participate in calls for bids on projects in which the government is the lead implementer. Under the NGO Act, CSOs may operate businesses, with proceeds taxed under the rules for private businesses. Few CSOs take advantage of this opportunity, mainly because of the widespread belief that non-profit organizations are prohibited from operating businesses. Some CSOs have registered as social enterprises, which enables them to generate income that can be used to fund their missions.

Tax policies for CSOs remained unchanged in 2021;

CSOs must pay value-added tax on imported goods and purchases as well as pay-as-you-earn tax on staff salaries. A CSO may apply for a tax exemption by obtaining a recommendation from the NGO Bureau, a tax assessment from Uganda Revenue Authority, and a recommendation letter from its line ministry showing that any tax revenue lost because of the exemption will be recovered in-kind through services provided by the applicant organization.

CSOs with relatively big grants, stable organizational structures, and well-integrated digital technologies were able to navigate the crises in 2021 by using remote-working and virtual conferencing applications to cut costs and maintain staff and core operations. For example, the Center for Constitutional Governance broadcast topical dialogues and press conferences on its YouTube channel, Civic Space TV, to keep its advocacy work going, and Civsourcing Africa, an intermediary support organization (ISO) that tracks local giving, relied on telecommunication and online meetings to generate reports on local giving. These organizations, however, constitute a minority in the sector.

Technological factors

Most organizations technology penetration is low;

Their use of internet-based technology was limited to attending meetings convened by better-resourced organizations. The degree to which CSOs are aware of the need for cyber security and attacks is unknown. Although the NGO Act 2016 empowers CSOs to engage in commercial activity to finance their programming, few CSOs took advantage of this opportunity. Organizational weaknesses, such as the lack of competent staff, also prevented many CSOs from embracing commercial activity as an alternative source of income. A 2020 study on the status of social entrepreneurship in Uganda by Capital Solutions Ltd, enlightened on the possibility of CSOs engaging in income generating activities in order to sustainably deliver their mission.

Theory of Change

Theory of Change Statement

Twahirah Islamic Charity Organization desires to build self-reliant and sustainable communities where vulnerable communities thrive through loving, sharing, empowerment of communities using innovative poverty relief and developmental projects. TICO's theory of change is in alignment with the 5 five strategic objectives positions TICO vision to be 'A self-reliant and sustainable community where vulnerable people thrive.'

Our Theory of change states;

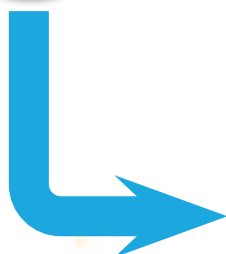
"If Twahirah Islamic Charity organization empowers communities and builds capacity of vulnerable people, THEN communities will become self-reliant to thrive for sustainable development"

Figure 4: TICO theory of change



Vision

A self-reliant and sustainable community where vulnerable people thrive.



Mission

To empower vulnerable communities through innovative capacity building, humanitarian and psycho social support for sustainable development.



Input	Growth Path/ Strategies	Output/Outcome	Impact
<ul style="list-style-type: none"> » Research. » Partners. » Work plans & Budget. » Resource mobilization. » Equipment. » Internet. » Permanent Premises. » Legal Documents. » Staff. » Volunteers. » Salaries & Wages. » Qurans & Yassarna » Animals for slaughtering. » Twahirah farms. » Agricultural equipment. » School fees. » Human resource. » Land for vocational and Agricultural services. » Partnerships. » Finance (Fund). 	<ul style="list-style-type: none"> » Establishing a Social Enterprise. » Risk Management. » Collaborations. » Signing M.O.U with Partners. » Project. » Implementation. » Proposal writing. » Being Compliant. » Recruiting quality Staff. » Increasing membership. » Proper Financial Management. » M&E System. » Donor. » Management » Applying for Grants. » Reporting and Accountability. » Education. » sponsorship » Agricultural trainings. » Assessments. » Partnerships (International collaborations). 	<ul style="list-style-type: none"> » Proper Financial Management. » Permanent Offices » Having various. » sources of Income. » Enough Funds. » Having enough qualified staff. » Proper resource allocation. » Improved staff welfare. » Increased number of beneficiaries. » Improved access to safe water. » Valid accounting systems. » Access to quality education for all. » Modernized farming techniques. 	<p>A self-reliant and sustainable community where vulnerable people thrive.</p>

Underlying Assumptions

- » That resources will be available to reach the vulnerable communities (50,000 people).
- » That the women, children and youth will adopt to the empowerment provided by TICO.
- » That TICO will have good partners on board to support the implementation of the set activities.
- » That TICO will be in position to raise the set revenue to implement the activities.
- » That TICO membership will grow.
- » That the operational environment in Uganda will be favourable for TICO operations.

7.0

TICO Strategic Priorities (2025–2029)

TICO works with communities to serve beneficiaries as a way to build self-reliant communities through the different programs.

7.1. Strategic Focus Programmes.

In the period 2025-2029, TICO will focus on five programme areas / themes that align with mission to empower vulnerable communities through innovative capacity building, humanitarian and psycho social support for sustainable development.

7.1.1. Inclusive Education

In today's world, we depend on the skills and knowledge we attain through formal and informal education. This gives us an upper hand to tackle situations with knowledge and experience. It puts us in positions where we can compete favorably with everyone else for the scarce resources available. One of the strategic focus of Uganda as a country is to empower the citizens through education, which aligns TICO's strategic focus to the vision 2040. At Twahirah Islamic Charity Organization, we are able to help the vulnerable reach that level through different projects / initiatives.



1) Education sponsorship;

Being able to access education in many parts of the country is a privilege to some people who cannot afford to. Those who can access education in marginalized communities go to poor schools which according to their capacities cannot afford to avail all quality services needed by due to the bigger numbers of students. Many children on the other hand are forced to stay at home or even being regularly sent back home for school fees since their parents cannot afford to pay. Such children come from needy families where it is even hard for them to have enough food, beddings or even clean water for home consumption. Poverty, orphan hood, unemployment among other inconsistencies make parents

unable to cater for their families' needs. As TICO, we improve the lives of these children through school fees sponsorship from early childhood education to primary level to attain good quality education thus reducing the burden of school fees payment from vulnerable parents or guardians through the Twahirah Islamic primary school and other schools offering good quality education services to locations of the mapped beneficiaries hence address SDG 4.



2) Scholastic materials distribution;

many pupils and students from vulnerable families go to school without needed learning materials i.e. books, pens etc. which makes their learning progress more difficult and sometimes this forces them drop out of schools. TICO aims at improving education of vulnerable children through provision of scholastic materials. This in turn improves their learning progress thus reducing on high rate of school drop outs.



3) Girl Child empowerment:

Through the Girl child empowerment program, TICO will implement projects to support girls in school to learn skills i.e. Menstrual hygiene management by making reusable sanitary pads, developing practical skills through the schools projects for vocational training in fashion, designs and crafts making, bakery etc. as a contribution to their skills development for young girls to realize their potential and unlock talent. And this program targets young girls in primary schools and secondary schools in rural, remote areas and semi urban areas. The Girl empowerment program

is based on the fact that in Uganda the girl child has been under privileged as compared to the boys in terms of resources and opportunities. It is only rich families that have known the value of a girl child and given them equal opportunities like boys. In primitive communities, girls are not supposed to go to school, seen a source of wealth to the father through dowry thus forcing them into early marriages. Such challenges reduce their self-esteem and potential in the country.



4) Wheel Chair Distribution;

Census Report (UBOS 2016), approximately 4.5million Ugandans have a disability meaning 12.4% of the Ugandan population have some disability. People with disabilities encounter many challenges in trying to relate with those without disabilities. Some of the challenges include; a physical environment that is not accessible, lack of relevant assistive technology (assistive, adaptive, and rehabilitative devices) and negative attitudes of people towards disability

among others. These make the environment not suitable for the disabled and therefore must be assisted in arriving at their needs and wants. TICO intends to map 100 persons with disabilities in the different communities that require and are in need of wheel chairs to support their movement and will avail quality wheel chairs and assistive devices. These will largely be children with disabilities and other vulnerable persons in communities 'country wide. In this bid to deliver this mandate, TICO calls upon different stakeholders to donate and fundraise for this cause as a contribution to equality for all and support for persons with disability.

7.1.2. WASH Sanitation and Safe water

Over 8.4 Million people in Uganda live without safe and clean water which makes them vulnerable to many water borne diseases. The most affected communities are those in rural areas because they get water from swamps and ponds. Such people use these water sources with animals which poses a danger to their life. According to UNICEF, water and sanitation are human rights, fundamental to every child and adult. But in Uganda, poor sanitation and hygiene, as well as unequal access to safe drinking water, make thousands of children very sick and at risk of death.



Through the WASH program TICO will work with communities and their leaders at local council level to map areas, schools, mosques and families in need of proper access to safe and clean water clean to establish bore holes, install water harvesting tanks, and give out water filters to homes in close radius of the marginalized communities , TICO will as well identify communities without proper sustainable latrines and construct affordable biodegradable latrines to improve on the proper disposal of waste and improve hygiene in communities to promote a safe and hygienic community prone to many water borne diseases. This program will be implemented in the rural and semi urban districts mapped by TICO.

7.1.3. Agriculture (Smart Agriculture and Food Security)

According to Sekabira et al., 2018; 70% of Ugandans depend on agriculture as the main source of income and employment making it the back bone of the country and according to the World Bank, in the sub-saharan Africa (SSA), food security remains a serious challenge. Due to over reliance on rain-fed agriculture as a source of livelihood, climate change is expected to compound this challenge especially for the poor in low and middle income countries across SSA. It is estimated that by 2050, the combined effect of increasing temperatures, declining rainfall, frequent floods and droughts could result into average reduction of maize yields by 5%, and food availability in SSA will average 500 calories less per person.

Many farmers conduct agriculture on small scale and use poor farming methods. This in the end leads to harvesting produce of low quality and quantity. As TICO in regards to Agriculture, we support farmers by providing them with quality seedlings and also train them modern farming techniques in smart vegetable farming, poultry, animal husbandry and crop disease prevention which boosts their agriculture produce thus improving their family livelihood.



1) Relief program;

41% of the Uganda's population live in absolute poverty and is below the poverty line of U.S. \$1.77 per person per day. These vulnerable families go through difficult situations given the circumstances surrounding them, for instance, many sleep on empty stomachs, emotional stress, and others are homeless among other problems. If no one comes forth to help these vulnerable people, their hopes become faint and with time, dies out. TICO through the donations and program activities shall organize resources

together and distribute to over 1,000 families that are under privileged as a contribution to improving their livelihood with basic needs like soap, beddings, clothes, food and wheel chairs. The relief program targets the families that live below a dollar to have better access to basic needs to create a big impact by restoring their hope.



2) Women Empowerment:

Women are the primary caretakers of families across the world, however in Uganda women face numerous social, cultural and economic barriers which hinders their main role in their families. In Uganda women (85%) are active in the informal sector e.g. as seamstresses or hawking goods and spend around twenty hours per week on unpaid care work, twice as much time as men and boys". This disproportion entrenches social gender norms that continue to disempower women and impede

them from gaining quality employment. Unpaid care work absorbs a lot of women's time and energy, reducing their competitiveness in the labor market. Consequently, women are more inclined to accept lower-income and insecure jobs, often in the informal sector. That places women in an economically disempowered position vis-à-vis men. Over and above Uganda's pledge to pursue gender equality and women's empowerment, women's work is also of significant importance to Uganda's society. This in turn leads to difficulties in supporting their households and communities. It is from this background that Twahirah Islamic Charity Organization (TICO) came up with various projects that empower women so that they can arrive at self-sustenance. Projects include; capacity building in agriculture for both household food security and house hold income, adult learning, entrepreneurship skills development, skilful parenting, and counselling.

In this strategic plan TICO our focus will also target to empower women through skilling of women in rural and semi urban communities with skills for urban farming to be able to grow sustainable foods for their families and income generation. TICO will distribute fruit trees to women farmers to be able to plant trees in their homes , this initiative will contribute to nutrition and as well as a eco green environment hence curbing climate change issues.

In the same program TICO will utilize the vocational institute to establish skilling programs for youth , men ,women and girls to obtain skills in different fields to better their knowledge acquisition and as well as support their entrepreneurial journey to establish income generating businesses using the skills acquired in trainings to better their livelihood and those of their families. TICO will seek partnerships with stakeholders interested in youth and women economic empowerment and design programs that will support such initiatives like the GROW project by PSFU and Ministry of Gender labour and social development, Uganda industrial research institute among others. These programs will be a big contributor to achieving the National development plan IV and Uganda vision 2040.

7.1.4. Religious Based initiatives

According to the Uganda Bureau of Statistics, 14% of Ugandans are Muslims, however these Muslims face challenges like lack of access to Islamic learning resources and few mosques located in distant areas. Being an Islamic faith based organization, promotion of our religion is paramount and whatever we do gets its basis from pleasing the Almighty Allah. Our overall aim is to promote the role of Islam in areas of spirituality, knowledge and behavior. Through the religious based initiatives TICO will implement the following programs to support the mandate of uplifting Muslims in communities;



1) Quran and Islamic Books Distribution project;

Muslims in Uganda do not have access to the Holy Quran and all required learning resources which can be used to attain knowledge about Islam. It is too disheartening for the faith of a believer to deteriorate just because there is no access to Islamic knowledge. It is from such a background, in trying to bridge the gap that Twahirah Islamic Charity Organization (TICO) aims at distributing Qurans and Islamic books to different mosques, Quran memorization centers and individuals. We aim at bringing the Holy Quran closer to vulnerable Moslems.

2) Mosque construction projects:

Many Muslim communities do lack well established mosques which makes it very difficult for Muslim believers to conduct daily prayers thus widening the gap between them and Allah. As TICO, will construct mosques in different areas of the country.





3) Ramadan Iftar project;

during the holy month of Ramadan, many Muslims are caught up in circumstances beyond their control and are forced to forego fasting in this period yet it is the fourth pillar of Islam. A number of these Muslims come from poor families and are not able to afford food for iftar to break their fasting throughout this period. As TICO, we support Muslims get access to daily Iftar during Ramadan. When a Muslim supports a fellow Muslim to go through Ramadan, he or she gets the same reward as the other one who fasts. That particular person is rewarded by Allah and giving to those in need is part of Ramadan.

4) Seminars:

Seminars are good avenues to spread and promote Islamic teachings to both Muslims and non-muslims through religious festivities, lectures and symposium. In every year TICO organizes seminars in various locations with the main aim of spreading and promoting Islam far and beyond across the country. This instils right knowledge and awakens all foundations of Islam among believers.





5) Dhuhia projects:

Eid al-Adhuha is known as the feast of the sacrifice. This is because it honours the famous story of the willingness of the Prophet Ibrahim to sacrifice his son as an act of obedience to Allah's command. In that respect, Muslims all over the world slaughter animals like cattle, camels, goats and sheep. As Twahirah Islamic Charity Organization (TICO), we shall establish a mixed farm rearing goats, sheep and cows that will be sold to raise income from other muslims and organizations the season, and through the TICO projects we shall slaughter animals and share meat plus food packages with the needy families to help them celebrate EID joyfully.

6) Zakat Program;

TICO will be collecting zakat in the strategic plan period 2025-2029 as part of their resource mobilization strategy and the proceeds from the collections will be used to enhance the religious program initiatives TICO is taking on in its mandate, and to achieve this TICO management will embark in getting the necessary policies and structures in place to enable the collection and accountability of such resources to the muslim communities.



A good Amil Governance (GAG). This governance refers to a set of organizational structure and mechanism which are reliable to sustain transparency, accountability, independence, responsibility, and professionalism in decision making process also, the Amil term reflects the non-profit seeking orientation in the zakat operations. TICO will enhance its capacity to collect zakat through a staff capacity building program to increase efficiency and accountability.

Zakat is an Islamic financial term. As one of the pillars of the faith, it requires all Muslims to donate a portion of their wealth to charity. Muslims must meet a certain threshold before they can qualify for zakat. The amount is 2.5% or 1 / 40 of an individual's total savings and wealth. Zakat can be paid at any time during the lunar year. Muslims should take inventory of their possessions and wealth. Once they reach nisab or the threshold, which is the value of 87.48 grams of gold or 612.36 grams of silver, they must pay zakat, Muslims can use any number of zakat calculators which are available online to determine their obligations.

6.1. Why Zakat (Zakah) is important:

- » **Fulfilment of the five pillars:** An integral part of being a Muslim is fulfilling the five pillars of Islam as ordained by Allah. Each of these pillars have their own unique wisdom and power in the world. Zakat is special for countless reasons. For example, the shared responsibility humanity has towards each other. Furthermore, it teaches us important lessons about our relationship with wealth.
- » **Increases closeness to Allah and Imaan:** Acts of worship are means of closeness to Allah (SWT). Allah says in the Qur'an: And My servant does not draw near to me with anything more beloved to me than the religious duties I have obligated upon him." (Sahih Bukhari).
- » **It purifies wealth:** Islam highly regards obligatory or voluntary charitable deeds. It is said to purify whatever remains of the wealth of a Muslim. Whoever pays the Zakat on his wealth will have its evil removed from him" (Ibn Khuzaimah and at-Tabarani).
- » **Ensures the re-distribution of wealth:** Allah says that those in need have a right over those with wealth. Zakat is one way of ensuring that those rights are fulfilled. Muslims are reminded of a dear sense of brotherhood and humanity. More importantly, they are reminded to share their wealth with their brethren" Those in whose wealth there is a recognized right for the needy and the poor" [Qur'an 70:24-25].
- » **Relieves suffering and bolsters the Muslim community:** So many of our Muslim brothers and sisters across the world do not have sufficient means to live a life free of suffering. By donating, you are helping to alleviate the immense struggle of those who go without the basic necessities each day. Zakat is transformative and powerful and impacts the lives of many who are in need.

TICO Strategies for the Zakat program implementations.

The overall, management strategy of zakat program starts from the collection and distribution of recommended zakat, which includes:

1. Zakat collection.

- » **Collection diversification:** Zakat market development will support the mapping of the potential members, institutions and private companies willing to make a contribution to the pool of resources. The mapping process will require coming up with a list and engaging individuals, institutions and private companies with a clear value proposition of what TICO intends to achieve with the pool of resources and how they will be utilized for the good of its mandate. The mapping will be clear on locations, categories of the target members, benefits of the program and impact of the resources.
- » **Increasing public trust:** TICO's brand will be strategically positioned as a charity based organization with capacity to run a zakat program to support its beneficiaries as means of fundraising for the vulnerable communities. The advocacy and awareness initiatives will create trust among communities for the mandate of TICO hence creating high transparency, effective communication, and community participation in decision-making related to the management of zakat. Trust is created by being authentic and thus the TICO brand must be kept in high regards beginning with the members of the board, management and staff to behave professional at all time.
- » **Increasing zakat literacy:** Advocacy programs using online radio, talk shows, adverts, seminars, digital media through zakat game method will increase communities literacy on zakat and documentation of why it's important, and it's through these programs that muslims with spendable income will be attracted, institutions and private organizations will be attracted to the program.

2. Distribution of Zakat.

- » **Improvement of programs:** Through documentation of impact of the program activities using continuous evaluation and improvement which includes monitoring and evaluating program implementation and use of technology to optimize performance and implement zakat utilization through productive zakat programs.
- » **Digital transformation:** Digital technology will be used in collecting zakat through non-cash payments using websites and mobile applications such as E-Money, I-Banking or other digital platforms and increasing the effectiveness of zakat distribution through digital technology such as mustahik data collection, distribution via bank transfers through cooperating banks and financial reports in digital form on the website.

7.1.5. TICO financial sustainability

In this strategic plan period, TICO will emphasise the need to build a self-reliant organisation using local resources and strong partnerships and collaborations. Through the TICO sustainability arm, the following will be priority: establishment of a vocational institute, growing the TICO membership, establishing strong governance systems and implementing resource mobilization strategies to attract partnerships and collaborations.

TICO membership:

Twahirah Islamic Charity Organization members are crucial in the day today running of the organization's activities plus projects. It is from these members' contributions through pieces of advice, in kind donations, volunteering and financial support that we are able to serve vulnerable people and communities. Every philanthropist be it an individual or an organization is welcome to join our team that strives to restore hope in lives of the needy.

Membership Groups:

Every member who joins Team Twahirah is attached to a particular group to be identified easily, promote fun amongst us and a healthy competition in serving the needy. These group names were randomly identified. I.e. Team Twahirah 1 Team Twahirah 2 Team Twahirah 3 Team Twahirah 4 etc.

How to join the Team Twahirah Membership



Registration as a Team Twahirah member is free for any person who is eighteen (18) years and above and is of sound mind who is willing to spread love and restore hope in lives of the vulnerable.

Every member contributes ugx15, 000 a month to support Organization activities. Team Twahirah management accepts contributions from all religious affiliations as long as the one giving has good intentions to support our cause and wants to see an improvement in the welfare of the vulnerable.

A member must abide by Twahirah Islamic Charity Organization's rules and regulations of membership. Team Twahirah management welcomes in kind donations, services and financial contributions on a daily, weekly or monthly basis to help run the activities.

With Induction, you are oriented about the membership program and projects conducted under TICO.

Lastly, you're requested to fill in the membership form, your details are captured and then a unique charity number is sent to you.

Member contributions;

Every member makes a contribution of at least Ugx 500 daily or Ugx 3500 weekly or Ugx 15,000 a month. The collections made are to support the TICO's program activities. The contributions made by members aren't limited to the above mentioned amounts, a capable member can make generous contributions and as well to not that contributions made by TICO members are not compulsory but rather on voluntary basis depending on the willingness to give and the desire to see an improvement in the lives of the vulnerable communities. The contributions and donations collected support TICO to conduct and implement the different projects including food relief, Qur'an distribution, sanitary pads distribution, orphans' education sponsorship, scholastic materials, and clothing for the needy, mosques building and urban farming for needy women among others.

Our strategy throughout the strategic plan period will be to engage deepen our TICO membership engagements as one of our resource mobilization strategies and these will include: Routine communication with members through activity impact reporting on achievements i.e. Annual reports, newsletters, lessons learned and way forward. We shall document stories of impact as a tool for accountability for contributions made by members. Our members will be engaged in TICO organized events for program implementation and TICO sustainability agendas.

TICO Vocational institute;

TICO intends to establish a vocational training institute utilizing technology to skill the youth, women and girls to acquire hands on life skills and obtain a certificate of a learning in different hands on skilling initiatives, This vocational institute will be registered under the directorate of industrial training and during the course of this strategic plan TICO will mobilize resources to buy land and construct buildings / facilities for this establishment. The TICO vocational will run fully as institute with management structure pool of technical teachers skilled in different skills, TICO institute will charge fees for students depending on the duration of courses different areas like bakery, tailoring, hairdressing, carpentry, computer students, cookery, welding, electrical engineering, computer studies, etc. as will be guided by the school curriculum. TICO will welcome scholarships for less privileged students through the scholarship program that will be fundraised from different partnerships on-board. The Institute will hold annual graduation ceremonies for students who have completed courses. The main objective for the establishment of the vocational institute is inclusive learning for all vulnerable youth, women and girls and as well a strategy to TICO resource mobilization as a contribution to the financial sustainability of the organization using the fees collection, consultancy services, grants and partnerships.

TICO Communication and partnership management strategy / Action Plans.

In order to grow TICO's network and strategic partnership, an analysis of the key stakeholder engagements and competitors has been done. The communication strategy that will enable TICO reach out to the key stakeholders is provided in this section.

Table 3; TICO communication strategies

Marketing strategies	Approach / medium	Communication strategy	Approach
Social Media Engagements.	<ul style="list-style-type: none"> » Facebook. » Twitter. » LinkedIn. » Website. » TIKTOK. » You tube (Videos and lives). 	<ul style="list-style-type: none"> » Advocacy for TICO programs activities. » Online Adverts. » Video clips sharing. » Impact reporting. » Online posts boosting. » Use of social media influencers for branding visibility. 	<ul style="list-style-type: none"> » Community outreach. » Joining TICO membership. » Attraction and retaining funders and partners. » Awareness campaigns. » Documentation of impact.
Mass Media Engagement.	<ul style="list-style-type: none"> » Radio talk shows. » Online radio seminars. » Television interviews. » More media houses engagements and coverage on events. » Press releases. » Newspaper articles. 	<ul style="list-style-type: none"> » Partnerships / Collaborations. » Advocacy of program activities. » Mapping beneficiaries. » Adverts. » Dj mentions. » TV program appearances. 	<ul style="list-style-type: none"> » Private sector for CSR. » Government ministries and agencies. » Local Government. » CSO's doing similar work. » Formalize working relationships such as MOU's. » Embassies & Foundations nationally, Regionally and globally.

E-conferencing.	<ul style="list-style-type: none"> » Webinars. » Virtual convening's. » Live events broadcasting. 	<ul style="list-style-type: none"> » Networking. » Learning and sharing. » Publications. 	<ul style="list-style-type: none"> » News letters. » Blogs. » Project reports. » Scope studies.
International Conventions.	<ul style="list-style-type: none"> » Attendance of international events. » Networking » Media Coverage. 	<ul style="list-style-type: none"> » Pitching for business. » Fundraising Documentation. » Brand visibility. 	<ul style="list-style-type: none"> » Impact stories. » Annual Reports. » Financial reports. » Projects. » Partners. » Evaluation reports. » Increase coverage. » Make it accessible to the public. » Video documentaries.
Local Fundraising.	<ul style="list-style-type: none"> » Writing concept notes. » Draft letters of inquiry. » Joint Bidding with collaborators. » Convening meetings with Embassies, Foundations, CSO's and Banks. » Bid for consultancy work in areas of TICO's social Enterprise to generate income. » One-on-one meetings with potential donors / funders / partners. » Courtesy emails. » Intensive networking with CSO's and funding agencies. » Private sector companies supporting TICO work as part of CSR or direct sponsorships. 	<ul style="list-style-type: none"> » Lobbying and networking. » Partnership and collaborations. » Impact investment. » Consultancy work » Brand visibility. 	<ul style="list-style-type: none"> » Open bids. » Newspapers. » Policies. » Partnerships with CSO's doing work similar. » Joint bidding.
Branding / Visibility.	<ul style="list-style-type: none"> » Virtual promotional items. » Presenting at high level meetings/forums. » Flyers /Brochures. » Vehicle branding. » Attending events. » Partnerships with corporate companies such as Banks, Telecom among others. 	<ul style="list-style-type: none"> » Abstracts. » Field work. » Journals. » E-flyers and brochures. » Video clips. » Printing promotional items. » Exhibitions at organized events. 	<ul style="list-style-type: none"> » Partnerships. » Presentations.

8.1. TICO financial sustainability

TICO stakeholders have been mapped and will be engaged based on their interest in TICO's work and power at the decision making level to influence the work done at TICO in the respective spaces. Stakeholders that have high power and high interest, TICO should keep in mind they are key players and need to be often engaged to their requirements are satisfactorily meet , for those with low interest high power TICO should meet their needs. For those with low interest low power TICO should just keep them informed and lastly for stakeholders with high interest low power, TICO should keep them informed and inclusive.

Table 4: TICO Stakeholder analysis:

Meet their needs	Key players
<ul style="list-style-type: none"> » Statutory Bodies (URSB, NSSF, NITA, NGO Bureau, DIT ,PPDO, URA, FIA) » Suppliers. 	<ul style="list-style-type: none"> » Development Partners(USAID ,GIZ, Master card foundation, UN Women ,private sector foundation) » TICO Members. » Partnerships in Gulf countries (Quatar, Kuwait). » Banks. » Ministry of Gender. » Ministry of Water. » Local government » Charitable partnerships, Mosques and Community. » Beneficiaries. » Staff.
Keep Informed	Keep Informed & Inclusive
<ul style="list-style-type: none"> » Islamic Primary and Secondary Schools. » Schools that offer Scholarships to the Vulnerable. » Big Mosques. 	<ul style="list-style-type: none"> » NGO Forum. » Social Entrepreneurship[p forum (SEF) » Deniva. » International NGOs / Charity (Save the children, World Vision, Water Aid, Islamic relief worldwide-islamic-relief.org, Al-Asmakh Charity Foundation – www.muslimaid.org). » Private Sector (MTN & Stabex). » Members of parliament » Sena Foundation. » Halal Corporate Company. » Harris International. » Consultancy companies.

Key Analysis of engaging the different stakeholders.

- » **Statutory Bodies i.e. (URSB, NSSF, NITA, NGO Bureau, PPDO, URA, FIA);** the role of these statutory bodies is to ensure compliance with the government of Uganda's policies and therefore our role will be ensuring we comply timely to meet their needs and requirements.
- » **Development partners:** They are key players in funding programmes for empowering communities, capacity building to improve livelihoods and inclusive education for vulnerable children, youth, women and elderly. Their role could involve providing financial support, technical expertise, and capacity-building initiatives to implement TICO's strategic plan effectively.
- » **The Directorate of Industrial Training :** (DIT) is a Ugandan quality assurance directorate offering nationally, regionally and internationally recognized quality assurance services for the business, technical, vocational education and training (BTJET).As TICO sets up the vocational Institute , DIT will be interested in ensuring we meet the skills quality assurance standards.
- » **Ministry of Gender, Labour and Social Development:** MGLSD is key to ensuring issues of gender, equal rights and opportunities, social inclusion, and protection of the rights of vulnerable children, youth, women and the elderly are met. Their role will rotate around policy development, advocacy for rights for all, coordination of social welfare programmes, and collaboration with other sectors to address the needs of vulnerable. We shall be engaging MGLSD all our activities.
- » **Ministry of Water:** The Ministry of Water, ensures access to clean water to all communities in Uganda country wide, they will be interested in providing accessible water services to the rural and semi urban communities with affordable water systems for the vulnerable communities.
- » **Non-Governmental Organisations:** NGOs working in the vulnerable communities offering community empowerment projects are likely interested in partnerships and collaborations to implement interventions, share knowledge and experiences advocating for equal opportunities for children elderly , women and youth providing direct services, funding, advocacy about issues faced in the vulnerable communities.
- » **The media:** The media can play a role in raising awareness, shaping public perceptions, and promoting positive narratives about empowering vulnerable communities. If approached they will be willing to collaborate

with TICO to highlight success stories, share information about impact, missing gaps and advocate for inclusion to promote the TICO brand visibility.

- » **Communities and Local Leaders:** Communities and local leaders are interested in fostering inclusive environments, providing support services, and promoting acceptance and inclusion of children, women, elderly and youth in vulnerable communities. There will be willing to collaborate with TICO on community-based initiatives, awareness mobilization and campaigns, and capacity-building activities at the grassroots level.

9.0

TICO Thematic Areas and objectives

TICO strategic plan 2025 -2029 has been developed around five thematic areas of implementation.

THEMES	STRATEGIC OBJECTIVES
Education	SO1: "To provide quality and inclusive education services among the vulnerable communities in Uganda by 2029".
Agriculture	SO2: "To promote smart innovative agricultural practices for Sustainable food security among vulnerable communities by 2029".
WASH	SO3: "To ensure access to safe water and improve sanitation among vulnerable communities by 2029".
Religious Based program	SO4: "To promote Islamic values and morals through programs that provide Aid and access to Islamic learning resources to the vulnerable".
TICO sustainability	SO5: "To build strong operational systems & implement income generating initiatives for financial sustainability".

TICO will be a centre of excellence on issues of education, WASH and agriculture for the vulnerable in Uganda. Under this strategic plan, TICO will work towards becoming a more sustainable organization that is more visible and able to effectively engage at regional, national and local levels.

10.0.

TICO Resource Mobilisation Strategy

Resource mobilization is the process of seeking and gathering voluntary financial contributions by engaging individuals, businesses, charitable foundations or government agencies. TICO resource mobilization strategies for the next five years will be about creating innovative ideas to form projects , initiatives, and activities that help you make the organization running as a way of increasing revenues and expansion of reach to reach more people and establish strong and long lasting partnerships and collaborations with likeminded funders. These are some of the strategies TICO will sued to achieve its resource mobilization goal to raise \$ 600,000 by 2029.

Table 5: TICO resource mobilization strategies

STRATEGIES	ACTIVITIES	MEANS OF VERIFICATION	OUTPUT
Competent staff.	Need to hire an experienced grants manager in charge of resource mobilization activities.	Person hired and Contract signed with clear KPIs.	A fundraising focal- person on board. Timely proposal submission.
	Create a culture of fundraising for to become a culture for every staff of TICO.	# of proposals submitted monthly.	Increased fundraising efforts
Knowledge management.	Scale usage of knowledge management to increase success story sharing through media (mass & Social. Continuous writing of blogs to increase visibility.	Documentation of project work No. of Articles, television and radio shows held. # of followers on social media.	Scoping study Success / Impact stories. Increased media visibility of TICO's work.
	Use of influential individuals to represent the TICO brand.		

Knowledge management.	Abstracts and Journals	# of papers presented in conferences # of abstracts	TICO work used as reference. TICO invited in conferenced to present hence increasing visibility and open opportunities for collaboration.
	Presenting on national ,Regional and International conferences.	# of conferences attended and presented.	TICO visible at national and intentional level opens up collaborations.
Proposal writing.	Intensively applying for grants that are specific to their goals ie Letters of inquiry (LOI).	# of Letters of inquiry (LOI) sent.	Invitation for further engagements.
	Direct proposals (independent and as consortium).	# of proposals submitted.	Annual funding needs met.
Bid for consultancy services.	Lookout for open Bids and submit counter proposals for paid for work in line with TICO's social enterprise and expertize to bring in unrestricted revenue (to work with associates).	# of Bid submitted on TICO related work with success rate of 50%.	Increased unrestricted revenue.
Communication and marketing.	Increase social media engagements to the different platforms.	LinkedIn following and post reactions Twitter chats rooms Facebook sharing.	Increased visibility of TICO with focus on donors and partners.
	Strategically use Social media platforms for engagements and reporting.	All TICO program work pictorial and video reporting.	Increased stakeholder engagement and impact documentation.
	Hold one-on-one targeted fundraising which may cover a holistic Strategic plan fundraising or project or core funding focused.	Strategic plan launch event (s) held. # of partners cultivated.	New funding opportunities.

Excellent Implementation of programs.	Monitoring and evaluation reports.	#of projects successfully closed.	Repeated funding.
	Risk matrix development.		
	To establish a good clear M&E tracker to measure performance of each objective.	Quarterly M&E tracker developed.	Impact reporting.
Partner with private sector corporations.	Identify corporations that can sponsor TICO such as Roofing's, MTN, Century bottling, Oil and Gas companies, Banks etc.. with increased demand for ESG amongst the corporation, there is an opportunity for TICO.	# of private sector contracts signed.	Increased funding options.
	Using the school engagement approach various Islamic schools and introducing TICO through presentations.	# of schools engaged.	Increased potential partnerships.
	Build new and strengthen existing Partnerships with companies / organizations that have strong CSR budgets.	# of new partnerships established.	
Good corporate governance and systems.	Strengthen governance systems and practices.	Quality of systems in place.	Strengthened organizational continuity.
	Establish a Social Enterprise.	Registration certificate.	
	Implement strong systems and policies.	Internal controls in place.	
	Purchase land for expansion and to carry out coffee farming and Eucalyptus tree farming.	Production of agro produce for sale and income.	Sale of agro produce from coffee and trees.
TICO membership.	Identifying new TICO members.	Amount of revenue collected.	Increased resource mobilization form members.
	Registration of TICO members.		
	Collecting monthly TICO members contribution.		

11.0.

Risk Management

Risk management, is the likelihood of undesirable situation or circumstance occurring that will disrupt the business. Risk management is often overlooked in organizations but it can help improve operational success by helping select good projects, determining project scope, and developing realistic estimates. TICO will be monitoring the following risks identified quarterly at management and departmental level during the strategic planning process, aggregated and the following management / mitigation measures identified.

Table 6: Risk and Mitigation Measures.

RISK TYPE	ISSUE	RATING	MITIGATION	STATUS	RISK OWNER
Financial	» Low Revenue. » Money Laundering.	H	» Investments and Resource Mobilization. » Implement the Strategic Plan. » FIA Registering. » Training staff and Board on financial management.	Ongoing	ED & Projects Manager.
		H		Ongoing	Finance Manager.
Technological.	» Cyber - attacks.	H	» Cyber security & Anti- virus. » Genuine Software.	Ongoing	ICT Department.
Operational	» Weak Policy Implementation.	M	» Training, development, and implementing of policies.	Ongoing	ED
Strategic	» Poor Strategic Plan Implementation. » Poor Governance by the Board.	M	» Training of Staff. » Proper Job Description. » Board Charter. » Appoint Competent Board.	Ongoing	ED
		M			
Legal	» Non - Compliance	H	» Compliance with all Statutory Bodies.	Ongoing	ED

H - High.

M - Medium.

12.0.

Monitoring, Evaluation and Learning

The Monitoring, Evaluation, and Learning (MEL) framework for the TICO Strategic Plan 2025-2029 is designed to ensure effective implementation, measure progress, and facilitate continuous learning and improvement. The MEL framework comprises key components aimed at tracking outcomes, assessing impact, and enhancing programme effectiveness.

Goals and Objectives Tracking:

The MEL framework begins by aligning monitoring and evaluation activities with the strategic goals and objectives of the TICO. Clear indicators are established for each objective, allowing for systematic tracking of progress towards desired outcomes related to each strategic objective.

Data Collection and Analysis:

Robust data collection mechanisms are put in place to gather quantitative and qualitative data relevant to the strategic plan's objectives. This includes surveys, interviews, focus group discussions, case studies, and data from programme activities. Data is analysed using both quantitative methods for numerical data and qualitative methods for insights into experiences, perceptions, and outcomes.

Outcome Measurement:

The MEL framework emphasises outcome measurement to assess the impact of TICO's interventions. It tracks changes in key indicators. This helps in evaluating the effectiveness of programmes and identifying areas for improvement.

Evaluation of Interventions:

Regular evaluations are conducted to assess the effectiveness, efficiency, relevance, and sustainability of TICO's interventions. These evaluations involve comprehensive assessments of programme components, stakeholder engagement, partnership effectiveness, and alignment with best practices and standards.

Learning and Growth:

The MEL framework prioritises learning and adaptation based on evaluation findings and feedback mechanisms. Lessons learned are documented, and recommendations are used to inform strategic adjustments, programmatic innovations, and capacity-building initiatives. Continuous learning ensures that TICO remains responsive to evolving needs and challenges faced by children and youth with disabilities.

Stakeholder Engagement:

The MEL framework promotes stakeholder engagement throughout the monitoring and evaluation process. This includes involving beneficiaries, communities, partner organisations, government agencies, donors, and experts in discussions, feedback sessions, and participatory evaluations. Stakeholder inputs enrich the evaluation process and contribute to inclusive decision-making.

Reporting and Communication:

Regular reporting and communication mechanisms are established to disseminate MEL findings, progress updates, success stories, and challenges encountered. Transparent and timely reporting fosters accountability, builds trust with stakeholders, and promotes learning within TICO and the wider community. Overall, the MEL framework for the TICO strategic Plan 2025-2029 is designed to be dynamic, participatory, evidence-based, and results-oriented. It aims to enhance programme effectiveness, demonstrate impact.

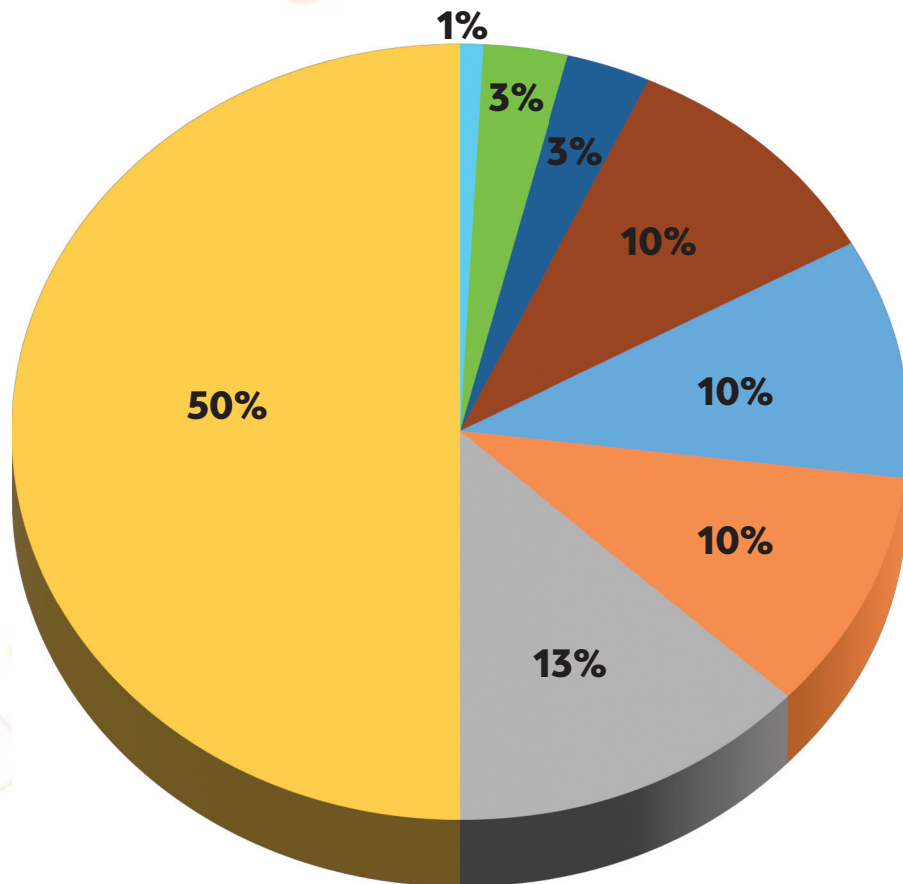
13.0.

Budget

The Twahirah Islamic Charity Organisation has projected to have strong revenue growth over the next 5 years (2025-2029), with total revenues of Ugx. 2.976 approx. USD 1,513M. The main sources of revenue will be from Grants and own revenue from the social enterprise initiatives. The programmes will contribute accordingly as: religious based programs will contribute 50% of the total revenue, this will be followed by Education contributing 13%, followed by Agriculture, WASH and In-kind contributions each making 10%, followed by the Zakat and membership each contributing 3% and 1% from the Vocational institute fees. The Charity organisation will need an initial amount of UGX capital items of UGX 400m in year 1. This will be raised from our TICO members, friends and donors who believe in our mission. We anticipate revenue to grow at 20% per annum, while costs will grow at 5% per annum. The breakdown is indicated in **Figure 5 below**.

Our financial projections are modest as indicated in the diagram below. Figure 5: TICO 2025-2029 Strategic Plan Financial Projections.

REVENUE CONTRIBUTION PER STREAM 2025 -2029



Religious Based.

Wash.

Vocation institute.

Agriculture.

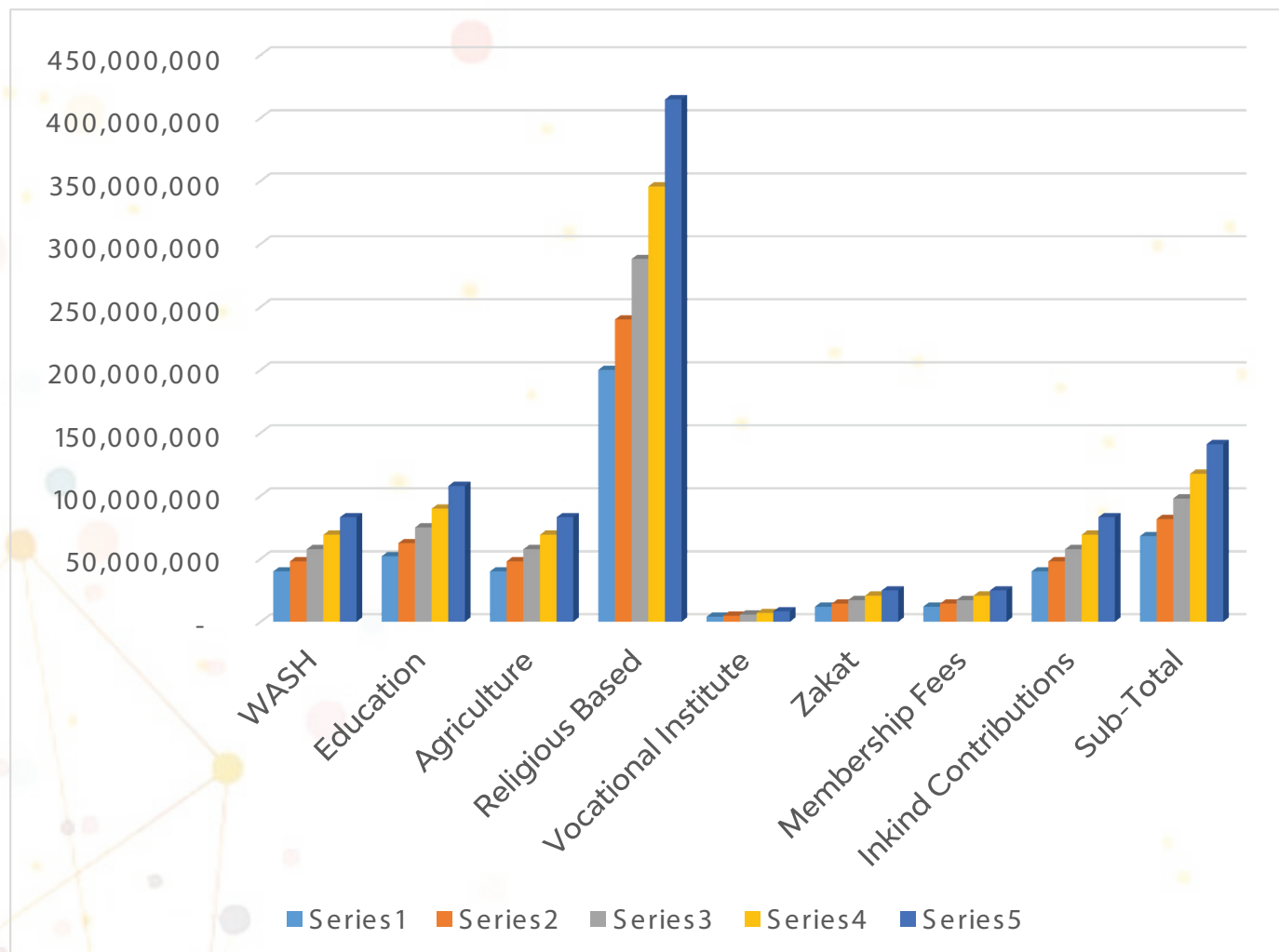
Zakat.

Education.

Membership fee.

Inkind Contributions.

TICO STRATEGIC REVENUE PROJECTIONS 2025-2029



Annexes

Annex 1: Detailed Budget and Financial Plan

Assumptions		Exchange Rate:	
Revenue growth per annum	20%		
Indirect costs at 5%	5%		
TICO PROJECTED COMPREHENSIVE INCOME FOR THE PERIOD 2025-2029			
Revenue Sources	2025	2026	
Projects			
WASH	40,000,000	48,000,000	
Education	52,000,000	62,400,000	
Agriculture	40,000,000	48,000,000	
Religious Based	200,000,000	240,000,000	
Sub-Total	332,000,000	398,400,000	
Vocational Institute	4,000,000	4,800,000	
Zakat	12,000,000	14,400,000	
Membership Fees	12,000,000	14,400,000	
Inkind Contributions	40,000,000	48,000,000	
Sub-Total	68,000,000	81,600,000	
Gross Revenue	400,000,000	480,000,000	
Direct Costs	240,000,000	288,000,000	
Personnel Costs	44,220,000	46,431,000	
Indirect Costs	63,050,000	66,202,500	
Total Costs	347,270,000	400,633,500	
Surplus/Deficit	52,730,000	79,366,500	
Tax (30%)	15,819,000	23,809,950	
Profit After Tax	36,911,000	55,556,550	
Capital Expenditure	17,000,000	33,000,000	
Depreciation	-	18,690,000	
Net Surplus	19,911,000	3,866,550	
	2025	2026	
Profitability	5%	1%	
NB: The Capital Items in year one and two will be sponsored by Grant and Debt			

3,600				
		Profit	10%	
2027	2028	2029	Total (UGX)	USD
57,600,000	69,120,000	82,944,000	297,664,000	\$82,684
74,880,000	89,856,000	107,827,200	386,963,200	\$107,490
57,600,000	69,120,000	82,944,000	297,664,000	\$82,684
288,000,000	345,600,000	414,720,000	1,488,320,000	\$413,422
478,080,000	573,696,000	688,435,200	2,470,611,200	\$686,281
5,760,000	6,912,000	8,294,400	29,766,400	\$8,268
17,280,000	20,736,000	24,883,200	89,299,200	\$24,805
17,280,000	20,736,000	24,883,200	89,299,200	\$24,805
57,600,000	69,120,000	82,944,000	297,664,000	\$82,684
97,920,000	117,504,000	141,004,800	506,028,800	\$140,564
576,000,000	691,200,000	829,440,000	2,976,640,000	\$1,513,125
345,600,000	414,720,000	497,664,000	1,785,984,000	\$482,698
48,752,550	51,190,178	53,749,686	244,343,414	\$66,039
69,512,625	72,988,256	76,637,669	348,391,050	\$94,160
463,865,175	538,898,434	628,051,355	2,378,718,464	\$642,897
112,134,825	152,301,566	201,388,645	597,921,536	\$161,600
33,640,448	45,690,470	60,416,593	179,376,461	\$48,480
78,494,378	106,611,096	140,972,051	418,545,075	\$113,120
43,500,000	61,000,000	100,000,000	254,500,000	\$68,784
15,244,300	12,159,281	9,801,448	55,895,029	\$15,107
19,750,078	33,451,815	31,170,603	108,150,046	\$29,230
2027	2028	2029		
3%	5%	4%	4%	

Annex 2: Detailed Implementation Framework

THEME 1: INCLUSIVE EDUCATION

Strategic Objective: "To Provide Education Services among the Vulnerable Communities in Uganda by 2029."

INPUTS	ACTIVITIES	OUTPUTS
Research/Assessments.	Construction of a vocational institute.	One vocational Institute constructed.
	Establish a construction committee with 5 members.	Committee established.
Schools Teachers / Staff.	Train 20 teachers at the institute.	20 Teachers trained.
Funds.	Offer sponsorships to 50 vulnerable children annually.	50 vulnerable children sponsored yearly.
Learning resources.	Assess 200 children for enrolment Annually.	200 vulnerable children assessed Annually.
Partners.	Partner with 50 children sponsors annually.	50 Partners acquired annually.
Curriculum Scholastic Materials.	Develop quality content for ten courses.	10 course curriculums developed.
	Onboard an inclusive project to support vulnerable children and young girl.	1 Project on boarded.
	Training 100 rural young girls in making sanitary pads Annually.	100 young girls trained Annually.
Training / Land.	Donate 10 food & bedding packages annually to sponsored children.	10 Food packages and bedding donated.
	Provide counselling services to 200 beneficiaries annually.	Counselling services provided to 200 vulnerable individuals.
	Distribute 50 wheelchairs to persons with disabilities (PWDs) and Children with Disabilities (CWDs).	50 Wheelchairs distributed to PWDs and CWDs.

OUTCOMES	MEANS OF VERIFICATION	IMPACT
Skilled vulnerable individuals.	Construction committee minutes.	Provision of quality Education services among the Vulnerable communities.
Accountability and monitoring of construction activities.	Committee formulation memo.	
Increased access to quality education.	Training reports.	
Increased access to quality Education.	Sponsorship reports.	
Increased resources and quality curriculum developed.	Enrollment reports.	
Improved relationships between TICO and sponsored children.	MOUs signed.	
Positive mindset changes within vulnerable communities.	Operational Curriculum.	
	Contracts signed.	
Improved access to sanitary pads.	Training reports.	
Improved nutrition and living conditions for children.	Program reports.	
Improved mindset changes in vulnerable communities.	Program activity reports.	
Improved mobility and access for PWDs and CWDs.	Program activity reports.	

THEME 2: WASH (SANITATION AND FRESH WATER)

Strategic Objective: "To ensure access to safe water and improve sanitation among vulnerable communities by 2029".

INPUTS	ACTIVITIES	OUTPUTS
Research.	Conduct 5 annual needs assessments.	5 Vulnerable communities identified annually.
Partnerships.	Sign M.O.U.s with local Government.	5 M.O.U and committees established.
Legal documents. Land.	Acquiring Land for Water Facilities.	Land acquired for water facilities.
Liquid Soap.	Distribute Liquid Soap to 10 schools annually.	10 schools receive liquid soap annually.
	Train 1000 students in soap and detergent making Annually.	1000 students trained Annually.
Resource Mobilization	Identify 10 capable partners annually.	10 partners sourced annually.
Human Resource. Salaries & Wages Volunteers	Recruit skilled staff and Volunteers.	5 skilled staff and Volunteer sourced annually.
Equipment.	Constructing 5 Water Facilities annually.	5 water facilities constructed and inspected annually.
	Hand over water facilities to selected community committee.	Responsible committees established for managing facilities.
	Distribution of water filters to 100 homes Annually.	100 water filters distributed Annually.
	Construction of 20 Biodegradable toilets to vulnerable communities.	20 Biodegradable toilets constructed.
	Holding 4 Community activation campaigns.	4 community campaigns held.

	OUTCOMES	MEANS OF VERIFICATION	IMPACT
	Improved access to safe water in 5 vulnerable communities.	Assessment reports.	Improved healthcare & hygiene and Economic development.
	Improved health among the 5 selected Vulnerable communities.	MOUs signed.	
	Reduced gender-based violence related to water collection.	Land titles acquired.	
	Improved hygiene in schools and communities.	Activity reports.	
	Improved hygiene management in schools.	Training reports.	
	Increased accessibility and usage of the water services.	MOUs and contracts signed.	
	Enhanced workforce.	Staff contracts signed.	
	Reduced waterborne diseases.	Activity reports.	
	Improved governance systems.		
	Improved access to clean water.		
	Improved waste disposable and sanitation in communities.		
	Improved access to sanitation to hygiene information.		

THEME 3: AGRICULTURE (SMART AGRICULTURE AND FOOD SECURITY)

Strategic Objective: To promote smart Innovative Agricultural practices for Sustainable food security among vulnerable communities by 2029.

INPUTS	ACTIVITIES	OUTPUTS
Staff.	Train 10 staff in Urban Farming annually.	10 Staff trained annually.
Equipment. Seedlings.	Train 100 Vulnerable women on urban farming annually.	100 women trained in urban farming annually.
Partnerships Research.	Conduct soil sampling surveys twice a year.	Soil sampling surveys conducted twice a year.
	Purchasing 100 pieces of equipment annually.	100 pieces of equipment items of purchased annually.
	Distribute seedlings to 100 women annually.	Seedlings distributed to 100 women annually.
	Distributing 200 Fruit trees to Vulnerable communities annually.	200 fruit trees distributed annually.
	Create 10 women farmer groups.	10 women groups created.
	Quarterly Seedling rotation initiatives among Farmer groups.	Quarterly seed rotation meetings held.
	Establishing 5 partnerships with working M.O.U.s.	5 partnerships established.
	Distribute food packages to 1000 Households annually.	1000 households receive food packages annually.
	Quarterly visits to the beneficiaries communities.	Quarterly visits held.
	Conduct beneficiaries surveys Annually.	Annual surveys conducted.

	OUTCOMES	MEANS OF VERIFICATION	IMPACT
	Improved agricultural skills among staff and women.	Training reports.	Decreased food insecurities in Vulnerable communities.
	Increased urban food production.	Activity reports.	
	Enhanced knowledge of soil fertility and stability of crops.	Survey report.	
	Increased farm productivity.	Receipts of purchase.	
	Increased farm productivity.	Activity report.	
	Improved environmental sustainability.		
	Enhance teamwork and collaboration in women farmer groups.	Group minutes.	
	Increased production of food using smart Agriculture solutions.	Training reports.	
	Improved access to Food.	Signed MOUs.	
	Improved access to food and income to households.	Activity reports.	
	Increased engagement with beneficiaries.	Field visits reports.	
	Improved feedback for program implementation.	Annual survey reports.	

THEME 4: RELIGIOUS BASED ACTIVITIES

Strategic Objective: "To promote Islamic Values and Morals through programs that provide Aid and access to Islamic learning resources to the vulnerable"

INPUTS	ACTIVITIES	OUTPUTS
Project materials (Qur'ans, Yassarna).	Distribute 10,000 Qurans and Yassarna.	10,000 Qurans and Yassarna.
(Partnerships) animals,	Decimate 1,000 goats and 250 cows for Qurban	1,000 goats and 250 cows decimated for Qurban.
Work plan and Budgets.	Construct 10 mosques.	10 mosques. constructed.
In-Kind items. Building Materials).	Provide Iftar to 4 mosques in Ramadan.	Iftar provided to 4 mosques during Ramadan.
Human Resources and Volunteers.	Conduct 10 seminars.	10 seminars conducted.

ZAKAT PROGRAM

Resource mobilization.	Collect Zakat from 1000 people annually.	Zakat collected from 1000 people annually.
	Set up a good Amil governance (GAG) structures and policy.	GAG policy established.
	Establishment of Zakat Board committee.	Committee formed.
	Holding committee meetings quarterly.	Quarterly meetings held.
	Training for staff skills annually.	Annual training.
	Mapping of eligible Muslims to pay zakat Annually.	Annual list of muslims mapped.
Reports.	Develop monthly project activity reports.	Monthly reports developed.
	Documentation of the program activities Annually.	Annual documentary developed.
	Develop quarterly news letters.	Quarterly newsletters developed.
	Hold end of projects evaluation.	Evaluation reports developed.

	OUTCOMES	MEANS OF VERIFICATION	IMPACT
	Increased knowledge of Islamic values.	Activity reports.	Increased preservation of Islamic Values and practices within communities.
	Improved nutrition for vulnerable families.		
	Improved religious engagement and worship spaces.		
	Enhanced Iftar and Ramadan experiences for the vulnerable.		
	Increased awareness.		
	Increased financial resources through Zakat collection.	Financial reports.	
	Strong governance systems.	Operational policy.	
	Strengthened governance.	Appointment letters.	
	Improved reporting and accountability.	Meeting minutes and resolutions.	
	Increased financial management skills.	Training reports.	
	Knowledge on potential members.	List developed.	
	Increased impact reporting.	Monthly reports.	
		Recordings.	
		News letters.	
	Increased stakeholder feedback.	Project reports.	

THEME 5: ORGANIZATIONAL SUSTAINABILITY

Strategic Objective: "To build strong operational systems & implement income generating initiatives for financial resilience"

INPUTS	ACTIVITIES	OUTPUTS
Land Funds.	To acquire 4 acres of Land in Mukono.	4 acres of land acquired.
	Establish a mixed farm animal rearing farm.	Mixed farm established.
	Establish an agricultural produce farm for TICO.	Agricultural farm established.
	Establish a vocational institute for skills training.	Vocational institute established.
	Registration of the vocational institute.	Registered VI.
	Develop Detailed curriculum for the Vocational institute courses.	Detailed curriculum developed.
	Mapping of trainers and teachers.	Pool of trainers mapped.
	Students recruitment and onboarding Annually.	Students recruited.
	Participate in open proposal writing and bidding for consultancy work quarterly.	#Proposals written quarterly.
	On board women economic empowerment projects Annually.	# of projects on boarded.
	Holding Annual graduation for Vocational institute students.	Annual graduation held.
	Marketing of the vocational institute monthly.	Monthly marketing held.
Partners.	Engage 100 partners annually for partnerships and collaboration.	50 partnerships established.

	OUTCOMES	MEANS OF VERIFICATION	IMPACT
	Improved access to organizational resources and services.	Land titles.	Improved Financial Resilience and Operational Mechanism.
	Improved access to meat production for Ramadan and income generation.	Farm activity reports.	
	Increased food production for resource generation.	Activity reports.	
	Increased access to education and income generation for TICO.	Certificate of registration.	
	Increased efficiency in service delivery.	Approved Curriculum.	
	Attracting qualified professionals.	Activity report.	
	Increased access to affordable education.	Student list.	
	Increased fundraising activities.	Financial reports.	
		Signed contracts.	
	Increased access to skills among women and youth.	Graduation ceremonies.	
	Increased visibility of activities for attracting students and partners for resource mobilization.	Marketing Analytics.	
	Improved financial access and operational stability.	Signed MOUs.	

	Hold fundraising events ie dinners, gatherings annually.	Annual fundraising events held.
	Attend strategic conferences and workshops for networking.	Annual meetings attended.
	Implement a resource mobilization strategy.	Resource mobilized strategy developed.
Members / Human resources.	Register 500 members annually.	500 members registered annually.
	Hold an Annual TICO members meeting.	Annually AGM held.
	Develop a TICO members Manual.	TICO members manual established.
	Fundraising for monthly collections from members.	Monthly contributions collected from members.
	Conduct Annual members surveys.	Annual surveys conducted.
	Publish Annual reports.	Annual reports published.
Internet / Legal documents.	Establish 3 new policies and systems.	3 policies and systems.
T.F Systems.	To enhance the existing system.	Enhanced the existing system.
	Conduct annual Audit for each financial year.	Obtain unqualified audit reports.
	Development of a organizational quarterly risk matrix.	Risk matrix developed.
Equipment Research.	Develop and launch an organizational app.	Organizational app developed.

BOARD AND STAFF DEVELOPMENT PLAN

HR.	Identify and onboard a skilled and diverse Competent Board of Directors for TICO.	Operational Board Established.
	Develop a detailed Board manual and workplan.	Detailed Board manual developed.
	Hold quarterly Board meetings Annually.	Quarterly Board meetings held Annually.
	Document Board minutes and resolutions quarterly.	Documentation quarterly.

Improved resource mobilization.		
Increased TICO visibility and strategic partnerships.	Events reports.	
Increased fundraising activities.	Quarterly reports.	
Increased member engagement and participation.	Registration list.	
Increased member engagement.	AGM minutes.	
Effective TICO members coordination.	Members manual.	
Increased resource Mobilization.	Financial reports.	
Increased feedback from members on coordination.	Survey reports.	
Impact reporting.	Annual reports.	
Increased Resource mobilization and accountability.	Operational policies.	
Improved compliance and Accountability.	Operational DBMS.	
Enhanced financial management.	Audit reports.	
Improved risk mitigations.	Operational risk matrix.	
Improved operational efficiency.	TICO operations App.	
Strengthened governance.	Appointment letters.	
	Board Manual.	
	Board minutes.	
	Board resolutions.	

	Establish a staff development plan.	Staff development plan developed.	
	Develop Annual work plan and budget for TICO.	Annual work plan developed.	
	Develop staff KPIs and contracts Annually.	Staff KPIs and Contracts developed.	
	Hold Annually Performance evaluation against work plans.	Performance evaluations held.	
	Conduct quarterly staff trainings in skills gaps identified i.e. financial management, proposal writing, M&E.	Quarterly staff trainings held.	
	Implement the TICO organogram on needs basis of the strategic plan.	TICO organogram implemented.	
	Review of the strategic plan 2025-2029.	Annually review of the strategic plan.	

Improved HR retention and motivation.	Activity reports.	
Improved activity planning.	Approved Annual work plans.	
Improved staff performance.	Signed contracts and KPIs.	
Improved TICO performance.	Performance evaluation reports.	
Enhanced staff skills development.	Training reports.	
Right talent attracted and hired.	HR manual.	
Strategic positioning of TICO.	Revised strategic plan.	

Organogram

