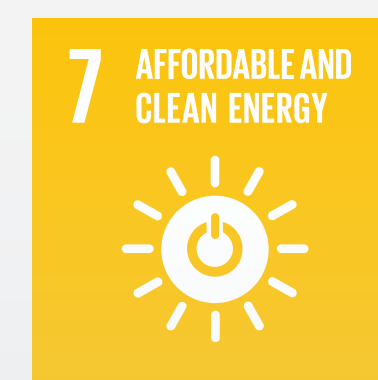




RUTA SERENITY INITIATIVE (RSI)

Strategic Plan

2025-2030



Dignity. Resilience. Equality. – Transforming Rural Uganda
Aligned with Uganda Vision 2040. NDP IV. UN Sustainable Development Goals (SDGs)



Peter Nuwagaba
Executive Director



MESSAGE FROM THE EXECUTIVE DIRECTOR

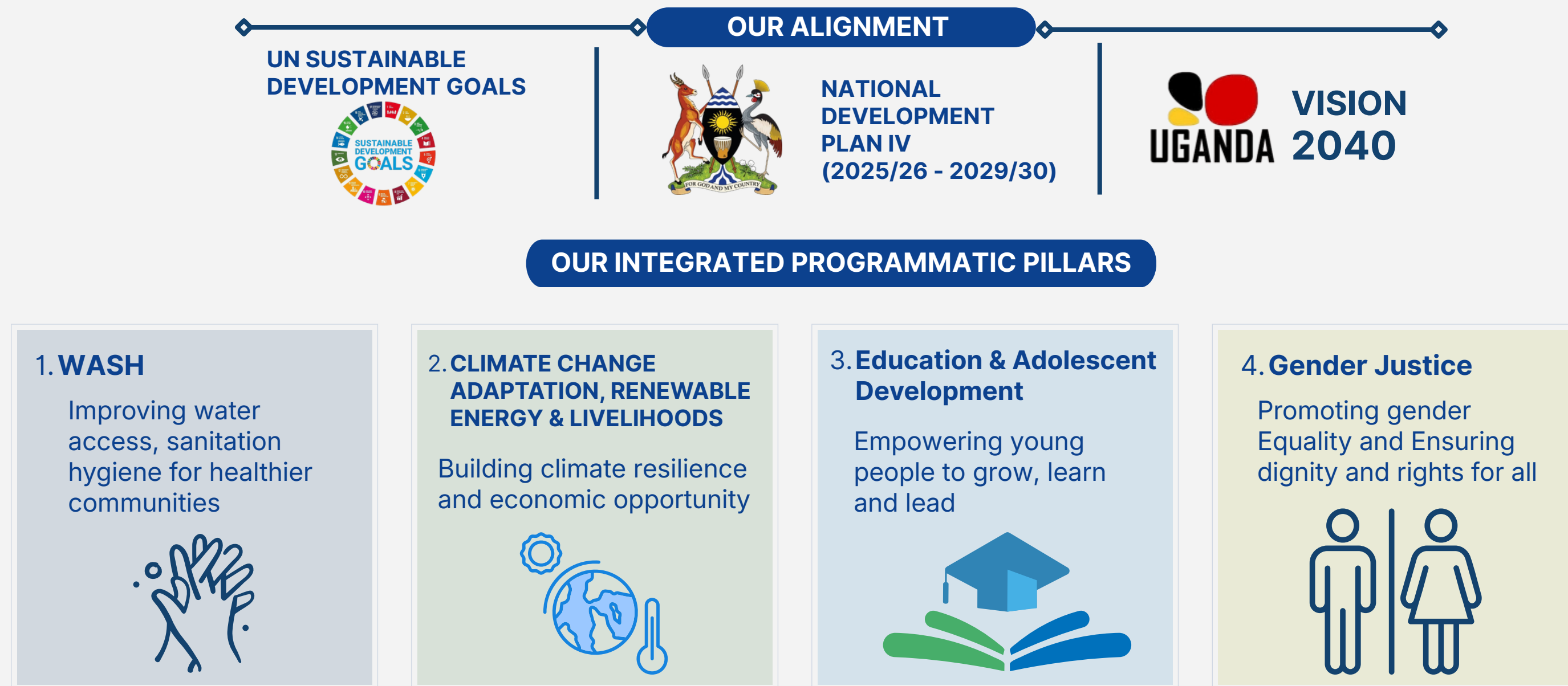
At Ruta Serenity Initiative (RSI), we believe that transformation begins when the most vulnerable are placed at the center of development. Over the next five years, our Strategic Plan 2025–2030 charts a bold path to advance dignity, equality, and resilience for rural communities across Uganda directly contributing to the United Nations Sustainable Development Goals (SDGs) and Uganda's Vision 2040 and National Development Plan IV.

This plan is more than a roadmap it is a collective commitment. By integrating WASH, climate resilience, livelihoods, education, and gender justice, we aim to reach hundreds of thousands of people with clean water, sanitation, renewable energy, quality learning, and protection from violence. Our targets are ambitious: one million trees planted, 50,000 households adopting clean energy, 500,000 people accessing improved sanitation, and tens of thousands of children and adolescents gaining the skills to thrive in a digital, inclusive future.

We recognize that progress is never linear. Uganda's context is shaped by climate shocks, economic pressures, and social inequalities with rural households bearing the heaviest burden. That is why RSI embeds accountability, feedback, and a robust MEAL framework into every intervention, ensuring transparency, responsiveness, and continuous learning, while upholding zero tolerance for misuse of resources.

About This Plan

This document presents RSI's five-year Strategic Plan (2025–2030), validated against current national statistics for Uganda and its sub-regions.



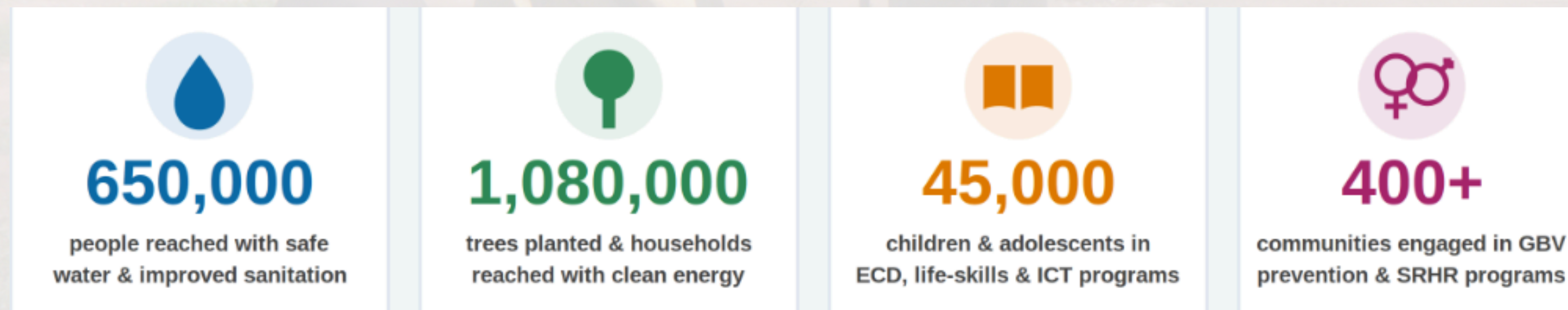
EXECUTIVE SUMMARY

At Ruta Serenity Initiative (RSI), we place rural and vulnerable communities at the center of transformation. By prioritizing women, men, youth, and children especially the most marginalized, including persons with disabilities and indigenous populations we advance dignity, equality, and resilience. Our vision extends beyond freedom from violence to include clean energy, climate-smart practices, safe water and sanitation, and quality education, ensuring communities thrive sustainably.

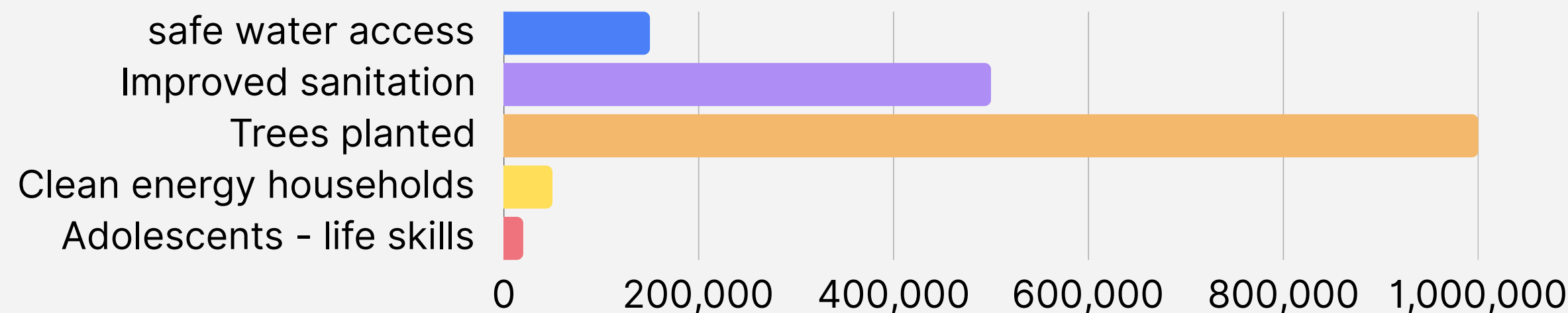
This Strategic Plan validates RSI's direction against Uganda's national priorities and global commitments. Nearly 90% of Uganda's 47 million people live in rural and small-town areas, where access gaps in water, sanitation, clean energy, and education remain widest precisely where RSI concentrates its five-year investment of effort and resources.



RSI 2025–2030 at a Glance



RSI 2030 Targets - Five year Scale Ambition



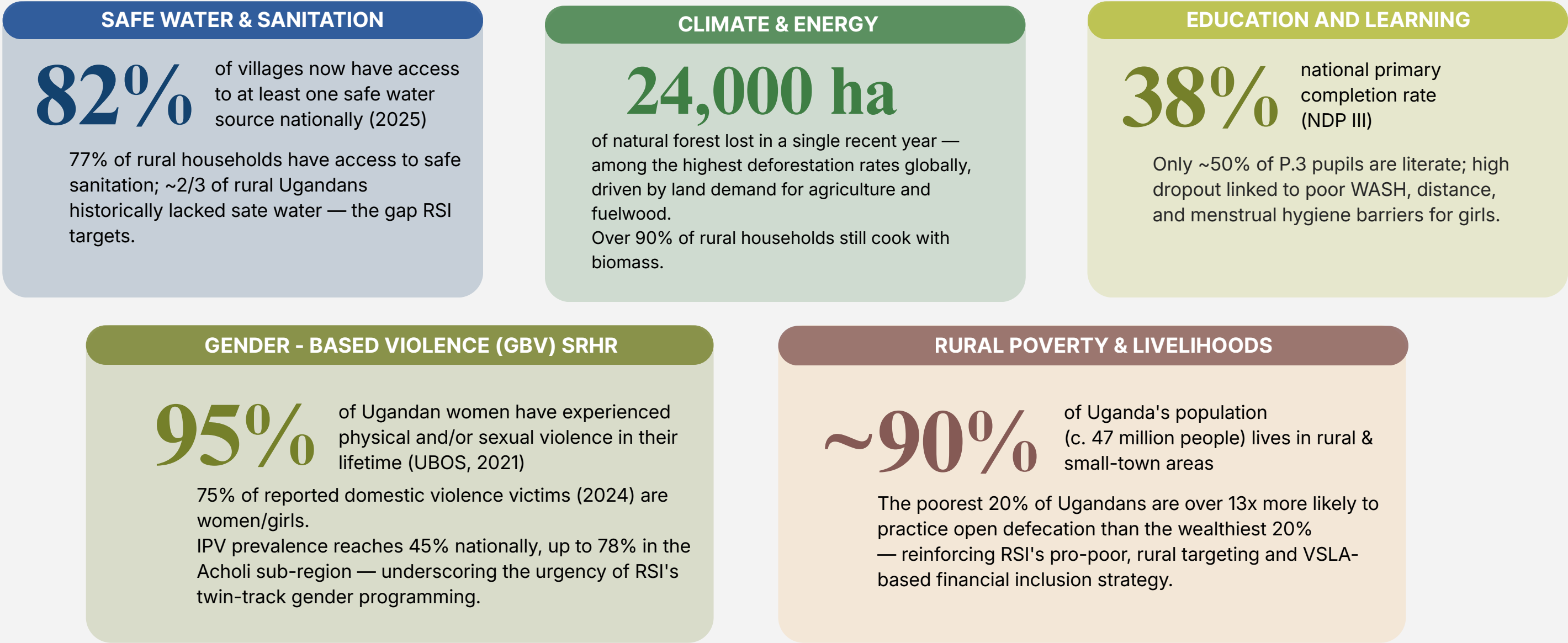
Access to safe water, sanitation, and hygiene (WASH) is fundamental to health and development. While government data shows 82% of villages now have access to at least one safe water source and 77% of rural households have safe sanitation, deep sub-regional disparities persist particularly in Karamoja, Acholi, and other northern and eastern districts where dispersed settlements and groundwater limitations leave coverage far below the national average. RSI delivers community-driven and market-led solutions, from boreholes and piped systems to sanitation enterprises and school WASH programs. By 2030, RSI aims to reach 150,000 people with safe water, 500,000 with improved sanitation, and 150 schools with gender-sensitive facilities.

Climate change threatens livelihoods and stability. Uganda loses tens of thousands of hectares of natural forest annually among the highest deforestation rates globally while over 90% of rural households still rely on biomass for cooking. RSI responds by linking adaptation with resilience: promoting clean energy, restoring ecosystems, and advancing climate-smart agriculture. Targets include 50,000 households adopting clean energy, one million trees planted, and 30,000 households improving livelihoods, with women and youth leading the way directly advancing SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action).

UGANDA & SUB-REGIONAL CONTEXT

RSI's priorities are validated by the latest national and sub-regional evidence. The infographic below summarizes the baseline conditions across the five themes addressed by this Strategic Plan, drawn from Uganda's Ministry of Water and Environment, UNICEF/WHO Joint Monitoring Programme, UNESCO, the Uganda Bureau of Statistics (UBOS), and the Uganda Police Annual Crime Report.

Why RSI's Priorities Matter



RSI STRATEGIC PLAN 2025–2030; OUR COMMITMENT



At Ruta Serenity Initiative (RSI), our central commitment is to rural and vulnerable communities, with women, men, girls, youth, and children placed at the heart of every intervention. We prioritize the most marginalized including rural households, persons with disabilities, and indigenous populations believing that when all community members have equal rights, opportunities, and access to resources, they can break free from poverty, claim social justice, and live dignified lives. By engaging men as allies alongside women and youth, RSI fosters inclusive, collective resilience that empowers communities to thrive sustainably.



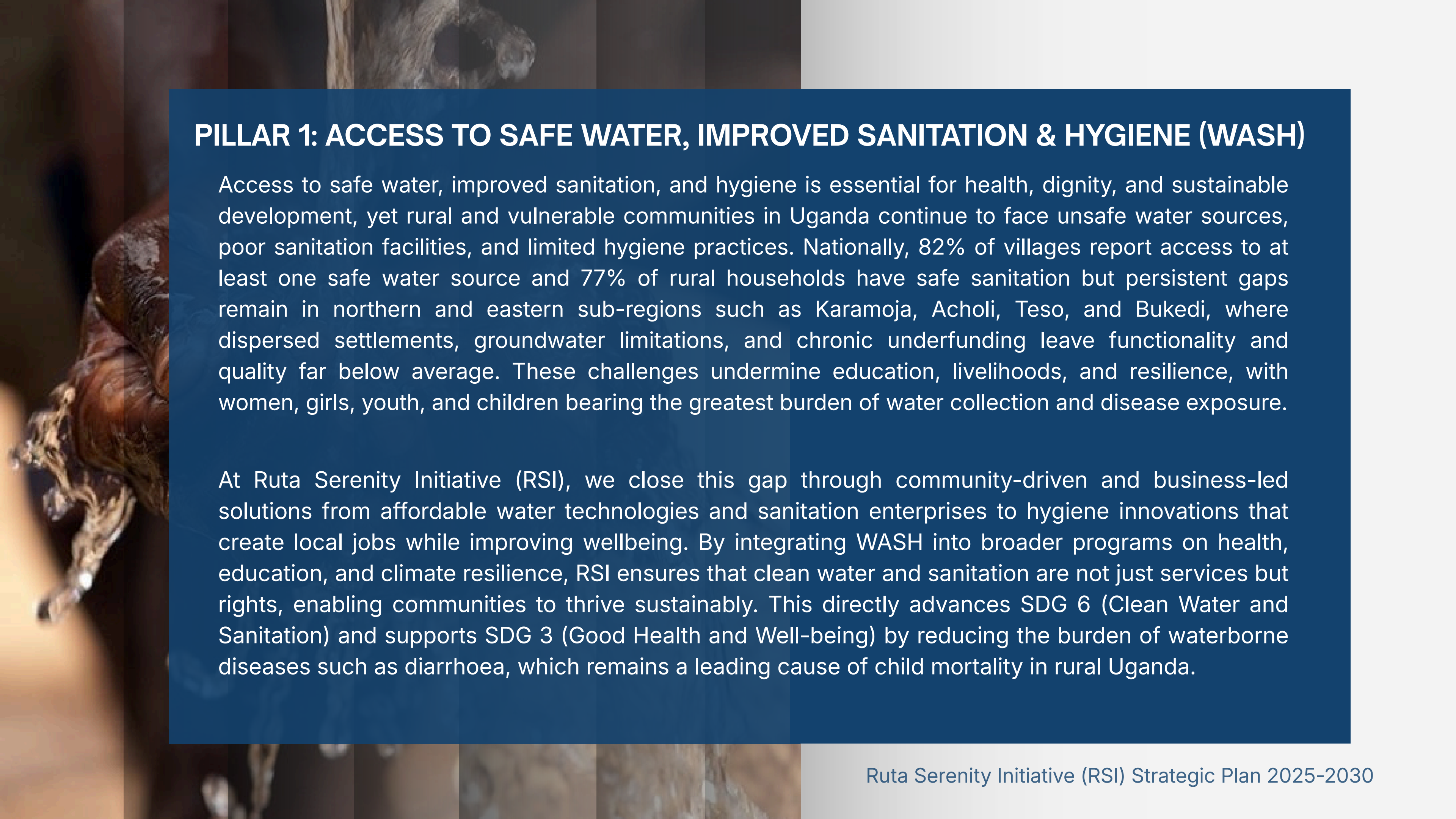
Alignment with Global & National Frameworks

This Strategic Plan is deliberately mapped against the UN 2030 Agenda for Sustainable Development, Uganda Vision 2040, and the National Development Plan IV (2025/26–2029/30), ensuring RSI's contributions are measurable against both local realities and global benchmarks (SDGs 1, 3, 4, 5, 6, 7, and 13).

RSI's FOUR INTEGRATED PILLARS: AT A GLANCE

RSI 2025–2030: Four Integrated Pillars of Change





PILLAR 1: ACCESS TO SAFE WATER, IMPROVED SANITATION & HYGIENE (WASH)

Access to safe water, improved sanitation, and hygiene is essential for health, dignity, and sustainable development, yet rural and vulnerable communities in Uganda continue to face unsafe water sources, poor sanitation facilities, and limited hygiene practices. Nationally, 82% of villages report access to at least one safe water source and 77% of rural households have safe sanitation but persistent gaps remain in northern and eastern sub-regions such as Karamoja, Acholi, Teso, and Bukedi, where dispersed settlements, groundwater limitations, and chronic underfunding leave functionality and quality far below average. These challenges undermine education, livelihoods, and resilience, with women, girls, youth, and children bearing the greatest burden of water collection and disease exposure.

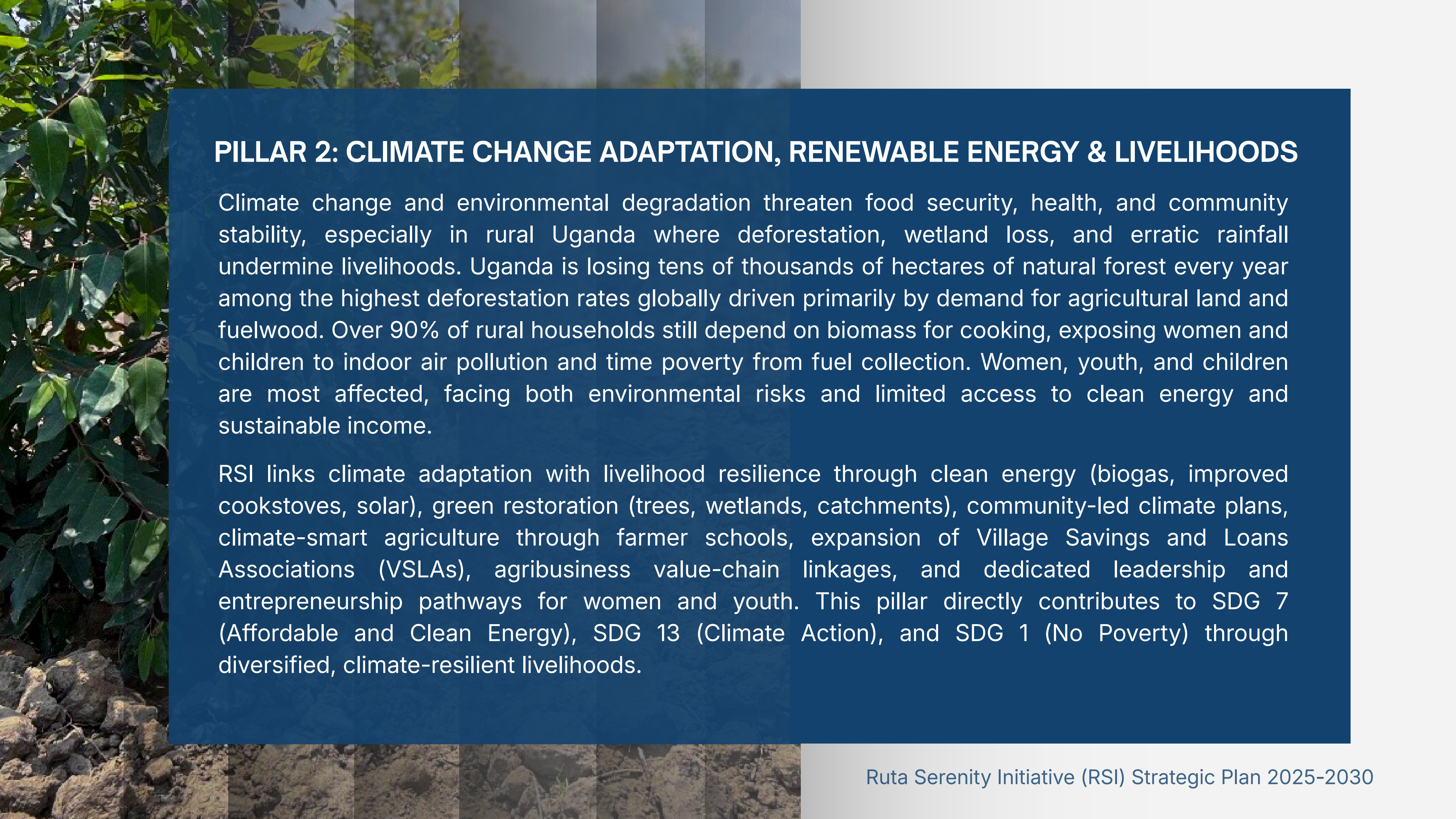
At Ruta Serenity Initiative (RSI), we close this gap through community-driven and business-led solutions from affordable water technologies and sanitation enterprises to hygiene innovations that create local jobs while improving wellbeing. By integrating WASH into broader programs on health, education, and climate resilience, RSI ensures that clean water and sanitation are not just services but rights, enabling communities to thrive sustainably. This directly advances SDG 6 (Clean Water and Sanitation) and supports SDG 3 (Good Health and Well-being) by reducing the burden of waterborne diseases such as diarrhoea, which remains a leading cause of child mortality in rural Uganda.

Key Interventions

- Construction of new boreholes and rehabilitation of non-functional water points.
- Construction of piped water systems and solar-powered distribution networks.
- Capacity building of handpump mechanics for reliable, long-term maintenance.
- Operation and maintenance frameworks to ensure water point functionality above 95%.
- School WASH programs with gender-sensitive sanitation facilities.
- Market-based sanitation (MBS) implementation approach and sanitation enterprise development.
- Strengthening water and sanitation governance at village, sub-county, and district levels.

2030 Targets & Results Framework

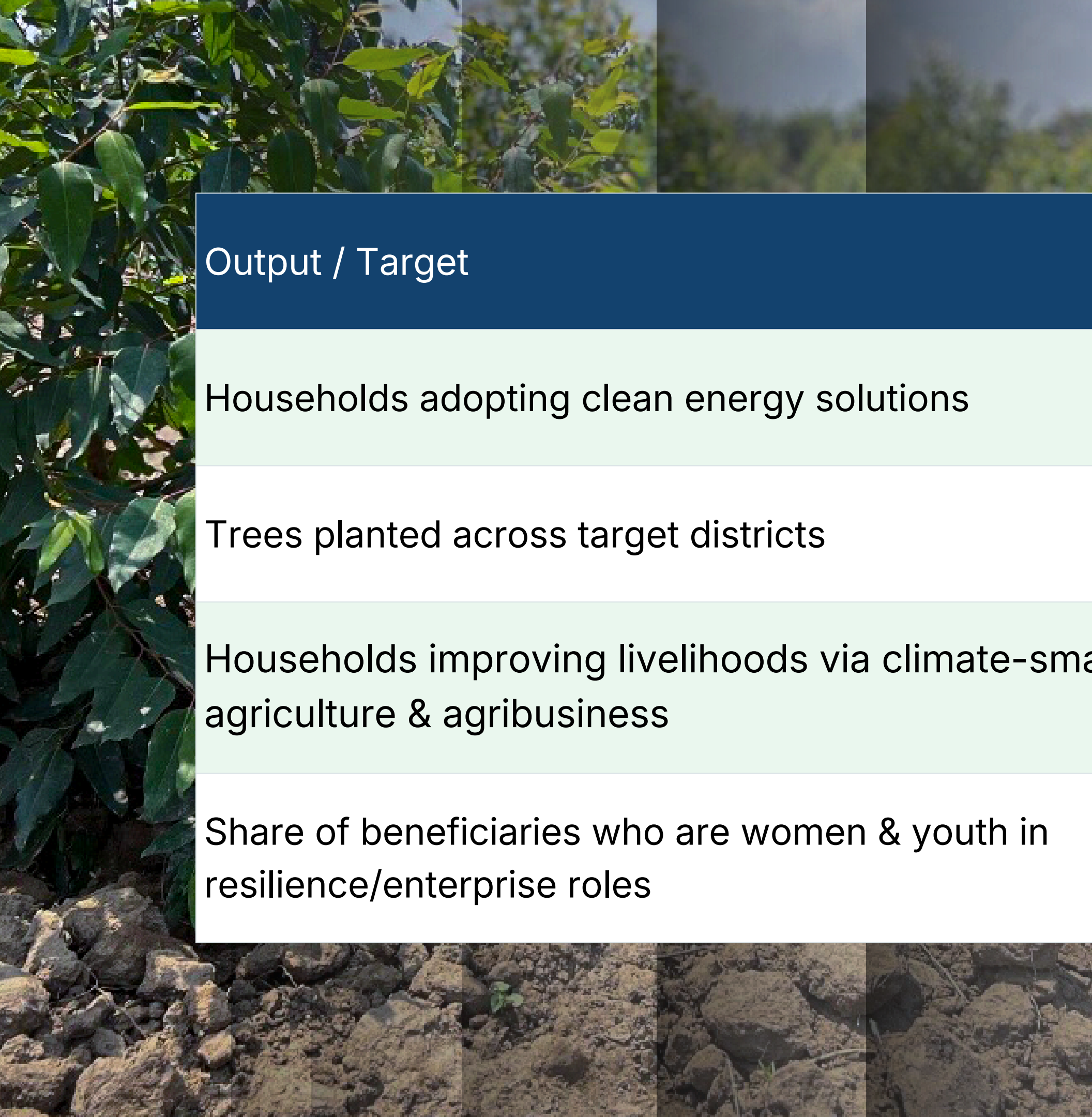
Output / Target	2030 Target
250 boreholes constructed or rehabilitated	250
Piped water systems constructed	5
Functionality rate of water points	95%
People with reliable access to safe water	150,000
People with access to improved sanitation	500,000
Communities achieving and sustaining ODF status	400
Schools reached with gender-sensitive WASH facilities	150



PILLAR 2: CLIMATE CHANGE ADAPTATION, RENEWABLE ENERGY & LIVELIHOODS

Climate change and environmental degradation threaten food security, health, and community stability, especially in rural Uganda where deforestation, wetland loss, and erratic rainfall undermine livelihoods. Uganda is losing tens of thousands of hectares of natural forest every year among the highest deforestation rates globally driven primarily by demand for agricultural land and fuelwood. Over 90% of rural households still depend on biomass for cooking, exposing women and children to indoor air pollution and time poverty from fuel collection. Women, youth, and children are most affected, facing both environmental risks and limited access to clean energy and sustainable income.

RSI links climate adaptation with livelihood resilience through clean energy (biogas, improved cookstoves, solar), green restoration (trees, wetlands, catchments), community-led climate plans, climate-smart agriculture through farmer schools, expansion of Village Savings and Loans Associations (VSLAs), agribusiness value-chain linkages, and dedicated leadership and entrepreneurship pathways for women and youth. This pillar directly contributes to SDG 7 (Affordable and Clean Energy), SDG 13 (Climate Action), and SDG 1 (No Poverty) through diversified, climate-resilient livelihoods.



2030 Targets

Output / Target	2030 Target
Households adopting clean energy solutions	50,000
Trees planted across target districts	1,000,000
Households improving livelihoods via climate-smart agriculture & agribusiness	30,000
Share of beneficiaries who are women & youth in resilience/enterprise roles	60%

PILLAR 3: EDUCATION & ADOLESCENT DEVELOPMENT

Education is a cornerstone of resilience and social justice. In Uganda, primary completion stands at only around 38% (NDP III), with literacy rates as low as 50% by Primary 3. High dropout rates, limited Early Childhood Development (ECD) services, poor school infrastructure, and inadequate menstrual hygiene management facilities disproportionately affect girls and marginalized groups perpetuating cycles of poverty and inequality and undermining progress toward SDG 4 (Quality Education). At RSI, we strengthen early childhood learning, expand digital inclusion, and empower adolescents through an integrated package of ECD support, ICT hubs and digital literacy training, life skills, menstrual hygiene management (MHM), school retention initiatives, vocational pathways, and youth leadership programs — with a specific focus on differently abled and marginalized children.

2030
Targets

Output / Target	2030 Target
Children enrolled in improved early childhood centers	10,000
Adolescents reached with life skills & MHM programs	20,000
Reduction in dropout rates via school-community partnerships	30%
Learners trained in ICT and digital skills	15,000
Differently abled children supported with tailored interventions	5,000

PILLAR 4: GENDER JUSTICE

Gender inequality and gender-based violence (GBV) undermine progress in security, development, health, climate resilience, and governance. According to the 2021 UBOS National Survey on Violence, 95% of Ugandan women have experienced physical and/or sexual violence in their lifetime. The 2024 Annual Crime Report found that over 75% of domestic violence victims were women and girls, with intimate partner violence prevalence at 45% nationally and as high as 78% in the Acholi sub-region. Women and girls are also widely denied their sexual and reproductive health rights (SRHR), particularly in poor and emergency-affected regions restricting rights, opportunities, and progress toward SDG 5 (Gender Equality).

RSI works to ensure women and girls live free from violence, achieve equality, and realize their SRHR by challenging harmful norms, dismantling structural barriers, and empowering them to claim leadership roles. RSI applies a twin-track strategy combining dedicated gender programs addressing GBV, SRHR, and women's leadership with gender mainstreaming across all interventions, including livelihoods, education, climate resilience, and WASH.

Eliminating GBV:
strengthening women's and girls' social movements alongside GBV prevention, mitigation, and survivor-centered response.

SRHR: SRH demand creation, health systems strengthening, and adolescent & youth SRH programming.

Gender Equality:
amplifying women's and girls' voices and leadership.

Programmatic
Focus Areas

OUR APPROACH

Research & Human-Centered Design

Grounding interventions in evidence and community insights to ensure solutions respond directly to local needs and are practical in the local context.

Collaborative Partnerships

Working hand-in-hand with local authorities, CBOs, grassroots leaders, and private sector players to co-create lasting change.

Capacity Building

Strengthening community skills and institutional systems, empowering households, youth, and women's groups to sustain progress beyond RSI's direct support.

Strategic Service Delivery

Integrating WASH, education, livelihoods, and climate resilience programs to maximize impact across sectors.

Advocacy & Policy Engagement

Influencing policies and governance structures to remove barriers and promote inclusive, rights-based development.

Market-Led Solutions

Promoting business-driven approaches such as market-based sanitation implementation, farmer market schools, renewable energy cooperatives, and green jobs training that create local employment while improving wellbeing.

ACCOUNTABILITY & FEEDBACK

At Ruta Serenity Initiative (RSI), accountability is central to our commitment to communities, partners, and donors. We ensure that every intervention is transparent, participatory, and responsive to the voices of those we serve.

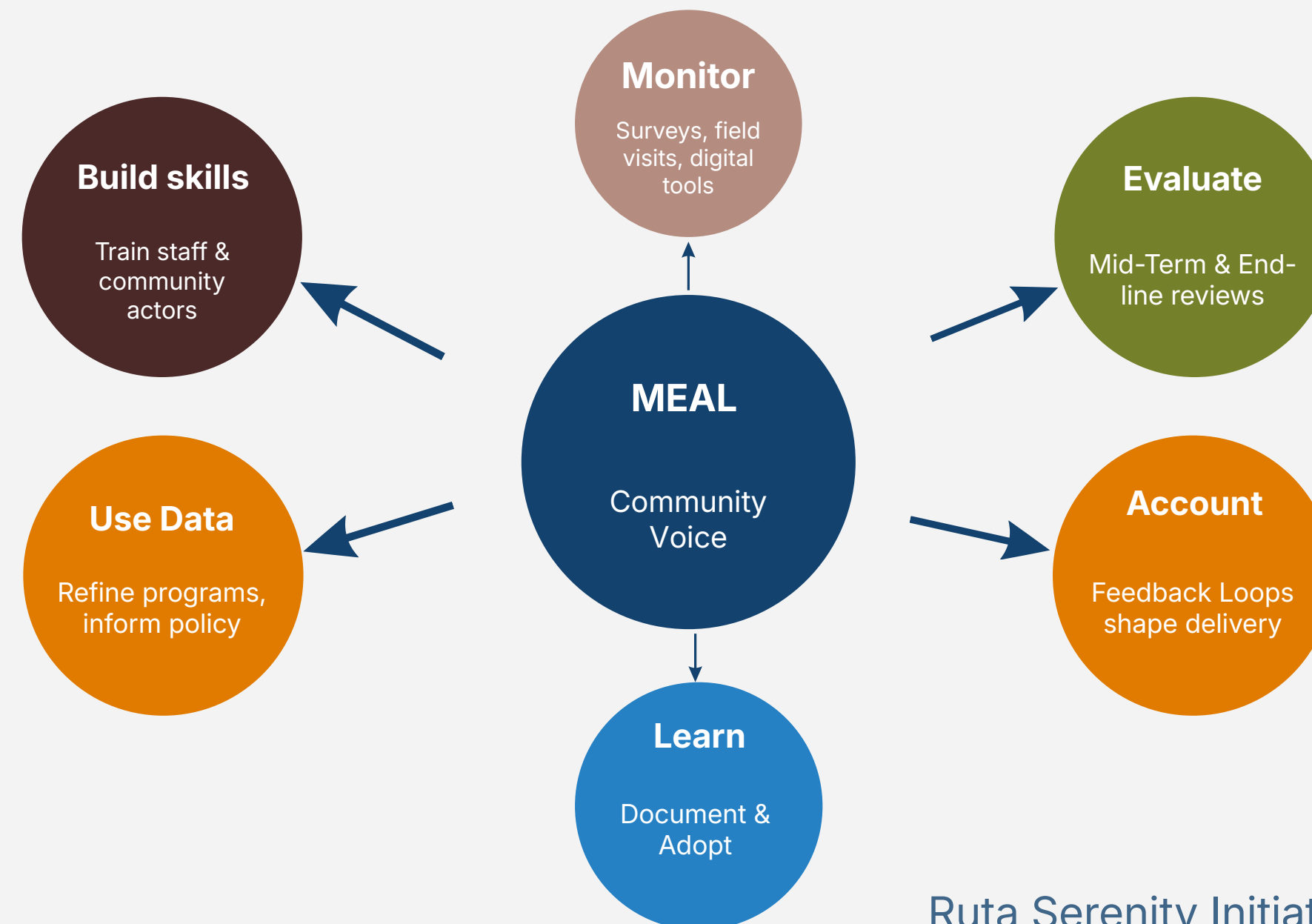
- **Community Feedback Mechanisms:** Establish safe, accessible channels and feedback sessions for beneficiaries to share concerns, ideas, and complaints.
- **Inclusive Participation:** Engage women, youth, persons with disabilities, and marginalized groups in planning, monitoring, and decision-making.
- **Transparency Practices:** Regularly publish project updates, budgets, and outcomes to build trust with communities and stakeholders.
- **Responsiveness:** Ensure timely resolution of grievances and integrate feedback into program adjustments.
- **Donor & Partner Accountability:** Share progress reports and financial audits with donors and partners to maintain credibility and confidence.



MONITORING, EVALUATION, ACCOUNTABILITY & LEARNING (MEAL)

The MEAL framework guides RSI in tracking progress, measuring impact, and continuously improving interventions from routine monitoring and mid-term/end-line evaluations, to integrating community feedback, documenting lessons learned, building staff and partner capacity, and applying evidence to refine programs, inform policy advocacy, and scale successful models.

RSI MEAL Cycle; Continuous Learning & Accountability



COMPLIANCE & RISK MANAGEMENT

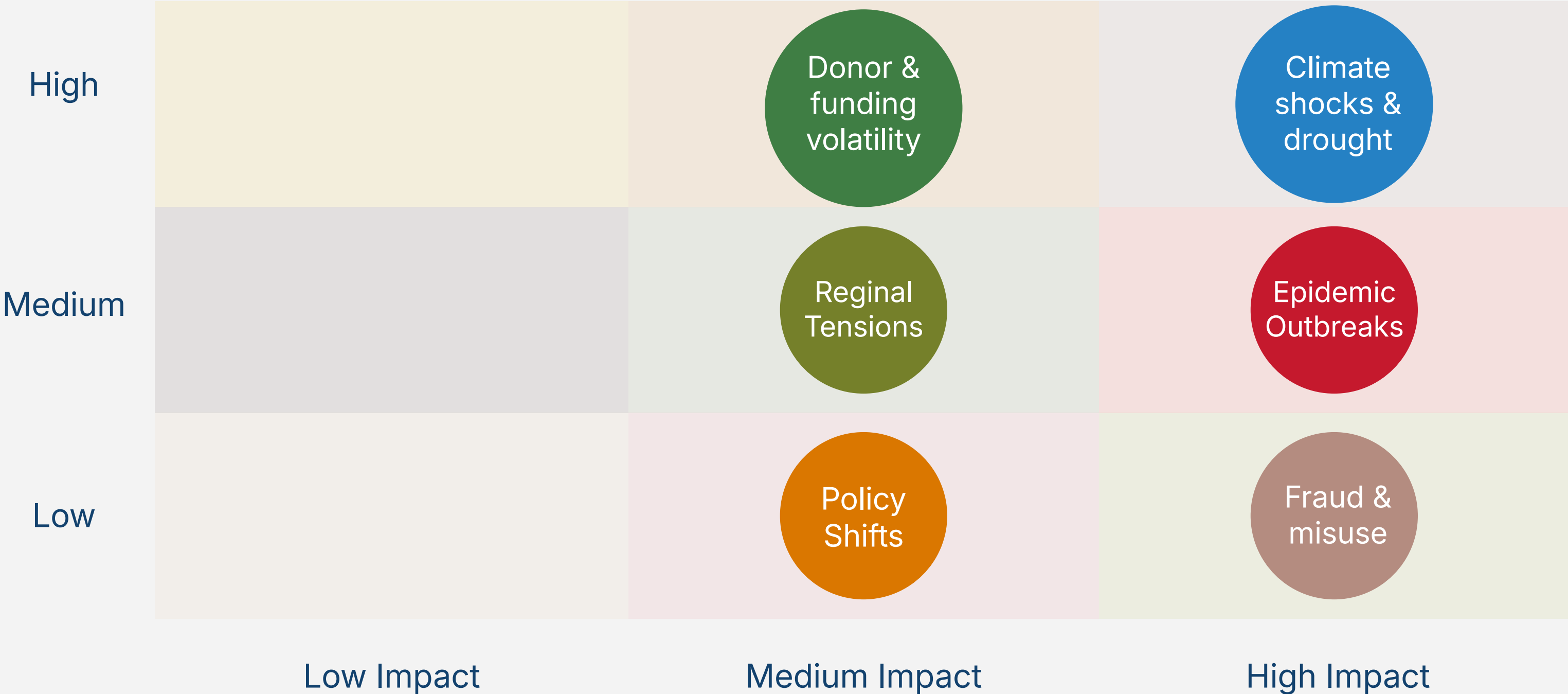
RSI Risk Anticipation, Management & Adaptation

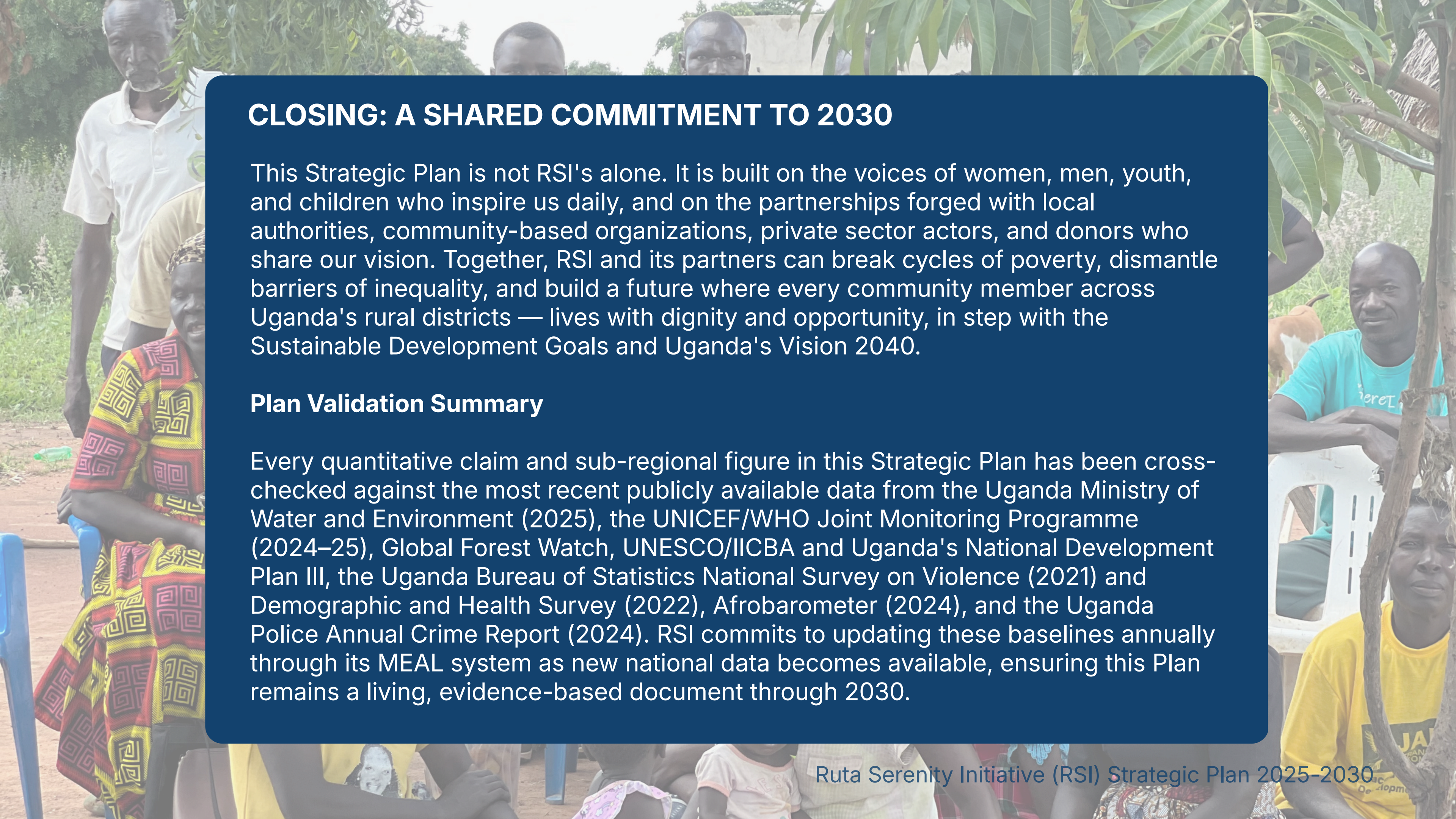
Uganda's operating environment, while showing measurable progress on access indicators, continues to face recurring crises that challenge socio-economic progress and the wellbeing of women, men, girls, and boys. RSI acknowledges that fresh disruptions can arise unexpectedly from regional tensions, domestic instability, environmental hazards such as drought and flooding, epidemic outbreaks, or shifts in national and international policies and regulations. To remain agile, RSI undertakes continuous context analyses that inform decision-making, strengthen preparedness, and enable programs to adjust swiftly to evolving realities.

Ethics & Compliance

Ruta Serenity Initiative (RSI) upholds the highest standards of transparency and accountability, aligning its operations with both national legislation and international regulatory frameworks. In Uganda, RSI applies robust financial management systems complemented by globally recognized software, ensuring accuracy and integrity across all transactions. The organization invests continuously in staff training to strengthen awareness of compliance obligations and ethical practice, embedding a culture of integrity at every level. RSI enforces a zero-tolerance stance toward fraud, corruption, and any misuse of resources, safeguarding donor trust and community confidence while reinforcing its commitment to responsible stewardship.

Risk Heat-Map; Livelihood vs Impact of key operating risks



A background image showing a rural community in Uganda. In the foreground, a woman is seated, wearing a vibrant red and yellow patterned traditional Ugandan dress. Behind her, several men are visible, some standing and some seated. The setting appears to be outdoors, with lush green trees and foliage in the background. The overall atmosphere is one of a close-knit community.

CLOSING: A SHARED COMMITMENT TO 2030

This Strategic Plan is not RSI's alone. It is built on the voices of women, men, youth, and children who inspire us daily, and on the partnerships forged with local authorities, community-based organizations, private sector actors, and donors who share our vision. Together, RSI and its partners can break cycles of poverty, dismantle barriers of inequality, and build a future where every community member across Uganda's rural districts — lives with dignity and opportunity, in step with the Sustainable Development Goals and Uganda's Vision 2040.

Plan Validation Summary

Every quantitative claim and sub-regional figure in this Strategic Plan has been cross-checked against the most recent publicly available data from the Uganda Ministry of Water and Environment (2025), the UNICEF/WHO Joint Monitoring Programme (2024–25), Global Forest Watch, UNESCO/IICBA and Uganda's National Development Plan III, the Uganda Bureau of Statistics National Survey on Violence (2021) and Demographic and Health Survey (2022), Afrobarometer (2024), and the Uganda Police Annual Crime Report (2024). RSI commits to updating these baselines annually through its MEAL system as new national data becomes available, ensuring this Plan remains a living, evidence-based document through 2030.



Ruta Serenity Initiative

Plot 29-37 Ntinda Road Kampala

Ntinda Complex, Block A, Level 1, Office F1-08

Tel: 0783 389 092

Email: pnuwagaba@rutaserenityinitiative.org

<https://www.rutaserenityinitiative.org>

Igniting *Hope* &
Transforming *Lives*