Pathway for Integrity Network

..overcome evil with good

Three Year Strategic Plan
2025 - 2027

Contents

Building a Culture of Integrity at the Grassroots

1.   Executive Summary

Welcome to Pathway for Integrity Network's first strategic plan! We are ambitious that in the next 3 years, we will foster a culture of integrity, transparency and ethical leadership in Busoga, Uganda. As a new faith-based organization, this plan outlines the groundwork for Pathway for Integrity Network in building a community thriving on integrity - and our ultimate goal of a global movement towards integrity.

This 3-year strategic plan highlights our course, goals, objectives and serves as the roadmap, guiding our activities and ensuring how effectively we will utilize resources to achieve maximum impact.

From the outset, our core values and approach will make us accessible to all like-minded individuals, organizations, national, and international, and those from different religious affiliations to foster trust, accountability, and collaboration to create positive change within the Busoga sub-region and Uganda.

You will discover Pathway's core purpose, the five key goals, addressing community integrity, youth empowerment, strengthened institutions, and collaborative partnerships.

We have outlined the pressing development challenges in the region and how they intertwine with the lack of integrity within the local context emphasizing the crucial need for intervention.

This strategic plan invites us to join us on this journey and work together to transform the lives of people in Busoga by creating a world where integrity and ethical leadership pave the way for a more just and equitable future.

2.   Status Quo of Busoga

More than 4.4 million people live in the Busoga sub-region, despite boasting fertile soils, a favorable climate, skilled people, and access to markets, the people are plagued by persistent poverty. Many households struggle to survive on less than $1 a day despite many government, missions, and NGO interventions to improve the socioeconomic context of the people.

Young people who form 70% of Uganda's population by the 2024 national census have frustrated potential while many face limited opportunities, high unemployment rates, low quality of youth leadership, and low engagement has led them to be vulnerable to involvement in unproductive and risky activities for survival. This lack of viable options stems from a fragmented development approach, where various stakeholders operate in silos, hindering progress.

Furthermore, a culture of a lack of transparency has eroded trust at the grassroots level. This reduces collaboration between community members and hinders the effectiveness of development initiatives. Corruption and the misuse of public funds have further crippled efforts toward socioeconomic development. Ineffective service delivery, often linked to these issues, leaves citizens feeling powerless and unable to participate in shaping their communities.

The current situation in Busoga is a consequence of this pervasive lack of integrity and trust. It's a vicious cycle that fuels frustration, and distrust and hinders collaboration, leading to underdevelopment. To break free from this cycle, Busoga and Uganda at large need a renewed focus on fostering integrity, building trust, and promoting collaboration at all levels.

3.   Our Journey: Why Pathways For Integrity Network?

Pathway For Integrity Network is a faith-based organization founded in 2024 in Jinja City, Central Eastern Uganda to mobilize and create a platform for all people, institutions, organizations and faiths interested in addressing the region's socio-economic challenges from the root cause.

There is a stereotype, perhaps so true in Africa and more like a proverb now that goes "If you want to hide something from an African, then write it in a book". Our founders are not such. We had an opportunity to meet Professor Thom Schotanus a Christian author and social development expert and through his book "Solving the Puzzle of Development", our hearts were opened to the fact that the majority of our challenges as a region stem from lack of integrity among the citizens and systems of service delivery. Looking back on the challenges we face such as poverty, malnutrition, high youth unemployment, gender-based violence, corruption at its peak, and poor service delivery, these have roots in lack of integrity.

As Pathway for Integrity Network, this inaugural 3 year strategic plan that has been developed through a participatory process by all members highlights the why, what and how we choose to change the current state of things by promoting integrity at the grassroots level through a participatory approach to change the mindset of our communities and build strong institutions to be agents and pioneers of the socioeconomic change we desire.

We are a fully registered organization with the Uganda Registration Service Bureau will operate in the 11 districts of the Busoga sub region in Uganda.

4.   Mission, Vision, and Values

Mission

To build a trustworthy community of people thriving on integrity, transparency, and ethical leadership.

Vision

A Global Community of integrity and transparency

Our Core Values

These values are how we relate with others internally and externally and are fundamental in how others identify and relate with Pathway for Integrity Network. These are:

- **Godliness**
Our organization is founded on the Godly Mystery of Godliness. All our thinking and actions rotate around manifesting the love of God in the marketplace.

- **Respect**
Respect for us defines how we relate with others and appreciate each person's contribution regarding ideas, skills, resources, and time.

- **Exemplary leadership**
We do not agree with the philosophy of preaching water and drinking wine. We and you must practice what we say.

- **Innovativeness**
Through our thinking and projects, we are looking for innovative ideas and people to change the status quo in Uganda when it comes to social development

- **Trustworthiness**
Trust is the most important commodity to us. We buy and sell trust.

- **Honesty**
Honesty is the only policy for developing moral character

5. Situational Analysis
SWOT Analysis

i) Strengths

(1) Integrity

We are a people with integrity, transparency and accountability.

(2) Unity

Our team works together and this is seen from how ideas are developed to how projects are implemented. The Christian family/love for each other unites us more in the belief in our mandate.

(3) Competent leadership

We are led by the best, with not only spiritual and pastoral experiences but also institutional development and result-based management skills.

(4) Vision

We have a strong reason why. To paraphrase: when the vision is too big, the facts don't count.

ii) Weaknesses

(1) Limited financial resources

Our financial resources compared to our mission and programs are still low.

(2) Conflicting schedules

We are working majorly as volunteers and in most cases our current work schedule conflicts with those of Pathways' activities which limits participation.

(3) Low member participation

We have a large network of members however; participation is still low.

(4) Limited team capacity

Most of the team members are very passionate but lack knowledge and skills in areas like project design and development, Monitoring and evaluation, and accounting among others.

iii) Opportunities

(1) Relevancy of solution

There are many challenges due to a lack of trust and integrity and this has made us a very central organization when it comes to social development.

(2) Open media reception

We have had the door open for local and international media, we will be able to reach out to as many as we should.

(3) Local community reception and support

The local community is very engaged and interested in having an integrity group. This has been evident in the feedback during live radio talk shows and physical engagements

(4) Mentorship

We have a dedicated team of local and international mentors who are willing to invest time and resources to empower the team to achieve the mission of the organization.

iv)   Threats

(1) The Magnitude of the Problem

Because integrity has become a rare character among many people and systems, it could overwhelm the organization in terms of prioritizing, planning, and resource allocation. It's also going to take us a long time of consistent efforts to have the change we desire.

(2) Political sabotage

With the wrong perception, we will face political pressure and likely sabotage from people who desire to see no change in the status quo.

(3) Poor reception from other religious-affiliated programs

As a faith-based organization, some religious or non-religious partners are going to require a long explanation and convincing to work with.

(4) Complacency

Our community giving up hope will affect the reception of our programs in certain communities. Some people have lost all hope in having a society built on trust and integrity

6. Strategic Goals and Objectives

Our strategic goals and objectives aim to create a ripple effect by fostering a culture of integrity at all levels, from individuals to institutions, and help address the complex challenges faced by people in the Busoga Subregion. This will pave the way for a more prosperous and equitable future in the next 3 years. To some extent we might sound overly ambitious, however, we believe that solving most of the challenges to the development of the sub-region issues requires a holistic approach to building integrity and that's the inspiration for the following goals and objectives:

Goal 1: Promote Community Integrity & Transparency at Grassroots

Objectives:

I. Mindset Shift

Conduct radio and physical outreach programs that equip local community members with the tools and skills to embrace integrity daily.

II. Recognitions

We will start the first-ever integrity awards to honor and celebrate people who demonstrate integrity at scale within our communities.

Rationale

Promoting integrity will empower citizens to contribute towards community development, increase harmony among citizens, and build trust at a peer-to-peer level. Only then will citizens with shared values form movements to advocate for changes they want, hold institutions responsible, and ensure the effective delivery of social services and accountability.

Goal 2: Empower Young People

Objectives:

I. School Programs

Create Integrity Clubs in secondary and tertiary institutions to foster integrity and solidarity among young people.

II. Job Readiness and skills development

Equip fresh graduates and apprentices with job readiness skills such as professionalism, integrity, communication and innovation to enhance their competitive advantage necessary for securing and maintaining employment (formal & informal sectors).

III. Young Leadership

Implement a young leadership program to develop future leaders with strong values of integrity, accountability, and social responsibility.

Rationale

Youth are a significant demographic in Uganda. The 2024 UBOS census indicated that more than 70% of the population is made up of young people below 30 years. Equipping them with job skills, fostering ethical leadership qualities and nurturing integrity as early as high school will empower them to contribute positively to the region's development.

Goal 3: Strengthening Communities

Objectives:

I. Economic Empowerment

Empower women and youth with skills and resources to improve financial independence while promoting integrity within their businesses.

II. Citizen Participation

Empower citizens in evidence-based advocacy campaigns at the grassroots level through community integrity groups with a focus on social services delivery. This will involve activities such as training workshops, awareness raising, and resource mobilization.

III. Public Accountability

Facilitate and engage public officials, from grassroots (LC1) to district levels, in a proactive strategy to enhance public awareness and accountability. This will include joint workshops on transparency and holding participatory events showcasing how local funds are used.

Rationale

Our approach is more deliberate to target women and youth who are more vulnerable to the effects of lack of integrity in communities. Additionally, empowering women economically and with integrity has a butterfly effect on community development and the families they nurture.

On the other hand, citizen participation to advocate for social services and foster transparency will ensure that voices are heard and needs are met effectively.

Goal 4: Strengthening Institutions

I. Empower Church Leaders

Equip churches with tools and resources to promote integrity, strengthen family systems, and improve church leadership and management structures through training programs, conferences, and seminars.

We provide skills and resources to churches for economic empowerment to foster church growth and self-sustainability.

II.   Capacity Building

Enhance the capacity within our organization to facilitate integrity-building workshops, and community engagement to improve working culture, environments, and team building within different sectors.

We will also empower our organization in alternative dispute resolution and demonstrate trust and integrity for people to find forgiveness, justice, and healing.

Establish a strong monitoring and evaluation network for programs and projects at the grassroots level to track progress and impact.

Rationale

Equipping church leaders with the tools and resources to effectively and efficiently manage churches, provide exemplary leadership, and stewardship will create a community of trust, and motivation and increase participation for congregants to embrace integrity.

As an organization, equipping our team with the capacity to promote positive work environments in the marketplace and team building will foster collaboration, and integrity and help other starting organizations achieve missions sustainably.

With poor conflict resolution in the area, many seeds of mistrust and enmity have been sown among people in the sub region thus creating poor collaboration that hinders development. Providing such services at the last mile through our network of trusted professionals in Alternative Dispute Resolution will help increase harmony, collaboration trust among local community members.

Monitoring and evaluation for CSO and government projects is paramount to development. Our organization intends to position itself as the leading partner in M&E in the region to ensure that systems and projects meet community needs at the grassroots

Goal 5: Enhanced Collaboration

Objectives:

I.   Joint Project Development

To collaborate with private individuals and organizations in the profit and nonprofit sectors, civil society and government entities to design, implement, and oversee joint social development initiatives that demonstrate the effectiveness of integrity-based interventions.

II.   Strategic Recommendations

Provide strategic recommendations to optimize the intended impact of social development projects, including those initiated by both civil society and government.

Rationale

Working with partners will enhance a comprehensive approach to social development and allow leveraging the strengths of different organizations while powered by integrity to ensure all projects are sustainable and have a positive impact.

We intend to provide strategic advice in the context of local challenges and solutions to help optimize existing projects and ensure they are achieving their intended results. One of the challenges that will be addressed is the fragmented approach to development and the lack of realistic data to reflect the magnitude of problems and solutions.

7. Programs and Projects

Current running Projects

i) Radio Talk shows

We started a pilot Weekly radio talk show every Tuesday on Busoga One 90.6 FM from 8 pm to 9 pm EAT whose major goal is to sensitize and equip listeners with skills and knowledge on integrity and its effect. We have seen tremendous mindset shifts as recorded in feedback and many people started appreciating integrity and the scope of the audience. The broadcast has reached more than 1 million listeners and plans to scale with more broadcasts across the region.

ii) Organization Development

We started online capacity-building activities facilitated by Thom Schotanus and Rev. John Ames to train the team in building a culture of integrity among network members. These are intended to equip the network members and staff as Trainers of Trainees on integrity and enhance the team's capacity to achieve her mission and objectives sustainably.

iii) Women Skilling & Economic Empowerment Project

The purpose of the project is to empower women in Jinja City with the skills and resources to run a successful small business. We started a pilot empowerment project with 8 women where we trained them on different business skills and provided interest-free business loans that they have to return over a certain period. The project is in the early stages and we have recorded tremendous improvement in their lives in terms of confidence, accountability, happiness, and signs of financial independence. We intend to scale this to more districts over the next 12 months to have a similar and greater impact.

Other Planned Projects for 2024

1. Water Hygiene and Sanitation

2. Job Skilling Hub

3. Community Awareness Project

4. Young Leaders Fellowship

5. Pastoral Empowerment Program

8. Organizational philosophy and conduct

Romans 12:21 as the philosophical foundation for the Pathway for Integrity Network

The bible verse "Do not be overcome by evil, but overcome evil with good" (Romans 12:21) serves as the core philosophy for the Pathway for Integrity Network. Here's how it translates into our organization's work

- **Overcoming Evil**

  The network tackles challenges like lack of integrity, corruption, poverty, social injustice, dependency mindset, and lack of transparency among others which are various forms of "evil" hindering development.

- **With Good**

  The network promotes positive values of integrity, accountability, and transparency – the "good" as a way of life, and this a recipe for overcoming these challenges while bringing people all together in a fashion that encourages transformation.

Why this Philosophy

- **Focus on Solutions**

  The emphasis in this is on building a better future through positive action rather than dwelling on negativity. It is moving forward.

- **Empowerment**

  Individuals and communities need to take ownership of their development and hold institutions accountable and this philosophy fronts just that.

- **Sustainability**

  Promoting integrity within institutions and individuals will create a more sustainable foundation for long-term development.

How it integrates into our Operations

1. All **Programs** and activities will be designed to cultivate values of integrity, leadership, and ethical decision-making.

2. Our **communication** internally and externally will emphasize the power of integrity to overcome challenges and build a better future.

3. **Collaboration** with other organizations will leverage positive values and create synergies to reach further than the network's goals.

Approach

- **Interfaith Approach**
  While Romans 12:21 is a Christian verse, our network embraces a broader philosophy that resonates with diverse faiths and communities in Busoga.

- **Action-Oriented**
  Our focus remains purely on practical actions and programs that translate the philosophy into tangible results. Adoption of an integrity lifestyle even by a few will have a tremendous impact.
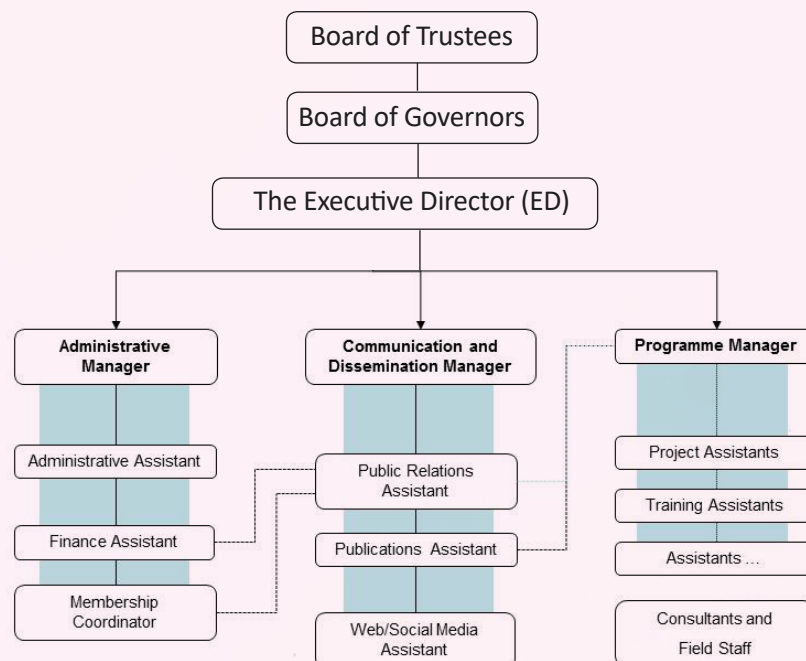
9. Leadership and Governance

We will invest in building robust internal capacity for the Pathway for Integrity Network to achieve its 3-year objectives. We are committed to developing our capacity across multiple dimensions such as investing in staff and board development and fostering a culture of continuous learning and mentorship to build an effective team.

Our leaders are equipped to provide a clear vision and inspire staff and volunteers to go beyond their perceived capabilities while putting the needs of our staff, volunteers, and the community first and creating a supportive and empowering environment.

Management Structure

Pathway for Integrity Network operates with a well-defined management structure, starting with the Board of Trustees and the Board of Governors who provide strategic guidance and oversight of the organization. The Executive Director (ED) oversees the organization's operations and is supported by the Program Manager who designs and manages programs. Project Officers execute projects on the ground, while the Finance and Administration Officer ensures financial and administrative stability. We have a Resource Mobilization and Advocacy Officer who drives fundraising and advocacy efforts, and the Communication Officer handles public relations and visibility. This team is carefully selected as guided by our policies to provide effective governance, strategic implementation, and impactful community engagement.

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  │ Administrative   │   │ Communication and│   │ Programme Manager│
  │ Manager          │   │ Dissemination    │   │                  │
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  Administrative Assistant   Public Relations        Project Assistants
                             Assistant
  Finance Assistant          Publications Assistant   Training Assistants
                                                       Assistants …
  Membership                 Web/Social Media          Consultants and
  Coordinator                Assistant                 Field Staff
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10. Sustainability

As Pathway for Integrity Network, we look at sustainability through two spectrums, that is project/ program sustainability and institutional sustainability.

Our projects and programs will demonstrate integrity, from that background, we believe sustainability lies in community participation, ownership of development projects, and being the people God has called us to be. From the onset, we will cultivate this practice and harness a bottom-up approach to program design.

From an institutional perspective, we intended to reduce dependency on donor funding by starting up social enterprise models that are related and non-related to our core programming. These will help raise resources of institutional overheads, contribution to project funding, and development of the organization.

11. Positioning the Pathway for Integrity Network

Our goal is to build and position ourselves as a thought leader and guide the narrative on an integrity-powered approach to development and solving some of the correlated challenges in the Busoga sub-region. This we will achieve through:

- **Transparency & Accountability**

  Uphold high standards of integrity, transparency, and accountability throughout the entire organization. Walking the talk.

- **Communication Strategy**

  Develop a robust communication strategy that utilizes various channels (radio, social media, community forums) to reach diverse audiences and guide our branding engagement and messaging both internally and externally.

- **Success Stories**

  We will showcase different success stories and testimonials from beneficiaries to demonstrate the impact of our work.

- **Community Engagement**

  Hold regular workshops, outreach programs, and community dialogues to build trust and awareness about PINE's work.

- **Collaboration**

  Partner with local and international NGOs, faith-based organizations, learning institutions, companies, and government agencies to leverage resources and expertise.

12. Strategic Risks, Mitigation, and Assumptions for Pathway for Integrity Network

Strategic Risks:

- **Sustainability Challenges**

  Some activities such as mindset change require a long period to record tangible results. Difficulty transitioning from donor dependence to a more sustainable funding model could affect the progress of activities.

- **Community complacency**

  Some community members could reach a moment in life where it is very normal to live lives without integrity since even the leaders are assumed to lack the same. This creates an appreciation of bad habits as a new normal and could increase resistance to change.

- **Political Concerns**

  As we near the 2026 national election year. We may see political sabotage from people or parties that feel offended by the truth, most elections leave Ugandans more divided. political and social unrest disrupt program activities in Busoga.

- **Technological Risk**

  We may struggle to reach a broad enough audience to achieve widespread behavior change due to the coverage constraint of FM radio signals. Some of the listeners might not have access to FM radios or have a shortage of power to access the sessions frequently

- **Resistance to Change**

  Communities may be resistant to adopting new values of integrity and transparency.

- **Employee Churn**

  To achieve our mission, we are going to need to keep the staff we start with. It takes time for people to adopt the PINE culture. More than capacity, staff churn could slow the implementation of programs.

- **Partnership Challenges**

  Collaboration with other organizations might be hindered by differing priorities, approaches, and differences in our core values.

Mitigation

Sustainability Challenges

    a. Explore social enterprise models that generate income to support PIN's activities. Examples could be integrity training workshops for businesses, or consultancy services on good governance practices.

Community Complacency

    a. Share success stories of individuals and communities who have benefited from adopting integrity.

    b. Develop activities that address community distrust and issues such as lack of economic opportunities or feelings of marginalization.

Political Concerns

    a. Maintain neutrality, focus on non-partisan values, void endorsing specific candidates or political parties, and address potential accusations of bias.

Technological Risk

    a. Supplement radio broadcasts with physical outreaches, community groups, school clubs, and printed materials in local language (pamphlets, posters).

Resistance to Change

    a. Involve community members in program design and implementation.

    b. Recognize and reward individuals and communities demonstrating positive change to motivate stakeholders.

Employee Churn

    a. Offer competitive salaries and benefits to attract and retain qualified personnel.

    b. Promote teamwork, open communication, opportunities for professional growth, and a culture of appreciation and recognition for staff contributions.

Partnership Challenges

    a. Identify organizations with shared values, complementary expertise, and a commitment to long-term collaboration.

    b. Acknowledge that different partners may have varying priorities, but find common ground for collaboration without compromising PINE.

Assumptions:

- There is a strong desire by the community of Busoga for increased integrity and improved governance.

- The government and other stakeholders will be receptive to PINE's initiatives.

- PINE's programs will be well-designed with the ultimate focus to lead to positive behavior change.

- There are existing organizations and individuals with similar values and mandates to promote integrity

- The successful programs can be replicated and scaled up across Busoga.

- An improving economic climate will create opportunities for beneficiaries at scale.

13. Monitoring & Evaluation

To ensure the success of our goals, we will create a robust Monitoring and Evaluation (M&E) Framework, this framework will serve as a compass, guiding data collection efforts and analyzing progress toward fostering a culture of integrity in Busoga. We will actively engage with stakeholders at all levels to define clear objectives and identify the most impactful ways to measure success.

Through regular monitoring and evaluation cycles, the valuable insights gained will guide us in refining our strategies, showcase our achievements, and ultimately demonstrate the transformative power of integrity in building a more just and equitable Busoga.

# 14. Local and National Context

Local Context

The Busoga sub-region, home to over 4.4 million residents, is an area marked by stark socio-economic challenges. Despite its fertile soils, favorable climate, and skilled population, persistent poverty plagues the region, with many households surviving on less than $1 a day. This hardship persists despite numerous government, mission, and NGO interventions aimed at improving the socio-economic landscape. However, Christianity and religious institutions hold an influence on many lives of many residents.

National Context

Approaching the 2026 elections, political volatility may disrupt activities, necessitating political neutrality. The local and macroeconomic challenges call for sustainable empowerment initiatives, aligning with national policies on transparency and integrity and create a broader impact.

Uganda's National Development Plan III (NDPIII) focuses on inclusive growth, youth empowerment, and governance reforms. Our goals as Pathway for Integrity Network align with NDPIII, enhancing transparency and community integrity. PINE's mission supports Vision 2040 by promoting integrity and ethical leadership, contributing to national development objectives.

Map of Uganda highlighing Busoga Sub - Region
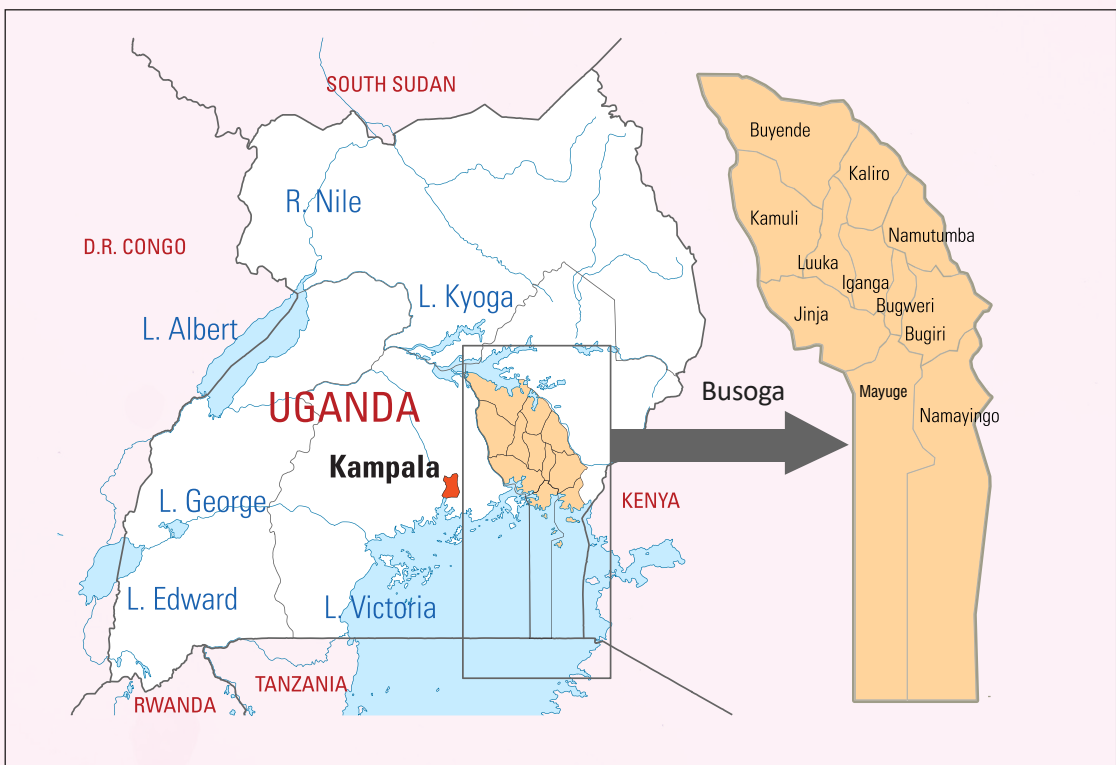
15. Our Founding Team

Our founding team at Pathway for Integrity Network brings together a diverse and experienced group of leaders dedicated to fostering integrity and socio-economic development at the grassroots level. Led by Asafu Isabirye Joel Servant, our Executive Director, the team boasts extensive expertise in community mobilization, faith-based initiatives, and organizational management.

This founding team exemplifies great stewardship and leadership, leveraging their collective skills and experiences to drive the success of Pathway for Integrity Network's mission. Their combined expertise ensures robust program development, effective community engagement, and sustainable impact in promoting integrity and socio-economic growth in our communities.

Asafu Isabirye Joel Servant

Asafu is the Executive Director of Pathway for Integrity Network, His role encompasses overseeing the organization, supporting the team for optimal performance, and mobilizing and building a membership base, currently boasting 60 members from various districts in Uganda. His extensive experience includes serving as a training coordinator, executive director, senior pastor, and pastoral training coordinator across multiple organizations. He holds a Cisco Certified Network Associate certification from Makerere University and has a diverse educational and professional background in both ministry and technology.

Anyole Innocent

Innocent is a passionate and dedicated individual with a Bachelor of Arts in Education and serves as the General Manager of Busoga One Radio in Jinja City. As a born-again Christian, Innocent is deeply committed to charity and advocacy for fairness. His role at the radio station has allowed him to develop strong leadership, communication, and team management skills. Driven by his faith and a desire to make a positive impact, he is enthusiastic about initiatives that promote social justice, equality, and empowerment. Innocent believes in harnessing the power of media to inspire positive change and foster a more compassionate society.

Moses Kyangwa

Moses is a Rotarian, public health scientist, and research associate in Uganda has extensive experience in designing, implementing, and evaluating studies, projects, and programs in both rural and urban settings. He has worked with governmental and non-governmental organizations and in academia, holding leadership positions on global projects funded by USAID, Global Fund, SIDA, World Food Program, World Health Organization, and university research projects at institutions such as Washington, Johns Hopkins, Michigan, and Makerere University. Moses holds a Bachelor's degree in Science Education, a Master of Public Health, and has received postgraduate training in Monitoring and Evaluation, Project Planning and Management, Administrative Law, and Public Administration.

Prof. Alice Nakiyemba

Alice Nakiyemba works with Busitema University a public University in Uganda as Associate professor and Dean Faculty of Natural Resources and Environmental Sciences. She holds a PhD in Bio-economics Specialising Natural Resource governance from KULeuven Belgium 2013, a Masters in sociology 2006 and a Bachelors in Social Sciences 1999 from Makerere University Uganda. Her research interests focus on; Interdisciplinary Research, Gender and climate change, Natural resource governance and Medical Sociology.

Hope Bongole

Hope Bongole is a dedicated and detail-oriented professional with a passion for urban planning and design. She also has training in knowledge management from knowledge City Uganda and is a certified knowledge expert. With a strong educational background and experience in administration and management, Hope is a valuable asset to any organization. Currently pursuing a master's degree in urban planning and design, and a certificate in digital marketing from Skilling Uganda, Hope is committed to staying up-to-date with the latest trends and best practices in the field.

16. Appendix A: Implementation Matrix

Goal	Objective	Activity	Timeline (Start-Finish)	Lead	Support	Resources Needed
Promote Community Integrity & Transparency	Equip residents with tools for integrity	- Design and deliver integrity workshops. - Develop outreach materials (pamphlets, radio programs).	Ongoing-2027	Program Team	Board, Volunteers	Funding, Training Materials, Radio Airtime
	Establish Integrity Awards	- Develop award criteria and selection process. - Promote nominations and conduct selection. - Organize award ceremony.	Q2 2025	Awards Committee	Program Team, Media	Funding, Staff Time, Media Relations Support
	Create Integrity Clubs in schools	- Partner with schools to establish clubs. - Train club leaders on integrity education.	Q1 2025 - Ongoing	Youth Coordinator	Program Team, Volunteers	Funding, Training Materials, School Partnerships
Empower Young People	Equip young adults with job readiness skills	- Develop job skills training programs. - Partner with businesses for internship opportunities.	Q2 2025 - Ongoing	Youth Coordinator	Program Team, Businesses	Funding, Trainers, Internship Agreements
	Implement young leadership program	- Design program curriculum. - Select participants and conduct a program.	Q3 2025	Youth Coordinator	Board, Mentors	Funding, Trainers, Mentorship Program Development
Strengthening Communities	Empower women and youth economically	- Develop business skills training programs. - Provide microloans or grants to support businesses.	Ongoing	Economic Empowerment Team	Program Team, Financial Institutions	Funding, Trainers, Business Development Resources

Goal	Objective	Activity	Timeline (Start-Finish)	Lead	Support	Resources Needed
	Train citizens for advocacy	- Conduct workshops on social service delivery monitoring. - Support citizen groups in advocacy efforts.	Q3 2025 - Ongoing	Advocacy Coordinator	Program Team, Legal Partners (if needed)	Funding, Trainers, Legal Resources
	Facilitate public engagement with officials	- Organize workshops and meetings with officials. - Develop citizen feedback mechanisms.	Q4 2025 - Ongoing	Advocacy Coordinator	Program Team, Local Government	Funding, Meeting Space, Communication Tools
	Equip church leaders	- Develop training programs on ethical leadership and management. - Offer support services (conflict resolution, financial management).	Q1 2025 - Ongoing	Church Engagement Team	Program Team, Religious Leaders	Funding, Trainers, Resource Materials
Strengthening Institutions	Enhance PINE's capacity	- Conduct staff and board development workshops. - Establish a monitoring and evaluation (M&E) framework.	Q2 2025	Organizational Development Team	Staff, Consultants	Funding, Trainers, M&E Tools
	Establish M&E network	- Recruit and train M&E volunteers. - Develop data collection and analysis tools.	Q3 2025	M&E Coordinator	Program Team, Volunteers	Funding, Training, Data Collection Tools
Enhanced Collaboration	Partner with diverse organizations	- Identify potential partners aligned with PINE's vision. - Develop joint project proposals.	Q1 2025 - Ongoing	Partnerships Coordinator	Program Team, Board	Funding, Networking Opportunities, Communication Materials
	Provide strategic recommendations	- Analyze existing development projects in Busoga. - Offer recommendations for improved impact.	Q1 2025-2027	Research & Development Team	Partnerships Coordinator	Funding, Research Resources, Communication Channels

17. Resource mobilization and management

Pathway for Integrity Network will mobilize and manage resources through a multi-faceted approach. This will involve securing funding from diverse sources, including grants, donations, partnerships, and sponsorships. We intend to engage with both local and international partners, leveraging our advocacy efforts to highlight the impact of our programs and attract funding. Our Resource Mobilization and Advocacy Officer and Executive Director will spearhead these efforts in developing compelling proposals and maintaining relationships with Partners.

With a robust financial and administrative system overseen by the Finance and Administration Officer, we will adopt internationally recognized best practices in financial stewardship that include meticulous budgeting, transparent financial reporting, cost-benefit analysis, and efficient allocation of resources to ensure maximum impact.

Regular audits and evaluations will be conducted to maintain accountability and optimize resource utilization. Additionally, we will invest in capacity-building for our team to enhance their skills in resource management and ensure sustainability. Through this comprehensive strategy, we aim to secure and manage resources effectively to support our mission and achieve our goals.

18. Financial Projections

Objective	Year 1	Year 2	Year 3
Organizational Development	USD 6000	USD 13000	USD 5000
Promote Community Integrity & Transparency	USD 12000	USD 17000	USD 18000
Empower Young People	USD 20000	USD 25000	USD 15000
Strengthening Communities	USD 15000	USD 10000	USD5000
Strengthening Institutions	USD 19000	USD 14000	USD6000
Enhanced Collaboration	USD 15000	USD 70000	USD5000

19. Appendix C: Founders Profiles

i)   Pr. Asafu Joel Servant Isabirye
ii)   Mr. Innocent Anyole
iii) Mr. Moses Kyangwa

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Development has been a major focus of many missions' trips, NGO's and government programs and initiatives for decades. Yet despite all these efforts and the equivalent of tens of millions of dollars being spent on them, sustainable development has remained elusive for underdeveloped countries. The primary cause of the struggles these nations face is corruption, people acting in ways that are self-serving, many who would even call themselves Christians. For this reason, development cannot be bought or given to people, but can only happen when godly values guide the decisions and actions of people. This book presents an idea for confronting the challenge of corruption with a focus on a positive offense, rather than only a defense. If employed, this concept would not only strengthen and grow the church, but produce the much sought after development as a biproduct.

Solving the Puzzle of Development:
Transforming Hearts and Minds to Change
the World by *Thom Schotanus (Author)*

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..overcome evil with good