



Creating a world where there is "No Street Called Home" for children living and working on the streets of Uganda

S.A.L.V.E.
International

Strategic Plan
2022 - 2027

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“Without S.A.L.V.E., I would still be sleeping on streets and looking for food through rubbish bins. I thought the world left us to die, but then I met my S.A.L.V.E. Uncle.

Now I am back with my family, S.A.L.V.E. has helped them start a farming business and I am too excited to be going back to school soon.”

Tom, aged 13

Find out more:

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Uganda NGO registration number: MIA/NB/2019/07/2297

VISION, MISSION AND HISTORY



Vision: A world where there is 'No Street Called Home' for children living and working on the streets of Uganda.

Mission: To support children and families in Uganda so that no child has to live or work on the streets.

History: S.A.L.V.E. International means 'Support and Love Via Education'. S.A.L.V.E. is a small, specialist UK and Ugandan partnership charity that has been working hard since 2008 to provide support to children living on the streets of Jinja, Eastern Uganda.

We passionately believe that no child should have to live or work on the streets, and have spent the last 14 years developing programmes that help to make that a reality.

We build trusting relationships with children on the streets, so that we can take them on a journey away from the streets, back to a safe family home, and then back into education.

VALUES



We are creating a global community, based on respect, love and support for one another. We hold ourselves accountable to the following principles and expect all staff, volunteers, service users and supporters of S.A.L.V.E. International to do the same, in keeping with the ethos of the organisation.

Human Rights: We will follow a rights based approach to our work, upholding the Universal Declaration for Human Rights (UN 1948), and the UN Convention on the Rights of the Child (UN 1989), in everything we do.

Equality: We will always treat people fairly and equally as an individual, never discriminating against someone on the grounds of nationality, ethnicity, tribe, gender, sexuality, religion, disability, colour or any other factor that can be used to segregate people from one another.

Learning: We will always be proactive in learning from others and our own mistakes to improve ourselves as an organisation and share whatever learning is relevant with others. Education and learning will always be at the heart of what we do.

Inclusivity: We will always work to be as inclusive as possible in the way we work to allow every service user, team member and supporter to have the chance to contribute their ideas and, where appropriate, have access to our services.

Accountability: We will always hold ourselves accountable as an organisation to make the best possible use of the resources we are given for the maximum benefit of our service users. We will be transparent with information about our accounts and property and will maintain strong systems to ensure the security of our assets and funds.



No young person should have to live or work on the streets

- S.A.L.V.E. believes that every young person should have access to safe shelter and have their basic needs met so they don't have to work.
- S.A.L.V.E. exists to provide positive alternatives to living or working on the streets.
- S.A.L.V.E. respects that every young person has the right to choose whether they access our services or not.
- S.A.L.V.E. wants to make sure that young people are as safe as possible while on the streets.

Young people who have been on the streets deserve the chance to fulfil their potential

- S.A.L.V.E. believes every young person who has been on the streets deserves access to appropriate education that will help them fulfil their potential and develop their talents.
- S.A.L.V.E. works with these young people to build their confidence and ability to plan for their future through our 'Learning for Life' syllabus.
- S.A.L.V.E. provides counselling and support to help these young people overcome the challenges they have faced.
- S.A.L.V.E. encourages these young people to advocate for their rights to be respected.

Young people on the streets should have trustworthy, supportive adults around them

- S.A.L.V.E. provides a caring team of adults who these young people can rely upon to listen to them and provide advice and assistance when needed.
- S.A.L.V.E. works with these young people's families to help develop their skills and ability to provide the basic needs and support that these young people need.
- S.A.L.V.E. works with the wider community to challenge negative stereotypes and find ways to stop young people ending up on the streets in the first place.

WHERE WE WORK



S.A.L.V.E. International is registered as a charitable organisation in both Uganda and the UK and operates as one global partnership organisation. Our team in Uganda is led by and fully comprised of Ugandan specialists. We also have both a UK and Ugandan governance boards working in partnership to oversee the organisation.

The focus of the organisation is to support children living and working on the streets in Jinja, Eastern Uganda. These children come from all over Uganda (and sometimes neighbouring countries) to Jinja's streets and our aim is to see that they are resettled home to their family wherever it is safe and possible (and wherever this is geographically).

S.A.L.V.E. aims to improve the quality and breadth of its services to reach the hardest to reach children on the streets in our key community area (Jinja District), especially children addicted to drugs and girls on the streets. We have found that more than 60% of the children and their families come from within a three hour public transport radius of the S.A.L.V.E. main site in Namulesa. We are developing partnerships with organisations and local governments across the country to help us to provide more follow up support for the children who are resettled further away.

So rather than spreading our resources thinly across the whole of Uganda, S.A.L.V.E. is focused on providing a high quality service within Jinja District. This means S.A.L.V.E. will remain committed to reach the hardest to reach children on the streets of Jinja as a first priority. This is in line with the UN Sustainable Development Goals and the ethos of reaching children who are falling through the gaps in services.

When satisfied that the services around Jinja are sufficiently meeting the needs of all the children on the streets there, S.A.L.V.E. may start to explore new areas of work near to Jinja, such as Iganga town. If found to be needed, new Street Outreach services could still refer children into the existing S.A.L.V.E. residential site in Namulesa for further support.

HOW WE WORK



HOW WE WORK



Since 2008, we have been offering support to children living and working on the streets of Jinja, Uganda, giving them the opportunity to turn their lives around. Our aim is to ensure that no child ever has to live or work on the streets.

Through a combination of street walks, sports sessions and our two Drop in Centres (one for boys and one for girls), our Street Outreach Team builds strong, trusting relationships with the children living on the streets of Jinja. It can take a long time for a child on the streets to trust someone new due to the trauma and abuse they have faced. Our social workers work hard to build this trust through one to one and group counselling, educational lessons and providing medical care when needed.

Once a child feels able to trust us, we work together with them to plan their journey away from the streets. Some children are resettled home directly from the streets, but those who need further support before being resettled are referred to one of our Halfway Homes or to our Drug Rehabilitation Centre (for those who have become addicted to drugs as a way of coping with their difficult lives). Children spend anywhere from one day to nine months here in our temporary residential care. We believe children should grow up in families and not orphanages. Whilst undergoing rehabilitation, they receive counselling, educational lessons, medical treatment and the love and care they need to overcome their traumas and adapt to life away from the streets.

We always aim to resettle a child within their extended family if possible. We do this by working with the child and their family to understand why they ran away to the streets and where within their extended family they might be able to live and be well cared for. If there is no safe option for them within their own family then we work with the local District to help to place them into a foster family.

Once a child is resettled, we regularly do check-ups to provide family counselling and support and to assess the family's vulnerability level. For those families who cannot afford school fees, we provide Educational Support for the child. We also work with the families through our Business Empowerment and Permaculture (Sustainable) Farming programmes to help them to increase their income so that they will be able to fully care for their family's needs and poverty will not be a reason any of their children run away to the streets in the future.

We are also members of advocacy networks such as The Consortium for Street Children, which help us to advocate against discrimination. We run a variety of creative activities to challenge negative stereotypes and allow the children to share their stories and speak up for their rights.

STRATEGY GOALS



In our first 14 years, S.A.L.V.E. was able to support 559 children to be reunited with their families and helped 180 of those children who needed extra care to return to school. We also trained and mentored 236 families to start businesses. You can see our current impact by visiting:

<https://www.salveinternational.org/salve-explained/our-impact/>

We want to build on this solid foundation to ensure we are creating a world where there is 'No Street Called Home' for children living on the streets in Uganda.

Expanding specialised support for girls: Girls on the streets are at extremely high risk of abuse. For this reason they are often well hidden. The most recent research shows that girls made up 30% of the child population on the streets of Jinja. However, only 23% of the children S.A.L.V.E. currently supports are girls. We will develop and improve our safe spaces and services specifically for girls on the streets, so they become 30% of our service users to ensure they don't miss out on a brighter future.



Strengthening families: The two main reasons why children run away to the streets are due to poverty and/ or family relationship breakdown. We want to give the training and support that these families need to develop their relationships, support networks, savings and income opportunities so they can thrive, and significantly reduce the risk of their children returning to the streets.



Reaching more children: Building trust with children who have lived on the streets is not easy. We have developed services that have high success rates to help children to return to education and a safe family home. However, the latest Government research shows there is a lot more to be done. And we have seen an increase of children on the streets since this research was done due to increased economic uncertainty. We estimate there are 750 children living on the streets of Jinja, and another 3,750 children out of school who are working on the streets. Therefore, we need to expand our effective services to make sure more children get a chance to turn their life around. So we want to support a further 500 children to leave the streets in the next 5 years.



Improving our funding sustainability: We have developed partnerships with a wide variety of caring individuals, communities and organisations since S.A.L.V.E. began. We will continue to strengthen these links by delivering high impact projects and communicating our results clearly. We will also explore new partnerships and social enterprise opportunities, especially within the UK and Uganda.



SUSTAINABLE DEVELOPMENT GOALS



At the heart of S.A.L.V.E.'s work is sustainable development for street connected children and their families in Uganda through support, love and education. Therefore it could be said we are contributing to all 17 of the Sustainable Development Goals in some shape or form within the breadth of our work.

However, we have identified 5 of the Sustainable Development Goals we feel our work is especially aligned with and helping to achieve:

No poverty: We help street connected children and their families to find ways to overcome poverty in the long term through Education and Business Empowerment.

Zero hunger: We provide food for street connected children when they need it most. We also offer Permaculture Sustainable Farming training to help them and their families to overcome long term hunger, and the seeds and tools needed to put these skills into practice.

Good health and well-being: We support street connected children to recover their physical and mental health after the trauma they have been through, including drug addiction rehabilitation.

Quality education: We provide access to appropriate and quality education to all the children and families we support.

Gender equality: We advocate for the rights of girls and women and seek to address gender discrimination wherever we find it. We have specifically adapted our programmes for the needs of girls and women to help to ensure that they have access to the support they need to succeed.

We also believe that our focus on trying to continuously develop and improve the inclusivity of our services so that we don't leave any street connected child out is in keeping with the overarching theme of the Sustainable Development Goals of leaving no one behind.

FIVE YEAR OPERATIONAL GOALS



This is how we want to develop our programmes of work to best create a world where there is 'No Street Called Home' for children living and working on the streets of Uganda.

Street Outreach:

This includes our Drop in Centres, street walks and street sports, which are all aiming to build trusting relationships with children who are still living and working on the streets of Jinja city and suburbs.

Core objectives:

To build trusting relationships with over 1,500 children living and working on the streets of Jinja through our Street Outreach and Drop in Centre services.

- This will allow us to increase the number of children we form action plans with to help them to leave the streets and either be referred to our Halfway Homes, Drug Rehabilitation Centre or resettled directly back home to their families (depending on their needs).

We will also explore expanding our Street Outreach services to other urban centres like Iganga to reach more children on the streets, if we are meeting the existing needs in Jinja.

- This will allow us to reach more children on the streets, but still be near enough to be able to refer them to our existing Halfway Homes and Drug Rehabilitation centre in Namulesa, near Jinja.

FIVE YEAR OPERATIONAL GOALS



Halfway Homes:

This includes temporary accommodation, good nutritional food, medical care and counselling to help children adjust to life off the streets. We have one Halfway Home for boys and one for girls.

Core objectives:

Support over 500 children to successfully leave the streets and be resettled back to a safe family home.

- We anticipate that at least 350 of these children might stay temporarily in one of our Halfway Homes before being resettled home.

We will also open a larger girls Halfway House so we can offer temporary residential care for more street connected girls who need it.

- This will initially allow us to have up to 30 girls staying at our Halfway Home instead of up to 8 girls at a time. We have the space in our new building to increase this to offer temporary residential care to up to 40 girls in the future if we raise sufficient funds.

FIVE YEAR OPERATIONAL GOALS



Drug Rehabilitation

This includes temporary accommodation, good nutrition, specialised medical care and counselling to help children overcome their drug dependency and adjust to life off the streets.

Core objectives:

Support over 500 children to successfully leave the streets and be resettled back to a safe family home.

- We anticipate that at least 100 of these children might stay temporarily in our Drug Rehabilitation Centre before being resettled home.
- Our Drug Rehabilitation programme is currently just designed for boys. However, with a larger girls Halfway Home, we will have an option to temporarily house girls with addiction in that centre whilst they receive additional care and support from our specialist Drug Rehabilitation team. This would allow us to expand our services to another group of children that is currently struggling to successfully leave the streets.

FIVE YEAR OPERATIONAL GOALS



Family Resettlement

This includes helping a child find and rebuild relationships within their extended family so they can be successfully resettled home. Or else to help them to find and settle with a foster family.

Core objectives:

Support over 500 children to successfully leave the streets and be resettled back to a safe family home.

- We want to build on our current high success rate to see that at least 90% of these children are successfully settled home long term i.e. are still happy and stable for at least 1 year after being resettled home.
- We want to expand and improve our Foster Care programme so that more children with complex family situations are able to grow up in a loving family home rather than in institutional care.

*"We thought our daughter had died. We were even preparing for her funeral without the body. Then you can imagine our surprise and joy to see her walking towards us with her S.A.L.V.E. Aunty. Actually, we couldn't believe it and had to carry her like a baby for hours to check she was really there. Our family is whole again now." - **Mama Jessica***

FIVE YEAR OPERATIONAL GOALS



Educational Support

This includes giving career guidance and creating action plans with the child and their family to ensure the child can return to appropriate education.

Core objectives:

Support at least 250 children whose families cannot afford it to be able to re-join appropriate education; either academic or vocational.

Help their families to develop an action plan enabling them to contribute towards and eventually pay for their child's education.

Develop new programmes to address some of the root causes of children turning to the streets, such as (but not limited to);

- Career guidance
- Literacy training
- Specialised support for teenage mothers
- Working in specific communities identified from our research where many children are turning to the streets
- Increasing peer to peer support offered within our programmes
- Skill development for youths to be able to run small enterprises

FIVE YEAR OPERATIONAL GOALS



Family Counselling and Training

This includes giving individualised counselling, career guidance and creating action plans with the family to ensure they access appropriate training and support to help them succeed.

Core objectives:

Train over 500 families in childcare skills for children who have undergone trauma to help them to build their relationship with their child as part of their follow ups to ensure the child is settling home successfully.

Enable at least 200 families to start up a new business venture to help to support their family out of poverty.

Train at least 200 families in skills to further develop their existing businesses and work their way out of poverty.

Develop new programmes to address some of the root causes of children turning to the streets, such as (but not limited to);

- Career guidance/ Literacy training
- Working in specific communities where many children turn to the streets
- Savings circle programmes
- Increasing peer to peer support offered within our programmes

FIVE YEAR OPERATIONAL GOALS



Advocacy

This includes giving children a chance to share their experiences of life on the streets and helping to ensure their child's rights are upheld and reducing violence and harm towards them.

Core objectives:

Develop new programmes to address some of the root causes of children turning to the streets, such as (but not limited to);

- Overcoming abuse of children's rights at home,
- Stopping child labour and highlighting its dangers,
- Addressing gender discrimination, especially early marriage for girls,
- Tackling domestic violence in the home.

Develop new programmes to address the violence and abuse of their rights that children face while living and working on the streets.

"Life on the streets is scary. One night I was so badly beaten that I lost one of my eyes. It was only thanks to S.A.L.V.E. helping me that I kept my sight in my other eye. It's not right that children are beaten just for being on the streets. We have our reasons for being there. We aren't bad children."

Nelson aged 13

FIVE YEAR OPERATIONAL GOALS



Fundraising

This includes raising money through individual giving, community fundraising, social enterprise, trust and foundation grants and funding partnerships.

Core objectives:

Develop new partnerships and social enterprise opportunities, especially within the UK and Uganda.

- Explore different ways we can link up with others to expand our community of support and opportunities to raise funds, for example through business profit sharing or joint events,
- Doing more research into new social enterprise opportunities and also how to improve the ones we already have running,

Strengthen our existing community of support and fundraising through excellent communication and accountability of how donations are spent.

- Offering a greater variety of ways that people can support our work for example by starting our Education Fund,
- Try out new fundraising ideas and keep seeking feedback on how to improve them to help to develop future concepts.



To achieve these objectives we want to develop and expand our existing team of dedicated, hardworking staff, board members and volunteers. We recognise that without having enough of the right people, equipped with the necessary knowledge, training, tools and resources we will be unable to create a world with 'No Street Called Home'.

Training and Development:

- Create opportunities for skill sharing within the S.A.L.V.E. team and externally.
- Ensure that our team finds and puts into practice relevant training to help us to achieve these objectives.

The right number of people:

- Ensure as the number of people accessing our services increases, the quality of our support is maintained/improved by having enough people to maintain excellence of service.
- Focus recruitment and fundraising efforts on areas with most need for extra support to achieve these objectives.

Developing the most effective team who have the ability to create a world with 'no street called home'.

Effective focus of strengths:

- Recruit, inspire, develop and support specialist staff, board members and volunteers who fill our knowledge and skills gaps, so we can have more impact.
- Continually review team performance and try new methods/partnerships to better utilise our team's skill set to achieve these objectives.

Succession planning:

- Build a strong team who are willing and able to be developed to take on increased responsibility in the organisation as needed.
- Plan for a sustainable future for how to cover core roles in case of sickness or people moving on so the organisation remains able to fulfil its mission and vision.

PREDICTED FINANCES



The graph below helps to show the predicted level of income we think we will need to make these plans a reality, and also what we think we can realistically fundraise from looking at the levels of support we have kindly been given over the past 5 years. To help us achieve this, we plan to demonstrate our impact and build more partnerships in the UK, Uganda and globally to fund our services and allow us to increase them sustainably over time.

We recognise that this is a difficult economic time, but we, therefore, think this is a time where the need for our services will be greater than ever. If we were able to raise even more money than this then would be able to further increase our impact and help even more people.



KEY RISKS



To succeed in achieving this plan we will continue to plan how to mitigate key risks:

Finance: There is increasing global economic uncertainty and inflation, in a large part caused by global emergencies, war and the COVID-19 pandemic. The majority of our funding comes from the UK, which has growing income inequality on top of this. There is also a high inflation level within Uganda increasing costs for most goods and services. Within this context we ambitiously want to not just maintain but to grow our services by diversifying and increasing our fundraising and partnerships globally.

Increased and changing demand: Uganda has welcomed more than one million refugees from neighbouring countries experiencing conflict. Therefore there are more people needing support and children who cannot be home traced back to war torn areas. Climate change is also affecting many of Uganda's subsistence farmers, who are now struggling to grow enough food to feed their families. Economic hardship has pushed more families back into poverty. These factors are increasing the number of children running away to the streets. So we will continue to adapt and improve our services to offer the best support possible to meet these changing needs and to upscale to ensure more families who need our services can benefit.

Political uncertainty: Across the world there is a lot of political unrest and uncertainty. This is affecting people's mental health and making them worried for the future. It affects people's willingness to take risks and makes them less able to save for the future. We will provide hope and opportunities for families to have some stability and share coping strategies with them in case of uncertainty in the world around them.

Youth and adult unemployment: Uganda has high levels of youth unemployment (estimated to be 83%) even if they have a good education. Economic uncertainty and lockdowns have affected people's business operations and made their income more unstable. So we want to offer good quality careers advice to ensure that we can help young people and adult caregivers access appropriate employment or develop business entrepreneurship so they can become self-sufficient.

Continuing violence and harm: Attitudes towards people living on the streets across the world are often negative. Using violence, imprisonment and intimidation as a methods of trying to reduce people living on the streets is common practice. We will work with street connected children to help them to share their stories and advocate for their rights on a local, national and global level.

RESULTS



JOIN US

to create a world where there is 'No Street Called Home' for children in Uganda. We can't achieve all these life changing results without your help.

Trusting relationships built with **over 1,500** children living and working on the streets

500 children supported to leave the streets



250 children whose families cannot afford it supported to re-join appropriate education



500 families trained in trauma child care skills



200 families supported and mentored to start their own businesses

