



DRI-UGANDA

DEVELOPMENT & RELIEF INITIATIVE – UGANDA

— A LOCALLY LED DEVELOPMENT INSTITUTION —

DRI-UGANDA STRATEGIC PARTNERSHIP FRAMEWORK

— 2026–2030 —

**From Local NGO to Uganda’s Preferred
Locally Led Development Partner**

*Building Uganda’s Leading Locally Led Development
Institution for International Partnerships*



**LOCAL
LEADERSHIP**

Deep roots in
communities



**TECHNICAL
EXCELLENCE**

Evidence. Innovation.
Quality results.



**SYSTEMS
STRENGTHENING**

Strengthening systems
for lasting impact



**STRATEGIC
PARTNERSHIPS**

Collaborative.
Equitable. Trusted.



**SUSTAINABLE
IMPACT**

Community-owned
solutions for the future

INSTITUTIONAL DECLARATION



*“DRI-Uganda will pursue partnerships where its strength
as a locally led institution is a strategic advantage—
not merely an eligibility criterion.”*

POSITIONING STATEMENT

DRI-Uganda is a locally led development institution that enables governments, foundations, multilateral organizations, private philanthropy, and responsible businesses to achieve sustainable, community-owned development outcomes through trusted partnerships, technical excellence, evidence, and local leadership.



DRI-UGANDA
DEVELOPMENT & RELIEF
INITIATIVE – UGANDA



KAMPALA, UGANDA



JULY 2026

DRI-UGANDA STRATEGIC PARTNERSHIP FRAMEWORK (2026–2030)

WE HELP YOU ACHIEVE YOUR MISSION IN UGANDA.

Building Uganda's Leading Locally Led Development Institution for International Partnerships

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Vision:

Healthy communities that are socially and economically empowered to take charge of their own development.

Mission:

To work with vulnerable rights holders and development partners to promote sustainable social and economic development through locally led solutions, strategic partnerships, and institutional excellence.

Disclaimer:

The DRI-Uganda Strategic Partnership Framework (2026–2030) provides the organization's strategic direction for institutional partnership development, localization, and sustainable resource mobilization. While the Framework informs organizational planning and partnership engagement, it does not create legal obligations for Development & Relief Initiative – Uganda or its partners. Implementation will be guided by available resources, organizational priorities, and evolving national and international development contexts.

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TABLE OF CONTENTS

Front Matter

- Cover Page
- Copyright
- Document Information
- Vision
- Mission
- Disclaimer
- Foreword by the Executive Director
- Institutional Declaration

Chapter 1: The Changing Development Landscape

The Future of Development Cooperation

- 1.1 A New Era of Development Cooperation
- 1.2 Localization and Locally Led Development
- 1.3 Uganda's Opportunity
- 1.4 Why This Framework Matters

Chapter 2: DRI-Uganda–Our Institutional Identity

Understanding Who We Are, What We Stand For, and Why Partners Choose to Work with Us

- 2.1 Who We Are
- 2.2 What We Stand For
- 2.3 What We Do
- 2.4 How We Deliver

Chapter 3: Our Partnership Philosophy

Building Partnerships Founded on Trust, Local Leadership, and Shared Impact

- 3.1 Partnership before Funding
- 3.2 The Principles That Guide Our Partnerships
- 3.3 How We Create Sustainable Impact
- 3.4 Our Commitment to Every Partner

Chapter 4: Our Institutional Capacity

Building Confidence through Strong Systems, Capable People, and Accountable Leadership

- 4.1 Building a Trusted Institution
- 4.2 Governance, Leadership and Accountability
- 4.3 Technical and Operational Excellence
- 4.4 Growing Capacity for Greater Impact

Chapter 5: Our Strategic Areas of Engagement

Delivering Integrated Solutions that Strengthen Communities, Build Resilience, and Create Lasting Development Impact

- 5.1 An Integrated Development Approach
- 5.2 Our Strategic Areas of Engagement
- 5.3 Delivering Impact through Partnerships
- 5.4 Looking Ahead

Chapter 6: Localization Strategy

Advancing Locally Led Development through Equitable Partnerships, Institutional Strengthening, and Community Leadership

- 6.1 Understanding Localization
- 6.2 From Global Commitments to Local Action
- 6.3 The DRI-Uganda Localization Framework
- 6.4 Measuring Progress towards Localization

Chapter 7: Partnership Development Framework

Building Strategic Partnerships through a Structured, Transparent, and Collaborative Approach

- 7.1 From Opportunity to Partnership
- 7.2 Identifying and Developing Strategic Partnerships

- 7.3 Co-design, Partnership Management and Innovation
- 7.4 Learning, Growth, and Continuous Improvement

Chapter 8: Strategic Funding Pipeline

Building Sustainable Partnerships in Strategic Resource Mobilization, Donor Intelligence, and Diversified Investments

- 8.1 Our Funding Philosophy
- 8.2 From Donor Intelligence to Strategic Partnerships
- 8.3 Building a Diversified Funding Portfolio
- 8.4 Sustaining Growth through Strategic Resource Mobilization

Chapter 9: Institutional Visibility and Thought Leadership

Sharing Knowledge, Influencing Policy, and Amplifying Locally Led Development

- 9.1 Building an Influential Institution
- 9.2 Knowledge, Research and Evidence
- 9.3 Influencing Policy and Public Dialogue
- 9.4 Strengthening Our Institutional Brand

Chapter 10: Institutional Capacity Development

Strengthening People, Systems, and Leadership to Build a Resilient Institution for the Future

- 10.1 Building an Institution for the Future
- 10.2 Strengthening Governance, People and Systems
- 10.3 Driving Excellence through Innovation and Learning
- 10.4 Sustaining Organizational Excellence

Chapter 11: Implementation Framework

Turning Strategy into Measurable Results through Disciplined Implementation, Accountability, and Continuous Learning

- 11.1 From Strategy to Action
- 11.2 Delivering Results
- 11.3 Monitoring, Learning, and Adaptive Management
- 11.4 Managing Risk and Sustaining Performance

Chapter 12: Looking Beyond 2030

Building a Stronger Institution, Stronger Partnerships, and a Stronger Future Through Locally Led Development

- 12.1 The Future of DRI-Uganda
- 12.2 Becoming Uganda's Preferred Locally Led Development Partner
- 12.3 Expanding Our Regional and Global Contributions
- 12.4 A Shared Journey towards Sustainable Development

Closing Section

A Call to Partnership

Annexes

- Annex I: Strategic Partnership Framework at a Glance
- Annex II: The Five Partnership Pillars
- Annex III: Partnership Development Model
- Annex IV: Donor Classification and Prioritization Framework
- Annex V: Partnership due Diligence Checklist
- Annex VI: Institutional Capability Statement
- Annex VII: Organizational Structure
- Annex VIII: Results Framework and Key Performance Indicators (KPIs)
- Annex IX: Glossary of Terms
- Annex X: References and Bibliography



FOREWORD

BY THE EXECUTIVE DIRECTOR

It is with great pride and a profound sense of purpose that I present the **DRI-Uganda Strategic Partnership Framework (2026–2030)**. This Framework represents far more than a strategic document; it is a declaration of our institutional ambition, our values, and our vision for the future of Development & Relief Initiative – Uganda (DRI-Uganda).

We publish this Framework at a pivotal moment in the evolution of international development cooperation. Around the world, governments, multilateral organizations, bilateral agencies, philanthropic foundations, civil society, and the private sector are redefining the way development partnerships are conceived and implemented. There is an increasing recognition that sustainable development cannot be achieved solely through externally driven interventions. Lasting change is built upon strong local institutions, empowered communities, and partnerships founded on mutual respect, shared responsibility, and collective accountability.

This global shift towards localization and locally led development presents one of the greatest opportunities of our generation. It challenges long-standing assumptions about who leads development, whose knowledge shapes solutions, and how sustainable impact is achieved. More importantly, it recognizes that indigenous institutions possess invaluable contextual understanding, enduring community relationships, and the capacity to lead transformative change when supported through equitable partnerships.

At DRI-Uganda, we embrace this transformation wholeheartedly. We believe that localization is not simply a development policy or a funding trend; it is a commitment to strengthening national institutions, empowering communities to determine their own future, and ensuring that development solutions are owned, sustained, and continuously improved by the people they are intended to serve.



Together, we have an opportunity not simply to implement development programmes, but to strengthen institutions, transform systems, and contribute to a future in which communities are empowered to lead their own development with dignity, confidence, and resilience.

“The future of development will not be defined by the size of institutions, but by the **strength of partnerships**, the **credibility of local leadership**, and the **lasting impact** we create together. At DRI-Uganda, we are committed to being that **trusted partner**.”



Denis Asimwe Baka

DENIS ASIIMWE BAKA
Executive Director
Development & Relief Initiative – Uganda (DRI-Uganda)

This Strategic Partnership Framework therefore marks an important milestone in our institutional journey. It reflects our aspiration to position DRI-Uganda as one of Uganda's leading locally led development institutions and a trusted strategic partner for governments, multilateral organizations, development agencies, private foundations, academic institutions, responsible businesses, and communities working together to create sustainable development outcomes.

Our ambition extends beyond implementing successful projects. We aspire to build an institution recognized for technical excellence, integrity, innovation, evidence-based practice, and long-term stewardship of development investments. We seek partnerships that strengthen systems rather than create dependency, partnerships that invest in institutions rather than individual projects, and partnerships that leave communities more resilient, more empowered, and better equipped to shape their own future.

This Framework also represents a commitment to continuous learning and institutional excellence. As the development landscape continues to evolve, so too must our organization. We will continue investing in our people, strengthening our governance, improving our systems, generating evidence, embracing innovation, and cultivating partnerships founded on trust and shared purpose.

None of these aspirations can be achieved alone. I extend my sincere appreciation to our Board of Directors, dedicated staff, government partners, development partners, community leaders, volunteers, and the countless women, men, young people, and families whose resilience, knowledge, and aspirations continue to inspire our work. Their confidence in DRI-Uganda strengthens our resolve to become an institution that serves not only today's development priorities but also contributes to Uganda's long-term social and economic transformation.

As we embark upon this new strategic journey, I warmly invite governments, international organizations, philanthropic foundations, research institutions, private sector leaders, civil society organizations, and communities to join us in building partnerships that are equitable, locally led, evidence-driven, and committed to sustainable impact.

📍 KAMPALA, UGANDA

📅 JULY 2026

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LOCAL LEADERSHIP



TECHNICAL EXCELLENCE



SYSTEMS STRENGTHENING



STRATEGIC PARTNERSHIPS



SUSTAINABLE IMPACT



INSTITUTIONAL DECLARATION

Building the Future Through Locally Led Development

International development is entering a new era. Around the world, governments, multilateral organizations, philanthropic foundations, humanitarian agencies, private sector leaders, and civil society are embracing a shared understanding that sustainable development is most effective when it is locally led, nationally owned, and rooted in the priorities and aspirations of the communities it serves.

Development & Relief Initiative – Uganda (DRI-Uganda) believes this transformation is not simply a change in development practice; it is a redefinition of partnership itself.

For too long, indigenous organizations have frequently been viewed primarily as implementing partners within externally designed programmes. While these partnerships have generated meaningful development gains, the future calls for a different model—one founded on equity, mutual accountability, shared learning, and institutional leadership.

DRI-Uganda embraces this opportunity with confidence and purpose.

We believe that **strong local institutions** are essential for sustainable development. We believe communities should not only benefit from development—they should help **shape it, lead it, and sustain it**. We believe partnerships achieve their greatest value when they **strengthen institutions, build local capacity**, and leave systems more resilient than they were before.

Our commitment extends beyond delivering successful projects. We aspire to become a trusted institution recognized for technical excellence, sound governance, innovation, integrity, evidence-informed decision-making, and enduring partnerships that create sustainable impact across Uganda and beyond.

This Strategic Partnership Framework therefore represents our commitment to building an institution that is trusted by communities, respected by partners, and recognized as a leader in locally led development.

OUR INSTITUTIONAL COMMITMENT



Leading with integrity in everything we do.



Championing locally led development as the foundation for sustainable impact.



Building equitable partnerships founded on trust, transparency, and mutual accountability.



Strengthening national and community systems rather than creating dependency.



Investing in evidence, learning, and innovation to improve development outcomes.



Empowering communities to shape, own, and sustain their own development.



Creating long-term institutional value for Uganda through responsible leadership and continuous improvement.



OUR INSTITUTIONAL PROMISE

DRI-Uganda will pursue partnerships where its strength as a locally led institution is a **strategic advantage**—not merely an eligibility criterion.



OUR ASPIRATION

By 2030, DRI-Uganda will be recognized as one of Uganda's leading locally led development institutions—a **trusted strategic partner** for governments, international organizations, philanthropic foundations, research institutions, responsible businesses, and communities working together to create sustainable, community-owned development solutions.



A PARTNERSHIP INVITATION

We invite all those who share our belief in locally led development to join us in building partnerships that strengthen institutions, empower communities, generate knowledge, and create lasting impact for present and future generations.

Together, we can demonstrate that the most sustainable solutions emerge when communities lead, institutions thrive, and partnerships are built on trust, shared purpose, and mutual respect.



*From Local NGO to Uganda's Preferred
Locally Led Development Partner.*



A COMMITMENT. A TRANSFORMATION. A PARTNERSHIP FOR THE FUTURE.

EXECUTIVE SUMMARY

DRI-Uganda Strategic Partnership Framework (2026–2030)

Building Uganda's Leading Locally Led Development Institution for International Partnerships



FRAMEWORK AT A GLANCE



VISION 2030

To be Uganda's preferred locally led development partner and a leader in sustainable impact.



PURPOSE

To build strategic partnerships that strengthen institutions, empower communities, and deliver lasting development outcomes.



PERIOD

2026 – 2030



STRATEGIC OBJECTIVES

5 institutional objectives guiding our transformation and growth.



PARTNERSHIP PILLARS

5 principles that define our partnership approach.



EXPECTED OUTCOMES

Stronger institutions. Sustainable communities. Enduring impact.



WHY THIS FRAMEWORK WAS DEVELOPED

This Framework provides a clear roadmap for DRI-Uganda's institutional transformation during 2026–2030. It responds to the need to move beyond project implementation to become a strong, credible, and strategic institution—one that builds trust, convenes partners, generates evidence, strengthens systems, and delivers sustainable impact.



THE CHANGING DEVELOPMENT LANDSCAPE

International development is shifting from aid delivery to equitable partnerships, from externally driven interventions to locally led solutions, and from short-term projects to long-term institutional strengthening. Donors and partners are increasingly investing directly in capable national institutions. This presents a significant opportunity for DRI-Uganda to lead, innovate, and shape development outcomes in Uganda and beyond.



DRI-UGANDA'S STRATEGIC DIRECTION

Our strategic direction is anchored on a simple but powerful principle: Partnership precedes funding. We will pursue partnerships where our strength as a locally led institution is a strategic advantage. Success will be measured not just by resources mobilized, but by the quality of partnerships built, institutions strengthened, knowledge generated, and impact created.

“ We exist to build trusted partnerships that empower communities, strengthen institutions, and create sustainable solutions that endure for present and future generations. ”

OUR PARTNERSHIP PHILOSOPHY

Five principles that guide every partnership we build.



LOCAL LEADERSHIP

Development is most sustainable when local institutions and communities lead decision-making and own outcomes.



TECHNICAL EXCELLENCE

We uphold professional competence, evidence-informed practice, innovation, and continuous learning.



INSTITUTIONAL INTEGRITY

Strong governance, transparency, accountability, safeguarding, and sound financial management are fundamental to trusted partnerships.



SYSTEMS STRENGTHENING

Development investments should strengthen institutions, public systems, and community capacity rather than create dependency.



SUSTAINABLE IMPACT

We measure success by the long-term resilience of communities, institutions, and development systems rather than short-term outputs.



“ The future of development will not be defined by the size of institutions, but by the strength of partnerships, the credibility of local leadership, and the lasting impact we create together. ”

– DRI-Uganda

OUR FRAMEWORK IN FOCUS



A TRANSFORMATIVE VISION

We aspire to be recognized as one of Uganda's leading locally led development institutions—trusted for our integrity, technical excellence, innovation, and commitment to communities.



A PARTNERSHIP-FIRST APPROACH

We believe that strong partnerships are the foundation of sustainable development. We invest time in understanding partners, aligning priorities, and co-creating solutions that deliver mutual value.



A FOCUS ON INSTITUTIONAL VALUE

We strengthen systems, build capacity, and support institutions to become more effective, transparent, and resilient. Our goal is to leave communities and systems stronger than we found them.



A COMMITMENT TO LEARNING & INNOVATION

We generate evidence, encourage innovation, and promote knowledge sharing to improve practice and influence policies for better development outcomes.



A DRIVE FOR SUSTAINABLE IMPACT

We focus on long-term change that improves the well-being, dignity, and resilience of people and communities across Uganda.

OUR AREAS OF STRATEGIC ENGAGEMENT



Improved Community Health (SRHR, HIV/AIDS, Nutrition, WASH, Mental Health)



Livelihoods & Economic Empowerment



Education & Youth Empowerment



Humanitarian Action & Emergency Response



Disaster Risk Reduction & Community Resilience



Gender Equality, Social Inclusion & Rights-Based Development

OUR COMPETITIVE ADVANTAGE



Deep community roots and trust



Strong local presence



Experienced and committed team



Proven track record of impact



Solid governance and accountability systems



Commitment to local leadership and inclusion

FIVE STRATEGIC OBJECTIVES (2026–2030)

1



POSITION DRI-UGANDA AS A LEADING LOCALLY LED DEVELOPMENT INSTITUTION
Enhance our reputation, credibility, and influence as a trusted partner of choice.

2



BUILD AND SUSTAIN HIGH-VALUE STRATEGIC PARTNERSHIPS
Expand and deepen partnerships across governments, UN agencies, bilateral partners, foundations, private sector, academia, and civil society.

3



STRENGTHEN INSTITUTIONAL CAPACITY AND ORGANIZATIONAL RESILIENCE
Invest in people, systems, governance, digital transformation, safeguarding, and organizational excellence.

4



DIVERSIFY INSTITUTIONAL FUNDING
Develop a balanced funding portfolio to ensure long-term sustainability and reduce dependency on single donors.

5



PROMOTE THOUGHT LEADERSHIP AND INSTITUTIONAL VISIBILITY
Generate evidence, engage in policy dialogue, influence practice, and elevate our voice on locally led development.

EXPECTED OUTCOMES BY 2030



Recognized as one of Uganda's leading locally led development institutions with strong national and international credibility.



A diversified portfolio of long-term strategic partnerships delivering sustained value for communities and partners.



Institutional excellence demonstrated through strong governance, financial stewardship, safeguarding, and evidence-based management.



Strengthened national and community systems that contribute to resilient and sustainable development.



A trusted voice influencing policy, practice, and investments in localization and locally led development.

MEASURING OUR SUCCESS



Quality and depth of strategic partnerships



Institutional strengthening and systems impact



Evidence generation and knowledge influence



Community-level outcomes and resilience



Financial sustainability and resource diversification



Organizational excellence and learning culture



Together, we will build partnerships that empower communities, strengthen institutions, and create lasting impact for generations to come.

LOCAL LEADERSHIP. STRONG PARTNERSHIPS. SUSTAINABLE IMPACT.



From Local NGO to Uganda's Preferred Locally Led Development Partner.

A COMMITMENT. A TRANSFORMATION. A PARTNERSHIP FOR THE FUTURE.



LIST OF FIGURES

Figure	Title	Page
Figure 1.1	Evolution of International Development Cooperation	xx
Figure 1.2	The Shift Towards Localization and Locally Led Development	xx
Figure 1.3	The Changing Global Partnership Landscape	xx
Figure 2.1	DRI-Uganda Institutional Identity Framework	xx
Figure 2.2	Geographic Footprint of DRI-Uganda Operations	xx
Figure 3.1	The DRI-Uganda Partnership Philosophy	xx
Figure 4.1	Institutional Value Proposition	xx
Figure 4.2	The Five Partnership Pillars	xx
Figure 5.1	DRI-Uganda Strategic Partnership Ecosystem	xx
Figure 6.1	The DRI-Uganda Localization Framework	xx
Figure 7.1	Strategic Partnership Development Model	xx
Figure 7.2	Partnership Lifecycle	xx
Figure 8.1	Strategic Funding Pipeline	xx
Figure 8.2	Donor Prioritization Framework	xx
Figure 8.3	Partnership and Funding Portfolio Model	xx
Figure 9.1	Institutional Visibility Framework	xx
Figure 10.1	Institutional Capacity Development Framework	xx
Figure 11.1	Results Framework (2026–2030)	xx
Figure 11.2	Five-Year Implementation Roadmap	xx
Figure 12.1	DRI-Uganda Vision Beyond 2030	xx



LIST OF TABLES

Table	Title	Page
Table 1.1	Global Trends Shaping Development Cooperation	xx
Table 2.1	DRI-Uganda Institutional Profile	xx
Table 2.2	Strategic Areas of Engagement	xx
Table 3.1	Partnership Principles	xx
Table 4.1	Institutional Value Proposition Summary	xx
Table 5.1	Strategic Partnership Categories	xx
Table 6.1	Localization Commitments	xx
Table 7.1	Partnership Development Process	xx
Table 8.1	Donor Classification Framework	xx
Table 8.2	Donor Prioritization Scoring Matrix	xx
Table 8.3	Funding Portfolio Targets (2026–2030)	xx
Table 9.1	Institutional Visibility Action Plan	xx
Table 10.1	Institutional Capacity Strengthening Priorities	xx
Table 11.1	Strategic Objectives and Expected Results	xx
Table 11.2	Key Performance Indicators	xx
Table 11.3	Risk Management Matrix	xx



ACRONYMS AND ABBREVIATIONS

Acronym	Meaning	Acronym	Meaning
AFDB	African Development Bank	OECD	Organisation for Economic Co-operation and Development
AU	African Union	PPP	Public-Private Partnership
CSO	Civil Society Organization	SDGs	Sustainable Development Goals
DAC	Development Assistance Committee (OECD)	SME	Small and Medium Enterprise
DRI-Uganda	Development & Relief Initiative – Uganda	ToC	Theory of Change
ESG	Environmental, Social and Governance	UN	United Nations
FBO	Faith-Based Organization	UNDP	United Nations Development Programme
GDP	Gross Domestic Product	UNHCR	United Nations High Commissioner for Refugees
INGO	International Non-Governmental Organization	UNICEF	United Nations Children's Fund
KPI	Key Performance Indicator	USAID*	United States Agency for International Development*
MEL	Monitoring, Evaluation and Learning	VSLA	Village Savings and Loan Association
MoU	Memorandum of Understanding	WASH	Water, Sanitation and Hygiene
NGO	Non-Governmental Organization	WHO	World Health Organization

*Where historical references are made, The Framework refers broadly to bilateral development partners rather than relying on a single agency.



GLOSSARY OF KEY TERMS

Localization  The process of increasing the leadership, decision-making authority, and direct resourcing of local and national actors in development and humanitarian action.	Locally Led Development  A development approach in which local institutions and communities identify priorities, design solutions, and lead implementation while working with external partners on an equitable basis.	Strategic Partnership  A long-term collaborative relationship based on shared objectives, mutual accountability, complementary strengths, and sustainable impact.	Institutional Strengthening  Investments that enhance an organization's governance, systems, people, financial management, technical capacity, and long-term sustainability.	Community Ownership  The meaningful participation and leadership of communities in shaping, implementing, and sustaining development initiatives.
Accountability  The obligation of individuals and institutions to be answerable for their decisions, actions, performance, and use of resources to stakeholders.	Sustainability  The ability of development initiatives and systems to continue delivering benefits over the long term without creating dependency or causing harm to people or the environment.	Evidence-Informed Practice  The use of the best available data, research, experience, and analysis to guide decision-making and improve development outcomes.	Systems Strengthening  A process that improves the performance, capacity, and resilience of public systems, institutions, and community structures to deliver services and achieve development outcomes.	Resilience  The ability of individuals, communities, systems, and institutions to anticipate, absorb, adapt to, and recover from shocks, stresses, and crises.



CHAPTER 1

The Changing Development Landscape

"The future of development cooperation will be shaped not only by the resources invested, but by the strength of the institutions that lead, the partnerships that sustain them, and the communities they empower."

1.1 A New Era of Development Cooperation

International development is experiencing one of the most significant transformations in its history. While the past decades have delivered remarkable progress in reducing poverty, expanding education, improving health outcomes, and strengthening humanitarian response, the global community increasingly recognizes that sustainable development cannot be achieved through externally driven interventions alone.

Today's development challenges—including climate change, food insecurity, forced displacement, rapid urbanization, youth unemployment, public health emergencies, and growing inequality—are more complex and interconnected than ever before. Addressing these challenges requires approaches that strengthen institutions, empower communities, and foster long-term collaboration across governments, civil society, academia, the private sector, and development partners.

As a result, international development cooperation is evolving from a traditional model centered primarily on financing projects towards one that emphasizes institutional resilience, systems strengthening, knowledge sharing, innovation, and strategic partnerships. Increasingly, success is measured not only by project outputs but also by the extent to which investments strengthen national institutions and enable communities to sustain development outcomes long after external support has ended.

For organizations working in development, this transformation presents both a challenge and an opportunity. Institutions that combine technical excellence with strong governance, accountability, local knowledge, and trusted partnerships are increasingly becoming the preferred partners for delivering sustainable development.

Strategic Insight

The future of development cooperation is no longer defined by the delivery of projects, but by the strength of institutions and the partnerships that sustain lasting change.

1.2 Localization and Locally Led Development

One of the most important shifts in contemporary development cooperation is the growing commitment to localization and locally led development. Across governments, multilateral agencies, philanthropic foundations, and humanitarian organizations, there is increasing recognition that development is more effective, equitable, and sustainable when local actors lead decision-making and implementation.

Localization extends beyond increasing direct funding to national organizations. It is about strengthening local leadership, promoting equitable partnerships, sharing decision-making authority, investing in institutional capacity, and ensuring that communities shape the priorities and solutions that affect their lives.

Locally led development builds on these principles by recognizing that sustainable progress is best achieved when local institutions possess the capacity, legitimacy, and long-term commitment to guide development processes. External partners remain essential, but their role increasingly focuses on enabling, supporting, and complementing locally led efforts rather than directing them.

For DRI-Uganda, localization is not viewed as a temporary funding trend. It is a long-term institutional philosophy that aligns with our belief that communities should not only participate in development but also lead, own, and sustain it through strong national institutions.

Strategic Insight

Localization is not about transferring projects—it is about strengthening local leadership, institutions, and partnerships that create sustainable development.

1.3 Uganda's Opportunity

Uganda possesses many of the characteristics that position it for continued social and economic transformation. A youthful population, vibrant civil society, expanding private sector, growing digital economy, and ambitious national development agenda provide significant opportunities for inclusive and sustainable development.

At the same time, the country continues to face complex challenges, including poverty, unemployment, climate vulnerability, public health pressures, food insecurity, rapid urbanization, and humanitarian needs. Addressing these interconnected issues requires development institutions that combine local knowledge with technical expertise, strong governance, and the ability to build effective partnerships across sectors.

As international development increasingly prioritizes locally led approaches, Uganda has an opportunity to strengthen indigenous institutions capable of designing, implementing, and sustaining high-impact development initiatives. These institutions can serve as trusted partners to government, international organizations, philanthropic foundations, research institutions, and the private sector while ensuring that development investments remain rooted in community priorities and national aspirations.

DRI-Uganda seeks to contribute to this national transformation by positioning itself as a trusted locally led development institution that delivers sustainable solutions through partnership, innovation, institutional excellence, and community leadership.

Strategic Insight

Uganda's greatest development asset is not only its people, but also the strength of the institutions that empower them to shape their own future.

1.4 Why This Framework Matters

The DRI-Uganda Strategic Partnership Framework has been developed in response to the profound changes taking place within the global development landscape. It recognizes that sustainable impact increasingly depends on strong institutions, equitable partnerships, and locally led solutions rather than isolated projects or short-term funding cycles.

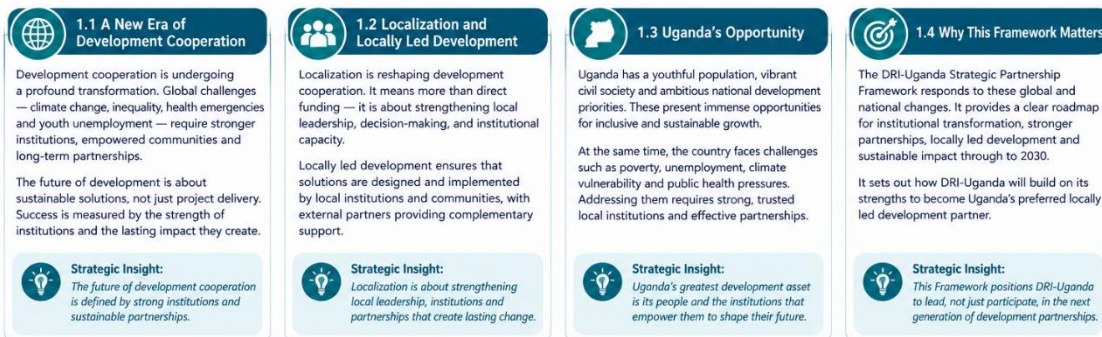
This Framework provides a clear roadmap for DRI-Uganda's institutional transformation over the period 2026–2030. It defines how the organization will strengthen its institutional capacity, cultivate strategic partnerships, advance locally led development, diversify its partnership portfolio, and contribute to national and global development priorities.

More importantly, it establishes DRI-Uganda's long-term institutional identity. The organization is committed not only to implementing development programmes but also to becoming a trusted institution that strengthens systems, generates knowledge, supports innovation, and creates lasting value for communities and partners alike.

This Framework therefore represents more than a strategic plan. It is a commitment to institutional excellence, responsible leadership, and partnerships that enable sustainable development through local ownership and shared purpose.

Key Message

DRI-Uganda is positioning itself to become Uganda's preferred locally led development partner by building trusted partnerships, strengthening institutions, empowering communities, and delivering sustainable impact through technical excellence and responsible leadership.



CHAPTER 2

DRI-Uganda—Our Institutional Identity

Understanding who we are, what we stand for, and why partners choose to work with us.

2.1 Who We Are

Development & Relief Initiative–Uganda (DRI-Uganda) is an indigenous, locally led development institution committed to improving the well-being and resilience of vulnerable communities through sustainable development, humanitarian action, and strategic partnerships. Established as a Ugandan organization, DRI-Uganda was founded on the belief that lasting development is achieved when communities actively participate in shaping their own future and when national institutions possess the capacity to lead sustainable change.

Over the years, the organization has evolved from implementing community-based development initiatives into a trusted institution working across multiple sectors, including community health, livelihoods, food security, education, humanitarian response, climate resilience, and social inclusion. This evolution reflects DRI-Uganda's commitment to continuously strengthening its institutional capacity while responding to the changing needs of communities and the evolving landscape of international development.

Today, DRI-Uganda positions itself not simply as a project implementer, but as a strategic development partner that combines deep community knowledge with strong institutional systems, technical expertise, accountable governance, and a commitment to locally led development. The organization works collaboratively with government institutions, development partners, civil society, academia, the private sector, and communities to design and deliver sustainable solutions that contribute to Uganda's national development priorities and the Sustainable Development Goals.

Our Vision

Healthy communities that are socially and economically empowered to take charge of their own development.

Our Mission

To work with vulnerable rights holders and development partners to promote sustainable social and economic development through locally led solutions, strategic partnerships, and institutional excellence.

Strategic Insight

DRI-Uganda exists not simply to implement projects, but to strengthen communities, institutions, and partnerships that create sustainable development.

2.2 What We Stand For

DRI-Uganda's institutional identity is defined not only by what it does, but by how it works. Every programme, partnership, and institutional decision is guided by values that promote integrity, accountability, inclusion, learning, and sustainable impact.

The organization believes that effective development requires trusted institutions, equitable partnerships, and evidence-informed decision-making. These principles shape DRI-Uganda's approach to programme design, partnership development, organizational management, and community engagement.

Our Core Values

- **Integrity**—Acting with honesty, transparency, and professionalism.
- **Accountability**—Being responsible to communities, partners, and stakeholders.
- **Inclusion**—promoting participation, equity, and respect for diversity.
- **Partnership**—Building collaborative relationships based on trust and mutual value.
- **Innovation**—Continuously learning, adapting, and improving development practices.

These values define DRI-Uganda's institutional character as a professional, locally led, evidence-driven, and partnership-oriented organization committed to creating sustainable impact.

The organization's comparative advantage lies in its ability to combine deep community relationships with strong institutional systems, technical expertise, and international standards of governance. Rather than viewing local leadership as an organizational characteristic, DRI-Uganda considers it a strategic strength that enables more responsive, accountable, and sustainable development.

Strategic Insight

Our greatest competitive advantage is not simply that we are local—it is that we combine local leadership with institutional excellence, technical expertise, and trusted partnerships.

2.3 What We Do

DRI-Uganda works across interconnected sectors that address the underlying causes of poverty, vulnerability, and inequality while strengthening community resilience and national development systems.

Our Strategic Areas of Engagement

- Community Health and Nutrition
- Livelihoods and Economic Empowerment

- Sustainable Agriculture and Food Security
- Education and Youth Development
- Humanitarian Action and Emergency Response
- Disaster Risk Reduction and Climate Resilience
- Gender equality, social inclusion, and rights-based development

The organization implements programmes across multiple districts in Uganda, working in partnership with government institutions, communities, civil society organizations, development partners, and the private sector. DRI-Uganda's approach is rooted in community participation, evidence-based planning, institutional strengthening, and sustainable local ownership.

Rather than pursuing isolated interventions, the organization seeks to integrate health, livelihoods, education, humanitarian action, and resilience-building into holistic programmes that deliver lasting community impact.

Strategic Insight

We work where community priorities, institutional capacity, and strategic partnerships converge to create sustainable development outcomes.

2.4 How We Deliver

DRI-Uganda recognizes that trusted partnerships are built upon strong institutions. The organization therefore continues to invest in governance, leadership, financial accountability, safeguarding, monitoring and evaluation, digital transformation, and organizational learning to ensure that it meets the highest standards of institutional performance.

The organization is governed by an independent Board of Directors that provides strategic oversight, promotes accountability, and safeguards the organization's long-term vision. An experienced management team leads programme implementation, partnership development, and institutional growth, supported by qualified technical and operational staff.

DRI-Uganda has established systems and policies that strengthen organizational effectiveness, including financial management, procurement, safeguarding, human resources, monitoring, evaluation and learning, risk management, and knowledge management. These systems enable the organization to manage complex partnerships responsibly while maintaining transparency, accountability, and continuous improvement.

Institutional excellence is viewed not as an end in itself but as the foundation upon which sustainable partnerships and community impact are built.

Strategic Insight

Strong governance, capable leadership, and accountable systems are the foundation of trusted partnerships and sustainable development.

Key Message

DRI-Uganda is a locally led development institution that combines deep community roots with strong governance, technical excellence, institutional integrity, and strategic partnerships to deliver sustainable development solutions that empower communities and strengthen national systems.



CHAPTER 3

Our Partnership Philosophy

Building partnerships founded on trust, local leadership, and shared impact.

3.1 Partnership before Funding

At DRI-Uganda, we believe that sustainable development begins with strong partnerships rather than funding agreements. Financial resources are essential, but they are most effective when they support relationships built on shared purpose, mutual respect, and a common commitment to improving people's lives.

For this reason, every engagement is approached as the beginning of a long-term relationship rather than a single project opportunity. We seek partners who share our values, complement our strengths, and are committed to strengthening communities and institutions for lasting impact.

Our philosophy is simple: funding enables programmes, but partnerships create transformation. By investing in trust before transactions, we build relationships that are more resilient, more innovative, and better equipped to respond to complex development challenges.

3.2 The Principles That Guide Our Partnerships

DRI-Uganda's approach to partnership is guided by principles that define how we work with governments, communities, development agencies, philanthropic foundations, research institutions, civil society, and the private sector.

Trust

We build confidence through transparency, integrity, professional conduct, and responsible stewardship of resources. Trust is the foundation upon which every successful partnership is built.

Local Leadership

We believe communities and national institutions possess the knowledge, relationships, and legitimacy needed to drive sustainable development. Local leadership is not simply an operational approach—it is a strategic advantage.

Mutual Respect

Every partner brings unique strengths. We value collaboration that recognizes the complementary contributions of local knowledge, technical expertise, innovation, and global experience.

Shared Accountability

We believe that successful partnerships are built on shared responsibility, open communication, and collective ownership of both challenges and achievements.

3.3 How We Create Sustainable Impact

Our partnerships are designed to achieve more than successful project implementation. They are intended to strengthen institutions, improve systems, empower communities, and generate lasting value.

To achieve this, DRI-Uganda focuses on four institutional priorities.

Systems Strengthening

We strengthen organizational capacity, governance systems, and community structures so that development gains continue long after individual projects have ended.

Technical Excellence

We apply evidence-based approaches, professional standards, continuous quality improvement, and experienced technical leadership across all programmes.

Evidence, Learning and Innovation

We promote monitoring, evaluation, research, knowledge management, and innovation to improve programme effectiveness and support adaptive decision-making.

Community Ownership

We actively involve communities in planning, implementation, monitoring, and learning because sustainable development can only be achieved when people own the solutions that shape their future.

3.4 Our Commitment to Every Partner

Every partnership entered into by DRI-Uganda reflects our commitment to professionalism, integrity, accountability, and long-term collaboration.

We are committed to maintaining high standards of governance, financial stewardship, safeguarding, transparency, and ethical leadership while continuously strengthening our institutional systems and technical capacity.

Equally important, we are committed to listening, learning, adapting, and working collaboratively throughout every stage of the partnership journey. We believe that enduring partnerships are built through mutual learning, continuous dialogue, and shared responsibility for achieving sustainable development outcomes.

Our objective is not simply to implement successful programmes. Our objective is to become a trusted institution that creates lasting value for every partner and every community with whom we work.



The DRI-Uganda Commitment

We will build partnerships founded on trust, guided by local leadership, strengthened through technical excellence, and sustained by accountability, learning, and shared responsibility.

Our Partnership Promise

We commit to partnerships that are:

- Equitable
- Transparent
- Locally Led
- Evidence-Driven
- Accountable
- Sustainable

Leadership Reflection

"The partnerships that change lives are never defined by the size of the grant. They are defined by the trust they build, the institutions they strengthen, and the future they create together."

CHAPTER 4

Our Institutional Capacity

Building confidence through strong systems, capable people, and accountable leadership.

4.1 Building a Trusted Institution

Strong partnerships require strong institutions. At DRI-Uganda, institutional capacity is viewed as the foundation upon which effective development programmes are designed, implemented, monitored, and sustained. Over the years, the organization has invested in strengthening its governance, management systems, technical expertise, and operational capacity to meet the expectations of communities, government, and development partners.

Our approach recognizes that institutional credibility is built through consistent performance, sound leadership, and responsible stewardship of resources. Rather than focusing solely on project delivery, we continuously strengthen the systems that enable long-term organizational effectiveness and resilience.

4.2 Governance, Leadership and Accountability

DRI-Uganda is governed through structures that promote strategic oversight, accountability, transparency, and ethical leadership. The Board of Directors provides policy direction and fiduciary oversight, while the Executive Management Team ensures effective implementation of the organization's strategic priorities.

The organization operates under clearly defined policies and procedures covering governance, financial management, procurement, safeguarding, human resource management, risk management, and organizational accountability. These systems support informed decision-making, effective internal controls, and compliance with national regulations and donor requirements.

Professional integrity, transparency, and accountability remain central to our organizational culture and guide every aspect of programme implementation and institutional management.

4.3 Technical and Operational Excellence

DRI-Uganda combines technical expertise with practical implementation experience to deliver integrated development programmes that respond to community priorities. Our multidisciplinary team works across health, nutrition, education, livelihoods, humanitarian response, climate resilience, agriculture, governance, and social protection, enabling the organization to design solutions that address complex and interconnected development challenges.

Operational excellence is supported by robust programme management systems, financial controls, procurement procedures, monitoring and evaluation frameworks, safeguarding standards, digital information management, and continuous staff development. Together, these systems enable the organization to deliver high-quality programmes while maintaining efficiency, accountability, and compliance.

Recognizing that excellence is a continuous journey, DRI-Uganda invests in organizational learning, innovation, and quality improvement to strengthen performance and maximize development impact.

4.4 Growing Capacity for Greater Impact

Institutional capacity is not static; it evolves in response to changing development priorities and emerging opportunities. DRI-Uganda is committed to continuous organizational strengthening through leadership development, knowledge management, digital transformation, evidence generation, partnership development, and investment in people and systems.

This commitment ensures that the organization remains responsive, adaptable, and prepared to manage increasingly complex programmes while delivering measurable and sustainable results. By continuously strengthening institutional capacity, DRI-Uganda enhances its ability to serve communities, support national development priorities, and contribute meaningfully to global development objectives.

Figure 4.1



All six pillars connect to the central concept of Institutional Excellence, demonstrating that strong institutional performance depends on the integration of governance, people, systems, evidence, partnerships, and innovation.

At the foundation of the diagram:

Trusted Delivery • Strong Governance • Effective Programmes • Sustainable Results

The DRI-Uganda Commitment

We will continue strengthening our people, systems, governance, and technical capacity to deliver accountable, high-quality programmes and build lasting confidence among communities, partners, and donors.

Our Partnership Promise

We commit to maintaining an institution that is:

- **Well Governed**—guided by ethical leadership and accountable oversight.
- **Professionally managed**—supported by competent people and effective systems.
- **Technically Strong**—delivering evidence-based, high-quality programmes.
- **Transparent**—managing resources responsibly and openly.
- **Adaptive**—embracing learning, innovation, and continuous improvement.
- **Reliable**—consistently delivering results and honoring our commitments.

Leadership Reflection

"Strong institutions are built through the daily practice of integrity, professionalism, and continuous improvement. When these foundations are in place, partnerships flourish and communities thrive."

CHAPTER 5

Our Strategic Areas of Engagement

Delivering integrated solutions that strengthen communities, build resilience, and create lasting development impact.

5.1 An Integrated Development Approach

Communities experience development challenges as interconnected realities rather than isolated problems. Poor health affects education outcomes, limited livelihoods contribute to food insecurity, climate change undermines agricultural productivity, and weak institutions reduce access to essential services. Addressing these challenges therefore requires integrated, locally led solutions that recognize the links between people, systems, and opportunities.

DRI-Uganda adopts an integrated development approach that brings together technical expertise across multiple sectors to address the root causes of vulnerability while strengthening community resilience. Working in partnership with communities, government institutions, civil society, the private sector, and development partners, the organization designs programmes that respond to local priorities while contributing to national development objectives and the Sustainable Development Goals.

Rather than implementing isolated interventions, DRI-Uganda seeks to create lasting change by strengthening systems, empowering communities, and building local capacity for sustainable development.

5.2 Our Strategic Areas of Engagement

DRI-Uganda delivers integrated programmes across six mutually reinforcing strategic areas.

Community Health and Nutrition

Improving access to quality primary healthcare, sexual and reproductive health, maternal, newborn and child health, nutrition, HIV prevention and care, mental health, WASH, and disease prevention through community-centered and health systems approaches.

Sustainable Livelihoods and Economic Empowerment

Strengthening household resilience through enterprise development, financial inclusion, vocational skills, climate-smart agriculture, value chain development, savings groups, and income-generating opportunities that improve economic security.

Education and Youth Development

Supporting equitable access to quality education, school health and nutrition, child protection, life skills, youth leadership, digital learning, and pathways to employment that enable children and young people to reach their full potential.

Humanitarian Action and Community Resilience

Enhancing disaster preparedness, emergency response, recovery, refugee support, social protection, and resilience-building to help vulnerable communities withstand and recover from crises.

Climate Resilience and Sustainable Natural Resources Management

Promoting environmental stewardship, climate adaptation, regenerative agriculture, biodiversity conservation, renewable energy, and sustainable management of natural resources to strengthen resilience to climate change.

Governance, Gender Equality and Social Inclusion

Strengthening community participation, institutional accountability, women's empowerment, disability inclusion, safeguarding, legal empowerment, and the protection of human rights to ensure that development benefits all members of society.

Together, these strategic areas enable DRI-Uganda to deliver holistic programmes that address immediate needs while creating the conditions for long-term social and economic transformation.

5.3 Delivering Impact through Partnerships

Meaningful development outcomes are achieved through collaboration. DRI-Uganda works alongside government institutions, development agencies, philanthropic organizations, academic institutions, civil society organizations, community-based organizations, and private sector partners to design and implement programmes that respond to local priorities.

Every partnership combines local knowledge with technical expertise, strengthens institutional capacity, and promotes community ownership. This collaborative approach ensures that interventions are relevant, inclusive, evidence-informed, and sustainable.

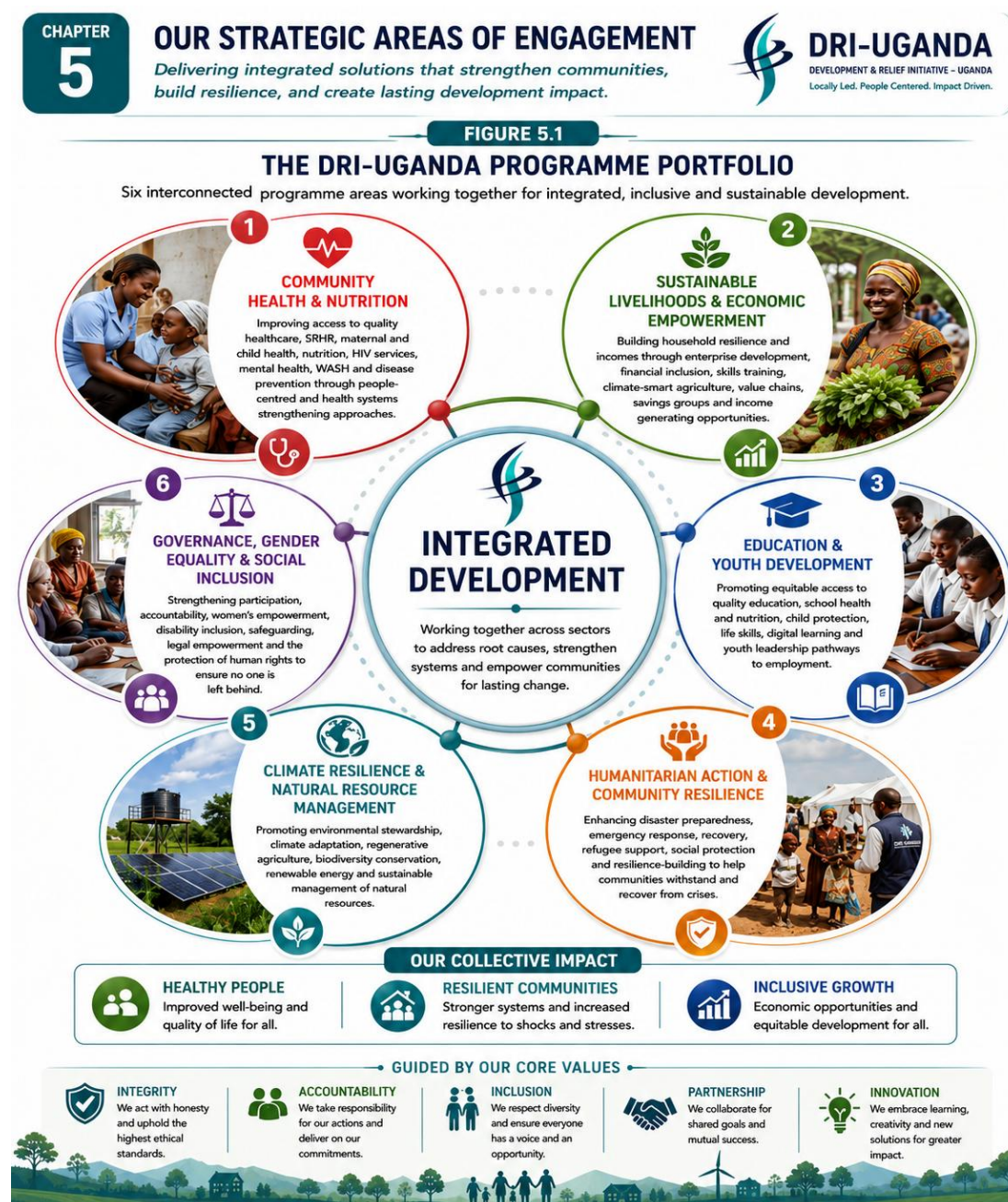
By aligning programme implementation with national policies, international standards, and community aspirations, DRI-Uganda contributes to stronger systems and more resilient communities while creating shared value for partners and beneficiaries alike.

5.4 Looking Ahead

As development priorities continue to evolve, DRI-Uganda remains committed to expanding its technical expertise, strengthening institutional capacity, and building innovative partnerships that respond to emerging challenges and opportunities.

The organization will continue investing in evidence generation, digital transformation, organizational learning, and locally led innovation to ensure its programmes remain responsive, effective, and sustainable. Through this commitment, DRI-Uganda seeks not only to deliver impactful programmes today but also to strengthen the systems and partnerships that will shape Uganda's development tomorrow.

Figure 5.1



The DRI-Uganda Commitment

We will deliver integrated, evidence-informed programmes that respond to community priorities, strengthen local systems, and contribute to inclusive, sustainable development across Uganda.

Our Partnership Promise

We commit to programmes that are:

- **Integrated**—addressing interconnected development challenges.
- **Community-Centered**—designed with and for the people we serve.
- **Based on facts** and what we know works.
- **Inclusive**—ensuring no one is left behind.
- **Collaborative**—delivered through strong partnerships.
- **Sustainable**—creating lasting benefits for communities and institutions.

Leadership Reflection

"Real transformation happens when health, education, livelihoods, resilience, and good governance advance together. Sustainable development is never the result of one programme—it is the outcome of many working as one."

CHAPTER 6

Localization Strategy

Advancing locally led development through equitable partnerships, institutional strengthening, and community leadership.

6.1 Understanding Localization

Localization represents one of the most significant shifts in international development over recent decades. It reflects the growing recognition that sustainable development is most effective when local institutions, communities, and national actors lead the design, implementation, and evaluation of development initiatives.

Localization is not simply about transferring resources or increasing local participation. It is about strengthening the leadership, capacity, and decision-making authority of local organizations so that they become equal partners in shaping development outcomes. This approach promotes greater ownership, accountability, sustainability, and relevance because solutions are designed by those who understand the context, priorities, and aspirations of the communities they serve.

For DRI-Uganda, localization is more than a development principle—it is the foundation of our institutional identity and our long-term vision for sustainable development.

6.2 From Global Commitments to Local Action

The global development community has increasingly recognized the importance of locally led development through international commitments that call for more equitable partnerships, increased investment in local institutions, and greater decision-making by national actors. These commitments reflect a shared understanding that sustainable development depends on strong local leadership and resilient national systems.

DRI-Uganda translates these global aspirations into practical action through a localization framework built on three interconnected pillars.

Equitable Partnerships

Building relationships based on mutual respect, shared decision-making, transparency, and complementary strengths rather than traditional donor-recipient models.

Institutional Strengthening

Investing in governance, leadership, technical capacity, financial management, safeguarding, monitoring and evaluation, digital systems, and organizational learning to strengthen long-term institutional performance.

Community Leadership

Ensuring communities actively participate in identifying priorities, designing interventions, implementing activities, monitoring progress, and sustaining development outcomes beyond external support.

Together, these pillars create an enabling environment where local institutions and communities can lead development with confidence, credibility, and long-term sustainability.

6.3 The DRI-Uganda Localization Framework

DRI-Uganda's approach to localization is built on the belief that strong institutions create sustainable development. Rather than viewing localization as the transfer of responsibilities, we see it as the progressive strengthening of local leadership, institutional systems, technical expertise, and community ownership.

Our framework integrates localization across every aspect of our work—from partnership development and programme design to implementation, learning, governance, and resource mobilization. By embedding localization within organizational systems rather than individual projects, we ensure that it becomes a sustained institutional practice rather than a temporary programme objective.

This approach enables DRI-Uganda to contribute to stronger local institutions, more equitable partnerships, and resilient communities capable of leading their own development journey.

6.4 Measuring Progress towards Localization

Localization must be demonstrated through measurable institutional change rather than intention alone. DRI-Uganda therefore promotes continuous learning and accountability by monitoring progress across key dimensions of locally led development.

These include strengthening institutional capacity, increasing community participation in decision-making, expanding equitable partnerships, improving organizational systems, promoting knowledge generation, and enhancing the sustainability of development outcomes.

Through regular reflection, evidence generation, and adaptive management, the organization continuously strengthens its localization journey while contributing to broader efforts to advance locally led development within Uganda and beyond.

Figure 6.1



The DRI-Uganda Commitment

We will champion locally led development by strengthening institutions, promoting equitable partnerships, investing in community leadership, and ensuring that sustainable development is increasingly shaped and led by the people and institutions closest to the communities we serve.

Our Partnership Promise

We commit to localization that is:

WE HELP YOU ACHIEVE YOUR MISSION IN UGANDA.

- **Locally Led**—recognizing local institutions as leaders of sustainable development.
- **Equitable**—promoting shared leadership, mutual respect, and balanced partnerships.
- **Capacity strengthening**—investing in people, systems, and institutions.
- **Community Driven**—ensuring meaningful participation and local ownership.
- **Evidence Informed**—measuring progress and learning continuously.
- **Sustainable**—building institutions that endure beyond individual projects.

Leadership Reflection

"Localization succeeds when communities are not only heard but trusted to lead; when institutions are not only supported but strengthened; and when partnerships are defined not by who provides resources but by who shares responsibility for lasting change."

CHAPTER 7

Partnership Development Framework

Building strategic partnerships through a structured, transparent, and collaborative approach.

7.1 From Opportunity to Partnership

Successful partnerships begin long before a project is designed or funding is secured. They emerge through deliberate engagement, shared values, and a clear understanding of how organizations can work together to achieve sustainable development outcomes.

DRI-Uganda applies a structured partnership development framework that transforms opportunities into long-term strategic relationships. This framework provides a consistent approach for identifying, assessing, developing, and managing partnerships while ensuring that every collaboration reflects the organization's values, institutional standards, and commitment to locally led development.

By following a systematic process, DRI-Uganda strengthens trust, reduces partnership risks, and creates a foundation for effective collaboration and sustainable impact.

7.2 Identifying and Developing Strategic Partnerships

The first stage of the framework focuses on identifying opportunities that align with DRI-Uganda's mission, strategic priorities, and technical expertise. Potential partnerships are assessed not only on the availability of funding but also on their potential to create long-term value for communities, strengthen institutions, and advance shared development objectives.

Partnership development includes understanding partner priorities, exploring areas of mutual interest, establishing dialogue, and building relationships based on trust, transparency, and shared purpose. Rather than pursuing every opportunity, DRI-Uganda prioritizes partnerships that demonstrate strategic alignment, complement institutional strengths, and support sustainable development.

This intentional approach ensures that partnerships are founded on shared values and long-term collaboration rather than short-term transactions.

7.3 Co-design, Partnership Management and Innovation

Effective partnerships are built through collaboration from the earliest stages of programme development. DRI-Uganda promotes co-design by engaging partners, government institutions, and communities in jointly identifying challenges, developing solutions, defining responsibilities, and establishing shared expectations.

Once established, partnerships are managed through regular communication, joint planning, transparent reporting, collaborative problem-solving, and continuous performance monitoring. This approach encourages mutual accountability, strengthens institutional relationships, and enables partnerships to adapt to changing circumstances.

Innovation is integrated throughout the partnership lifecycle by encouraging knowledge exchange, evidence generation, digital solutions, and adaptive management. By continuously learning and improving together, partners are better equipped to respond to emerging challenges and maximize development impact.

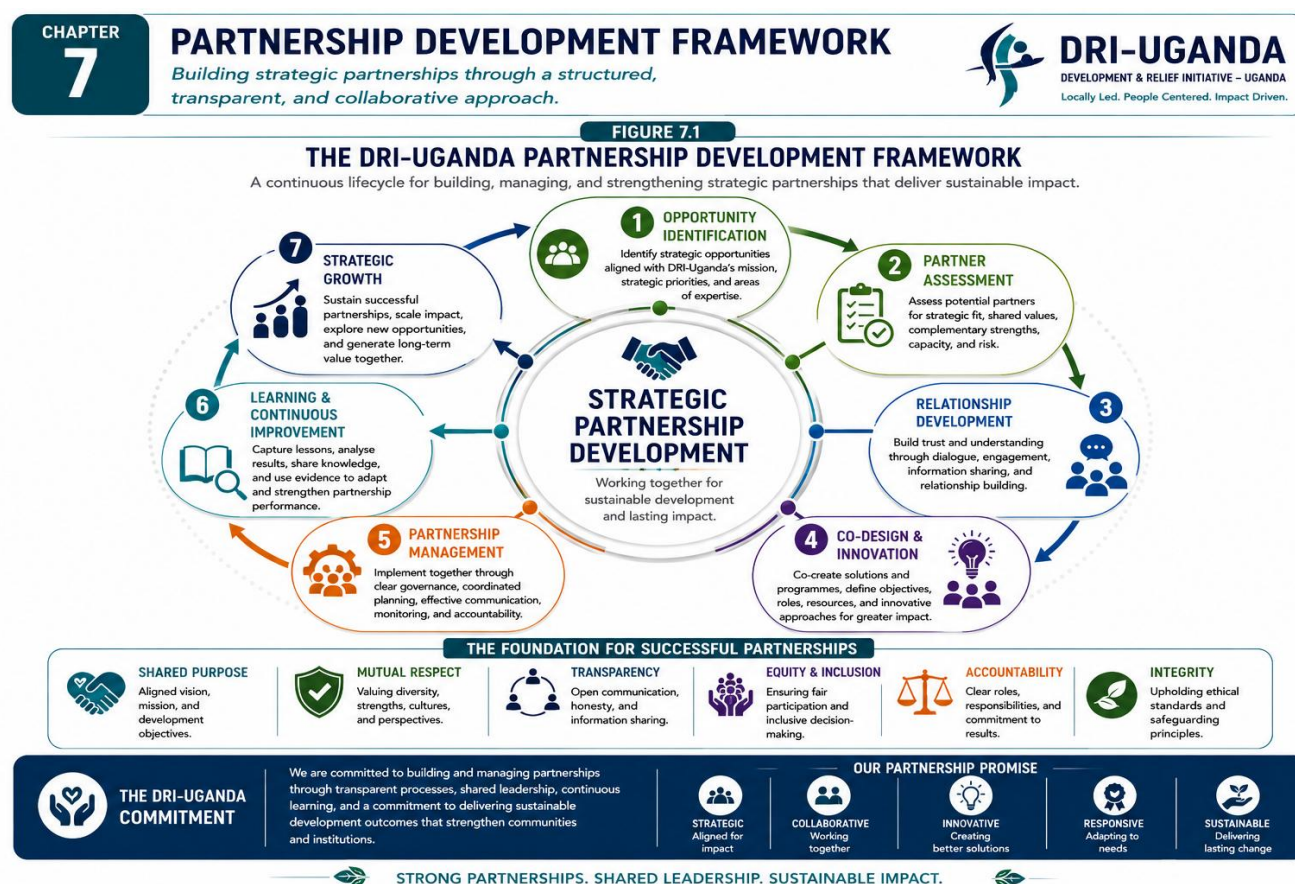
7.4 Learning, Growth and Continuous Improvement

Partnerships are dynamic relationships that evolve over time. DRI-Uganda therefore places strong emphasis on reflection, learning, and continuous improvement throughout the partnership lifecycle.

Lessons learned from programme implementation, partner feedback, monitoring and evaluation, and institutional reviews are systematically captured and used to strengthen future collaborations. This culture of learning supports innovation, improves organizational performance, and reinforces the organization's commitment to transparency and accountability.

Through continuous learning and adaptive management, DRI-Uganda strengthens its ability to build enduring partnerships that create sustainable value for communities, partners, and the wider development sector.

Figure 7.1



The DRI-Uganda Commitment

We will build and manage partnerships through transparent processes, shared leadership, continuous learning, and a commitment to delivering sustainable development outcomes that strengthen communities and institutions.

Our Partnership Promise

We commit to partnership development that is:

- **Strategic**—aligned with shared priorities and long-term impact.
- **Collaborative**—built through dialogue, co-design, and mutual respect.
- **Transparent**—guided by openness, accountability, and ethical practices.
- **Innovative**—embracing creativity, evidence, and adaptive learning.
- **Responsive**—adapting to changing needs and opportunities.
- **Sustainable**—strengthening relationships that endure beyond individual projects.

Leadership Reflection

"The strongest partnerships do not happen by chance. They are built through shared vision, nurtured through trust, strengthened by continuous learning, and sustained by a collective commitment to lasting impact."

CHAPTER 8

Strategic Funding Pipeline

Building sustainable partnerships through strategic resource mobilization, donor intelligence, and diversified investments.

8.1 Our Funding Philosophy

At DRI-Uganda, resource mobilization is viewed as a strategic function that enables the organization to achieve its mission, strengthen institutions, and expand sustainable development impact. Funding is not pursued as an end in itself; it is secured to support long-term partnerships, locally led development, and community transformation.

Our funding philosophy is founded on three principles.

1. We choose opportunities that match what we stand for, what we're good at, and what we can do, instead of just looking at the amount of funding.
2. We invest in long-term partnerships rather than one-off grants, recognizing that enduring relationships create greater value for communities and partners alike.
3. We pursue financial sustainability through a diversified portfolio that reduces dependency on any single donor while strengthening organizational resilience.

By combining strategic thinking with disciplined resource mobilization, DRI-Uganda seeks to build a funding base that supports both programme delivery and long-term institutional growth.

8.2 From Donor Intelligence to Strategic Partnerships

Effective resource mobilization begins with understanding the funding landscape. DRI-Uganda continuously analyzes development priorities, donor strategies, funding trends, and emerging opportunities to ensure that partnership development is informed by evidence rather than chance.

This donor intelligence system supports the identification of partners whose priorities align with the organization's strategic areas of engagement. Opportunities are assessed based on strategic fit, geographic relevance, funding potential, partnership history, and long-term collaboration prospects.

Rather than responding only to published funding calls, DRI-Uganda seeks to engage potential partners early through relationship building, strategic dialogue, knowledge sharing, and collaborative programme development. This proactive approach positions the organization to participate in opportunities where trust and shared vision already exist.

By combining market intelligence with institutional relationships, DRI-Uganda transforms fundraising into a strategic partnership process rather than a reactive grant-seeking exercise.

8.3 Building a Diversified Funding Portfolio

Long-term sustainability depends on a balanced and diversified funding portfolio. DRI-Uganda therefore seeks to establish strategic relationships across multiple funding streams, recognizing that diversity strengthens organizational resilience and creates opportunities for innovation.

The organization actively engages bilateral and multilateral development agencies, philanthropic foundations, international and national NGOs, corporate partners, research institutions, social investors, and private philanthropy. These partnerships support programmes ranging from humanitarian response and community health to education, livelihoods, climate resilience, and institutional strengthening.

Diversification also extends beyond funding sources to include different funding instruments, including grants, consortium partnerships, technical assistance, research collaborations, and strategic service agreements. This balanced approach reduces financial risk while creating a more stable platform for long-term growth.

8.4 Sustaining Growth through Strategic Resource Mobilization

Resource mobilization is a continuous institutional function supported by planning, relationship management, evidence generation, and organizational learning. DRI-Uganda therefore invests in proposal development, donor stewardship, impact communication, knowledge management, and performance reporting to strengthen confidence among current and prospective partners.

The organization monitors its funding pipeline through measurable indicators that assess partnership development, proposal success, portfolio diversity, donor retention, and institutional growth. These insights inform continuous improvement and help ensure that resource mobilization remains aligned with organizational priorities.

By combining strategic foresight, disciplined relationship management, and continuous learning, DRI-Uganda aims to build a resilient funding pipeline capable of sustaining long-term development impact and institutional excellence.

Figure 8.1



The DRI-Uganda Commitment

We will pursue strategic, diversified, and values-driven resource mobilization that strengthens partnerships, advances locally led development, and ensures the long-term sustainability of our institution and the communities we serve.

Our Partnership Promise

We commit to resource mobilization that is:

- **Strategic**—aligned with our mission and long-term priorities.
- **Intelligence led**—informed by evidence, analysis, and donor insight.
- **Relationship driven**—built on trust and long-term collaboration.
- **Diversified**—reducing dependence on any single funding source.
- **Accountable**—managing resources with transparency and integrity.
- **Sustainable**—strengthening institutional resilience and community impact.

Leadership Reflection

"Sustainable organizations are not defined by the size of a single grant, but by their ability to cultivate trusted partnerships, diversify opportunities, and consistently convert vision into lasting impact."

CHAPTER 9

Institutional Visibility and Thought Leadership

Sharing knowledge, influencing policy, and amplifying locally led development.

9.1 Building an Influential Institution

In today's development landscape, organizational impact is measured not only by the programmes delivered but also by the ideas shared, the evidence generated, and the influence created. Institutions that contribute knowledge, shape policy discussions, and communicate their impact effectively are better positioned to strengthen partnerships, attract investment, and advance sustainable development.

DRI-Uganda is committed to becoming a trusted voice in locally led development by investing in strategic communications, knowledge generation, institutional learning, and public engagement. Through these efforts, the organization seeks to elevate community perspectives, strengthen evidence-informed decision-making, and contribute meaningfully to national, regional, and global development conversations.

Institutional visibility is therefore viewed not as promotion, but as a responsibility to share lessons, inspire innovation, and demonstrate the value of locally led development.

9.2 Knowledge, Research and Evidence

Knowledge is one of DRI-Uganda's most valuable institutional assets. Every programme generates insights that can strengthen policy, improve practice, and inform future development investments. The organization therefore promotes a culture of learning in which knowledge is systematically captured, analyzed, and shared.

Research, monitoring and evaluation, operational learning, and evidence generation are integrated across all programme areas to support continuous improvement and innovation. Lessons learned from implementation are translated into publications, technical briefs, case studies, and learning products that contribute to wider development knowledge.

By strengthening research and knowledge management, DRI-Uganda seeks not only to improve its own programmes but also to support evidence-informed development across Uganda and beyond.

9.3 Influencing Policy and Public Dialogue

Effective development requires strong connections between community experience, research evidence, and public policy. DRI-Uganda therefore engages with government institutions, development partners, academic institutions, civil society organizations, and professional networks to contribute evidence, technical expertise, and practical experience to policy discussions.

The organization also invests in strategic communications and digital engagement to ensure that knowledge reaches diverse audiences through accessible and credible platforms. Digital media, publications, policy dialogues, conferences, webinars, and professional forums provide opportunities to share innovation, promote locally led development, and strengthen collaboration across sectors.

Through thoughtful engagement and evidence-based advocacy, DRI-Uganda aims to influence conversations that improve development policy, strengthen institutions, and advance inclusive and sustainable development.

9.4 Strengthening Our Institutional Brand

A trusted institutional brand is built through consistent performance, professional communication, and demonstrated impact. DRI-Uganda is committed to presenting a clear and credible institutional identity that reflects its values, technical expertise, and commitment to locally led development.

The organization will continue strengthening its visibility through high-quality publications, digital platforms, strategic storytelling, media engagement, conference participation, and partnerships that showcase innovation and measurable results. Institutional branding will remain closely aligned with evidence, accountability, and the voices of the communities we serve.

By strengthening its visibility and thought leadership, DRI-Uganda seeks to become a recognized partner of choice, contributing knowledge, shaping development practice, and inspiring confidence among communities, governments, donors, and development partners.

Figure 9.1



The DRI-Uganda Commitment

We will strengthen our institutional visibility by generating knowledge, communicating evidence, influencing policy, and sharing innovation that advances locally led development and strengthens sustainable partnerships.

Our Partnership Promise

We commit to institutional leadership that is:

- **Evidence Based**—informed by research, learning, and measurable results.
- **Transparent**—communicating openly and responsibly.
- **Influential**—contributing knowledge to policy and practice.
- **Collaborative**—sharing ideas through partnerships and professional networks.
- **Innovative**—embracing new approaches to learning and communication.
- **Credible**—building trust through consistent performance and demonstrated impact.

Leadership Reflection

"Institutions create lasting impact not only through the programmes they deliver, but through the knowledge they share, the policies they help shape, and the confidence they inspire in others."

CHAPTER 10

Institutional Capacity Development

Strengthening people, systems, and leadership to build a resilient institution for the future.

10.1 Building an Institution for the Future

Institutional excellence is not achieved through individual projects but through continuous investment in governance, people, systems, and organizational learning. DRI-Uganda recognizes that its ability to deliver sustainable development outcomes depends upon maintaining a strong, accountable, and adaptable institution capable of responding to an evolving development landscape.

Institutional capacity development is therefore embedded across every aspect of the organization. From governance and financial stewardship to digital innovation and staff development, DRI-Uganda continuously strengthens the foundations that enable effective programme delivery, strategic partnerships, and long-term organizational sustainability.

This commitment reflects the organization's belief that resilient institutions create resilient communities.

10.2 Strengthening Governance, People and Systems

Strong institutions are built upon effective leadership, capable people, and robust organizational systems. DRI-Uganda is committed to maintaining governance structures that promote strategic oversight, accountability, transparency, and ethical decision-making.

Investment in human capital remains central to institutional growth. The organization promotes continuous professional development, leadership succession, staff wellbeing, performance management, and a culture of collaboration that enables individuals to contribute their knowledge and expertise effectively.

At the same time, DRI-Uganda continues strengthening its operational systems, including financial management, procurement, human resources, safeguarding, and organizational policies, ensuring that institutional processes remain efficient, compliant, and responsive to emerging challenges.

10.3 Driving Excellence through Innovation and Learning

Continuous improvement requires organizations to embrace innovation, digital transformation, and evidence-informed decision-making. DRI-Uganda therefore invests in modern digital systems, knowledge management, monitoring and evaluation, and organizational learning to improve efficiency, strengthen accountability, and support adaptive management.

Technology enhances programme delivery, information management, collaboration, and institutional performance, while evidence generated through monitoring, evaluation, and research informs strategic decision-making and continuous quality improvement.

Learning is viewed as a shared institutional responsibility that strengthens programmes, improves partnerships, and prepares the organization for future opportunities and challenges.

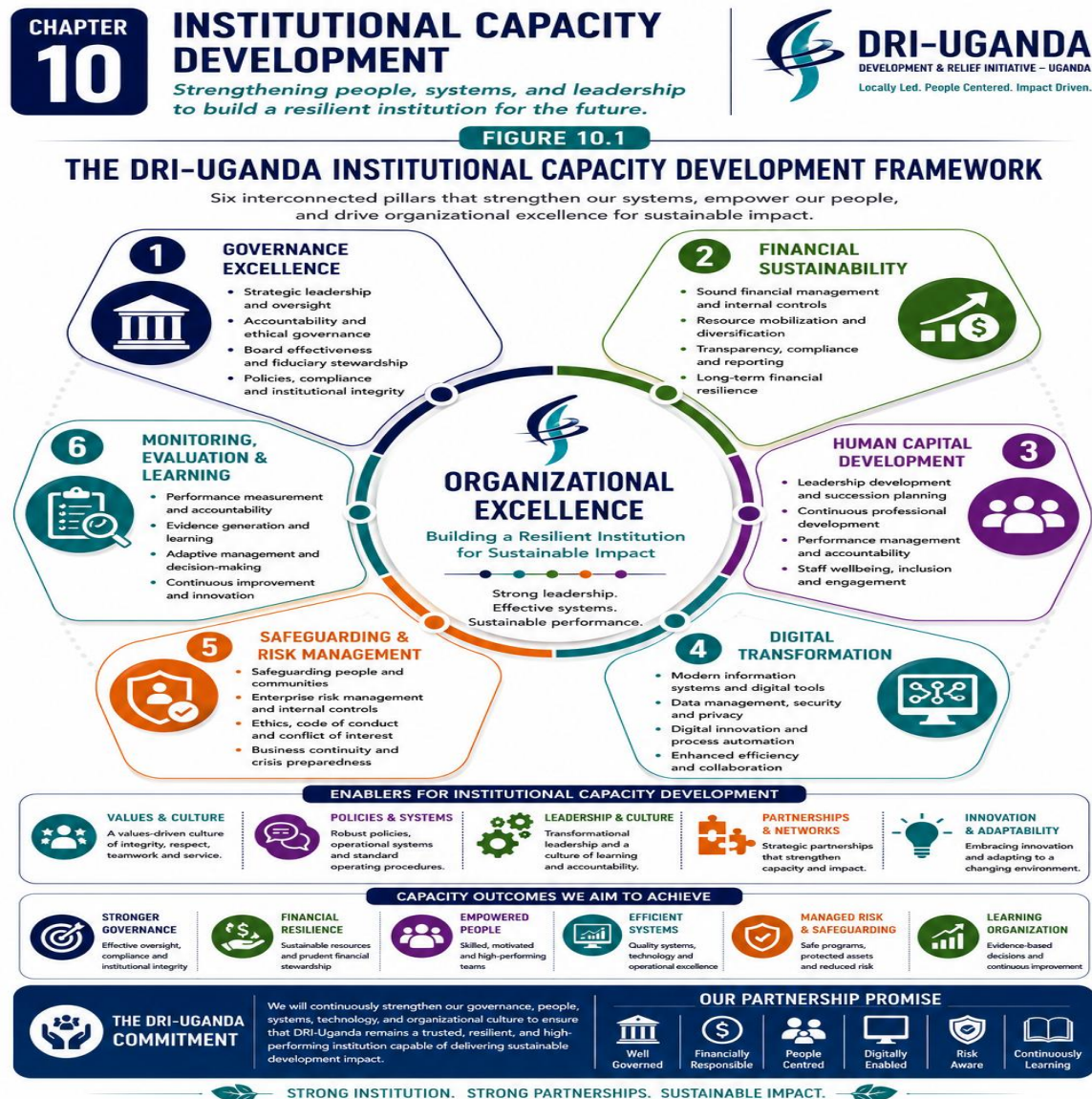
10.4 Sustaining Organizational Excellence

Organizational excellence requires continuous attention to risk management, safeguarding, accountability, and institutional resilience. DRI-Uganda is committed to maintaining systems that protect people, safeguard resources, manage organizational risks, and uphold the highest ethical standards.

The organization will continue investing in institutional strengthening through regular reviews, performance assessments, leadership development, innovation, and organizational learning. These investments ensure that DRI-Uganda remains responsive to changing development priorities while maintaining the confidence of communities, partners, and donors.

By continuously strengthening institutional capacity, DRI-Uganda is positioning itself not only to deliver today's programmes but also to lead tomorrow's development partnerships with confidence, professionalism, and integrity.

Figure 10.1



The DRI-Uganda Commitment

We will continuously strengthen our governance, people, systems, technology, and organizational culture to ensure that DRI-Uganda remains a trusted, resilient, and high-performing institution capable of delivering sustainable development impact.

Our Partnership Promise

We commit to institutional development that is:

- **Well Governed**—guided by integrity, accountability, and strategic leadership.
- **Financially responsible**—managing resources prudently and transparently.
- **People Centered**—investing in staff, leadership, and organizational culture.
- **Digitally Enabled**—embracing technology to improve effectiveness and innovation.
- **Risk Aware**—protecting people, resources, and institutional integrity.

- **Continuously learning**—using evidence and reflection to strengthen performance and impact.

Leadership Reflection

"Institutional excellence is not a destination but a continuous commitment to stronger leadership, better systems, empowered people, and a culture that never stops learning."

CHAPTER 11

Implementation Framework

Turning strategy into measurable results through disciplined implementation, accountability, and continuous learning.

11.1 From Strategy to Action

The Strategic Partnership Framework provides the long-term direction for DRI-Uganda's institutional growth and partnership development. Its success depends upon disciplined implementation, effective leadership, continuous monitoring, and organizational learning.

Implementation will be guided by clearly defined strategic objectives, measurable results, and institutional accountability. Every programme, partnership, and organizational investment will contribute towards achieving the Framework's vision while remaining responsive to changing development priorities and emerging opportunities.

This approach ensures that the Framework remains a practical management tool that guides planning, decision-making, resource allocation, and institutional development across the organization.

11.2 Delivering Results

Implementation will be driven through an integrated results framework that links strategic objectives with measurable outcomes, performance indicators, and annual operational plans. This approach enables the organization to monitor progress, assess performance, and demonstrate impact to communities, partners, and stakeholders.

Key Performance Indicators (KPIs) will be used to track institutional growth, partnership development, programme performance, resource mobilization, organizational capacity, and localization progress. Performance information will support evidence-based decision-making while promoting transparency, accountability, and continuous improvement.

The implementation roadmap will establish phased priorities, milestones, responsibilities, and timelines to ensure that strategic ambitions are translated into realistic and achievable actions.

11.3 Monitoring, Learning, and Adaptive Management

Successful implementation requires continuous reflection and the ability to adapt to changing circumstances. DRI-Uganda therefore integrates monitoring, evaluation, organizational learning, and adaptive management throughout the implementation process.

Performance information will be collected through routine monitoring systems, periodic reviews, evaluations, partner feedback, and organizational learning processes. Lessons learned will be analysed and used to strengthen planning, improve programme quality, refine partnerships, and enhance institutional performance.

This culture of learning enables the organization to remain innovative, responsive, and accountable while continuously improving its effectiveness and long-term impact.

11.4 Managing Risk and Sustaining Performance

Implementation takes place within an environment that is constantly changing. Financial uncertainty, humanitarian emergencies, policy reforms, climate change, operational risks, and evolving donor priorities require institutions to remain resilient and adaptive.

DRI-Uganda will maintain an enterprise risk management approach that identifies, assesses, monitors, and mitigates strategic, operational, financial, legal, safeguarding, and reputational risks. Risk management will be integrated into governance, planning, programme implementation, and organizational decision-making.

By combining effective leadership, performance monitoring, adaptive management, and proactive risk management, DRI-Uganda will ensure that this Strategic Partnership Framework remains dynamic, relevant, and capable of delivering sustainable results throughout its implementation period.

Figure 11.1



The DRI-Uganda Commitment

We will implement this framework with discipline, transparency, accountability, and a commitment to continuous learning, ensuring that every strategic objective contributes to stronger partnerships, institutional excellence, and sustainable development impact.

Our Partnership Promise

We commit to implementation that is:

- **Strategic**—guided by clear priorities and measurable objectives.
- **Results Focused**—delivering tangible outcomes and lasting impact.
- **Transparent**—reporting progress openly and responsibly.
- **Evidence Driven**—using data and learning to improve decisions.
- **Adaptive**—responding effectively to changing opportunities and risks.
- **Accountable**—upholding high standards of governance and performance.

Leadership Reflection

"A strategy creates possibility, but disciplined implementation creates impact. Our success will be measured not by the ambitions we express, but by the results we achieve for the communities and partners we serve."

CHAPTER 12

Looking Beyond 2030

Building a stronger institution, stronger partnerships, and a stronger future through locally led development.

12.1 The Future of DRI-Uganda

The Strategic Partnership Framework represents more than a five-year institutional roadmap. It establishes the foundation for a long-term journey towards becoming one of Uganda's most trusted, innovative, and influential locally led development institutions.

As development priorities continue to evolve, DRI-Uganda will remain committed to strengthening its institutional capacity, expanding strategic partnerships, generating evidence, embracing innovation, and investing in people and systems. These commitments will ensure that the organization continues to respond effectively to emerging challenges while remaining firmly rooted in the needs and aspirations of the communities it serves.

The future we envision is one in which locally led institutions play an increasingly central role in shaping sustainable development. DRI-Uganda is committed to contributing to that future through leadership, partnership, and continuous institutional growth.

12.2 Becoming Uganda's Preferred Locally Led Development Partner

Our ambition extends beyond implementing successful programmes. We aspire to become the partner of choice for governments, development agencies, philanthropic foundations, research institutions, civil society organizations, and the private sector seeking credible, accountable, and innovative locally led partnerships.

Achieving this ambition requires continuous investment in institutional excellence, professional leadership, technical capacity, evidence generation, and organizational learning. It also requires maintaining the trust of communities and partners through transparency, accountability, and consistently delivering high-quality results.

By remaining true to our values while embracing innovation and collaboration, DRI-Uganda will continue strengthening its reputation as an institution that delivers sustainable development through equitable partnerships and locally led solutions.

12.3 Expanding Our Regional and Global Contributions

The challenges facing communities today increasingly transcend national boundaries. Climate change, public health emergencies, food insecurity, migration, humanitarian crises, and economic inequality require collaboration across countries, regions, and institutions.

Building on its experience in Uganda, DRI-Uganda seeks to contribute more actively to regional and global development by participating in international partnerships, research collaborations, policy dialogue, professional networks, and knowledge exchange. The organization will continue sharing lessons from locally led development while learning from partners across Africa and the wider international community.

Through these engagements, DRI-Uganda aims to contribute not only to stronger programmes within Uganda but also to the advancement of locally led development as a global movement for more equitable and sustainable partnerships.

12.4 A Shared Journey towards Sustainable Development

The future envisioned in this framework cannot be achieved by one institution acting alone. It depends on governments, communities, development partners, philanthropic organizations, academic institutions, civil society, and the private sector working together with a shared commitment to sustainable development.

DRI-Uganda therefore extends an open invitation to organizations and individuals who share our vision to join us in building stronger institutions, empowering communities, and creating opportunities that improve lives across Uganda and beyond.

Together, we can strengthen locally led development, expand equitable partnerships, generate knowledge, inspire innovation, and create a sustainable impact that endures for generations to come. This framework is not the conclusion of our journey; it is the beginning of a shared commitment to a more resilient, inclusive, and prosperous future.

Figure 12.1



The DRI-Uganda Commitment

We will continue building a resilient institution that champions locally led development, strengthens equitable partnerships, inspires innovation, and creates sustainable opportunities for communities across Uganda and beyond.

Our Partnership Promise

We commit to a future that is:

- **Locally Led**—empowering communities and national institutions.
- **Collaborative**—strengthening partnerships across sectors and borders.
- **Innovative**—embracing knowledge, technology, and continuous learning.
- **Inclusive**—ensuring development benefits all people.
- **Sustainable**—creating lasting institutional and community impact.
- **Transformative**—shaping a stronger future through shared leadership and collective action.

Leadership Reflection

"The future belongs to institutions that lead with integrity, partner with purpose, and empower communities to shape their own development. Beyond 2030, our ambition is not simply to grow as an organization—it is to help transform the future of locally led development."

A Call to Partnership

Building the future through trusted partnerships

"The future of development will not be built by institutions working alone. It will be built by trusted partnerships, shared leadership, and communities empowered to shape their own future."

Today's development challenges are too complex for any single institution to address alone. Lasting solutions require collaboration founded on trust, mutual respect, shared responsibility, and a collective commitment to improving people's lives.

At DRI-Uganda, we believe that locally led development is not simply an approach to delivering programmes—it is the foundation for building stronger institutions, more resilient communities, and sustainable development outcomes that endure for generations. This Strategic Partnership Framework reflects our commitment to institutional excellence, equitable partnerships, innovation, accountability, and continuous learning as we work alongside communities and partners to create meaningful and lasting change.

We recognize that our greatest achievements will always be the result of collaboration. Governments provide leadership and enabling policy environments. Development partners and philanthropic foundations bring strategic investment and global experience. Research institutions generate knowledge and innovation. Civil society organizations strengthen community engagement and accountability. The private sector contributes enterprise, technology, and sustainable solutions. Communities themselves remain the architects of their own development.

Together, these complementary strengths create the partnerships needed to address today's challenges and unlock tomorrow's opportunities.

An Invitation to Partner

DRI-Uganda warmly invites governments, development partners, philanthropic foundations, multilateral and bilateral agencies, research and academic institutions, civil society organizations, faith-based organizations, the private sector, and community leaders to join us in advancing locally led development and creating sustainable impact for communities across Uganda and beyond.

Whether through strategic partnerships, joint programme design, research collaboration, technical cooperation, institutional strengthening, innovation, or long-term investment, we believe that meaningful progress is achieved when partners unite around a shared vision, shared values, and shared responsibility.

Together, we can strengthen institutions, empower communities, expand opportunity, and build a future where sustainable development is locally led, globally connected, and transformational in its impact.

A CALL TO PARTNERSHIP

“The future of development will not be built by institutions working alone. It will be built by trusted partnerships, shared leadership, and communities empowered to shape their own future.”

DRI-Uganda invites governments, development partners, philanthropic foundations, research institutions, the private sector, and civil society to join us in advancing locally led development and creating lasting impact for communities across Uganda and beyond.

OUR VISION BEYOND 2030

Healthy communities that are socially and economically emancipated to take charge of their own destiny in development.

- STRONGER FUTURE**
Resilient communities. Sustainable livelihoods. Shared prosperity.
- EMPOWERED COMMUNITIES**
Communities leading inclusive, resilient and sustainable development.
- KNOWLEDGE & INNOVATION**
Generating evidence, influencing policy, and advancing development practice.
- INSTITUTIONAL EXCELLENCE**
Strong governance, resilient systems, and continuous organizational growth.
- STRATEGIC PARTNERSHIPS**
Collaboration built on trust, shared leadership and mutual value.
- NATIONAL LEADERSHIP**
Becoming Uganda's preferred locally led development partner.

DRI-UGANDA
DEVELOPMENT & RELIEF INITIATIVE - UGANDA
Locally Led. People Centered. Impact Driven.

LOCALLY LED
Rooted in communities. Driven by local solutions.

PARTNERSHIP
Stronger together. Shared purpose.

INCLUSIVITY
Leaving no one behind. Respecting diversity.

INTEGRITY
Accountable. Transparent. Ethical in all we do.

IMPACT
Creating lasting change. Building a better future.

From Local NGO to Uganda's Preferred Locally Led Development Partner

TOGETHER, WE CAN BUILD A FUTURE WHERE LOCALLY LED DEVELOPMENT THRIVES.
Stronger Partnerships. Stronger Institutions. Stronger Communities. Sustainable Impact.

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ANNEX I

Strategic Partnership Framework at a Glance

Vision

Healthy communities that are socially and economically emancipated to take charge of their own destiny in development.

Mission

To work with vulnerable communities and development partners to promote inclusive, sustainable, and locally led development through strategic partnerships, innovation, and institutional excellence.

Strategic Goal

To position DRI-Uganda as Uganda's preferred locally led development partner by strengthening institutions, building strategic partnerships, and delivering sustainable development impact.

Strategic Framework

Chapter	Focus
1	The Changing Development Landscape
2	Our Institutional Identity
3	Our Partnership Philosophy
4	Our Institutional Capacity
5	Our Strategic Areas of Engagement
6	Our Localization Strategy
7	Partnership Development Framework
8	Strategic Funding Pipeline
9	Institutional Visibility & Thought Leadership
10	Institutional Capacity Development
11	Implementation Framework
12	Looking Beyond 2030

Strategic Priorities

- Strengthen Strategic Partnerships
- Advance Locally Led Development
- Build Institutional Excellence
- Diversify Sustainable Funding
- Generate Knowledge and Influence Policy
- Deliver Sustainable Community Impact

Partnership Approach

Trust • Local Leadership • Institutional Excellence • Innovation • Shared Accountability

Expected Outcomes by 2030

- Stronger Institutional Capacity
- Diversified Strategic Partnerships
- Sustainable Funding Portfolio

- Enhanced Organizational Visibility
- Greater Community Leadership
- Measurable Development Impact

Theme

From Local NGO to Uganda's Preferred Locally Led Development Partner

ANNEX II

The Five Partnership Pillars

DRI-Uganda's partnership approach is founded on five principles that guide every strategic relationship and collaboration. Together, these pillars define how we engage, deliver, and create sustainable impact.

Pillar	Commitment
Trust	We build partnerships through integrity, transparency, professionalism, and mutual respect.
Local Leadership	We promote locally led development by empowering communities and strengthening national institutions.
Institutional Excellence	We maintain high standards of governance, technical quality, accountability, and organizational performance.
Innovation	We embrace evidence, learning, research, and adaptive approaches to improve development outcomes.
Shared Accountability	We promote joint ownership, open communication, and collective responsibility for achieving sustainable results.

Our Partnership Promise

Every partnership with DRI-Uganda will be:

- Trusted
- Locally Led
- Professionally Managed
- Evidence Driven
- Mutually Accountable
- Focused on Sustainable Impact

ANNEX III

Partnership Development Model

The DRI-Uganda Partnership Development Model provides a structured approach for identifying, establishing, managing, and strengthening strategic partnerships. It promotes transparency, shared ownership, continuous learning, and long-term collaboration throughout the partnership lifecycle.

Stage	Purpose
1. Opportunity Identification	Identify strategic partnership opportunities aligned with organizational priorities.
2. Partner Assessment	Assess strategic fit, institutional capacity, values, and complementary strengths.
3. Relationship Development	Build trust through dialogue, engagement, and mutual understanding.
4. Co-design & Innovation	Jointly design programmes, define roles, and develop innovative solutions.
5. Partnership Management	Coordinate implementation, communication, governance, and accountability.
6. Continuous Learning & Improvement	Capture lessons, evaluate performance, and strengthen future partnerships.
7. Strategic Growth	Expand successful partnerships into long-term collaboration and new opportunities.

Partnership Lifecycle

Identify → Assess → Build → Co-design → Deliver → Learn → Grow

A continuous cycle of partnership development that strengthens trust, institutional capacity, and sustainable development outcomes.

ANNEX IV

Donor Classification and Prioritization Framework

This framework guides the identification, assessment, and prioritization of funding partners based on strategic alignment, partnership potential, and long-term sustainability.

Donor Categories

Category	Examples
Bilateral Donors	Development cooperation agencies
Multilateral Organizations	UN agencies and development banks
Philanthropic Foundations	International and regional foundations
Corporate Foundations	Corporate social responsibility and philanthropy
International NGOs	Strategic implementation partners
Research & Academic Institutions	Universities and research organizations
Private Sector	Companies and impact investors

Prioritization Matrix

Criterion	Weight
Matching goals	30%
Partnership Potential	25%
Funding Opportunity	20%
Institutional Compatibility	15%
Long-Term Sustainability	10%

Priority Levels

- **Top Priority (80–100%)**—Pursue strategic engagement.
- **Medium Priority (60–79%)**—Develop and monitor opportunities.
- **Low Priority (<60%)**—Maintain for future consideration.

The framework supports a strategic, relationship-based approach to partnership development and resource mobilization.

ANNEX V

Partnership due Diligence Checklist

This checklist provides a standardized process for assessing prospective partners to ensure strategic alignment, institutional integrity, and effective collaboration.

Assessment Area	Status (✓/X)
Strategic alignment with organizational priorities	☐
Shared vision, values, and objectives	☐
Legal registration and compliance	☐
Governance and leadership capacity	☐
Financial management and accountability systems	☐
Technical expertise and implementation capacity	☐
Safeguarding, ethics, and risk management policies	☐
Monitoring, evaluation, and reporting systems	☐
Reputation and previous partnership performance	☐
Overall partnership recommendation	☐

Assessment Outcome

- ☐ Recommended
☐ Recommended with Conditions
☐ Not Recommended

Completion of this checklist is required before entering into any formal strategic partnership.

ANNEX VI

Institutional Capability Statement

This statement provides a concise overview of DRI-Uganda's institutional profile, comparative advantage, and technical capacity for strategic partnerships.

Area	Summary
Organization	Development and Relief Initiative–Uganda (DRI-Uganda).
Vision	Healthy communities that are socially and economically empowered.
Mission	Deliver inclusive, locally led and sustainable development through strategic partnerships.
Technical Expertise	Health, livelihoods, education, humanitarian response, climate resilience, and governance.
Comparative Advantage	Community trust, local leadership, institutional partnerships, technical excellence, and evidence-based programming.
Core Strengths	Programme design, implementation, and capacity strengthening, research, monitoring and evaluation, and partnership management.
Institutional Commitment	Accountability, innovation, collaboration, and sustainable development impact.

ANNEX VII

Organizational Structure

The organizational structure defines the governance, leadership, and management arrangements that enable DRI-Uganda to deliver programmes effectively, ensure accountability, and strengthen strategic partnerships.

Level	Key Responsibility
Board of Directors	Strategic oversight, governance, and policy direction.
Executive Director	Overall leadership, strategy, and institutional management.
Senior Management Team	Programme leadership, finance, operations, and organizational performance.
Programme Units	Design, implementation, monitoring, and technical support.
Finance & Administration	Financial management, procurement, human resources, and administration.
Support Functions	Monitoring, Evaluation & Learning (MEL), communications, ICT, and compliance.

The detailed organizational chart is presented in the accompanying institutional organogram.

ANNEX VIII

Results Framework and Key Performance Indicators (KPIs)

This framework provides a high-level basis for measuring implementation progress, institutional performance, and achievement of the Strategic Partnership Framework objectives.

Strategic Objective	Key Performance Indicator (KPI)	Target
Strengthen strategic partnerships	Number of strategic partnerships established	Annual
Advance locally led development	Percentage of programmes led by local partners	Annual
Build institutional excellence	Organizational capacity assessment score	Annual
Diversify funding	Percentage of funding from diversified sources	Annual
Increase institutional visibility	Number of knowledge products and policy engagements	Annual
Improve development impact	Percentage of strategic targets achieved	Annual

Reporting Framework

- **Performance Monitoring:** Quarterly
- **Management Review:** Semi-Annual
- **Strategic Review:** Annual
- **Framework Evaluation:** End of Strategy Period

ANNEX IX

Glossary of Terms

Term	Definition
Capacity Development	Strengthening the skills, systems, and institutions needed for sustainable development.
Institutional Excellence	Effective governance, robust systems, accountability, and high organizational performance.
Localization	Shifting leadership, decision-making, and resources to local actors and institutions.
Locally Led Development	Development driven by the priorities, leadership, and ownership of local communities and organizations.
Monitoring, Evaluation, and Learning (MEL)	The systematic process of tracking performance, assessing results, and applying lessons learned.
Partnership	A collaborative relationship established to achieve shared development objectives.
Resource Mobilization	The process of securing financial, technical, and strategic resources to support organizational goals.
Stakeholder	Any individual, organization, or institution with an interest in or influence on the Framework.
Strategic Partnership	A long-term, mutually beneficial collaboration based on shared objectives, trust, and accountability.
Sustainability	The ability to maintain development outcomes beyond the life of a project or funding period.

ANNEX X

References and Bibliography

The Strategic Partnership Framework is informed by international development commitments, national policy frameworks, and DRI-Uganda institutional policies and strategic documents.

International Frameworks

- Sustainable Development Goals (SDGs)
- Paris Declaration on Aid Effectiveness (2005)
- Accra Agenda for Action (2008)
- Busan Partnership for Effective Development Cooperation (2011)
- Grand Bargain
- Charter for Change

National Policy Frameworks

- Uganda Vision 2040
- National Development Plan IV (NDP IV)
- Relevant sector policies, strategies, and guidelines

Institutional Documents

- DRI-Uganda Strategic Plan
- Governance Manual
- Financial Management Manual
- Human Resource Manual
- Safeguarding Policy
- Monitoring, Evaluation and Learning Framework
- Other approved organizational policies, procedures, and operational guidelines

Institutional Declaration

The international development landscape is undergoing one of the most significant transformations in its history.

Across bilateral agencies, multilateral institutions, private philanthropy, and humanitarian actors, there is growing recognition that sustainable development cannot be achieved through externally driven interventions alone.

Increasingly, the international community is embracing **localization, locally led development, and national ownership** as the foundation for lasting impact.

This transformation presents both an opportunity and a responsibility for indigenous organizations.

For decades, many national NGOs have primarily been viewed as implementing partners within programmes designed and managed elsewhere. While this model has delivered important results, it has often limited the growth of strong national institutions capable of leading development at scale.

DRI-Uganda believes that the future of international development lies in genuine partnerships where local institutions contribute not only implementation capacity but also strategic leadership, contextual knowledge, innovation, and long-term stewardship of development outcomes.

This Partnership Strategy therefore establishes a clear institutional ambition:

To position DRI-Uganda as one of Uganda's leading locally led development institutions, and the preferred national partner for governments, international organizations, and private philanthropy, and responsible businesses seeking sustainable, community-owned development solutions.

This strategy is not primarily about securing grants. It is about building enduring partnerships founded on trust, technical excellence, accountability, shared learning, and a commitment to locally led development.

Partnership Philosophy

DRI-Uganda does not define success by the number of grants it secures.

Success is measured by the strength of the partnerships it builds, the trust it earns, the systems it strengthens, and the sustainable improvements experienced by the communities it serves.

Accordingly, DRI-Uganda adopts the following principles.

We pursue partnership before funding.

Funding is the outcome of trusted relationships built on shared values, technical excellence, and demonstrated performance.

We strengthen systems rather than implement isolated projects.

Every programme should contribute to stronger institutions, stronger communities, stronger markets, and stronger public systems.

We embrace localization as a strategic advantage.

Our Ugandan leadership, community relationships, and contextual knowledge are not simply organizational characteristics—they are strategic assets that enable more sustainable and accountable development.

We invest in evidence.

We believe that learning, research, and continuous improvement are essential components of effective development.

We build mutual value.

Every partnership should create value for communities, for DRI-Uganda, and for our partners.

Our Institutional Promise:

“DRI-Uganda will pursue partnerships where its strength as a locally led institution is a strategic advantage—not merely an eligibility criterion”

Institutional Vision: To become Uganda’s most trusted, locally led development institution for international partnerships that create sustainable, community-owned solutions.

The Strategic Position: A high-capacity, locally led development institution that enables governments, foundations, UN agencies, private philanthropy, and responsible businesses to achieve sustainable development through genuine local leadership.

What We Offer:

The Five Pillars of Partnership

Pillar 1: Local Legitimacy

- We belong to the community.

- We are not visitors.
- We are not implementing through subcontracting.
- We are part of the development ecosystem.

Pillar 2: Technical Excellence

- Evidence
- Research
- Monitoring
- Learning
- Innovation
- Professional programme delivery

Pillar 3: Institutional Integrity

- Governance
- Safeguarding
- Financial systems
- Procurement
- Transparency
- Accountability

Pillar 4: Systems Leadership

- We don't simply deliver projects.
- We strengthen systems;
 - i. Health systems.
 - ii. Agricultural systems.
 - iii. Market systems.
 - iv. Community systems.
 - v. Institutional systems.

Pillar 5: Partnership

- We don't compete with international organizations.
- We make them stronger.

We help you achieve your mission in Uganda.