fields of life
CHANGING LIVES, BUILDING HOPE

Strategic Plan Summary

2021- 2026

Double the impact

“See I am doing a new thing! Now it springs up; do you not perceive it? I am making a way in the wilderness and streams in the wasteland.”

Isaiah 43 v19

Table of Contents

1.0 Executive Summary	04
1.1 Our Vision	05
1.2 The Fields of Life Way - Our Values	06
2.0 PRIORITY 1: Quality Education	08
3.0 PRIORITY 2: Health and Wellbeing	11
4.0. PRIORITY 3: Resilience and Livelihood	15
5.0 PRIORITY 4: Growing the Family (Depth and Width)	18

This strategy is to be viewed in line with the Fields of Life (FOL) East Africa Operational Strategic Plan, which shows a more detailed look at the programmes in East Africa.

Executive Summary

In March 2020, when the first Covid-19 lockdown started, two members of the Fields of Life team individually shared the same bible verse from the book of Isaiah that they believed was appropriate for Fields of Life as we entered this tumultuous season:

> ***"See I am doing a new thing! Now it springs up; do you not perceive it? I am making a way in the wilderness and streams in the wasteland." - Isaiah 43 v19***

Given the context of entering a year of uncertainty, school closures, travel restrictions, and lockdowns, this was a great encouragement, but it also felt like this was a moment in the history of Fields of Life.

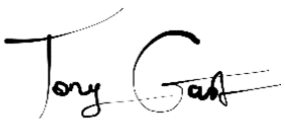
Amazing things have been achieved through Fields of Life over the last 28 years, but we believe that the Fields of Life story is only beginning. There is something new and special that is stirring up within the soul of Fields of Life: a new beginning, a new hope, a new chapter.

The Covid-19 pandemic has changed the world, and it is becoming acutely clear that Fields of Life has an urgent and necessary purpose. At the time of writing this, it is estimated that more than 11million girls will never return to school, a sobering reality. Our work in helping children, especially girls, get back to school, delivering quality education, providing clean water, and giving opportunities to young people is more essential than ever before.

After months of prayer, reflection, consultation and discussion, this strategy sets out to articulate the purpose, vision, and direction of Fields of Life over the next five years, attempting to identify this "new thing" that God is doing at Fields of Life.

Within this document we will communicate how we plan to work together to double our impact for the children and young people we serve. We want this strategy document to be a living, working, breathing plan which will guide us over the next five years.

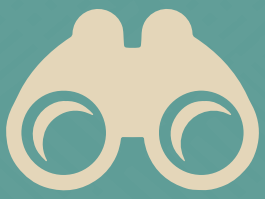
Will you be part of this new thing? Do you perceive it?



Tony Gaston
CEO
Fields of Life International

Esther Ssempebwa
Executive Director
Fields of Life East Africa

Alex Gason
Head of Ireland
Fields of Life Ireland



Our Vision

Our vision is to see educated and skilled young people, inspired by faith, hope and love, transform their communities.

Our vision statement is so much more than just words on a page, it has been carefully and prayerfully put together to articulate why we exist and what we seek to do. We do not just want to see educated and skilled young people for the sake of it, but so that these young people can go on to use their education and skills to lead transformation in their communities. Yet we know that being educated or skilled is not enough. We understand that in order to see young people thrive they need to be inspired by faith, hope, and love, and grow up to be men and women of character, humility, and integrity.

If we give young people skills without teaching them the importance of character and values, we end up with educated thieves. But if we give them skills AND teach them the importance of character and values, we will have leaders of integrity and honesty.

Bishop Johnson, Gulu, Northern Uganda.

The Fields of Life Way...

Our Mission

Inspired by our Christian faith, Fields of Life partners with churches and communities to enable children and young people, especially girls and women, to access quality education and training, empowering them to provide leadership in their communities. For the wellbeing of their communities, we promote access to clean water, good sanitation, and improved livelihoods.

Our Core Values:

Community Focused

We listen first, then we act. We respond to the needs prioritised by the communities we serve.

Faith-filled

Everything we do is driven by our Christian faith. We never impose our beliefs on others, but we love others because we were first loved by God.

"Can-do" Attitude

We are passionate about what we do, we are determined to make a difference. We take action. We find creative solutions to obstacles and difficulties.

Accountable

We are accountable to God, to those we serve, to our supporters, and to each other. We are transparent, effective, and efficient in the use of the resources made available to us and we strive to minimise negative impact of our activities on the environment.

Inclusive

We are all equal before God, therefore, we treat everyone with the same respect, regardless of their race, gender, religion, or sexuality.

Excellence

The people we serve deserve the best that we can offer. The people who support us deserve our best efforts.

Our Priorities

Over the next five years, we aim to double our impact. We believe this will be achieved with the following 4 priorities:

PRIORITY 1:
Quality Education

- THRIVE
- Child Sponsorship

PRIORITY 2:
Health and Wellbeing

- I AM GIRL
- Water for Life

PRIORITY 3:
Resilience and Livelihood

- Vocational Training
- Economic Empowerment

PRIORITY 4:
Growing the Family

- Depth
- Width

PRIORITY 1:

Quality Education

THRIVE and Child Sponsorship

73,816
Marginalised and most vulnerable children and youth across:

49
Early Childhood Development Centres

81
Primary Schools

9
Secondary Schools

The provision of midday meals improved performance, concentration and attendance of children in class. From the agricultural inputs provided for us, we were able to grow maize, cassava and sweet potato and in future we want to grow fruit.

Madam Margaret Nakiberu,
Head teacher St. Stephens Nakapinyi

We believe that to ***"double our impact"*** *requires a narrowing of our focus to impact children and young people more intentionally.*

There are millions of children and young people in East Africa who do not have access to quality education. Our **THRIVE** programme seeks to improve the quality of education and life skills for 28,050 marginalised and most vulnerable children in Uganda, Rwanda, and South Sudan by 2027.

Increasing our scope from two to three countries, THRIVE Uganda, THRIVE Rwanda, THRIVE South Sudan, and our Child Sponsorship programme will provide quality and holistic education to the vulnerable and marginalised children in East Africa.

There are four main components to the THRIVE programme:

I am Fed:

When children receive a meal and have clean water at school, they are healthier, can concentrate better in class, and are more likely to come to school each day. We support schools with clean water sources and to establish sustainable school feeding programmes, including agricultural training, to grow food.

Teachers at St. Stephens, Nakapinyi, Uganda, were able to start a sustainable feeding programme, educating the teachers, pupils, and parents on agriculture and the benefits of a balanced and healthy diet. Some land was purchased for the school, and they now have room to grow a variety of crops, including maize, casava and other vegetables. This allows the school to provide midday meals for the children and to be self-reliant. This in turn will allow the children to concentrate in class and to thrive.

When I got my first set of books, I thought they had just lent it to me, and they may ask me to return it after some time. I approached and asked one of the teachers, they said it was a gift for me, I couldn't hold the tears of joy.

Edith
Primary 7

I am Educated:

When teachers are motivated and well equipped, and schools are well managed, pupil performance and attendance improve. We invest in teachers through continuous professional development and salary support schemes. We build the capacity of school leadership to ensure good governance and financial management. We equip and resource schools with relevant learning materials.

Every school is on a journey to become a better learning environment. For example, in South Sudan, most teachers have only primary school qualifications. We are passionate about training teachers and equipping them to improve, whatever stage they are at, and we work with schools to help them improve their administration and leadership.

Children across the Fields of Life network are so appreciative of their schoolbooks. Our sponsorship letters are filled with notes of thanks and appreciation from the children, and it is amazing how so little can mean so much.

I am Safe:

A conducive learning environment is essential to promote pupil health and wellbeing. We want every child to know they are valued and deserve to be treated with care and respect. We provide schools with infrastructure such as **latrines and nursery blocks.** We hold workshops in **child protection, gender equality** and making **reusable menstrual pads.**

Allen at Kayebe Primary School, Uganda, sums up the importance of this:

There was no way I would go to school during my period. We used to suffer from a lack of access to clean water and proper facilities at school. My entire school depended on one small water tank which quickly ran out of water.

School was very unsafe for adolescent girls like me and it was a very big challenge to manage my period.

I had to share the latrines with boys, and the latrine doors were hanging off and there was no private space I could use. Without access to clean water at school, I had no option but to stay at home during my period.

Allen, Primary 7

Allen's school benefitted from new girls' latrines and washrooms, a rainwater harvesting tank, handwashing facilities and health and hygiene training. The difference this made to Allen and her friends is astounding.

School laid a solid foundation for my faith. I grew holistically and my hope and life were restored. I am forever thankful that I found new life at school!

Christine

I am Loved:

We encourage all the children at our partner schools to explore their faith, ask big questions, and dream big dreams, no matter what their circumstances are. We uphold and teach Christian values including **kindness, equality, integrity, teamwork, and positive self-esteem.**

At 7 months old, Christine was left by her young parents with her grandmother. She would never see her parents again. Abandoned, alone, and with little income, Christine's grandmother was fearful for their future.

Christine and her grandmother were given hope when a Fields of Life school was built near their village. Through sponsorship, Christine was given the opportunity to go to school. At school, she loved exploring her faith and came to understand that she was valued, special and unconditionally loved.

Despite her painful past, Christine attained an education and has found a hope and resilience that nobody can take away from her. After graduating from university, Christine opened a clothes shop. Today, she is a strong and independent young woman, educated and passionate about using her talents to help others.

Our vision is to see educated and skilled young people, inspired by faith, hope and love, transforming their communities. We believe investing in the holistic development of young people like Christine, equips them to emerge as leaders who will transform their communities.

PRIORITY 2: Health and Wellbeing

For children to thrive, they need to be healthy

240,960
marginalised and vulnerable people impacted

Clean water for
225,840
people

Improved hygiene, sanitation and menstrual hygiene management for
15,120
adolescent girls

Thank you for making us feel valued. The knowledge and skills invested in us have made us proud. Thank you for believing in us, for showing us our abilities. Our parents now realise our importance and we are treated with value.

Sharon, Primary 6,
Kalinda Primary School

I AM GIRL

Number of young people impacted: 15,120

Every girl has the right to be a child.

The potential long-term impact of Covid-19 on girls' education worldwide is alarming. At the time of writing this, it is estimated that **over 11 million girls may not go back to school following the Covid-19 pandemic (UN, 2020).** This exacerbates the already dark reality of girls in East Africa losing up to 11% of school learning days due to menstruation and lack of sanitary protection, inadequate safe water supplies, and the absence of "girl friendly" clean and private latrines.

The Fields of Life I AM GIRL project has already seen significant impact. We have seen adolescent girls reporting an improved school environment that will have a lasting impact on their lives. Enrolment figures have increased, with one school registering an 8% increase in enrolment within two terms of the project. Attitudes in local communities have changed and parents have a deeper understanding of the importance of girls' education, contribute more towards school fees, and take a more active role with the school.

Our vision is to replicate this incredible project in as many areas as funding allows. Over the next five years, we aim to double the impact of our I AM GIRL project by introducing it to two new areas; Namatumba in Eastern Uganda and Karamoja in Northern Uganda.

This incredible project will impact more than 15,000 children, helping to **reduce barriers to girls' education by supporting more than 40 schools to provide safe and healthy learning environments and access to improved water sources and sanitation.** It addresses issues such as female empowerment and gender equality associated with menstrual hygiene management and child protection issues to enable girls to fully participate in education.

PRIORITY 2:

Well being

Water For Life

Number of young people impacted: 225,840

There are still millions of people living without basic access to clean water, which results in children missing valuable school hours and falling sick. If we want to see children thrive, they must have access to clean, safe water.

Living in rural Namatumba, Uganda, is not easy. Life is very basic, and access to clean water extremely limited. Fatuma and her youngest child have to walk five miles to find a stream of water, and her children are getting ill from the diseased water which they have to share with animals. Preventable illnesses like diarrhoea are a constant worry for the entire community, and Fatuma fears she could lose one of her children one day to a water-borne illness.

The Fields of Life WASH (Water Sanitation and Hygiene) programme is transformational. Being birthed from a desire to help children attend school rather than fetch water or stay at home sick from drinking dirty water, it has already transformed hundreds of thousands of lives.

Over the next five years, Fields of Life aim to double our impact by having two active drilling rigs, providing more than 400 communities with clean water, good hygiene and sanitation, and improved health. **This will impact more than 225,840 people.**

I fear my children will die. We have to walk through dangerous trails to get dirty water, and my children are getting sick.

Fatuma, 24, has 2 young children. Every single day, twice a day, she walks with her youngest son to a stream to collect dirty water for the family. Covid-19 is the least of her worries. Fatuma has to risk snake bites, sexual assault, and injury as she scrambles over long grass to get to the stream which is shared with animals. Her son has been diagnosed with Bilharzia, a water-borne illness linked to the stream, and she worries daily for the safety of her children.

PRIORITY 3: Resilience and Livelihood

58,250
people impacted which includes:

Number of students in enhanced education
1,050

Creation of opportunities
7,400

Increased agricultural production and productivity for
37,800 children in
90 schools

An entire generation of young people who missed out on their education face high levels of youth unemployment and limited opportunities.

Vocational Training

Number of students in enhanced vocational education: 1,050

Gulu, Northern Uganda, is an area which has been scarred and impoverished by years of brutal conflict, where children were kidnapped and forced to become child soldiers. These former child soldiers are now young adults, many of them suffering the trauma of their childhood, many of them with their own children.

An entire generation of young people who missed out on their education face high levels of youth unemployment and limited opportunities.

In 2021, Fields of Life opened a new Vocational Training Institute, constructed to help transform this post-conflict area by providing the opportunity of new skills and employment to thousands of young people.

Over the next five years, we look to double the size and impact of this Vocational Training Institute, providing new courses, excellent teaching, staff accommodation, student accommodation, and much more. We are creating a student-centred environment with excellent teaching, pastoral care, trauma counselling and mentoring that will promote the health and wellbeing of vulnerable young people.

Our vision is to see this region of Uganda flourish, creating opportunities, livelihoods and possibilities. We want to double our bursary scheme and offer young people a hope for the future.

SINGER

Economic Empowerment

We believe in giving people the dignity to provide for their own families. We want to help communities to build resilience and sustainability, giving them the skills and tools they need to provide for their household and their communities, whatever their circumstances.

Over the next five years, we are dramatically increasing our focus on creating opportunities for marginalised and vulnerable children and women. This will be achieved through training in economic self-reliance for over 7,400 children and women, and on agricultural production and productivity for over 37,800 children in 90 schools.

PRIORITY 4:

Growing the Family

Depth and Width

£18 million/ €21 million

over next 5 years

Grow to over

5,000

supporters

Active in

UK, Ireland, USA and East Africa

Fields of Life is more than a charity – we are a global movement of people centred around one purpose: to see skilled and educated young people, inspired by faith, hope, and love, transform their communities. We are a diverse group of people inspired by faith, motivated by hope, and driven by our love for the children and young people of East Africa.

Our vision over the next five years is to double the size of our family, both in terms of income and number of supporters. This ambitious aim will mean we are looking to increase our income **to £5million /€ 5.9million per year from over 5,000 supporters.**

To achieve this, we need to grow the Fields of Life family in Depth and Width.

Depth

It is not just about growing the number of people and organisations who partner with Fields of Life, but we want to deepen our connection with our current partners and supporters. We hope to achieve that in the following ways:

To view our supporters as partners

Fields of Life would not exist without the selfless generosity of our supporters. Whether it is the widow's mite, or a large grantmaker, we aim to be honest, open, and transparent with our supporters, viewing them as the partners they are.

To value accountability and good stewardship

One of the core values of Fields of Life is to be accountable. We will show accountability and good stewardship for what we have been given. We will put our time, money, and energy into reporting well and showing the difference that is being made.

To inspire our staff, board, and supporters

Our goal is to inspire. We are storytellers, speaking on behalf of some of the most vulnerable people in our world. We will work hard to gather and tell people the stories of those we serve.

Width

We understand that if we want to reap a harvest, we have to first sow the seed. Over the next five years we are going to cautiously, prayerfully, and wisely invest in fundraising in UK, Ireland, USA and East Africa. Our focus over the next five years is to have a clear and consistent brand, a far digital reach, a clear presence in each region, a focused marketing strategy, and a clear connection to our work in East Africa.

Over the next five years, our focus is going to be on growing the Fields of Life family, connecting others to be part of this exciting movement. This will include inviting more people to travel to East Africa, inviting more people to events, and growing our social media, newsletter, and email reach.

Cross Cutting Themes

Theme	Quality Education	Health & Wellbeing	Resilience & Livelihood	Institutional growth and development
Christian Outreach	6,600 students supported to attend leadership development programs through coaching and mentorship. FOL partner churches supported in providing specific Christian life skills and Christian leadership programs. 12,500 bibles distributed to learners in upper primary and secondary.	37,980 youth and children nurtured holistically to realise their potential and have the opportunity to develop emotionally, mentally, spiritually, morally, and socially. Local church partners supported to deliver effective, culturally sensitive and relevant psychosocial and discipleship programs to partner schools and communities. 7,800 bibles distributed to communities targeted for clean and safe water supply.	Local church partners supported to deliver effective, culturally sensitive, and relevant psychosocial and discipleship programs to partner schools and communities.	Staff and board living out the Christian faith in words and action to impart the people we're called to serve.
Child Protection	Child protection embedded in 95 primary and secondary schools. Work with government, teachers, churches and community leaders to ensure safeguarding of children so they can enjoy a life free from abuse, exploitation, violence, and neglect.	Work with government, teachers, churches and community leaders to ensure safeguarding of children so they can enjoy a life free from abuse, exploitation, violence, and neglect, using structures such as; I AM GIRL Champions and Male Action Groups.	Work with government, teachers, churches and community leaders to ensure safeguarding of children so they can enjoy a life free from abuse, exploitation, violence, and neglect, using radio talk shows and community meetings.	Relevant and necessary guidance is provided to Fields of Life key stakeholders including the board, staff and partners on situations where abuse, violence or neglect is evident or suspected.
Environmental Protection	Waste management trainings in schools and establishment of environmental clubs. Promote use of fuel saving stoves. Schools will grow fruit trees, woodlot, and animal fodder to protect the environment.	Promote use of Re-Usable Menstrual Pads which are eco-friendly as opposed to disposable pads. Promote drainable pit latrines as opposed to constant burying of filled-up ones and construction of new ones. Promote tree planting around established water sources.	All farming activities will adhere to the best practices of environmental conservation. Children's families will also benefit from being able to grow fruit trees, woodlot, and animal fodder to protect the environment.	Develop an environmental protection policy to guide staff and stakeholders.
Gender & Inclusion	Promote equity in selecting children for sponsorship.	Promote health and sanitation for girls and women. Community awareness on gender-based violence and retrogressive cultural practices that affect the wellbeing of girls and women.	60% of beneficiaries will be women.	Review the Gender Policy. Develop Sexual Harassment Policy. The board and staff to have fair representation of both men and women.

Conclusion

Double the impact

In the aftermath of the Covid-19 pandemic, we passionately believe that Fields of Life has a renewed sense of purpose to bring hope to over 372,026 marginalised and most vulnerable children and young people in East Africa.

Our vision is to see skilled and educated young people, inspired by faith, hope, and love, leading transformation in their communities.

Over the next five years, Fields of Life is looking to double our impact for the children and young people of East Africa. This will be achieved by increasing our focus from two countries to three, narrowing the number of schools we invest in to have a deeper impact for children, continuing to provide clean water for vulnerable communities, having our second drilling rig fully operational, introducing our I AM GIRL initiative in new regions, beginning phase two of Archbishop Jamul Luwan Vocational Training Institute in Gulu, and empowering families to provide for their households.

In order to achieve all of this, our income also needs to grow, and our vision for the next five years is to double our income to £5million /€ 5.9million per year from over 5,000 supporters. Yet, we are fully aware that none of this will be possible without the generosity of our current supporters, new supporters, and the grace of God. We are only instruments in God's orchestra.

"See I am doing a new thing! Now it springs up; do you not perceive it? I am making a way in the wilderness and streams in the wasteland." *Isaiah 43 v19*

OUR VISION

Our vision is to see educated and skilled young people, inspired by faith, hope and love, transform their communities.

fields of life
CHANGING LIVES, BUILDING HOPE

/FieldsofLife

@FieldsofLife

@fields_of_life

www.fieldsoflife.org