

THE FIVE ROOTS FOUNDATION

Strategic Plan 2026-2030

A youth-inspired and community-rooted conservation foundation for ecosystem restoration, climate action, biodiversity protection, green livelihoods and environmental education.

Prepared for: The Five Roots Foundation founding team
Technical support: Joseph Odumna
May 2026



Positioning Note

This Strategic Plan has been prepared as a final strategy document for use by the founding team of The Five Roots Foundation. It builds on the early strategic sketch shared by the family and the working setup roadmap developed to structure the Foundation's identity, governance, safeguarding, programme direction and 2026-2030 growth pathway.

The Foundation is understood to have completed registration with the Uganda Registration Services Bureau (URSB). Registration with the National Bureau for NGOs is still pending and should be completed before the Foundation commences formal NGO operations. This Strategic Plan should therefore be used together with the legal registration documents, governance records and policies that will be developed for NGO Bureau registration.

Table of Contents

1. Executive Summary
 2. Founding Story and Identity
 3. Strategic Context and Rationale
 4. Vision, Mission, Values and Strategic Positioning
 5. Theory of Change
 6. Strategic Goal, Outcomes and Principles
 7. Strategic Pillars and Programme Framework
 8. Target Groups and Geographical Focus
 9. Five-Year Implementation Roadmap
 10. Governance, Management and Safeguarding
 11. Monitoring, Evaluation, Accountability and Learning
 12. Partnerships and Resource Mobilisation
 13. Communication, Advocacy and Brand Positioning
 14. Risk Management
 15. Sustainability and Exit Logic
- Annexes: Results Framework, 2026 Workplan Priorities, Source Base

1. Executive Summary

The Five Roots Foundation is a youth-inspired and community-rooted conservation foundation founded from the personal calling of Talia Birungi Kandole, whose environmental concern began after witnessing the loss of a small forest and wetland near her home. What began as a child's instinctive response to biodiversity loss has grown into a practical conservation movement anchored in tree growing, education, community stewardship and locally rooted action.

The Foundation builds on the momentum of the 1 Million Trees Planting Campaign, launched in April 2025, which the founding team reports has already mobilised partners and contributed to the planting of more than 510,000 trees between April 2025 and March 2026. This Strategic Plan shifts the emphasis from tree planting alone to tree growing, ecosystem restoration, survival monitoring and long-term community stewardship.

The 2026-2030 Strategic Plan positions the Foundation as a credible, safeguarded and community-rooted organisation that enables children, youth, women and communities to restore ecosystems, protect biodiversity and build nature-positive livelihoods in selected landscapes of Uganda, beginning with western Uganda and the Albertine Rift landscape.

The Foundation will work through five strategic roots: Thriving Nature and Ecosystem Restoration; Young Climate and Conservation Leaders; Wildlife, Biodiversity and Peaceful Coexistence; Green Livelihoods, Sustainable Tourism and Food Systems; and Environmental Education, Advocacy and Identity. These programme roots are anchored in five values: Hope, Learning, Stewardship, Love and Identity.

By 2030, the Foundation aims to have restored and protected selected school, community and landscape spaces; strengthened children and youth leadership in conservation; improved community awareness of biodiversity and human-wildlife coexistence; supported nature-positive livelihoods; and established itself as a well-governed, safeguarded and accountable organisation with a diversified partner and funding base.

Strategic area	2030 direction of success
Tree growing and restoration	At least 1,000,000 trees grown and survival-tracked cumulatively, with clear responsibility for stewardship and monitoring.
Schools and youth leadership	At least 250 schools or youth groups engaged in conservation clubs, campaigns or restoration action.
Youth ambassadors	At least 1,000 children and youth trained or mentored as climate and conservation ambassadors.
Community reach	At least 50,000 community members reached through education, campaigns, dialogues and restoration activities.
Green livelihoods	At least 25 conservation-compatible livelihood or food system pilot groups supported.
Institutional strength	Fully registered, safeguarded and independently audited organisation with annual reporting and active partnerships.

2. Founding Story and Identity

2.1 The story behind The Five Roots Foundation

The Five Roots Foundation was born from a defining moment in 2024. At just 10 years old, Talia Birungi Kandole witnessed a small forest near her home, once alive with monkeys, birds and a wetland, disappear and be replaced by an apartment block. What had been a space for play, curiosity, learning and biodiversity became a symbol of loss.

Moved by what she had seen, Talia, with the support of her younger siblings Tamara, Timothy and Tabitha and friends in the neighbourhood, wrote a letter highlighting the need for wildlife and

environmental protection. Even without knowing exactly where to send the letter, the message was clear: something needed to be done.

That moment created the seed of a wider calling: conservation should not remain only at the level of awareness. It should become practical action. It should involve children. It should help communities see that nature is not separate from life, identity, livelihoods, food, tourism and the future.

The 1 Million Trees Planting Campaign was launched on 17 April 2025 with an ambitious commitment to mobilise tree growing in Uganda. Through early partnerships and community support, the campaign created momentum for a more structured and sustainable platform. The Five Roots Foundation now provides that platform.

2.2 What the name means

The name The Five Roots Foundation carries two meanings. First, it expresses the values that hold the Foundation together: Hope, Learning, Stewardship, Love and Identity. Second, it expresses the programme model through which the Foundation will act: nature restoration, young leadership, biodiversity coexistence, green livelihoods, and environmental education.

Layer	Meaning	How it will be used
Five values	Hope, Learning, Stewardship, Love and Identity.	Foundation culture, public messaging and internal behaviour.
Five programme roots	Nature restoration, young leadership, biodiversity coexistence, green livelihoods and environmental education.	Strategic pillars for planning, budgeting, implementation and reporting.
One movement	A child and youth-inspired conservation movement rooted in community action.	Public positioning, partnerships and fundraising.

3. Strategic Context and Rationale

3.1 Why this strategy matters now

Uganda is globally recognised for its rich natural heritage, including forests, wetlands, rivers, national parks, wildlife habitats and biodiversity corridors. These ecosystems support livelihoods, food systems, tourism, water regulation, cultural identity and climate resilience. However, Uganda's natural systems continue to face pressure from climate change, population growth, urbanisation, agricultural expansion, wood extraction, land-use change, biodiversity loss and resource depletion.

The National State of the Environment Report 2024 highlights Uganda's environmental governance and sustainable development progress while identifying key challenges such as rapid population growth, urbanisation, climate change, biodiversity loss and resource depletion. It also emphasises the role of institutions including MWE, NEMA, UWA and NFA, and the importance of inclusive community participation in building environmental resilience.

Wetlands are a critical part of Uganda's ecological and livelihood systems. Government monitoring and policy analysis have indicated that Uganda's wetland coverage declined substantially from the 1990s to recent years, with wetland cover reported at around 8.9 percent in recent assessments. This is particularly important for The Five Roots Foundation because wetlands, forests and biodiversity habitats are central to its origin story and programme focus.

The Foundation's initial geographical anchor in western Uganda is also strategic. The Albertine Rift landscape contains areas of high biodiversity, tourism value and community dependence on natural resources. Kibale National Park, for example, is located in western Uganda and is recognised by the Uganda Wildlife Authority for its extraordinary primate diversity, birdlife and chimpanzee population. Nearby landscapes, including Bugoma Forest Reserve and surrounding communities, also face conservation and livelihood pressures that require practical, community-rooted responses.

3.2 Problem statement

The Five Roots Foundation will work in selected landscapes where environmental degradation and livelihood vulnerability reinforce each other. Forest loss, wetland degradation, habitat pressure, climate impacts and limited livelihood alternatives reduce ecosystem health and community resilience. At the same time, many children, youth and community members lack the practical knowledge, platforms and incentives needed to become active custodians of nature.

Traditional conservation approaches often focus on protection and awareness without sufficiently addressing the social, economic and identity-based reasons why people use and depend on natural resources. The Five Roots Foundation responds by linking conservation education, practical restoration, youth leadership, sustainable tourism, resilient food systems and nature-positive livelihoods into one integrated model.

Challenge	Why it matters	Strategic response
Forest and habitat degradation	Reduces biodiversity, water regulation, carbon storage and tourism value.	Tree growing, ecosystem restoration and community stewardship.
Wetland degradation	Threatens water systems, flood regulation, biodiversity and livelihoods.	Wetland awareness, school education and local restoration partnerships.
Limited youth voice in conservation	Children and youth are often treated as beneficiaries, not leaders.	Youth climate ambassador programme, clubs, camps and storytelling.
Human-wildlife tensions	Communities near conservation landscapes may experience crop losses, fear or retaliatory behaviour.	Dialogue, coexistence education and partnerships with conservation authorities.
Livelihood pressure on ecosystems	Poverty and limited alternatives can increase dependence on unsustainable resource use.	Green livelihoods, sustainable tourism exposure and conservation-compatible enterprises.
Weak evidence and accountability in tree campaigns	Tree planting without survival tracking can reduce credibility.	Tree survival monitoring, site stewardship and annual reporting.

4. Vision, Mission, Values and Strategic Positioning

4.1 Vision

Vision

A Uganda where children, youth and communities lead the regeneration of ecosystems, protect biodiversity and build resilient livelihoods rooted in identity, stewardship and hope.

4.2 Mission

Mission

To empower children, youth, women and communities to regenerate ecosystems and improve livelihoods through conservation-driven education, practical climate action, sustainable tourism, resilient food systems and locally rooted solutions.

4.3 Strategic positioning statement

The Five Roots Foundation is a youth-inspired conservation foundation that empowers children, youth, women and communities to restore ecosystems, protect biodiversity and build nature-positive livelihoods through practical climate action, environmental education, sustainable tourism and resilient food systems.

4.4 Core values

Root value	Working meaning for the Foundation
Hope	The belief that damaged ecosystems and discouraged communities can recover through practical action.
Learning	Children, youth and communities learn by doing, observing, restoring and sharing.
Stewardship	People take responsibility for the natural systems that sustain them.
Love	Care for nature, wildlife, community and future generations.
Identity	Conservation is linked to culture, home, belonging and pride in Uganda's natural heritage.

4.5 Tagline options for final selection

- Five roots. One future.
- Rooted in children. Growing for nature.
- Growing hope. Restoring nature.
- Children leading nature's recovery.

5. Theory of Change

The Foundation's Theory of Change is based on the belief that communities protect what sustains them, and that children and youth can become powerful catalysts of environmental stewardship when their voice is protected, mentored and connected to practical community action.

Theory of Change statement

If children, youth, women and communities are meaningfully engaged through conservation-driven education, practical ecosystem restoration, wildlife coexistence action, sustainable tourism, resilient food systems and conservation-compatible livelihood opportunities, and if this engagement is supported by credible governance, safeguarding, partnerships and local ownership, then they will develop the knowledge, values, incentives and practical skills needed to protect and restore the ecosystems that sustain them.

This approach recognises that conservation outcomes cannot be sustained by awareness alone. Communities living near forests, wetlands and wildlife habitats often depend directly on natural resources for energy, food, income and survival. Where households lack viable livelihood alternatives, pressure on ecosystems can increase through unsustainable harvesting, agricultural expansion, charcoal production, poaching and encroachment into fragile habitats.

By linking conservation education with practical livelihood and resilience pathways, the Foundation will help communities protect nature while also improving their own wellbeing. Improved livelihood resilience reduces the need for harmful coping strategies and creates practical incentives for communities to conserve the ecosystems that support food security, tourism, biodiversity and climate resilience.

Over time, this integrated approach will contribute to regenerating landscapes, stronger local stewardship, reduced pressure on ecosystems, and a generation of young Ugandans who see conservation not only as an environmental responsibility, but also as part of their identity, dignity and future.

Input / Enabler	Pathway of change	Expected change
Child and youth voice	Talia and other young people inspire peers, schools and communities through storytelling and practical campaigns.	Children and youth see conservation as relevant, possible and connected to their future.
Education and learning	Schools, clubs, camps and outreach build knowledge and attitudes.	Improved conservation awareness and climate literacy.
Practical restoration	Communities grow and monitor trees, restore selected spaces and protect local ecosystems.	Improved stewardship, visible restoration and stronger ownership.
Livelihood incentives	Green livelihoods, sustainable tourism and resilient food systems show that conservation can support dignity and income.	Reduced dependence on harmful coping strategies, stronger household resilience and improved willingness to protect nature.
Governance and safeguarding	The Foundation operates with clear adult accountability, child protection and financial controls.	Credibility, trust and responsible growth.

6. Strategic Goal, Outcomes and Principles

6.1 Strategic goal

Strategic goal

By 2030, The Five Roots Foundation will have grown into a credible, safeguarded and community-rooted conservation foundation that mobilises children, youth, women and communities to restore ecosystems, protect biodiversity and build nature-positive livelihoods in selected landscapes of Uganda.

6.2 Strategic outcomes

Outcome	Statement
Outcome 1	Degraded school, community and landscape spaces are restored and managed through practical tree growing, wetland protection and ecosystem restoration actions.
Outcome 2	Children and youth demonstrate increased knowledge, confidence and leadership in climate action, conservation and nature-positive citizenship.
Outcome 3	Communities living around conservation landscapes improve awareness and practice of wildlife and biodiversity protection, including peaceful human-wildlife coexistence.
Outcome 4	Women, youth and community groups adopt conservation-compatible livelihood and food system practices that improve resilience while reducing pressure on forests, wetlands, wildlife habitats and other fragile ecosystems.
Outcome 5	The Foundation operates as a credible, safeguarded, accountable and learning-oriented organisation with diversified partnerships and resources.

6.3 Strategic principles

- Child voice with adult protection: Talia and other children should lead through voice, creativity and inspiration, while adults handle legal, financial, operational and risk obligations.
- Start deep before expanding wide: the Foundation should build a few strong pilots before scaling across many districts.
- Tree growing, not only tree planting: success should be measured by survival, stewardship and local ownership.
- Conservation with livelihoods: communities are more likely to protect ecosystems when conservation is linked to dignity, food security and opportunity.
- Partnership first: the Foundation should work through schools, communities, local governments, conservation authorities, tourism actors and private sector allies.
- Evidence and learning: every campaign should generate simple records, stories, results and lessons.

7. Strategic Pillars and Programme Framework

The 2026-2030 strategy is organised around five programme roots. Each root is a strategic pillar, with clear activity lines, expected results and indicative indicators.

Root 1: Thriving Nature and Ecosystem Restoration

Restore and protect degraded ecosystems through tree growing, wetland awareness, school and community greening, and stewardship action.

Main activity lines	Illustrative indicators
- Community tree growing campaigns - School greening and conservation clubs - Restoration of selected degraded spaces - Tree survival monitoring at 3, 6 and 12 months - Community stewardship days and local site agreements	- Number of trees grown and survival-tracked - Percentage tree survival after 12 months - Number of schools and community sites participating - Number of restoration action plans implemented - Number of local stewardship groups active

Root 2: Young Climate and Conservation Leaders

Nurture a generation of children and youth who understand climate and conservation issues and can lead practical action safely and confidently.

Main activity lines	Illustrative indicators
- Children and youth ambassador programme - School climate and conservation clubs - Climate camps and learning visits - Youth storytelling and innovation challenges - Mentorship for public speaking and responsible advocacy	- Number of young ambassadors trained - Number of school clubs active - Number of youth-led campaigns delivered - Percentage of trained youth demonstrating improved knowledge - Number of youth stories, speeches or campaigns documented

Root 3: Wildlife, Biodiversity and Peaceful Coexistence

Promote biodiversity protection and peaceful coexistence between people and wildlife in communities around conservation landscapes.

Main activity lines	Illustrative indicators
- Human-wildlife coexistence dialogues - Anti-poaching and habitat awareness campaigns - Biodiversity education sessions - Learning partnerships with conservation authorities and, NGOs - Community action plans for coexistence and habitat care	- Number of dialogues held - Number of community members reached - Number of local coexistence actions agreed - Number of conservation partnerships formalized - Number of biodiversity awareness materials produced

Root 4: Green Livelihoods, Sustainable Tourism and Resilient Food Systems

Support conservation-compatible livelihood pathways that improve household resilience while reducing pressure on forests, wetlands, wildlife habitats and other fragile ecosystems.

This root responds to the reality that many communities depend directly on natural resources for food, energy, income and survival. Where livelihood options are limited, households may turn to unsustainable tree cutting, charcoal burning, wetland encroachment, poaching, uncontrolled harvesting or agricultural expansion into sensitive habitats. The Foundation will therefore link conservation action with practical livelihood alternatives that make ecosystem protection economically meaningful to communities.

The Foundation will work with youth, women and community groups to identify and pilot nature-positive livelihood options connected to sustainable tourism, eco-enterprises, agroforestry and resilient food systems. These may include beekeeping, tree nurseries, fruit tree growing, eco-products, school and community demonstration gardens, responsible tourism awareness, and community-based conservation enterprises.

The economic pathway is that when communities have alternative income opportunities, stronger food systems and livelihood models that benefit from healthy ecosystems, they are less likely to rely on harmful coping strategies. At the same time, when livelihoods are linked to conservation value, communities gain a practical reason to protect the forests, wetlands, wildlife habitats and landscapes that sustain them.

Expected result:

Women, youth and community groups adopt conservation-compatible livelihood and food system practices that improve household resilience while reducing pressure on forests, wetlands, wildlife habitats and other fragile ecosystems.

Main activity lines

- Eco-tourism awareness and exposure.
- Community conservation enterprises such as beekeeping, tree nurseries and eco-products.
- School and community food gardens.
- Agroforestry and resilient food systems learning.
- Market and tourism actor linkages for pilot groups.
- Mentorship for youth and women groups to test nature-positive enterprise ideas.

Illustrative indicators

- Number of youth, women, and community members trained in conservation-compatible livelihood options.
- Number of green livelihoods or food system pilot groups established
- Number of tree nurseries, agroforestry, beekeeping, eco-product, or food system demonstration initiatives supported.

- Number of groups linked to tourism actors, local markets or private sector partners.
- Percentage of supported groups reporting improved awareness of the link between livelihoods and ecosystem protection.
- Evidence of reduced dependence on harmful practices among supported groups, where measurable.

Root 5: Environmental Education, Advocacy and Identity

Use education, storytelling, public campaigns and cultural identity to inspire wider action for nature.

Main activity lines	Illustrative indicators
- Environmental education materials - Media and digital storytelling - Children for Nature Forum - Public campaigns on forests, wetlands and wildlife - Community and school-based conservation events	- Number of education materials produced - Number of people reached through campaigns - Number of media stories or content pieces produced - Annual forum held and documented - Number of partners participating in campaigns

7.6 Indicative Programme and Institutional Targets by 2030

The following programme and institutional targets should be confirmed after the 2026 baseline, funding commitments, pilot site selection, governance decisions, registration status and partner agreements are finalised.

Area	Core target by 2030	Stretch target if well resourced
Tree growing and restoration	At least 1,000,000 trees grown and survival-tracked cumulatively, with an agreed survival standard.	Maintain the public ambition of up to 1,000,000 trees per year where land, seedlings, partners and monitoring are secured.
Schools and youth leadership	At least 250 schools or youth groups engaged in conservation clubs, campaigns or restoration action.	500 schools or youth groups engaged across multiple districts.
Youth ambassadors	1,000 children and youth trained or mentored as climate and conservation ambassadors.	3,000 ambassadors supported through school and community networks.
Community reach	50,000 community members reached through education, dialogues, campaigns and events.	150,000 people reached through partnerships and media.
Green livelihoods and resilience	25 conservation-compatible livelihood or resilient food system pilot groups supported, with clear links to ecosystem protection and reduced pressure on forests, wetlands, wildlife habitats and other fragile ecosystems.	50 groups supported and linked to local markets, tourism actors or nature-positive value chains, with stronger evidence of improved household resilience and reduced dependence on harmful coping practices.
Institutional governance and compliance	Fully registered and compliant organisation with an active Board or Trustee structure, approved governance policies, child safeguarding systems, annual workplans, annual reports and basic financial accountability systems in place.	Independently audited organisation with strong governance systems, a compliance calendar, clear organisational policies, and documented board oversight.
Partnerships and resourcing	At least 10 active partnerships established across schools, conservation actors, local governments, tourism sector actors, private sector partners and individual supporters, with at least three different resource streams supporting the Foundation.	Recognised national youth conservation platform with a diversified support base, including grants, CSR/private sector support, tourism-linked giving, individual supporters and in-kind technical partnerships.

8. Target Groups and Geographical Focus

8.1 Primary target groups

- Children and youth in schools and communities, especially those who can become climate and conservation ambassadors.

- Women and youth groups interested in nature-positive livelihoods, sustainable tourism, eco-enterprises and resilient food systems.
- Communities living near forests, wetlands, protected areas and biodiversity-sensitive landscapes.
- Schools, teachers, school clubs and local institutions that can host environmental education and restoration activities.
- Local leaders, tourism actors, conservation authorities and community-based organisations that can sustain local action.

8.2 Geographical focus

The Foundation should begin with a focused operational footprint before expanding. The early strategic focus is western Uganda, especially Kyenjojo, Kabarole, Kikuube, Kasese and selected areas linked to the Albertine Rift landscape, including communities around Kibale National Park and Bugoma Forest Reserve. This focus should be phased and guided by partner readiness, community demand, land availability, safeguarding capacity and funding.

Phase	Geographical focus	Rationale
2026 pilot	3-5 selected schools or community sites in one or two priority districts.	Build proof of concept, systems and quality before expansion.
2027 consolidation	Expand within initial districts and strengthen linkages to conservation authorities and local governments.	Improve programme quality, tracking and local ownership.
2028-2029 expansion	Scale to additional schools, communities and districts based on evidence and partnerships.	Use tested models, not assumptions.
2030 maturity	Consolidate the Foundation's district model and prepare the next strategic period.	Evaluate, document and design the next phase.

9. Five-Year Implementation Roadmap

Year	Strategic focus	Priority milestones
2026: Foundation and pilot year	Clarify identity, complete or prepare formal NGO registration, build governance, establish safeguards and pilot in selected sites.	Visioning completed; legal pathway agreed; board or advisory group formed; safeguarding policy adopted; 3-5 pilot sites selected; Year 1 workplan and budget implemented; first annual progress note produced.
2027: Consolidation year	Strengthen pilot quality, document learning and deepen school and community programmes.	Active school clubs; youth ambassador model tested; tree survival tracking system operational; first annual report published; partner MOUs signed; initial fundraising package completed.
2028: Expansion year	Scale proven models to additional schools, communities and districts.	Expanded restoration sites; youth climate forum launched; sustainable tourism and food system pilots scaled; resource mobilisation strategy active; stronger district engagement.
2029: Influence and partnership year	Use evidence to influence partners, local governments, schools and tourism or conservation actors.	Documented evidence products; district-level engagement strengthened; annual Children for Nature Forum institutionalised; diversified funding portfolio developed.
2030: Maturity and next strategy year	Evaluate the 5-year strategy, consolidate the Foundation and design the next strategic period.	External or independent review; 2031-2035 strategy developed; impact stories documented; sustainability plan updated; next funding pipeline prepared.

9.1 Year 1 priorities for 2026

The first year should be treated as a foundation-building and pilot year. The aim is not to do everything at once, but to build credibility, safety, governance, evidence and a practical demonstration model.

Priority	Suggested action	Key deliverable
Identity and strategy	Validate the vision, mission, Five Roots model and 2026 workplan with Talia and the founding family.	Approved Strategic Plan and first-year action plan.
Legal and governance	Complete NGO Bureau registration preparations, board structure and governance records.	Governance file and registration support documents.

Priority	Suggested action	Key deliverable
Safeguarding	Adopt child safeguarding, media consent and youth participation guidelines.	Safeguarding package approved and used.
Pilot sites	Select 3-5 schools or community sites using clear criteria.	Signed site agreements or partner letters.
Tree growing and clubs	Begin tree growing, school clubs and survival tracking.	Tree register, club records and first monitoring data.
Partner engagement	Meet selected conservation, school, tourism and corporate partners.	Partner pipeline and introductory pitch deck.
MEL and reporting	Set up basic reporting templates and produce a 2026 progress note.	MEL toolkit and annual progress report.

10. Governance, Management and Safeguarding

The Foundation's governance must protect Talia and other children, give confidence to partners and donors, and allow the organisation to grow beyond one person or one family. The governance model should combine the authenticity of a child-inspired movement with adult accountability, legal compliance and professional management.

Governance element	Recommended role	Why it matters
Founder and Child Climate Champion	Talia remains the public inspiration, storyteller and youth voice of the Foundation.	Keeps the Foundation authentic while protecting her from adult accountability burdens.
Founding guardian or parent role	Talia's mother and father support her participation, consent, safety and public engagement.	Ensures parental oversight, protection and continuity.
Board of Directors or Trustees	5-7 adults with skills in environment, education, finance, law, fundraising and safeguarding.	Provides legal, fiduciary and strategic oversight.
Executive or Secretariat	Small team or volunteer coordinator to manage operations, partners, finance and reporting.	Prevents the Foundation from relying only on the family.
Youth Advisory Council	Children and youth representatives from schools or communities.	Keeps the child and youth voice central.
Technical Advisory Group	Conservation, tourism, food systems, education and communications experts.	Strengthens programme quality and credibility.
Safeguarding focal person	Named adult responsible for child protection, consent and safe participation.	Essential because children will be involved in campaigns and public visibility.

10.1 Minimum governance and operating policies

- Child Safeguarding Policy and Code of Conduct.
- Media, photography and consent guidelines for children.
- Financial Management Guidelines, including dual signatories and approval limits.
- Conflict of Interest Policy for board, staff and volunteers.
- Volunteer and Ambassador Guidelines.
- Data protection and privacy guidance, especially for children and schools.
- Environmental and Social Responsibility Statement.
- Board charter and basic delegation of authority.

11. Monitoring, Evaluation, Accountability and Learning

The Foundation should be able to show not only what it did, but what changed. This is especially important for tree growing, youth leadership, community engagement and fundraising credibility. The MEL system should remain simple during the first year, then grow as the Foundation expands.

MEL area	Simple system to establish
Baseline	Document starting conditions for each pilot site: schools, land, existing trees, key environmental issues, youth groups and community partners.

MEL area	Simple system to establish
Tree tracking	Record tree species, numbers, location, planting date, responsible group and survival checks at 3, 6 and 12 months.
Training records	Keep attendance, age and sex disaggregation, consent forms for children and pre/post learning checks.
Stories and evidence	Collect photos only with consent, short stories, quotes and partner testimonials.
Community feedback	Create a simple feedback channel through schools, local leaders, parents and community meetings.
Annual reporting	Produce a short annual report showing activities, results, finance summary, lessons and next-year priorities.

11.1 Minimum annual indicators

- Number of trees planted, grown and surviving after agreed monitoring intervals.
- Number of schools, clubs and community groups engaged.
- Number of children, youth, women and community members reached.
- Number of youth ambassadors trained and active.
- Number of community dialogues, campaigns and restoration activities conducted.
- Number and type of partnerships secured.
- Funds raised, funds spent and broad expenditure categories.
- Safeguarding concerns reported and addressed, without exposing confidential details.

12. Partnerships and Resource Mobilisation

The Foundation should grow through partnerships rather than trying to do everything alone. Its strongest early partners are likely to be schools, local governments, conservation authorities, tourism actors, private sector partners, environmental NGOs, community-based organisations and individual philanthropists who believe in Talia's calling.

Partner category	Possible role
Schools and universities	Host clubs, ambassadors, debates, tree growing sites and environmental education activities.
Local governments	Support site selection, community mobilisation, district environment priorities and legitimacy.
Uganda Wildlife Authority and conservation actors	Provide technical guidance, learning visits, conservation education and protected area linkages.
Tourism sector actors	Support sustainable tourism education, sponsorships, exposure visits and conservation economy links.
Private sector and CSR partners	Support seedlings, events, logistics, media, school clubs and restoration campaigns.
Community groups and CBOs	Support local ownership, restoration action and livelihood pilots.
Media and storytellers	Amplify Talia's message safely and responsibly.
Philanthropists and individual givers	Provide flexible early-stage funding for operations and pilots.

12.1 Resource mobilisation streams

- Founding friend's circle: small monthly or annual supporters who believe in Talia's calling.
- Corporate tree and school sponsorships: companies sponsor school clubs, restoration sites or survival monitoring.
- Tourism-linked giving: tour operators, lodges and visitors support restoration and youth conservation education.
- Grant funding: apply to environment, climate education, youth leadership and biodiversity funds once systems are in place.
- Events and campaigns: annual Children for Nature Forum, tree days and school challenges.
- In-kind partnerships: seedlings, transport, media support, technical expertise, venues and training.

12.2 Fundraising readiness conditions

- Clear legal and governance status.
- Approved strategic plan and Year 1 workplan.
- Basic budget with activity costs and administrative needs.
- Safeguarding and media consent procedures.
- Pitch deck and 2-page organisational profile.
- Bank account and financial controls.
- Simple reporting template for partners and supporters.

13. Communication, Advocacy and Brand Positioning

The Foundation's communication should be inspiring, responsible and child-safe. Talia's voice is powerful, but it should be protected. The communication strategy should balance public inspiration with adult responsibility and avoid placing unrealistic pressure on a child founder.

Communication area	Guidance
Core message	The Five Roots Foundation helps children, youth and communities grow hope by restoring nature, protecting biodiversity and building climate-resilient futures.
Tone	Hopeful, practical, child-inspired, community-rooted and evidence-aware.
Talia's visibility	Use planned appearances, parental consent, media guidelines and adult spokesperson support.
Content types	Tree stories, school club stories, biodiversity learning, youth voices, community stewardship, partner stories and annual impact updates.
Safeguarding	No child photos, names, locations or stories should be used without proper consent and safety review.
Brand discipline	Use one clear logo, consistent colours, simple messages and the Five Roots model across all materials.

14. Risk Management

Risk	Why it matters	Mitigation
Overexposure of a child founder	Public visibility can create pressure and safety risks.	Use safeguarding policy, parental consent, media rules, limited public schedule and adult spokesperson support.
Over-ambitious tree targets	Planting without survival tracking can weaken credibility.	Shift message from planting to growing; validate targets with partners, land and budget.
Weak governance	Donors and partners may hesitate if roles are informal.	Set up board, signatories, conflict of interest rules and financial controls early.
Funding dependency	A new foundation can stall if it depends on one donor.	Diversify funding from individuals, companies, tourism actors, grants and in-kind support.
Community resistance or land issues	Restoration may fail if communities do not own it.	Use local leaders, school structures, site agreements and community stewardship roles.
Poor data and reporting	Without evidence, impact claims become weak.	Set up simple MEL tools from the first pilot.
Mission drift	The Foundation could be pulled into too many areas.	Use the Five Roots pillars and annual priorities to stay focused.
Legal non-compliance	Operating as an NGO before completing NGO Bureau processes can create compliance risks.	Complete registration steps and maintain a compliance calendar.

15. Sustainability and Exit Logic

The Foundation's sustainability will depend on building systems, not only campaigns. A strong foundation will combine community ownership, local stewardship, youth leadership, partnerships, diversified funding and credible reporting.

- Community sustainability: each restoration site should have a responsible school club, community group, local leader or partner institution.
- Financial sustainability: fundraising should combine grants, CSR support, individual giving, tourism-linked giving, events and in-kind support.

- Institutional sustainability: governance, safeguarding, finance and reporting systems should be established before expansion.
- Programme sustainability: tested models should be documented and reused across new sites.
- Leadership sustainability: Talia's inspiration should grow into a wider youth leadership movement so the Foundation is not dependent on one person.

Annex 1: Results Framework

Impact / outcome level	Indicative indicators	Means of verification
Impact: Children, youth, women and communities contribute to regenerating ecosystems and protecting biodiversity in selected landscapes.	Tree survival rate; number of active stewardship sites; number of people reached; evidence of community conservation action.	Annual reports, tree registers, monitoring visits, partner reports, photos with consent, stories of change.
Outcome 1: Ecosystem restoration	Trees grown and survival-tracked; restoration sites active; school/community green spaces established.	Tree registers, site agreements, monitoring checklists, geo-tagged photos where safe.
Outcome 2: Youth leadership	Youth ambassadors trained; school clubs active; youth-led campaigns delivered; knowledge scores improved.	Training records, club reports, pre/post tests, campaign reports.
Outcome 3: Biodiversity coexistence	Dialogues held; community members reached; local coexistence actions agreed; conservation partnerships formalised.	Dialogue reports, attendance records, partner letters, action plans.
Outcome 4: Green livelihoods	Livelihood groups supported; eco-enterprise ideas tested; food system sites established; market/tourism links created.	Group records, training reports, business ideas, partner confirmations.
Outcome 5: Institutional strength	Registration completed; board active; policies approved; audits/reports produced; funding diversified.	Registration documents, board minutes, policies, financial reports, audit reports.

Annex 2: 2026 Workplan Priorities

Quarter	Priority activities	Key outputs
Q1 or first 3 months	Visioning session; strategy approval; governance structure; registration document planning; policy drafting.	Approved strategy; founding decisions; governance and policy workplan.
Q2	Pilot site selection; partner mapping; safeguarding roll-out; school/community engagement; tree growing preparation.	Pilot site list; partner outreach tracker; safeguarding tools.
Q3	Tree growing and school club implementation; youth ambassador training; first community dialogues; media content with consent.	Active pilot activities; training records; first monitoring data.
Q4	Survival monitoring; annual learning review; fundraising package; 2027 planning.	2026 progress report; 2027 workplan; pitch deck and concept note updated.

Annex 3: Founding Document Checklist

Document	Purpose	Priority
Strategic Plan 2026-2030	Guides long-term identity, programmes, partnerships and resourcing.	Immediate
3–5-page Concept Note	Short partner and fundraising document.	Immediate after strategy approval
2-page Organisational Profile	Quick introduction for partners and supporters.	Immediate after strategy approval
10-12 slide Pitch Deck	Supports partner meetings and early fundraising conversations.	Immediate after strategy approval
Year 1 Workplan and Budget	Converts strategy into implementable activities and costs.	Immediate
Child Safeguarding Policy	Protects Talia and all participating children.	Immediate
Media and Consent Guidelines	Manages photos, videos, interviews and social media involving children.	Immediate
Financial Management Guidelines	Sets approval, signatory, documentation and reporting controls.	Immediate
Governance Structure Note	Clarifies board, founder, advisory and management roles.	Immediate
NGO Bureau Registration Documents	Supports legal compliance after URSB registration.	After legal review

Annex 4: Indicative Source Base

The final approved version of this strategy should retain a short source base and update figures where necessary. Suggested sources consulted or recommended for validation include:

Source	Use in strategy	Institution
National State of the Environment Report 2024	Provides a national overview of Uganda's environmental governance, key challenges and resilience priorities.	UNDP/NEMA, 2025 publication page
State of Wetlands in Uganda 2019	Provides the official wetland status source base for national wetland trends and restoration priorities.	Ministry of Water and Environment

Source	Use in strategy	Institution
Forestry Sector Data / WEIS	Provides official forestry sector data and dashboards under the Ministry of Water and Environment.	MWE Water and Environment Information System
Kibale National Park official profile	Provides official UWA information on Kibale National Park, biodiversity, primates, birds and tourism.	Uganda Wildlife Authority
MWE Strategic Development Plan 2025/26-2029/30	Provides alignment with national environment, forests, wetlands, climate change and water priorities.	Ministry of Water and Environment
District development plans and environment priorities	To localise the strategy for Kyenjojo, Kabarole, Kikuube and Kasese.	Relevant District Local Governments