



DIOCESAN DEVELOPMENT SERVICES – NORTH KARAMOJA

“Contributing to Social Economic Transformation and Evangelism
in Uganda, Karamoja Region”

Strategic Plan 2022-2026



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This strategic plan has been developed with financial and technical support from USAID through the USAID/Uganda Civil Society Strengthening Activity, implemented by East-West Management Institute



A DDS-NK Officer (left) join in helping Imen Anna's family in the construction of the family granary roof during a field visit in Lobanya, 2021

Vision

Empowered, productive and self-reliant communities.

Mission

To support communities and improve livelihoods through an integrated sustainable development approach.

Core Values

Godliness

Integrity

Inclusiveness

Excellence

Creativity and innovation

Accountability

Teamwork



Forward, Governance Board Chairperson

North Karamoja Diocese is one of the 37 dioceses of the Church of Uganda. It continues to support and strengthen its development arm: Diocesan Development Services – North Karamoja (DDS-NK) and has done so since DDS-NK's establishment in 2018.

DDS-NK has had and continues to have an impactful and indeed transformative effect on the lives of the people of North Karamoja. This contribution is holistic in nature. What's more, DDS-NK has engaged in numerous efforts complementary to those of development players and the national government in the development of North Karamoja.

DDS-NK is cognisant of the fact that what we do today has implications for the future of our church and the communities of North Karamoja. This Strategic Plan has been designed with this in mind. Our development approach is people-centred, holistic, participatory, and anchored on Christian values. In addition, we pursue synergy, cohesion and partnership building to enhance our development efforts. The lessons learned from development experiences have informed this Strategic Plan.

We are grateful for the support we have received from different development partners, especially USAID/Uganda Civil Society Strengthening Activity (CSSA) which helped in the organisational capacity assessment, for the provision of technical and financial support in the formulation of this Strategic Plan.

Appreciation is also extended to other development partners, such as USAID/Integrated Community Agriculture and Nutrition Activity (ICAN) and Mennonite Central Committee (MCC), which provided input in the process of formulating this Strategic Plan. I look forward to embarking upon an exciting journey with all stakeholders to implement the Strategic Plan and realise DDS-NK's mission of supporting communities and church workers in North Karamoja improve their livelihoods through an integrated and sustainable development approach.

On behalf of the entire board of DDS-NK and North Karamoja Diocese, we commit to support DDS-NK in its efforts to renew and transform North Karamoja over the period of the next five years. Our mission in life is to identify with the marginalised in society and the disadvantaged in communities, and to be a voice for the voiceless. It is in reaching out to help carry each other's burdens and to be each other's keepers that we will be enabled to partner with God to transform lives and to prosper as a people in North Karamoja and beyond.

May God direct and bless our mission journey, for His glory.

Rt. Rev. James Nasak,
Chairperson, DDS-NK Board of Directors



Forward, Executive Director

This Strategic Plan serves as the road map for the next five years of the work of DDS-NK. It is designed as a practical manual for guiding DDS-NK in the implementation of its five-year Development program, as well as a means of steering its work during the quinquennial period, 2022-2026. The process of developing this Strategic Plan was participatory; it involved the Board of Directors, the staff of DDS-NK and representatives from the four districts of operation. The review of past and current projects provided useful lessons and revealed that various areas needed improvement and reform.

The plan is anchored on four strategic themes, namely: i) Agriculture, Food and Nutrition, ii) Water, Sanitation and Hygiene, iii) Education, and iv) Cross cutting issues such as Gender, Natural resources and Security. The Strategic Plan will be implemented based on DDS-NK's organizational structure, with each of the four zones playing their respective roles towards achieving the vision and mission of DDS-NK.

A robust performance management system will be institutionalised to support implementation, accountability, and reporting. A broad-based monitoring framework will be developed as an additional component of the Strategic Plan. This will be used to steer implementation, assess progress against set indicators, review progress towards achievement of results and generate critical information for decision making. DDS-NK will plan for a mid-term review and final evaluation of the Strategic Plan during its implementation cycle.

In this regard, I wish to acknowledge the oversight role of the DDS-NK Board in providing strategic direction and note appreciatively the work of the staff and their commitment in formulating the Plan. The process considered input from various stakeholders. Key among these include the following development partners: CSSA, ICAN, MCC, Save the Children International (SCI) and Food and Agriculture Organisation of the United Nations (UNFAO). These organizations have been instrumental in supporting DDS-NK to achieve its objectives over the recent years.

Over the years, the work of DDS-NK has benefited from invaluable support the North Karamoja Diocese, which originally conceived and nurtured DDS-NK to fruition; this fundamental and existential contribution is greatly appreciated. Furthermore, DDS-NK highly acknowledges the tremendous support it has enjoyed from the local governments in the four districts of operation, namely: Kotido, Kabong, Abim and Karenga.

On behalf of the DDS-NK staff, I look forward to a continued partnership with the existing stakeholders and call upon others to join us in the execution of this strategic plan, so as to realise social transformation in North Karamoja.

Ijala Simon Peter,
Executive Director, DDS-NK

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Acronyms

AGM	Annual General Meeting
AIDS	Acquired Immunodeficiency Syndrome
Board	Board of Directors
CBO	Community Based Organisation
CSSA	USAID/Uganda Civil Society Strengthening Activity
CGB	Central Governing Board
CoU	Church of Uganda
CSO	Civil Society Organization
DDS-NK	Diocesan Development Services – North Karamoja
FBO	Faith Based Organisation
HIV	Human Immunodeficiency Virus
ICAN	USAID/Integrated Community Agriculture and Nutrition Activity
ICT	Information Communication Technologies
IGA	Income Generating Activity
ICCPR	International Covenant on Civil and Political Rights
ICESCR	International Covenant on Economic, Social and Cultural Rights
JLOS	Justice Law and Order Sector
KIDP	Karamoja Integrated Development Plan II
M&E	Monitoring and Evaluation
MCC	Mennonite Central Committee
NDP	National Development Plan
NGO	Non-Governmental Organisation
NK	North Karamoja
NSSF	National Social Security Fund
NTR	Non-Tax Revenue
OACA	Organizational Advocacy and Capacity Assessment
OD	Organizational Development
PAYE	Pay as You Earn Tax
SCI	Save the Children International
SDGs	Sustainable Development Goals
SP	Strategic Plan
UCC	Uganda Communications Commission
UDHR	Universal Declaration of Human Rights
UNFAO	Food and Agriculture Organisation of the United Nations
UNFPA	United Nations Population Fund
UNHS	Uganda National Household Survey
USAID	United States Agency for International Development
VAT	Value Added Tax

Executive Summary

DDS-NK transitioned from KDDS in 2018, the organisation is the development arm of the Church of Uganda's North Karamoja Diocese with its HQ located in Kotido municipality. The organisation strives to support key target groups such as men, women, and the youth; this ambit also includes vulnerable populations such as: People Living with HIV/AIDs (PLHIV/A), People Living with Disabilities (PLWD), Orphans and Vulnerable Children (OVCs) and the elderly. DDS-NK targets these social impact group through an integrated sustainable development approach centered around reducing hunger and income poverty. DDS-NK work in four districts of North Karamoja, namely: Kotido, Kaabong, Abim and Karenga, 6 sub counties and 12 parishes. In 2022, The Diocesan Development Services-North Karamoja (DDS-NK) developed a Strategic Plan (2022 - 2026) – the first ever strategic plan formulated by the organisation.

Methodologically, the Strategic Plan was developed through a consultative process which included the DDS-NK Board of Directors, DDS-NK staff, local governments of the four districts of operation, community representatives and development partners including desk review. In this process, the developers conducted context analysis which encompassed; PESTEL analysis, DDS-NK capacity assessment, SWOT analysis, stakeholders' analysis, documented key operational challenges in DDS-NK and key lessons learnt over the years DDS-NK program experiences. Results of the context analysis revealed that the priority area for intervention for DDS-NK were livelihood strengthening, WASH and climate action, natural resource management, peacebuilding, health and nutrition.

Based on consensus among internal and external stakeholders, it was apparent that DDS-NK would focus on three main thematic program areas “or result areas”: 1) Sustainable Livelihood, 2) Water, Sanitation and Hygiene, and 3) Natural Resource Management. In addition to these three result areas, OCA and the SWOT analysis necessitated DDS-NK also focusing on enhancing strategic partnership with government, likeminded organisation and donor agencies; and strengthening institutional capacity in order to deliver on its mandate.

Through this strategic plan, DDS-NK target to reach 3,100 vulnerable households and 18,900 venerable persons in northern Karamoja. The organisation believe the plan will impact 700 elders above 50 years, 3,100 (1600 women and 1500 men), 3,400 youths, approximately 600 PLHA, 1500 people with disability and 10 different community-based structures.

Program Theory of Change: In the strategic period, DDS-NK believes social economic changes will occur as contribution of its program under the following pre-conditions:

Pre-Condition 1: That if DDS-NK trains youth/adults or household caregivers on vocational skills, micro-enterprise and entrepreneurship, Functional Adult Literacy, good agricultural practices including post-handling, kitchen gardening and crop diversification and provided agricultural inputs, start-up capital and kits and mobilize communities to use available development services and duty bearers to deliver quality services, then there will be improved agricultural productivity & production, youths and household caregivers will be skilled and involved micro-business, entrepreneurship and self-employed, coupled with increased access to financial services, then there will improved food security & nutrition and increased household Income

Pre-Condition 2: And if it established water-points, trained WUC and communities on their roles and responsibilities in maintaining the water sources and they are aware about clean water sources management, good hygiene and sanitation practices, then there will be increased access to and use

of Safe water, improved hygiene & sanitation practices and eventually reduction in the incidences of water related & poor sanitation diseases

Pre-Condition 3: And if DDS-NK identifies degraded natural resources, and train environmental management committees and communities on natural resources conservation, conduct dialogue and campaigns to protect natural resources, promote tree planting and support alternative livelihood sources, then the natural resources will be conserved & restored, there will be increased climate SMART agricultural practices, effective environmental management committee, increased use of alternative livelihood sources and eventually reduced effects of climate change.

If Pre-Condition 1, 2 and 3 holds true assuming that there is security and peace in program areas; social protection; access to quality healthcare; favourable policy framework for agriculture, WASH & natural resource management; effective implementation of government plan of action; access to profitable market opportunities; stakeholders' collaborate and DDS-NK has a favourable economic condition to operate, then there will be sustainable livelihood, access to safe water and good sanitation and effective climate change and natural resources management which will eventually contribute to improvement in social-economic wellbeing among vulnerable individuals and households in Uganda, Northern Karamoja.

Cross Cutting Issues: DDS-NK also recognizes that change may not occur without attention to address the following crosscutting themes: Gender and social Inclusion, HIV/AIDS, Peacebuilding, Community Mobilisation and Mindset Change, and Evangelism, as such, these cross-cutting issues will be integrated or mainstreamed during the delivery of the three results areas.

Partnership: Cultivating new strategic partnership and sustaining existing ones is also a focus to collaborate with other actors to contribute to the work of each other, combine resources (skills and knowledge) and join forces with multiple actors to address complex development challenges better and easier.

Institution Capacity: In order to implement this strategic plan successfully, DDS-NK will also require strengthening institutional capacity in the following areas: financial health, internal processes, workforce and governance. Key emerging internal capacity gap to be addressed include; low Revenue, weak policy framework and no strategic plan, weak M^E system, low visibility, low staffing, low visibility and weak branding, staff turnover and the board.

Sustainability: To ensure continuity of this program even in the absence of donor demands, we have strategized to align our focus to government priorities for ease of transition, focus on address community needs and involving them directly for ownership and continuity, strategized to work through community-based structures to ensure they carry-on even without DDS-NK

Monitoring and Evaluation: A performance measurement framework to guide the strategic plan implementation monitoring and evaluation has been developed – as detailed in sub-section 2.5 of this strategic plan document. By design, progress monitoring will take place at baseline in 2022, quarterly, yearly, midterm and end point in 2026. The strategic plan implementation commenced in January 2022, review of progress will take place in year two - where stakeholders will reflect, learn and adjust on the plan if required. In year three, we conduct midterm review, reflection, learning and adjustment and in year five, the SP will be evaluated. The implementation schedule for the plan is found in the appendix section of this document.

1.0 Introduction

Section one of this document presents the background to DDS-NK, context and the methodology deployed while developing this strategic plan. In section two, DDS-NK program logic has been described; the program theory of change – encompassing the goal, key results areas and strategic objectives, expected outcomes, outputs, and the actions that will be implemented to achieve the 5-year goal. Section two also articulates how the social change process is believed will occur when certain pre-conditions hold true. Sub section xxx presents the key measures that will be implemented to ensure improved institutional effectiveness to deliver the 5-year strategy.

The document also describes the strategic partnerships and collaborations that will be undertaken with key development actors to deliver more programs jointly, bring together unique and complementary skills and knowledge and harmonized resources to tackle complex development challenges in the northern Karamoja. Sub section 2.9 outlines the sustainability pillars of the strategy, the monitoring and evaluation processes and workforce structure that will be employed to ensure achievements of set goals in the 5-year timelines. DDS-NK also anticipated some key risk factors capable of affecting the implementation and overall success of the strategy, as such, some mitigation measures have been designed to counter these risks factors.

1.1 Background to DDS-NK

The Diocesan Development Services–North Karamoja (DDS-NK) Strategic Plan (2022 - 2026) is the first plan of its type formulated by the organisation. DDS-NK came into existence in 2018, after transitioning from the Karamoja Dioceses Development Services (KDDS), which was formed in 2013 and operated in the Karamoja sub region. DDS-NK is the development arm of the Church of Uganda’s North Karamoja Diocese and is headquartered in the Kotido municipality. DDS-NK is a non-profit Ugandan indigenous NGO with registration number INDR138431268NB; it operates in all four districts of North Karamoja using an integrated development approach. The organisation strives to support key target groups such as men, women, and the youth; this ambit also includes vulnerable populations such as: People Living with HIV/AIDs (PLHIV/A), People Living with Disabilities (PLWD), Orphans and Vulnerable Children (OVCs) and the elderly.

DDS-NK believes that combining evangelism with development work will help to tackle both the underlying causes of poverty and injustice, as well as enhance the role of the Church as a voice for the voiceless in society. This will ensure that development work produces long-term impacts, and that such progress is sustainable. The organisation’s vision is a realization of an “Empowered, productive and self-reliant communities in Karamoja region” and, its mission is to support communities and improve livelihoods through an integrated sustainable approach. In this new strategic program cycle, DDS-NK will focus on addressing the social-economic contextual realities in Karamoja region and aligning with the National Development III “increased household incomes and improved quality of life of Ugandans through strengthening the country’s competitiveness for sustainable wealth creation, employment and inclusive growth”. In brief, DDS-NK Strategic Plan 2022-2026 will focus towards contributing to the realization of NDP III goal and selected sustainable development goals.

1.2 Strategic Plan Development Process

The strategic plan development process was very participatory and agile. The process involved all relevant internal and external stakeholder through key informant interviews and consultative workshops including desk reviews on existing literatures on political, economic, social, technological, environmental, and Legal context in Karamoja region. Internal stakeholders involved DDS-NK board members, DDS-NK senior management team, technical program leads, frontline implementers and DDS-NK community volunteers/support structures. External stakeholders engaged included the district local government representatives, likeminded development agencies, the informal/ formal community-based structures such as the church, the cultural leaders and the community members with representations of PWD, PLHA and OVC.

The foundational process of the SP development began with DDS-NK Capacity Assessment - supported by CSSA in May 2021. The rationale for the Organisation Capacity Assessment (OCA) was to identify strengths, weaknesses, opportunities and threats that exist in DDS-NK workspace, so that appropriate measures would be designed to sustain and enhance key strengths, address the organisation weaknesses, take advantage of the opportunities that lies in their workspace and safeguard against threats or key risk factors to its program delivery. Among the institutional gaps identified through the OCA included non-existence of a running Strategic Plan. Consequently, DDS-NK in partnership with CSSA contracted consultants to support the organisation develop its first ever strategic plan.

Following contracting of the hired consultants, a three-day consultative workshop was held in Kotido district with various internal and external stakeholders in October 11-13, 2021. On day one, DDS-NK board members and staff reviewed past experiences and envisioned a future for DDS-NK. In day two, community workers from the four zones of DDS-NK operation joined the workshop to enrich the deliberations with a grassroots perspective and community needs. This was followed by key informant interviews with key external stakeholders such as the district local government, experts and other development agencies operating in northern Karamoja. This participatory process enriched the steps and requirements involved in the strategic planning process and the masterplan designed which will serve as a clear roadmap for the operations of DDS-NK over the next five years, 2022 -2026.

1.3 Contextual Analysis

In order for DDS-NK to strategically position itself, leverage available opportunities, align its programs with community needs and development priorities, it was imperative that that a comprehensive context analysis is conducted to guide DDS-NK strategic direction. To this effect, a comprehensive contextual analysis was conducted using the various primary and secondary data sources as indicated in sub-section 1.2 above. The consulting body employed the Political, Economic, Social, Technological, Environmental, and Legal factors and policy framework (PESTEL) model to assess the critical issues in North Karamoja. The context analysis included Organisational Capacity Assessment, stakeholders' analysis, operational challenges and key lessons learnt. The results of the context analysis provided rationale for DDS-NK strategic focus for DDS-NK strategic plan 2022-2026.

1.3.1 Political Context

DDS-NK operates in the Karamoja region and specifically in the North Karamoja districts. It is located in the north-eastern part of Uganda and borders Kenya and South Sudan. The North Karamoja sub-region has experienced numerous political changes such that it is now composed of nine districts rather than the original two. The Karamoja sub-region is a semi-arid zone, located in the north-eastern part of Uganda; it encompasses around 27,000 sq. km (10% of the country's landmass). The estimated population of North Karamoja is 1.37 million - a relatively small population against the national population of 45 million.

Karamoja borders Kapchorwa and Kumi districts to the south, Katakwi and Lira districts to the south-west, Pader District to the west, Kitgum District to the north-west, and Sudan and Kenya to the North-east. The region is a hub of trans-boundary activity that have attracted the attention of the international community. The people of Karamoja, collectively termed the Karamojong, are comprised of eleven different ethnic groups. They have largely similar dialects, but a few are quite distinct⁴. As an indigenous NGO registered in Uganda, DDS-NK envisions an empowered, productive and self-reliant community in North Karamoja, and seeks to be in symbiotic partnership with political leaders.

North Karamoja is comprised of four districts: Kotido, Kaabong, Karenga and Abim. DDS-NK operates in all of these districts. The increase in the number of districts throughout the region was facilitated by government for the purpose of providing additional state control. The removal of guns through the government's disarmament programme has contributed to the decrease in internal raids and counter raids amongst resident ethnic groups. The influx of AK-47s after 1979 introduced a new dynamic which saw the emergence of warlords and the decline in influence of local elders (Eaton, D., 2010)⁵. After disarmament, the prevalence of the paradigm of elder leadership has re-emerged.

However, the challenge of cattle rustling persists, and this continues to create insecurity and low productivity in the region because of the persist threat posed by the quick economic gain available through the stealing of cattle. The region has a reputation of violent pastoralist conflicts due to decades of cattle rustling; this has caused immeasurable suffering to the people of Karamoja. Many lives and much property have been lost through armed attacks perpetrated by fatally opportunistic and barbaric cattle rustlers. Several women have been widowed, others have been raped and even killed, as they have had to travel long distances in search of water, firewood, charcoal, and food. The prevailing insecurity situations in Karamoja still demands that different development agencies must intervene on peace building initiatives.

1.3.2 Economic Context

According to the Human Development Index, Karamoja region is the poorest area in the country. This has been reiterated by the United Nations Population Fund (UNFPA) which has stated that: 'Karamoja is classified as one of the world's poorest areas, with high rates of malnutrition and a disproportionate number (61 percent) of its 1.2 million people, living in absolute poverty.

The Karamoja region carries the country's lowest human development index rating, income poverty stands at 61% and food poverty at 70% (UNHS,2016). The region continues to have the highest food insecurity and malnutrition levels in Uganda. This is due to factors related to food inadequacy, poor

dietary diversity, structural poverty, limited options for livelihood, poor hygiene and sanitation, as well as disease.

Karamoja continues to grapple with two major challenges: chronic water and food shortages. These dual, connected blights have contributed to high poverty levels, low literacy levels and low skill development, poor and inadequate infrastructure, high prevalence of disease, severe environmental degradation, uncoordinated donor interventions, and new threats to security from armed pastoralists across the border straddling the national borders of Kenya and South Sudan.

The impacts of the above include routine food related challenges such as the lack of access to food, consequent hunger and stunted growth of children. The sub-region relies heavily on its natural resources base, and this has rendered livelihoods sensitive to the changing dynamics of regional climate. In this region, there are recurring droughts, floods, and prolonged rain-less periods. In spite of this, there are still so many economic opportunities available in the region.

The main income generation and private sector initiatives emerging in Karamoja include the recently established Savings and Credit Cooperatives (SACCOs) and Village Savings and Loans Associations (VSLA). Such initiatives provide small scale micro-finance loans to their members. Small scale businesses are mushrooming because of the improved security in the area. NGOs are supporting communities in skilling and business formation; they are also creating employment opportunities for the educated youth in the region. However, there is still a need for start-up kits for up-and-coming youth entrepreneurs.

The Church and DDS-NK are capitalizing upon such economic opportunities to develop the region through the income generation innovations stated in the Strategic Plan. The Covid-19 pandemic, like in many other areas, adversely affected the economic stability in the region, relatedly this adversely affected local businesses. However, there is still potential for DDS-NK to contribute to the turnaround of the fortunes of the people in the region through innovative and creative economic strengthening approaches that can advance the people of Karamoja towards a corporately desired end.

1.3.3 Social Context

Karamoja can now be characterized as a post-conflict region. There is relative peace consequent to the efforts of both government and non-governmental organizations. NGOs for example have resuscitated the role of elders and promoted the roles of women in peace building. Nevertheless, there is extensive abuse of alcohol, and this has contributed to economic vulnerability in local communities. This can be attributed to the cultural belief that local alcohol brewed from sorghum is food and part of the diet.

According to UNHS 2017 the 'Karamoja sub-region ranks gloomily number one in the country with 54.5% of alcohol consumers compared to the national average of 14.6%. The study further notes that alcohol abuse increases the rate of domestic abuse, sexual and gender-based violence, insecurity, and unproductivity. In addition, alcohol abuse gravely contributes to the mismanagement of resources and livelihoods in households and communities.

Other social and cultural challenges faced in Karamoja are such as gender-based violence, high birth rates, a very young population, prostitution, insecurity, street children and high poverty levels, among others. While men may serve as elders and leaders, women and girls bear most of the responsibility for providing for the family, especially during years of poor harvests consequent to drought and floods.

Today's world is dynamic. The youth in particular are adept and adapting to this with dynamism. Unlike in the rest of the country, Karamoja, by contrast, has remained largely traditional and has very low levels of technological advancement. Additionally, child migration towards city streets has been a recent cause for alarm. In Kampala alone, it is estimated that there are about ten thousand street children, most of these are from Karamoja. They face all kinds of risks such as child trafficking, rape, prostitution, and hunger.

There is also the problem of emigration from Karamoja to other regions and the cheap labor such migrants provide. These include women, children and young men. In addition, women and girls migrate for social reasons particular to them, such as a need to escape from domestic violence, aside from the economic burden of failing to provide for their families as de facto sole breadwinners. Domestic violence is commonly under-reported in this patriarchal society. These social context necessitates that DDS-NK strategic direction must by any means possible integrate women's empowerment and gender equality in its development interventions.

1.3.4 Technological Context

In the current information age, there is a multiplicity of gadgets and technology, computers, phones, tablets and other electronics that are complemented with internet access. However, the Karamoja region lags behind with respect to information, communication and technology. The limited introduction of modern information and computing technology has affected Karamojong in negative ways, given the pace of the fast-changing world. There is evidence of an inadequate ICT Infrastructure in Karamoja. This problem is exacerbated by a lack of consistent electrical coverage in most parts of the region.

Furthermore, according to the ICT National Strategic Plan, the national backbone infrastructure (supplied by both government and the private sector) consists of only 5000 kilometres of optic fibre and does not cover some key areas of the country, such as Karamoja region. High levels of vandalism and theft of that infrastructure which is installed worsens circumstances further. UMEME, the country's electricity supplier has now introduced concrete poles to counter vandalism, but this has come at a high cost and curtailed the rural electrification in Karamoja region.

The available means for communication is predominantly the community radio, but coverage is still low in the region compared to other areas. According to the Uganda Communications Commission (UCC), there are only six radio stations that operate in the Karamoja region, two of which are in Kotido and four are in Moroto. The basic ICT infrastructure such as the community radio is means to deliver program remotely.

1.3.5 Environmental Context

The region experiences cyclical drought every two to three years. Climate change has greatly contributed to environmental degradation. This in turn has been the most significant cause of poverty and vulnerability, followed by insecurity. The region also grapples with a predisposition to recurrent climate related shocks, such as extended mid-season dry spells/drought and erratic rainfall that often causes floods/waterlogging. This has aggravated growth challenges and socio-economic difficulties, both of which have hit the region hard. DDS-NK plans to empower households with sustainable livelihood interventions that will address challenges of malnutrition, food insecurity and enhance households' income.

Furthermore, areas adjacent to the national park have been challenged by wild animals, such as elephants and buffalos which invade crops, worsening an already bad crop situation. In partnership with local governments, DD-SK plans to empower the communities living around the national park and natural reserves to sustainably live without poaching the animals and/or being harmed by them. DDS-NK plans to promote, protect and conserve the sustainable utilization of natural and environmental resources to enhance household income.

Most importantly, the Karamoja region is endowed with significant natural resources. For example, it boasts of the Kidepo National Park, wildlife reserves, and over 50 minerals, such as gold, marble, iron and uranium (NHS, 2017) 9. Most infrastructure development in the region exists to support the exploration of these natural resources but is often managed by external entrepreneurs without substantive benefit to local communities. Chunks of communal owned land with extensive reserves of minerals have been grabbed, fenced off and heavily guarded by private investors.

There is urgent need to interrogate the exploitation of natural resources for the benefit of the Karamojong. Just like in the oil-rich region of Bunyoro, the importance of prioritisation of the indigenous people to benefit from the revenue accruing from the sale of minerals from Karamoja needs to be brought to the fore. The structural capitalist systems established to undermine the Karamojong should be challenged to secure economic justice for the citizens. DDS-NK plans to partners with other NGOs to spearhead the advocacy campaigns to promote resource rights in Karamoja.

There is a need to advocate for communities in Karamoja to benefit more from the natural resources of the region and to harness the people's full potential for effective growth, for the development of the region. It is therefore crucial to design strategies that address the above challenges and impact lives in the region, as envisioned in this Strategic Plan.

1.3.6 Legal and Policy Framework

At the international level, the Sustainable Development Goals (SDGs) and other regional initiatives commit governments to reduce of poverty. The DDS-NK's Strategic Plan is linked to the provisions of the SDGs, more specifically SDG 1-6 that focus on: no poverty, zero hunger, good health and wellbeing, quality education, gender equality, and clean water and sanitation. Furthermore, Uganda is a signatory to international and regional conventions such as the Universal Declaration of Human Rights (UDHR), International Covenant on Civil and Political Rights (ICCPR), and the International Covenant on Economic, Social and Cultural Rights (ICESCR). These ostensibly guarantee the human rights of all Ugandan citizens. Consequently, DDS-NK seeks to promote and strengthen the

development of North Karamoja by aligning its strategy to the afore mentioned international and regional development frameworks. The Strategic Plan is in line with the Uganda Vision 2040, the Constitution of the Republic of Uganda, and the National Planning Act, as well as the National Planning Regulations and Guidelines. The Constitution of the Republic of Uganda provides the foundation for the legal and policy framework of civil society organisations' engagements as purposed towards contributing to the development of the country. The Government itself states that it guarantees the freedoms of expression, association, and assembly under Article 29 of the 1995 constitution. The plan is also in line with the National Development (NDP III), the thrust of which is the goal of increasing household incomes and improving the quality of life of Ugandans through strengthening the country's competitiveness with respect to sustainable wealth creation, employment, and inclusive growth. Furthermore, the Strategic Plan is also aligned to Uganda Vision 2040, which states that 'community mobilization for mind-set change for development can have far-reaching repercussions on the lives of the people and society. Mind-set change brings with it great benefits, including public appreciation of the country's development agenda and increased awareness for ownership and social accountability.

Mid-way towards the end date of the Vision 2040 targets, the National Development Plan 2020/21 – 2024/25 (NDP III) exists to set out the prescribed course for the country over the respective five-year period in respect of the sustainable socio-economic transformation of Uganda. In addition, it prioritises various social sectors, including education, health, agriculture, water and sanitation. The DDS-NK will work in tandem with the country's priority development sectors over the next five years.

DDS-NK's strategy responds to the NGO Policy, 2010 which 'addresses the key issues and challenges that lie at the centre of developing a responsible relationship between State and NonState actors in national development' ³. The policy acknowledges the relationship between the government and CSOs and the role CSOs play in national development. According to the policy, the contribution of CSOs 'is evident in the Social Development Sector (SDS) including education, health, water and sanitation, environmental management, infrastructure development and a host of other important areas that impact the quality of life of Ugandans.' Key stakeholders of DDS-NK include the local governments of the four districts of North Karamoja, which serve as partners in development work focused on the thematic areas stated above.

At the regional level, the Karamoja Integrated Development Plan (KIDP 2) articulates the key development strategies that guide the medium-term development framework specifically tailored to address the unique context and development challenges in the Karamoja subregion. This plan presents a comprehensive and coordinated approach aimed at enhancing peace building and ensuring the sustainable development of Karamoja. This is linked to the specific district plans that articulate key priority areas; these have given DDS-NK a foundation of operation because the key areas are similar and the historical fact of the marginalization of Karamoja as a region is still an unfortunate reality.

DDS-NK, as the development arm of North Karamoja diocese, derives its mandate from the Church of Uganda and subscribes to the Provincial Constitution and the Canons of the Church of Uganda. The following policies are foundational in the operations of DSS-NK:

- a) The Provincial Constitution of the Church of the Province of Uganda
- b) The Provincial Canons of the Church of the Province of Uganda 1997
- c) North Karamoja diocesan policies and procedures under the guidance of the Bishop.

The Church of Uganda is legally ruled by the Common Law. This implies that most of the activities occurring in the Church with respect to development wings like DDS-NK are under the influence of the Anglican Communion. DDS-NK enjoys a cordial working relationship with church leaders at all levels.

1.4 Organisational Capacity Assessment (OCA)

When DDS-NK's organisational capacity was assessed using CSSA Organisational Capacity Assessment (OCA) tool, it was classified as a growing entity. In key areas, such as Project Management, Program Delivery, and Performance, it was appraised as not meeting essential standard and in need for strengthening. Although the OCA noted the existence of key policies and systems, these may need review and update, to align them with the five-year strategic plan. The organization has a number of projects that are currently running but would greatly benefit from additional staff and more funding to enable the fulfilment of its objectives. The organizational capacity assessment is structured on the SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis.

The SWOT analysis examined the factors that impact on DDS-NK's performance, in light of its strategic focus. It assisted in the assessment of factors that influence the realization of strategies and objectives, from both internal and external perspectives. It exists to evaluate competencies within the organisation with a view to establishing whether it has the requisite capability to achieve its objectives and realize its mission. The analysis focused on the management systems, technical capacity, human and financial resource capacity, as well as other pertinent factors within the existing setup. The SWOT was instrumental in developing a sense of the overarching context and current situation inside and outside of the organization; both aspects are critical for strategic planning and decision-making. Below were the key strengths, weaknesses, opportunities and threats identified through the OCA;

Strengths	Weaknesses
<ul style="list-style-type: none"> → Trust by stakeholders including donors → Strong community-based structure for program delivery → Existence of a functional board → DDS-NK secretariat, basic structures such as office premises and core staff are in place → Committed staff → Repository of information on Karamoja and the work of the Anglican Church in the region. → Rich experience in development work within Karamoja and knowledge of the local context → Goodwill and support from the Anglican Church of Uganda 	<ul style="list-style-type: none"> → Limited financial resources and low resource mobilization capacity → Low salaries compared to other partner organizations → Low staff retention → Limited capacity of synod delegates in development work → Inadequate locally raised funds → Existence of movable aged assets → Dependency syndrome from beneficiaries, extensive alcohol abuse and chronic poverty. → Outdated policies that do not correspond to the strategic five-year vision of the organisation.
Opportunities	Threats
<ul style="list-style-type: none"> → A region that is endowed with natural resources and strategically located. 	<ul style="list-style-type: none"> → Drought and flood with unexpected natural occurrences and water insecurity

<ul style="list-style-type: none"> ➔ Trust and affiliation of community members because the relationship with the Church ➔ Other religious organizations in partnership such as local governments and CSOs. ➔ Donors willing to finance interventions in Karamoja region, as ranked to be the poorest region in Uganda and globally. ➔ Government Focus on Karamoja as resource rich area and in need of development. 	<p>and low food production. Threats from animals from the national park</p> <ul style="list-style-type: none"> ➔ Insecurity caused by cattle rustling and food/nutrition insecurity ➔ Negative perception of Karamoja region and negative attitude that 'Uganda will not wait for Karamoja to develop' that has contributed to its lagging behind.
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1.5 DDS-NK Stakeholders Analysis

A stakeholder is any person or group inside or outside DDS-NK that can make a claim to DDSNK's attention, resources or outputs. Stakeholders are divided into internal stakeholders (within DDS-NK) and external stakeholders (outside DDS-NK). DDS-NK has very powerful and influential stakeholders. Most stakeholders exhibit very high interest in the work of the DDS-NK because of the work and location of the organisation. This means that the DDS-NK will continue to engage stakeholders or other partners to implement programs jointly, pull resources to compliment the work that each other's but also share skills, experiences "best practices" to handle complex development challenges amicably.

Building from the above significance, a stakeholder's analysis was carried out to inform the Strategic Plan development - assisting the determination of who should be involved in the strategic planning process, its implementation, monitoring and evaluation. Through stakeholder analyses, a number of internal stakeholders were identified, some of whom are already members of DDS-NK or the Diocese of North Karamoja, while others are the informal but recognized community-based structures. The table below provides a list of current internal or external stakeholder identified and how they influence the work of DDS-NK and a list of stakeholders from which DDS-NK will draw up its partners to collaborate with during the strategy implementation, monitoring, evaluation and learning.

Stakeholders Identified	How they relate to or influence DDS-NK work
Internal	
Zonal Development Committees	Make policy guidelines, mobilises communities and implement community programs
Parish Church Councils	Provide local resources, mobilises communities and implement community programs`
Zonal Team Leaders	Provision of reports /feedback
Clergy, Lay Readers and church helpers	Integrate evangelism and development work, and critical change agents in the community
Elders	Culturally provide Owners of some local resources and customs
External	
Local Governments	Supervise how policies are implemented; Implementation of joint activities; Joint monitoring and coordination Grants; Facilitation in the training of communities; Enabling environment; Linkages to government programs.

Stakeholders Identified	How they relate to or influence DDS-NK work
Donors	Funding and sub-grants; Joint monitoring; Capacity building Networking; Perform external Audits/OCA Provide with assets to facilitate the implementation In-kind support e. g inputs
Other NGOs	Networking; Sub granting; joint coordination meetings and capacity building
Business community	Provide products, services and add value
Central government	Make laws and policies, Enabling environment Collect revenue; Security

1.6 Operational Challenges

Despite the achievements, challenges were identified in the organization. These ranged from structural to operational and contextual. Some of the glaring problems include:

- ➔ **Lack of transport for staff:** The organisation covers a huge geographical area and yet staff, board and beneficiaries are often in need of travel accommodation. This means that procurement of vehicles, motorcycles and other available transport will be a priority in this strategic period.
- ➔ **Huge and poverty ridden area:** Related to the above, the catchment area is huge, yet expansion to other areas in the diocese is very slow predominantly because of a lack of funds. Further, there exist the problem that North Karamoja is predominantly poor and interventions from DDS-NK are largely inadequate and devoid of sustainability planning in most of its projects.
- ➔ **Inadequate staff:** Poor staffing levels, low motivation due to the lack of financial resources and less attractive emoluments, precipitate the current internal staffing challenges. There is a need to fundraise and generate more attractive policies for the CSO to thrive. Their activities are dependent on the success of this aspect.
- ➔ **Lack of some operational structures:** The policy infrastructure is largely inadequate even though sound good policies to do with human resources and finance policy are available. Other aspects like the Strategic Plan, Procurement Policy and Environmental Policy, Monitoring and Evaluation system are not currently in place. Further, managerial ability is not currently at a high standard due to the way the synod chooses board members.
- ➔ **Inadequate Funding:** In DDS-NK there is clearly no practical local fundraising strategy for the organisation. This has created funding gaps, which have in turn derailed the implementation of the mandate. Further, there are few donors that have committed to support the organisation. This Strategic Plan addresses such gaps.

1.7 Lessons Learned

DDS-NK has already learned important lessons in from its early development and the implementation of its mandate. These will guide the strategic thinking in the next 5 years. These lessons are:

- ➔ Successful implementation of the mandate requires committed management and staff
- ➔ Enhanced human and financial resources capacity is critical for the successful implementation of the mandate, hence there is a need to fill all currently vacant positions.

- ➔ Use of technology improves efficiency and effectiveness in service delivery. This requirement that must be met in the achievement of an e-governance. ICT is a necessity for all projects, as well as for the program implementation framework and guidelines.
- ➔ Availability of data is crucial for monitoring the progress of the implementation of the plan. For DDS-NK to achieve set targets in this plan, regular monitoring is required at pre-set intervals.
- ➔ Establishment an institutional monitoring and evaluation framework.
- ➔ The need to revise key policies to align with the Strategic Plan.
- ➔ Stakeholder engagement is not an option but a reality and must be intentional.
- ➔ A good branding and communication strategy is key to DDS-NK visibility. More use of the DDSNK website as a strategy to build a positive image and connect with the stakeholders and the general public.

2.0 DDS-NK'S STRATEGIC DIRECTION 2022-2026

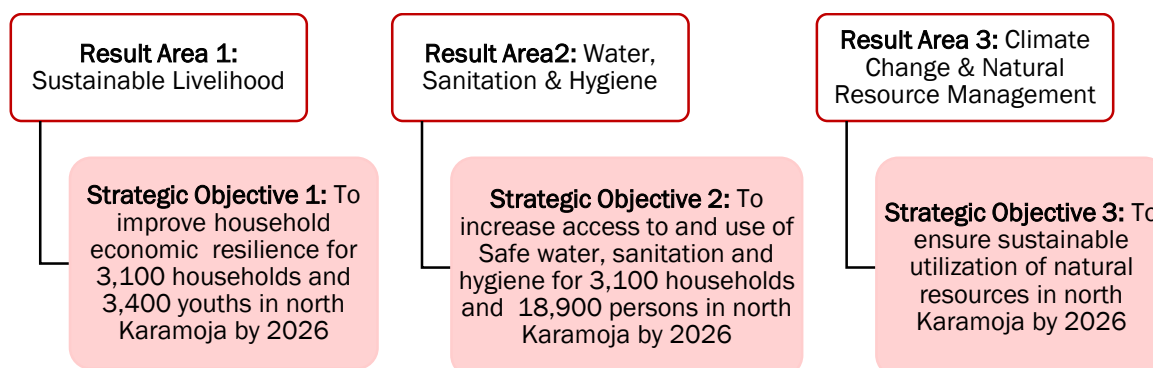
This chapter summarizes the SP goal, results areas, strategic objectives, expected outcomes, outputs and key interventions necessary to achieve the set objectives. These expected results are aligned to the SDGs, NDP and the respective district priorities in Northern Karamoja. It builds on the stakeholder and SWOT analysis of the DDS-NK where key strategic issues have been synthesized as the priority areas for the planning period. These issues form the core pillars against which the strategic areas or results areas and objectives have been formulated.

Additionally, the strategic direction was informed by reviewing experiences of DDS-NK since its establishment to the current time. This section therefore provides a high-level summary of DDS-NK program strategic focus in the next five years. The implementation action plan and monitoring and evaluation plan including the budget for implementing this strategy have been elaborated in section three and the appendix of the document respectively.

2.1 Goal

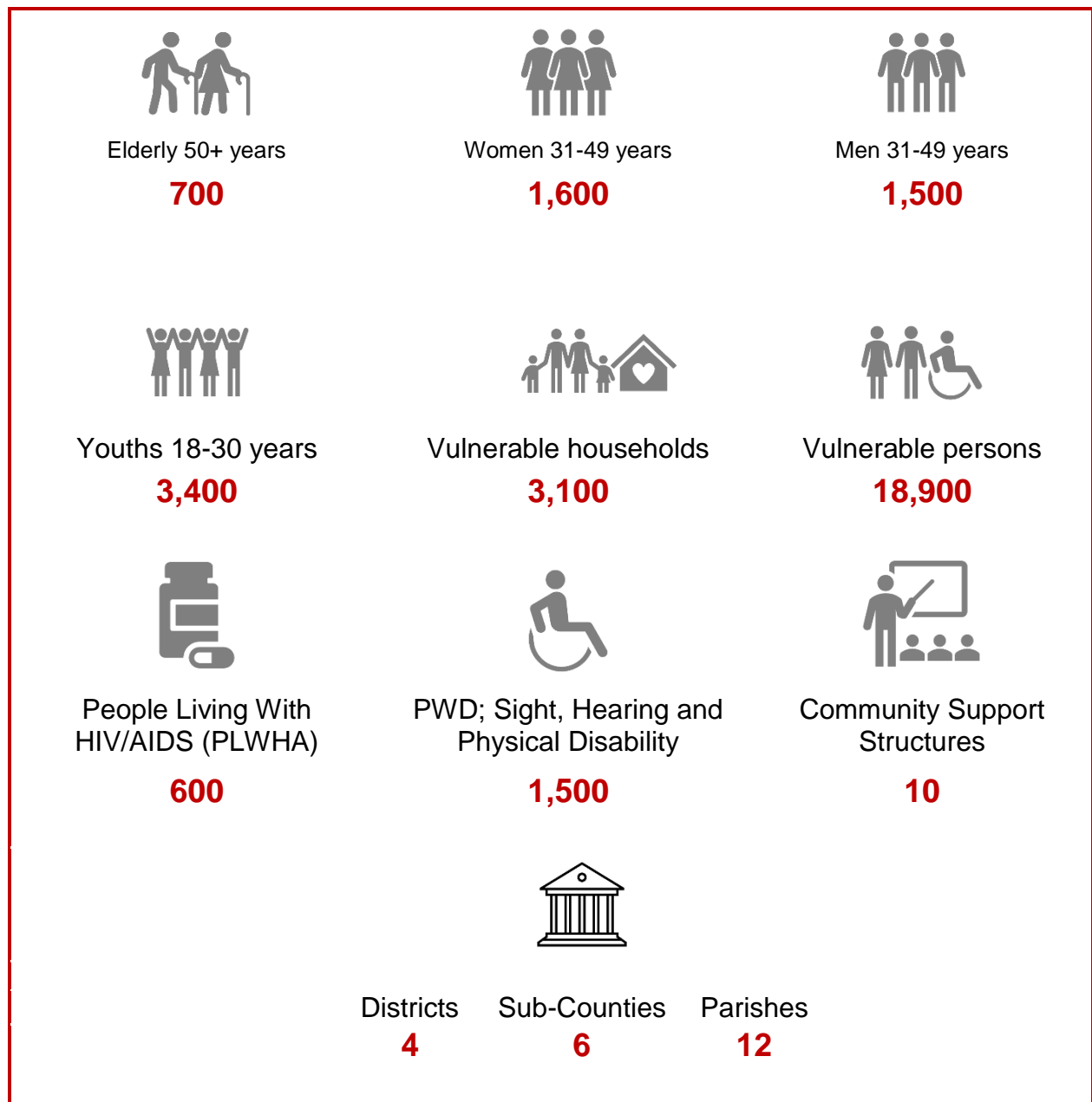
The goal of this strategic plan is “To contribute to improvement in social-economic wellbeing among vulnerable individuals and households in Uganda, Northern Karamoja”. In this five-year period, DDS-NK intends to sustainably improve socio-economic wellbeing for 18,900 vulnerable persons in 3,100 households in Northern Karamoja. The three strategic areas and objectives are aligned to sustainable development goals and the NDP III priorities. Results area one – strategic objective one contributes to SDG one and two “No Poverty, Zero Hunger” and Agro-Industrialization under NDP III. Results area two is aligned to SDG six “Clean Water and Sanitation” and NDP III - Human Capital Development and result area 3 is aligned to SDG thirteen “Climate Action” and NDP III - Water, Environment, Climate Change and Natural Resource Management.

2.2 Results Areas and Strategic Objectives



2.3 Impact Group

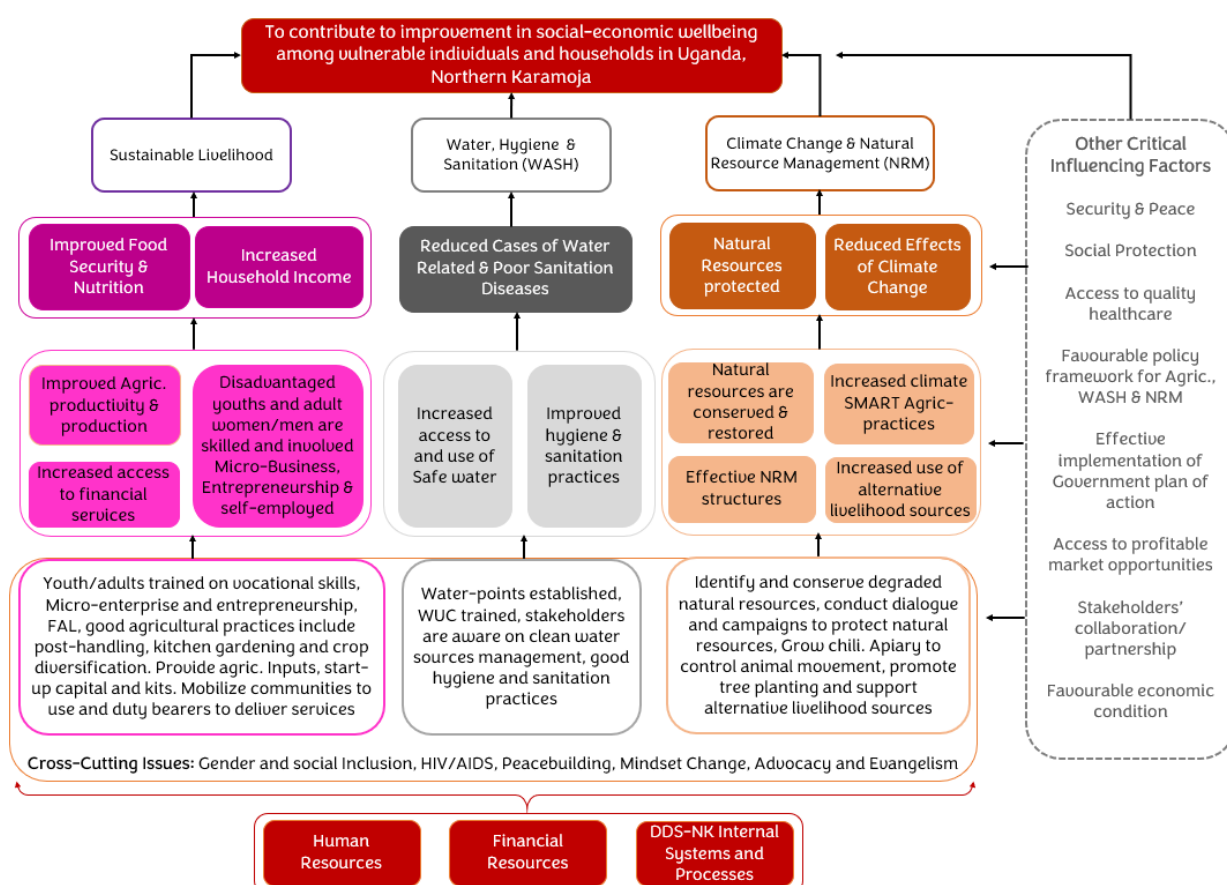
By intervening in the three strategic areas, DDS-NK hopes to create a lasting socio-economic impact in the lives of the following marginalized groups; OVC, Vulnerable households, Vulnerable Women and girls, Deprived Youth, PLWD, PLHIV. Other targets groups include informal community-based structures, underserved communities, public officials and the wildlife. The graphic below shows the targeted number of each social impact group we intend to reach between 2022-2026.



2.4 Program Theory of Change

A theory of change diagram below depicts how we believe this process will occur as contribution of our program. The diagram explains how our program intervention under climate change and natural resources management, sustainable livelihood and WASH will contribute to a chain of results that will lead to achievement of intended goal “contributing to improvement in social economic wellbeing of marginalised individuals and households in northern Karamoja”. It also shows other factors that contribute to social economic outcomes, such as security and peace, social protection and human rights, access to quality healthcare, favourable policy frameworks, effective implementation of Government plan of action, access to profitable market opportunities, stakeholders’ collaboration/ partnership and favourable economic condition. This TOC diagram was developed through participatory workshop held with DDS-NK internal stakeholders, it will be reviewed and revised midway this strategy implementation and evaluated by end of strategic cycle. may be subject to revisions and change regarding assumptions and external factors.

Figure 1: Diagram Illustrating DDS-NK Program Theory of Change



Source: Participatory Workshop

2.5 Results Measurement Framework

2.5.1 Results Areas

This section identifies how progress toward set goal and objectives will be measured. It provides an explicit articulation of the long-term and intermediate-term results which are expected to be achieved through this strategy. The framework also provides minimum sets of indicators that will be used to measure progress to towards achieving the set objectives.

1. Sustainable Livelihood

The main strategic objective of this result area is to improve household economic resilience for 3,100 households and 3,400 youths in north Karamoja by 2026, and the following results are expected under this strategic objectives:

Intervention logic	Performance Indicators
Expected Long-term Outcome: Households in target communities are economically resilient, and meeting their basic needs requirements	1a: % of households that are food secure 1b: % of households with sufficient dietary food intake 1c: % of households whose net annual income afford a decent standard of living – meets a living income benchmark 1d: % of households who are economically resilient to shocks caused by climate and non-climate related risks
Intermediate Outcomes 1.1: Increased agricultural production and productivity	1.1b: % of farmers with increased yield per acre 1.1b: % of farmers practicing agri-ecology
Intermediate Outcomes 1.2: Improved postharvest Handling including profitable markets for the agricultural produce	1.2a: % of farmers adopting efficient postharvest handling practices 1.2b: % reduction in post-harvest losses on priority commodities 1.2c: % of farmers using agro-processing and value addition facilities 1.3a % of farmers accessing profitable market for their produce 1.3b % of farmers reporting higher sales of farm produce following use of shared market information
Intermediate Outcome 1.3: Increased access to and use of financial services to finance agricultural	1.3a % of households accessing (using) the available financial services
Intermediate Outcome 1.4: Household heads and youths engaged in micro-enterprise development and gainful employment	1.4a % of households with one or more adult of its member earn an income from selected micro-enterprises 1.5b % of youth outside formal education system employed in non-exploitative job as a result of DDS-NK support
Intermediate Outcome 1.5: Local leaders/ duty bearers are accountable, develop plans of action and deliver sustainable livelihood services	1.5a % of farmers who received extension services in the last 6 months

2. Water, Sanitation & Hygiene

This strategic objective two is to increase access to and use of Safe water, sanitation and hygiene for 3,100 households and 18,900 persons in north Karamoja by 2026. Objective two will be achieved through achieving the following levels of results and the results will be measured through the respective performance indicators.

Results	Performance Indicators
Expected Long-term Outcome 2: Reduced cases of water related & poor sanitation diseases	2a: % change in the HMIS reported cases of water related illness; diarrhoea, dysentery, typhoid, intestinal worms and skin disease etc.
Intermediate Outcomes 2.1: Increased and sustainable access to safe water for domestic use and agricultural production	2.1a % of households accessing clean and safe water/ within 1km 2.1b % of households reporting available water supply meet household needs (use >100l/day)
Intermediate Outcome 2.2: Improved access to basic sanitation and adoption of good hygiene practices	2.2a % of households that meet basic sanitation standards (Non-shared improved toilet or latrine facilities) 2.2b % of population in program area practicing open defecation 2.2c % of households with toilets, handwashing facilities with soap and water 2.2d % of population in program area with adequate hygiene practices
Intermediate Outcome 2.3: Local leaders, duty bearers and WUC are accountable, develop plans of action and addresses WASH services needs in underserved communities	2.3a % increase in budget allocation to WASH sector at lower local government 2.3b % of WASH related issues raised by communities attended to by multi-level WASH partners and structures 2.3c % of water points with functional WUC

3. Climate Change & Natural Resource Management

Strategic objective three is to ensure sustainable use of the natural resources in north Karamoja by 2026. In order to attain this strategic objective, the following chain of results must be achieved and the indicators to measure these results are outlined to the right of the table.

Results	Performance Indicators
Expected Long-term Outcome 3: Natural resources are protected, and the effects of climate change is reduced	3a: % of rural farming households resilient to shocks caused by climate related risk 3b: National park boundary is demarcated; poaching is reduced, and crop damage by wildlife is reduced
Intermediate Outcomes 3.1: Increased adoption and sustainable use of natural resources to manage climate change	3.1a % of households practicing environmental conservation and restoration 3.1b % households practicing tree planting as re/afforestation 3.1c % of farmers integrating tree planting (agroforestry) in their farm
Intermediate Outcome 3.2: Increased adoption of climate smart agriculture, agroecology and alternative environmentally smart livelihood sources	3.2a % of farmers adopting climate smart agricultural practices 3.2b % of farmers involved in at least two more additional alternative source of livelihoods such apiary, business etc.
Intermediate Outcome 3.3: Improved capacity of climate change and disaster risk management structures to detect and manage environment challenges	3.3a Functional environmental and disaster risk management committees 3.3b # of districts/ sub counties with effective disaster early warning systems 3.3c # of disaster risks detected early and published with clear adaptations measures
Intermediate Outcome 3.4: Local leaders/ duty bearers are accountable, develop plans of action and support sustainable use and management of natural resources	3.4a # of districts/ sub counties with a funded plan of action to implement government priorities on NRM 3.4b % of community members satisfied with government service provision on Natural Resource Conservation and Restoration

2.6 Cross Cutting Issues

To DDS-NK, cross-cutting issues are topics that are important, they affect and cut across most if not all aspects of our program areas. In this strategic program cycle, DDS-NK will focus its attention to address the following crosscutting themes: Gender and social Inclusion, HIV/AIDS, Peacebuilding, Community Mobilisation and Mindset Change, Advocacy and Evangelism.

Gender and Social Inclusion: For DDS-NK, gender as cross-cutting issue is based on acknowledgement that, men and women, boys and girls have different priorities, constraints and preferences with respect to their participation in development work. As such, women and men can contribute to, and be impacted differently by development interventions. Based on these tenets, DDS-NK will implement the next five-year strategy in a more gender sensitive and responsive manner paying attention to and closely monitoring participation of marginalized and vulnerable groups such as PLHA, PWD, elderly people and OVC. We pledge to make our program processes or activities implementation gender sensitive or responsive by incorporating gender lens, needs and interests, and eliminating gender discriminatory tendencies.

Peacebuilding: To support peace and stability in a continually fragile environment like in Karamoja, conflict sensitivity must be interlinked into our activities as possible. In this vein, DDS-NK program actions will always be informed by conflict analysis and the interaction that programs will have on this context. Throughout the 5-years, DDS-NK will mainstream peacebuilding messages in its community behaviours change intervention strategies.

Community Mobilization and Mindset Change: One the emerging barrier to uptake of development programs have been negative mindset towards development programs among the populates and this attitude can have far-reaching consequences on the lives of the people and society. In the next 5-years, DDS-NK aims to empower, link or refer families, communities and citizens of north Karamoja to embrace national values and actively participate and where possible contribute to existing sustainable developments efforts. DDS-NK will contribute to mobilize communities to changing their attitudes, norms, practices and behaviours towards development agenda. This initiative will help build capacities of communities to assess their needs, identify options for addressing them, prioritize, leverage resources, and create sustainable solutions.

Advocacy: For DDS-NK, Advocacy is a change strategy that will cut across the three results areas. We are dedicated to being part and or coordinate public support for the cause of ensuring that necessary resources, policies, bylaws/ ordinances and political will to address the effects of climate change in Karamoja region; food and income poverty. We will seek to promote joint planning and advocacy to ensure voice of all relevant stakeholders (especially the poor) is heard and addressed by governments, private sector players, civil society organisation and other international development agencies.

Evangelism: DDS-NK is a development arm of Church of Uganda – North Karamoja, as such, evangelism is an integral part of our program mission. We believe in empowering the poor and sharing the Gospel of Christ – this principle is based on the fact that a starving man cannot hear the gospel clearly because his needs for food overrides any other interest. In this vein, we are committed to delivering biblical strategies of human service together with social transformation throughout the strategic plan cycle.

2.7 Partnership Strategy

DDS-NK main objective for partnership is to engage in with relevant stakeholders to contribute to each other's work, combine skills, knowledge and harmonize resources to tackle complex development challenges jointly. We believe partnership and collaboration with likeminded stakeholders, community and government will go a long way in creating a strong and better communities where we work. In addition to pushing our mission forward, partnership and collaboration will also provide stability (financial and non-financial) while achieving shared goals. On this basis, we will continue to work closely with the following likeminded organizations, other development agencies and government to deliver on this strategic plan to reduce poverty levels and improve social economic wellbeing among the people of North Karamoja:

- ➔ **Government:** We will work with the different local government sectors, departments and authorities such as production, Water and environment, environment and natural resource including planning unit. We will also leverage other structures such as the agriculture, water and environment working sector groups including District Disaster Management Committee. We will seek technical guidance and participation of representatives from Office of the Prime Minister, NEMA, NFA and Wildlife Authority in all relevant activities.
- ➔ **Development Actors:** We will cultivate new strategic partnership and sustain existing ones. we will; 1) collaborate with other actors to contribute to the work of each other, dialoguing and exchange skills, knowledge and funding to allow each other deliver more; 2) Combine and integrate skills and knowledge with more actors so as to deliver more jointly than each could deliver alone; and 3) Collaborate with multiple actors to bring together unique but complementary skills, knowledge and harmonized resources to tackle complex development challenges. In the next five years, we will collaborate, share skills and knowledge with GOAL, Caritas and Mercy Corps in all the three results areas. Under livelihood, will collaborate with Mennonite Central Committee (MCC), ADRA, Welthungerhilfe, Doctors with Africa CUAMM and others. Under Climate Change and Natural resource management, we will collaborate with IIRR, DANCHURCH AID, Oxfam, Karamoja Peace and Development Agency and wildlife Authority. In the WASH sector, DDS-NK will continue to work with Welthungerhilfe, Karamoja Peace and Development Agency and Andre Food Consult. In the private sector, our corporate partners include business communities such as the hotels, banks, agro-input dealers, traders etc. During the 5-years, we will advocate to our corporate partners to make concerted effort and practice corporate social responsibility that enhances rather than degrade society and the environment.
- ➔ **Donor Agencies:** In the next five years, we look forward expanding our funding stream; networking with in-country sponsors and corporate bodies to fund small charity projects in the supported communities. While we strive to cultivate new partnership with INGOs for sub grants, we hope to sustain a healthy relationship with our current funder and sponsors; UN FAO, EWMI and Save the Children

2.8 Organization Effectiveness

In order to implement this strategic plan successfully, DDS-NK will require to strengthen intuitional capacity in the following areas: program social impact, financial health, internal processes, workforce and governance.

Perspective	Results Area	Performance Target	Strategic Interventions
Social Impact	Sustainable livelihood	75% of households in program area are food secure	Promotion of agronomy, provision of Agric-inputs and supporting alternative source of livelihood, Business and vocational skills training
		50% of households in program area earn a living income	
Financial Health	Revenue growth	50% growth in DDS-NK funding	Develop resource mobilization strategy
	Grow locally raised funds	50% increase in locally raised funds	Train key staff on resource mobilisation
			Invest in growing DDS-NK asset base and community contribution
Internal Processes	Improved policy framework and align with strategic plan	5 policy frameworks developed	Develop procurement and Environmental policy
	Improved strategic planning	DDS-NK strategic plan developed	Develop DDS-NK Strategic plan 2022-2026
	Effective MEAL systems	DDS-NK MEAL system established	Develop MEAL system and train staff on system established
	Build a strong brand to strengthen visibility	DDS-NK branding reviewed	Review DDS-NK branding
Work Force and Governance	Adequate staffing	Key positions are recruited	Recruit staff for the key positions
	Improved pay, staff reward and compensation	Performance-based salary increment adopted	Adopt performance-based salary increment
	Staff retention	50% reduction in turnover rate	Conduct market surveys and revised salary structures, review and improved staff benefits
	Highly motivated and engaged staff	85% of staff are fully motivated based on engagement survey	Regular conduct team building events
	Improved capacity of synod to identify and train board members on leadership and management	Board charter and selection of its members revised	Build capacity of synod to choose qualified board members
		5 board members trained on leadership and management	Train board members on leadership and management

2.9 Sustainability Plan

We will ensure sustainable communities and continuity of DDS-NK initiated programs activities and results even in the absence of donor support. For the next five years, we will implement the following sustainability strategies:

- ➔ First and foremost, we reorganized that our program should meet community needs without compromising the ability of future generations to meet their own needs, as such, throughout this strategic cycle, we will address environmental challenges under results are three and engage in program approaches that will ensure sustainable environment.
- ➔ We will invest in approaches that will create economic resilience in communities and promote human rights through evangelistic lens, thus, improving access the services that addresses household basic needs including human rights – assuring social and economic sustainability lens of our program.
- ➔ We will develop a **Resource Mobilization Strategy** to grow and expand our sources of funding externally and internally for the continuity of our existence and our work. In brief, the resources mobilisation strategies that will be employed include; capacity building of staff on proposal writing and post-award management, grow more networks and partnership in order built strong consortium during joint proposal writing, improve branding, visibility and Knowledge Management and learning to ensure our viability, evidence and continuity in the development workspace. DDS-NK will seek membership/ partnership with **FundforNGOs** to improve Intelligence gathering for funding opportunities worldwide. We will continue to grow DDS-NK internal asset based and cash flows to finance some our programmatic activities even in the absence or limited donor funding.
- ➔ DDS-NK has designed and will continue to adapt to activity designs that can be implemented through the community support structure (formal and informal structures) such as the Water User Committee, Disaster Risk Management Committees, local councils, extension workers and cultural structures including the church structure and the available church resources to advance the church parish development plans which are currently aligned with the government Parish Development Model (PDM).
- ➔ Through using the right based and facilitative approaches to programming, especially during program development, monitoring, review and replanning, we will facilitate communities to participate in every node of program cycle, this will ensure our plans are aligned to addressing community priority. Engaging communities during planning will also ensure community contribution to the development efforts are integral part of our programs for sustainability
- ➔ In addition to aligning our strategic priorities to the SDG, NDP III and the respective district plans, DDS-NK will contribute to the mindset change through sensitization and mobilization of communities to benefit from existing government Programmes.

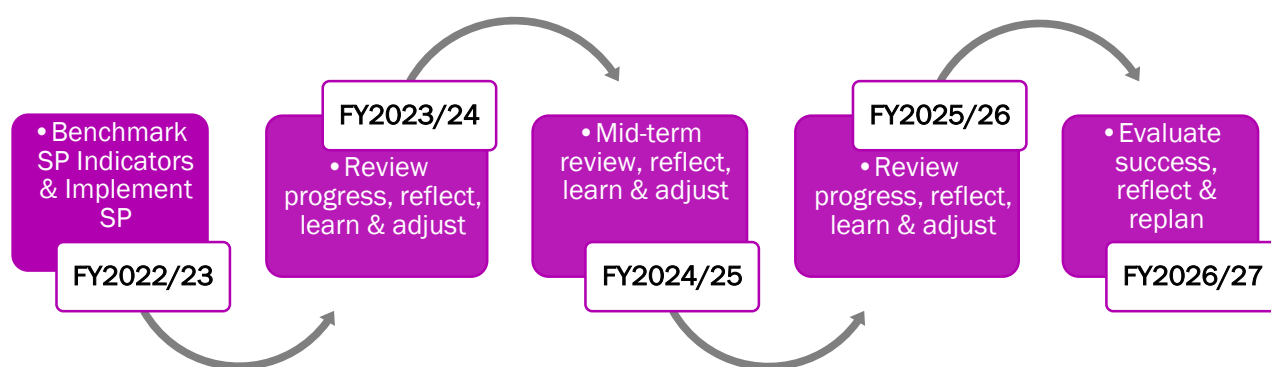
3.0 Monitoring, Evaluation & Learning

In order to provide a clear sense direction while implementing this strategic plan, an implementation action plan has been developed (in the appendix) specifying the different sets of activities that ought to be implemented in order to achieve key outputs, outcomes, objectives and the overall goal of the strategic plan. The implementation action plan outlines the timelines in which each set of intervention activities will be implemented, including measurable indicators that will be used to assess the program performances.

It is also believed that effective execution of the strategy will depend on improving institutional capacity in number of areas; development of new and adjusting existing program guidelines and policy frameworks; strengthening MEAL system; advancing more strategic partnership, networking and strengthening DDS-NK brand, improving the financial information management system, increasing program revenue and organisation asset base, building capacity of the workforce and retaining them.

To operationalize measurement of the program performances, a separate detailed M&E plan will be developed to guide monitoring of this SP implementation and evaluation of its achievement under each result area. As illustrated below, DDS-NK will benchmark the strategic plan performance indicators in year one, conduct annual reviews, mid-term review in year three to monitor progress, identify barriers, best practices, key learnings, reflect and determine adjustments required to achieve the program goal and a terminal evaluation of the strategic plan in year five to evaluate the key achievements of the strategic plan.

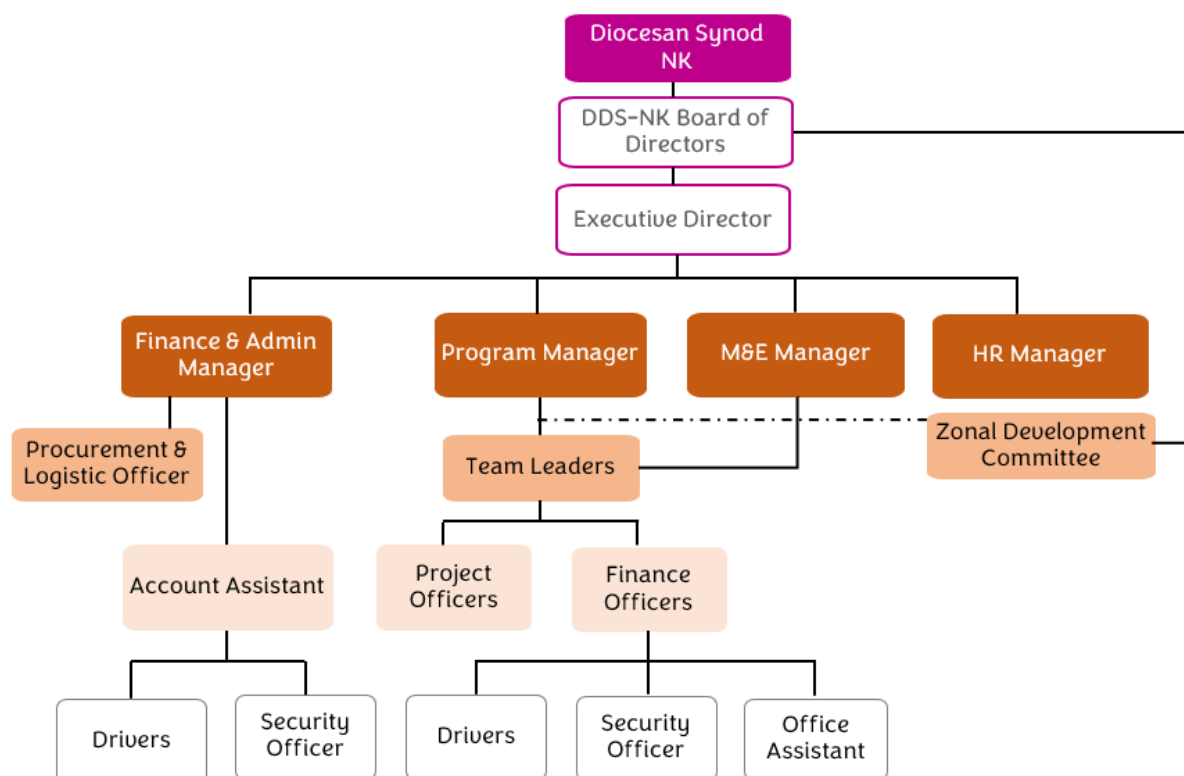
Figure 1: Summary of MEL Processes in the Five Years



4.0 DDS-NK Organisation Chart

In this strategic plan period, DDS-NK organogram will comprise of the Diocesan Synod NK, Board of Directors and Executive Directors forming the leadership structure of the organisation. The senior management structure will comprise of the Finance and Administration Manager, Program Manager, M&E Manager, and Human Resources Manager including the Executive Director. The middle management structure will include the senior management structure, Procurement and Logistic Officer, Technical Team Leads and the Zonal Development Committees. The M&E Manager and Technical Team Lead roles are designed to work closely to ensure effective program implementation and monitoring progress towards achieving this SP objectives. The Zonal Development Committee will work closely with program manager and team leaders and reports directly to the Board of Directors on programmatic performances and compliance to DDS-NK core values during beneficiary selection and program delivery – they serve as the feedback system in DDS-NK program operations. The diagram below visually conveys DDS-NK internal structure, keys roles, responsibilities, relationships and communication and reporting lines cross the hierarchy of roles.

Figure 2: DDS-NK Organisation Chart



Source: DDS-NK Human Resource Organisation Chart 2022

ANNEX

1. Implementation Work Plan 2022 - 2026

The tables show the work for the implementation of the strategic plan 2022-2016

ACTIVITIES		2022	2023	2024	2025	2026	Responsible Person(s)
5.1	Strategic Objective 1: To improve household economic resilience for 3,100 households and 3,400 youths in north Karamoja by 2026						
5.1.1	Conduct a baseline survey on 1,000 households in four districts to access their levels of vulnerability in malnutrition, food security and propose interventions to increase household incomes	X	X				Consultant
5.1.2	Carry out social mobilization of communities and local leaders in the 12 parishes in four districts to solicit their participation in the proposed household livelihood projects.		X				Team Leaders
5.1.3	Provide capacity building to 800 households on climate smart agriculture, post-harvest handling, animal husbandry, establishment of kitchen gardening and crop diversification.			X	X	X	Project Officers
5.1.4	Provide agricultural inputs such as: seeds, implements, post-harvest handling technologies, livestock drugs.			X	X	X	Team Leaders
5.1.5	Establish 12 Functional Adult Literacy (FAL) classes in Parishes for those that have not gone to school to learn how to read and write.				X	X	Project Officers
5.1.6	Train youth, women, disadvantaged and the elderly on marketable vocational skills for self-employment.			X	X		Private Service Providers
5.2	Strategic Objective 2: To increase access to and use of Safe water, sanitation and hygiene for 3,100 households and 18,900 persons in north Karamoja by 2026						
5.2.1	Provide four (4) solar powered water boreholes in the four districts.		X	X		X	Team Leaders
5.2.2	Conduct capacity building trainings for four (4) water user committees (28 persons) and VHTs (32 persons) in 16 villages.		X	X	X	X	District Water Officers

ACTIVITIES		2022				2023				2024				2025				2026				Responsible Person(s)
5.2.3	Conduct sanitation and hygiene campaigns in 16 villages in the four districts.	X	X	X	X	X				X	X	X	X	X	X	X	X	X	X	X	X	Project Officers
5.3	Strategic Objective 3: To ensure sustainable utilization of natural resources in north Karamoja by 2026																					
5.3.1	Map out areas with adverse environmental and natural resource degradation in the four districts and propose relevant conservation initiatives.		X	X	X																	Consultant
5.3.2	Organize quarterly community dialogues to protect and conserve natural resources through training sessions and radio talk shows.					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Team Leaders
5.3.3	Conduct advocacy campaigns to protect the lives and crops of people living in the wildlife corridors by organizing meetings between the Uganda Wildlife Authority, local governments and affected communities.	X	X			X				X	X			X	X			X	X			Program Manager
5.3.4	Engage farmers' groups in chili growing and apiary farming along the wildlife corridors to control the movement of animals from eating crops.				X			X				X				X					X	Project Officers
5.4	Partnership: To engage in partnership with relevant stakeholders to contribute to each other's work, combine skills, knowledge and harmonize resources to tackle complex development challenges jointly.																					
5.4.1	Develop a Resource Mobilization Strategy and implement it to raise funding to support implementation of the strategic plan	X																				Consultant
5.4.2	Recruit four (4) Zonal Team Leaders to engage four (4) local governments through joint monitoring activities, inception meetings, reviews/feedback meetings and sector meetings.			X				X				X			X							Board and Executive Director
5.4.3	Engage four (4) archdeaconries in the districts of North Karamoja for community participation in programme thematic areas and local resource mobilization.				X			X				X			X				X			Team Leaders
5.4.4	Carry out media engagements through talk shows, issuance of press releases, adverts and uploading information in the DDS-NK website.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Program Manager

ACTIVITIES		2022				2023				2024				2025				2026				Responsible Person(s)
5.4.5	Map out CSO platforms/networks/coalitions operating in DDS-NK thematic areas and explore joint engagements and capacity building Programmes.			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Executive Director
5.4.6	Collaborate with local leaders to advocate for security of citizens in the four district against armed bandits and cattle rustlers.	X	X			X	X			X	X			X	X			X	X			Executive Director
5.5	Organisation Effectiveness: To strengthen intuitional capacity of DDS-NK to deliver on its mandate, especially this strategic plan																					
5.5.1	Review DDS-NK Policies and Guidelines	X	X	X	X									X	X	X	X					Consultant
5.5.2	Review the DDS-NK existing Organogram to identify gaps, correct and implement them	X								X								X				Board and Executive Director
5.5.3	Conduct staff recruitment to fill all existing vacancies			X			X				X				X					X		Board and Executive Director
5.5.4	Conduct capacity building for DDS-NK Staff and Board of Directors on fundraising, management, proposal writing etc.			X			X				X				X							Consultant
5.5.5	Map out existing Policies and Procedures for review, update and development of new ones. Special focus will be paid to the Finance Policy and Human Resource Policy.		X	X						X	X											Finance Manager
5.5.6	Ensure that the organization is compliant to the NGO Regulations and Policies. This includes quality assurance compliance, regular audits, annual reporting and other forms of accountability.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Executive Director
5.5.7	Conduct a mid-term review of the Strategic Plan									X	X											Consultant

2. DDS-NK Budget Projections 2022 - 2026 (Uganda Shillings, UGX '000)

	ACTIVITIES	2022	2023	2024	2025	2026
1	Strategic Objective 1: To improve household economic resilience for 3,100 households and 3,400 youths in north Karamoja by 2026					
3.8.1.1	Conduct a baseline survey on 1,000 households in four districts to access their levels of vulnerability in malnutrition, food security and propose interventions to increase household incomes	16,900				
3.8.1.2	Carry out social mobilization of communities and local leaders in the 12 parishes in four districts.	133,759				
3.8.1.3	Provide capacity building to 800 households on climate smart agriculture	107,915	118,707	130,577	143,635	157,998
3.8.1.4	Provide agricultural inputs such as: seeds, implements, post-harvest handling technologies, livestock drugs.	14,840	16,324	17,956	19,752	21,727
3.8.1.5	Establish 12 FAL classes in Parishes for those that have not gone to school to learn how to read and write.		49,400	54,340		59,774
3.8.1.6	Train youth, women, disadvantaged and the elderly on marketable vocational skills for self-employment.		195,600	215,160		236,676
	Sub - total	273,414	380,031	418,034	163,387	476,176
3.8.2	Strategic Objective 2: To increase access to and use of Safe water, sanitation and hygiene for 3,100 households and 18,900 persons in north Karamoja by 2026					
3.8.2.1	Provide four (4) solar powered water boreholes in the four districts.	52,600	57,860	63,646	70,010.60	
3.8.2.2	Conduct capacity building trainings for four (4) water user committees (28 persons) and VHTs (32 persons) in 16 villages.	10,700	11,770	12,947	14,241.70	
3.8.2.3	Conduct sanitation and hygiene campaigns in 16 villages in the four districts.	42,555	46,811	51,492	56,640.71	62,305
	Sub - total	105,855	116,441	128,085	140,893	62,305
3.8.3	Strategic Objective 3: To ensure sustainable utilization of natural resources in north Karamoja by 2026					
3.8.3.1	Map out areas with adverse environmental and natural resource degradation in the four districts and state conservation initiatives.	9,050				

3.8.3.2	Organize quarterly community dialogues to protect and conserve natural resources through training sessions and radio talk shows.		38,745	42,620	46,881	51,570
3.8.3.3	Conduct advocacy campaigns to protect the lives and crops of people living in the wildlife corridors by organizing meetings between the Uganda Wildlife Authority, local governments and affected communities.	48,000	52,800	58,080	63,888	70,277
3.8.3.4	Engage farmers' groups in chili growing and apiary farming along the wildlife corridors to control the movement of animals from eating crops.	95,000	104,500	114,950	126,445	139,090
	Sub - total	152,050	196,045	215,650	237,214	260,936
3.8.4	Partnership: To engage in partnership with relevant stakeholders to contribute to each other's work, combine skills, knowledge and harmonize resources to tackle complex development challenges jointly.					
3.8.4.1	Develop a Resource Mobilization Strategy and implement it to raise funding to support implementation of the strategic plan	8,881				
3.8.4.2	Recruit four (4) Zonal Team Leaders to engage four (4) local governments through joint monitoring activities, inception meetings, reviews/feedback meetings and sector meetings.	46,600	51,260	56,386	62,024.60	
3.8.4.3	Engage four (4) archdeacons in the districts of North Karamoja for community participation in programme thematic areas.	20,300	22,330	24,563	27,019	29,721
3.8.4.4	Carry out media engagements through talk shows, issuance of press releases, adverts and uploading on DDS-NK website	6,000	6,600	7,260	7,986	8,785
3.8.4.5	Map out CSO platforms/networks/coalitions operating in DDS-NK thematic areas and explore joint engagements	7,800	8,580	9,438	10,382	11,420
3.8.4.6	Collaborate with local leaders to advocate for security of citizens in the four districts against armed bandits and cattle rustlers.	33,500	36,850	40,535	44,589	
	Sub - total	123,081	125,620	138,182	152,000	49,926
3.8.5	Organisation Effectiveness: To strengthen institutional capacity of DDS-NK to deliver on its mandate, especially this strategic plan					
3.8.5.1	Review DDS-NK Policies and Guidelines by a local Consultant	16,200			17,820	
3.8.5.2	Review the DDS-NK existing Organogram to identify gaps, correct and implement them	10,500		11,550		12,705

3.8.5.3	Conduct staff recruitment to fill all existing vacancies	4,880	5,368	5,905	6,495.28	7,144.81
3.8.5.4	Conduct capacity building for DDS-NK Staff and Board of Directors on fundraising, management, proposal writing etc.	5,200	5,720	6,292	6,921.20	-
3.8.5.5	Map out existing Policies and Procedures for review, update and development of new ones. Special focus will be paid to the Finance Policy and Human Resource Policy.	10,360			11,396	
3.8.5.6	Ensure that the organization is compliant to the NGO Regulations and Policies. This includes quality assurance compliance, regular audits, annual reporting and other forms of accountability.	8,000	8,800	9,680	10,648	11,713
	Conduct a mid-term review of the Strategic Plan			15,000		
	Sub - total	55,140	19,888	48,427	53,280	31,563
3.8.6.	Personnel Costs					
3.8.6.1	Executive Directors	42,485	46,734	51,407	56,548	62,202
3.8.6.2	Programme Manager	42,000	46,200	50,820	55,902	61,492
3.8.6.3	Senior Finance Officer and Administration	24,800	27,280	30,008	33,009	36,310
3.8.6.4	District Coordinator	42,000	46,200	50,820	55,902	61,492
3.8.6.5	Finance Officer	20,400	22,440	24,684	27,152	29,868
3.8.6.6	Finance Assistant	12,000	13,200	14,520	15,972	17,569
3.8.6.7	Monitoring & Evaluation Officer	30,000	33,000	36,300	39,930	43,923
3.8.6.8	Field Officer	86,400	95,040	104,544	114,998	126,498
3.8.6.9	Project Officer	16,800	18,480	20,328	22,361	24,597
3.8.6.10	M & E Volunteer	3,600	3,960	4,356	4,792	5,271
3.8.6.11	Volunteer Driver	3,600	3,960	4,356	4,792	5,271
3.8.6.12	Office Assistant	4,600	5,060	5,566	6,123	6,735

3.8.6.13	Security Guard	5,400	5,940	6,534	7,187	7,906
3.8.7	Fridge Benefits					
3.8.7.1	10% National Social Security Fund	39,133	43,046	47,351	52,086	57,295
3.8.7.2	Medical insurance	17,780	19,558	21,514	23,665	26,032
3.8.8	Administrative overheads					
3.8.8.1	Vehicle Maintenance	8,420	9,262	10,188	11,207	12,328
3.8.8.2	Motorcycle Maintenance	10,000	11,000	12,100	13,310	14,641
3.8.8.3	Utilities (Water and Power)	1,000	1,100	1,210	1,331	1,464
3.8.8.4	Communication(mobile airtime and office internet	6,665	7,332	8,065	8,871	9,758
	Sub - total	417,083	458,791	504,670	555,137	610,651
	TOTAL	1,126,623	1,296,815	1,453,047	1,301,913	1,491,556
	GRAND TOTAL (2022 – 2026)	6,669,954				

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