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M A N A G E M E N T
I N S T I T U T E

*USAID/Uganda Civil Society
Strengthening Activity (CSSA)*

ANNUAL REPORT

**Reporting Period Name: August 2021 to September
2022**

**Activity Name: Organizational Capacity Strengthening
Activity for Diocesan Development Services – North
Karamoja (DDS-NK).**

Agreement Number: G-1864-21-501-3031-20

**Activity Start Date and End Date: 01/08/2021 to
30/09/2022**

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1. ACTIVITY OVERVIEW

1.1. ACTIVITY OVERVIEW

Activity Name:	Organizational Capacity Strengthening Project for Diocesan Development Services-North Karamoja (DDS-NK)
Activity Start Date and End Date:	August 1, 2021 to October 31, 2022
Grant amount:	US \$50,000
Name of Organization:	Diocesan Development Services – North Karamoja
Agreement Number:	G-1864-21-501-3031-20
Geographic Coverage (Name of Sub-Regions):	Karamoja Sub-region
Geographic Coverage (Name of districts):	Abim, Kotido, Kaabong and Karenga
Reporting Period:	01/08/2021 to 30/09/2022
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1.2 ACTIVITY DESCRIPTION

Diocesan Development Services-North Karamoja (DDS-NK) Organizational Capacity Strengthening Activity funded and supported by the USAID/Uganda Civil Society Strengthening

Activity (USAID/CSSA) focused on strengthening the capacity of DDS-NK to effectively fulfil its mission, expand its constituency, engage constructively with a wide range of stakeholders and strengthen transparency and accountability of its operations.

The objectives included:

- To strengthen the advocacy capacity of DDS-NK to influence national and local development;
- To improve the organizational capacity of DDS-NK to sustainably fulfill its mission; and
- To contribute to the creation of a more supporting and enabling environment that sustains a vibrant civil society in Kotido district.

The Organizational Capacity Strengthening Activity for Diocesan Development Services-North Karamoja (DDS-NK) resulted from the gaps identified through Organizational Capacity Assessment (OCA) and Advocacy Capacity Assessment (ACA) conducted by the USAID/Uganda Civil Society Strengthening Activity (CSSA). DDS-NK weaknesses include; the absence of key policies and procedures to ensure that it is run more professionally and effectively, inadequate financial resources and inability to recruit key staff to beef up the operation of the organisation.

The gaps identified through OCA and ACA included:

- lack of a guiding instrument for setting priorities for strategic decisions and actions;
- fundraising challenges;
- use of excel sheet for financial reporting rather than accounting software;
- monitoring and evaluation being project based rather than program based;
- projects being more popular than the organization itself;
- limited beneficiary communication in the local language; and
- lack of funds to support required staff.

DDS-NK specific expected results of the capacity strengthening activity included:

- enhanced sustainable funding and resource stream for DDS-NK,
- improved financial management systems,
- developed monitoring and evaluation systems to ease decision making,
- improved performance of individual staff
- and make a contribution to the improvement in food security in Kotido district.

The Activity worked with approximately 35 direct beneficiaries (DDS-NK Board of Directors and staff) and 2,000 indirect beneficiaries (smallholder farmers) who will equally benefit as a result of strengthened capacity of DDS-NK as an institution and the staff supporting projects implementation.

2. ACTIVITY IMPLEMENTATION PROGRESS

2.1. ACTIVITIES IMPLEMENTED

As a result of organizational development funding and technical assistance provided to DDS-NK by CSSA, the following activities were implemented:

- In the first quarter(August-September 2021), DDS-NK hired a Programme Manager and this has enhanced the strategic and program leadership of DDS-NK. The Programme Manager has been instrumental in providing supervision in the planning and implementation and reporting of programs.

- In quarter 1 (August-September 2021), DDS-NK procured QuickBooks (an accounting package) and trained 4 staff (3 women, 1 man) on how to use the accounting package. This has helped DDS-NK to move its financial system from excel based to automated accounting system. The training on QuickBooks was on bookkeeping, accounting, documentation, tax management, creating chart of accounts, recording accounting transactions, Bank reconciliation, end of year adjustments, and financial reports processing.
- In quarters 1 and 2 (August – December 2021), DDS-NK designed and developed the website, this has helped organization to popularize and improve its visibility and accountability to its stakeholders. DDS-NK staff members were taken through a 3 days training on WordPress Content Management System for general understanding of the website use. Five (5) staff participated in the virtual training conducted by the hired consultant (1 women, 4 men) of which 2 were above 35 years, 2 were 30-34 years and 1 was 25-29 years
- Across the four quarters (August 2021 to June 2022), DDS-NK developed its 5 year strategic plan (2022- 2026). The development of the Strategic Plan was a participatory process that included the board members, staff and other stakeholders. A 3-day training on strategic planning development were conducted for 7 staff and 6 board members (4 women, 9 men).
- In quarters 3 and 4 (January to June 2022), DDS-NK developed a Communication Strategy through a participatory approach. With the support of USAID/CSSA Communication and Outreach Specialist who provided one-on-one technical assistance

to DDS-NK on the Communication Strategy development. The participatory approach enhanced DDS-NK staff capacity in designing and implementing the communication strategy. A total of 3 staff, (0 women, 3 men) participated in the virtual communication strategy development processes organized by USAID/CSSA.

- In quarter 2 and 3 (January to June 2022), DDS-NK developed a comprehensive Monitoring, Learning and Evaluation and Evaluation system. A total of 7 DDS-NK staff (2 women, 5 men), 4 were 30-34 years and 3 were 35 years and above were trained on how to administer the general Monitoring and Evaluation System that was developed.
- In quarter 4, (April –June 2022), DDS-NK developed the organization’s constitution to regulate its operation as it only relied on its memorandum and articles of association to regulate the operations of the organization. A total of 8 people participated the review and update process (3 staff, 5 board members), (3 women, 5 men),1 was 30-34 years and 7 were 35 years and above.
- In quarter 4, (April –June 2022), DDS-NK was able to review and update the Board Charter. The review helped DDS-NK to align the current mission. The review was conducted through a participatory, reflective and inclusive process that promoted organization-wide ownership of the Board Charter. This process was guided by the hired consultant. A total of 8 people participated the review and update processes (3 staff, 5 board members), (3 women, 5 men),1 was 30-34 years and 7 were 35 years and above.
- In quarter 4, (April –June 2022), DDS-NK developed an Advocacy Strategy during a participatory process. The process started on July 13th to 15th, 2022 when DDS-NK staff

participated in a 3-day virtual workshop on developing Advocacy Strategy organized by USAID/CSSA. The knowledge and skills acquired by staff members aided the development of DDS-NK Advocacy Strategy. A process that was facilitated by the USAID/CSSA Chief of Party. A total of 3 staff participated in the training and the development of the Advocacy Strategy (1 woman, 2 men), 1 was 30-34 years and 2 were 35 years and above. The Advocacy strategy will be rolled out to improve household food security of the targeted population.

- Overall, DDS-NK did not implement 2 of its planned activities (development of environmental policy and Resource Mobilization Strategy). This was caused by failure to attract the consultants with the required skill set to support DDS-NK develop the policy and strategy.

2.2. KEY ACHIEVEMENTS

Before the capacity strengthening activity, DDS-NK could be described as a developing organization, where practices were informal, uneven, or inconsistent. With the capacity strengthening activity, DDS-NK addressed most of the weaknesses and gaps identified and the management of the organization has greatly improved in delivering programs effectively. The strengthening activity have built DDS-NK advocacy capacity, improved DDS-NK capacity to envision and start a journey of delivering its mission as detailed below.

- o There were a number of positions which were not filled and the Executive Director (ED) was overwhelmed without adequate support. To contribute to reduction of the work

burden on the Executive Director, a Programme Manager was recruited and this has enhanced the strategic and program leadership of DDS-NK. The Programme Manager has been instrumental in providing supervision in the planning and implementation and reporting of programs

- o DDS-NK has now moved all its financial documents from excel based to automated accounting system. The four staff at the finance and administration department now have knowledge and skills on bookkeeping, accounting, documentation, tax management, creating chart of accounts, recording accounting transactions, Bank reconciliation, end of year adjustments and financial reports processing using quick books. We have also reduced time taken by the financial team to provide annual statements of financial position, statement of income and expenditure, statement of accumulated funds, statement of cash flows for external audit . For example the finance team only took 30 minutes to provide statement of income and expenditure, statement of accumulated funds and statements of cash flows to the external auditors. This same exercise took 3 days during the previous external audit. For the first time, the Executive Director with assistance from the Senior Finance and Administrative officer presented statement of accumulated funds to DDS-NK board meeting. Its also now easy to receive financial statements from the organization without a hussle.

- o The website has helped popularize DDS-NK and improve its visibility and accountability to its stakeholders within and outside Karamoja. The Aids Support Organisation (TASO), Hunger Fighters Uganda, Chemonics Consultants have all referenced the website before enaging DDS-NK in fundraising or capacity training or

making consultations on future development work in Karamoja. The very fact that DDS-NK has a website places it among competitive organization. DDS-NK Staff have also benefited and are now using webmails.

o The strategic plan among other newly acquired policies and systems have improved DDS-NK internal governance and strategic planning. Since its establishment, DDS-NK had never developed a Strategic Plan to guide its planning, governance, and the management of the organization. We have referred to our strategic plan during designing small grants by United Nations Development Programme (UNDP) through Hunger Fighters and International Institute for Rural Reconstruction (IIRR). DDS-NK thus secured two small grants from IIRR and TASO CUAMM. The strategic plan made it easy for DDS-NK to have a budget for 5 years during the renewal of its permit with Uganda NGO Bureau.

2.3. KEY CHALLENGES

- Kotido is one of the hard-to-reach districts in Karamoja sub-region. This affected DDS-NK in soliciting highly qualified consultants to carry out consultancy roles of the project. This was evident, for example, in the poor quality of consultants in responding to DDS-NK's Request for Proposals (RfP). The few who responded and may have been fairly qualified even charged higher than the available budget for the task just because Kotido

is one of high-risk districts (insecurity caused by the warriors) and inadequate means of transport.

2.4. PERFORMANCE INDICATOR DATA TABLE

Summary of Implementation Status (Results to date)

Objectives	Performance indicator	Annual Targets	Quarterly Actuals				Total	Variance
			Q1	Q2	Q3	Q4		
Output 1.1: Advocacy strategy developed								
<i>Activity 1.1</i> Advocacy strategy developed	DDS-NK 1.1.1: Number of policy advocacy strategy document developed for livelihood and food security implementation.	1	0	0	0	1	1	0
	DDS-NK 1.1.2: Number of advocacy actions aligned with the advocacy strategy	1	0	0	0	0	0	1
<i>Activity 1.2</i> Participating in the development of the advocacy strategy	DDS-NK 1.1.3: Number of people who participated in the advocacy workshop/training during the development of advocacy strategy for DDS-NK.	14	0	0	0	3	3	11
	DDS-NK 1.1.4: Number of new projects funded.	1	0	0	0	0	0	1
Output 2.1: Strategic Plan developed								
<i>Activity 2.1.1</i> Developing DDS-NK strategic plan	DDS-NK 2.1.1: Number of strategic plans developed	1	0	0	0	1	1	0
	DDS-NK 2.1.2: Number of projects aligned with the strategic plan	1	0	0	0	2	2	1
<i>Activity 2.1.2</i> Strategic Plan workshops	DDS-NK 2.1.3: Number of participants trained in the process of developing the strategic plan	14	0	13	0	0	13	1
<i>Activity 2.1.3.</i> Strategic Plan dissemination	DDS-NK 2.1.4: Number of stakeholders who participated in the dissemination sessions of the strategic plan (both internal and external)	25	0	0	0	65	65	40

Output 2.2: Environmental management policy developed								
<i>Activity 2.2.1 Develop Environmental policy manual</i>	<i>DDS-NK</i>	DDS-NK 2.2.1: Number of environmental management policy documents developed	1	0	0	0	0	1
		DDS-NK 2.2.2 Number of projects aligned to environmental management policy developed	1	0	0	0	0	1
		DDS-NK 2.2.3. Number of people trained in the process of developing environmental management policy for DDS-NK	11	0	0	0	0	11
		DDS-NK 2.2.4: Number of stakeholders reached/shared with during the dissemination of environmental management policy manual	25	0	0	0	0	25
Output 2.3: Accounting package (quick books) procured								
<i>Activity 2.3.1 Procure Quick Books</i>		DDS-NK 2.3.1: Number of computerized financial systems in place and operational	1	1	0	0	1	0
<i>Activity 2.3.2 Staff training in Quick Books</i>		DDS-NK 2.3.2: Number of people trained in QuickBooks	3	3	0	0	4	1
Output 2.1. 3: DDS-NK Website developed ad updated								
<i>Activity 2.4.1 Develop and update DDS-NK Website</i>		DDS-NK 2.4.1: Number of DDS-NK developed website	1	1	0	0	1	0
		DDS-NK 2.4.2: Number of staff trained in website development.	5	0	5	0	5	0
		DDS-NK 2.4.3: Number of website uploads	4	0	0	1	1	3
Output 2.5: DDS-NK M&E system development								
<i>Activity 2.5.1. Develop DDS-NK M&E system</i>		DDS-NK 2.5.1: Number of M&E systems developed	1	0	0	1	1	0
		DDS-NK 2.5.2: Number of activities/projects reviewed as a result of the M&E system	3	0	0	0	0	3

<i>Activity 2.5.2. M&E staff training</i>	DDS-NK 2.5.3: Number of staff trained in M&E	13	0	0	0	7	7	6
Output 2.6: DDS-NK Constitution developed								
<i>Activity 2.6. 1 Constitution development</i>	DDS-NK 2.6.1: Number of constitution developed	1	0	0	0	1	1	0
	DDS-NK 2.6.2: Number of actions by the executive management abiding by the Constitution	5	0	0	0	0	0	5
<i>Activity 2.6. 2 Stakeholder's Workshop</i>	DDS-NK 2.6.3: Number of people who participated in the revision of the DDS-K constitution	13	0	0	0	8	8	5
Output 2.7: DDS-NK board charters reviewed								
<i>Activity 2.7.1 Board Charter review</i>	DDS-NK 2.7.1: Number of Board charter reviewed	1	0	0	0	1	1	0
<i>Activity 2.7.2 Stakeholder's Workshop</i>	DDS-NK 2.7.2: Number of people who participated in the revision of the Board Charter.	13	0	0	0	8	8	5
	DDS-NK 2.7.3: Number of actions implemented by the Board abiding by Board Charter	1	0	0	0	1	1	0
Output 2.8: Project Manager recruited								
<i>Activity 2.8.1 Recruit project Manager</i>	DDS-NK 2.8.1: Number of Project Manager recruited	1	1	0	0	0	1	0
Output 3.1: Resource mobilization strategy developed								
<i>Activity 3.1.1 Develop Resource Mobilization strategy</i>	3.1.1: Number of resource mobilization strategy developed	1	0	0	0	0	0	1
	DDS-NK 3.1.2: Number of people trained in resource mobilization strategy.	10	0	0	0	0	0	10
	DDS-NK 3.1.3: Number of actions implemented aligned with the resource mobilization strategy.	1	0	0	0	0	0	1
Output 3.2: DDS-NK Communications Strategy developed								
<i>Activity 3.2.1 Communication Strategy development</i>	DDS-NK 3.2.1: Number of Communications strategy documents developed	1	0	0	0	1	1	0

<i>Activity 3.2.2 Conduct training in the Communications strategy development</i>	DDS-NK 3.2.2: Number of participants trained in the Communications strategy development process	6	0	0	0	3	3	3
	DDS-NK 3.2.3: Number of activities implemented aligned with the communications strategy.	1	0	0	0	0	0	1

2.5. INDICATOR PERFORMANCE

- For indicator DDS-NK 2.1.4: Number of stakeholders who participated in the dissemination sessions of the strategic plan (both internal and external), DDS-NK had planned to reach 25 participants with this activity, it ended up reaching 65 participants (22 (34%) women, 43 (66%) men), 9 were 20-24 years, 17 were 25-29 years, 14 were 30-34 years and 25 were 35 years and above. 40% of the total participants were youths, 60% were adults and 2% of the total participants were People living With Disabilities(PWDs). The stakeholders that participated in the launch and dissemination of the Strategic Plan were drawn from the following categories; lead farmers(LFs), Business Service Providers(BSPs), Village Health Teams (VHTs) and Community Based Facilitators(CBFs), Local Council Chairperson I, Local Government Representatives from Abim and Kotido district (Kotido Resident District Commissioner, Chief Administrative Officer representative, head of departments (production, health, Natural Resource Management from Kotido and District Community Development Officer Abim), Media (Etoil a Karamoja FM), financial institution (Centenary Bank), Civil Society Organizations (CSOs) representatives from Kotido Non Governmental Organisation Forum, Mercy Corps, Food and Agriculture Organisation of the United Nations, Mennonite Central Committee that is funding a project in DDS-NK, DDS-NK's Board members and Staff. This indicator over performed by 160%, this is because the number of days that were planned for the stakeholders' engagement on the Strategic Plan development were adjusted from 5 days to 3 days and hence the budget for the additional two days was moved to the Strategic Plan launch giving the project opportunity to reach more participants for this activity.

- For indicator DDS-NK 1.1.3: Number of people who participated in the advocacy workshop/training during the development of advocacy strategy for DDS-NK, the project was able to reach 3 (21%) out of 14 targets, 1 was 30-34 years and 2 were 35 years and above. The indicator has underperformed by 79% because the project team did not plan for resource allocation for this indicator during the project design hence affecting the overall reached for this indicator. Most of the participated targeted were from USAID ICAN and were not able to participate due to busy schedules.
- For this indicator DDS-NK 2.4.3: Number of website uploads, the project uploaded information for only 1 (25%) time out of the 4 targets that was planned for. This therefore showed that the indicator underperformed by 75%. The reason for the deviation was that the activity was due to late implementation of the activity since this activity was meant to be implemented in quarter 1 of the project and the inadequate skill sets of the staff to update the website.
- For this indicator DDS-NK 2.5.3: Number of staff trained in M&E, DDS-NK only reached 7 (54%) (2 women, 5 men), 4 were 30-34 years and 3 were 35 years participants during the M&E System content training out of the 13 participants that were planned for. This means the indicator have underperformed by 46%, this was because the activity was planned to reach all the DDS-NK staff members but this did not happen because there was another M&E related activity (DQA) that were being conducted by a sister project (USAID ICAN), hence some of the staff members had to attend to the exercise.
- This indicator DDS-NK 2.6.3: Number of people who participated in the revision of the DDS-K constitution, the project was able to reach 8 (62%) participants out of 13

participants that were planned for. This was because the day collided with the burial day for 1 of the DDS-NK board members (3 staff, 5 board members), (3 women, 5 men), 1 was 30-34 years and 7 were 35 years and above.

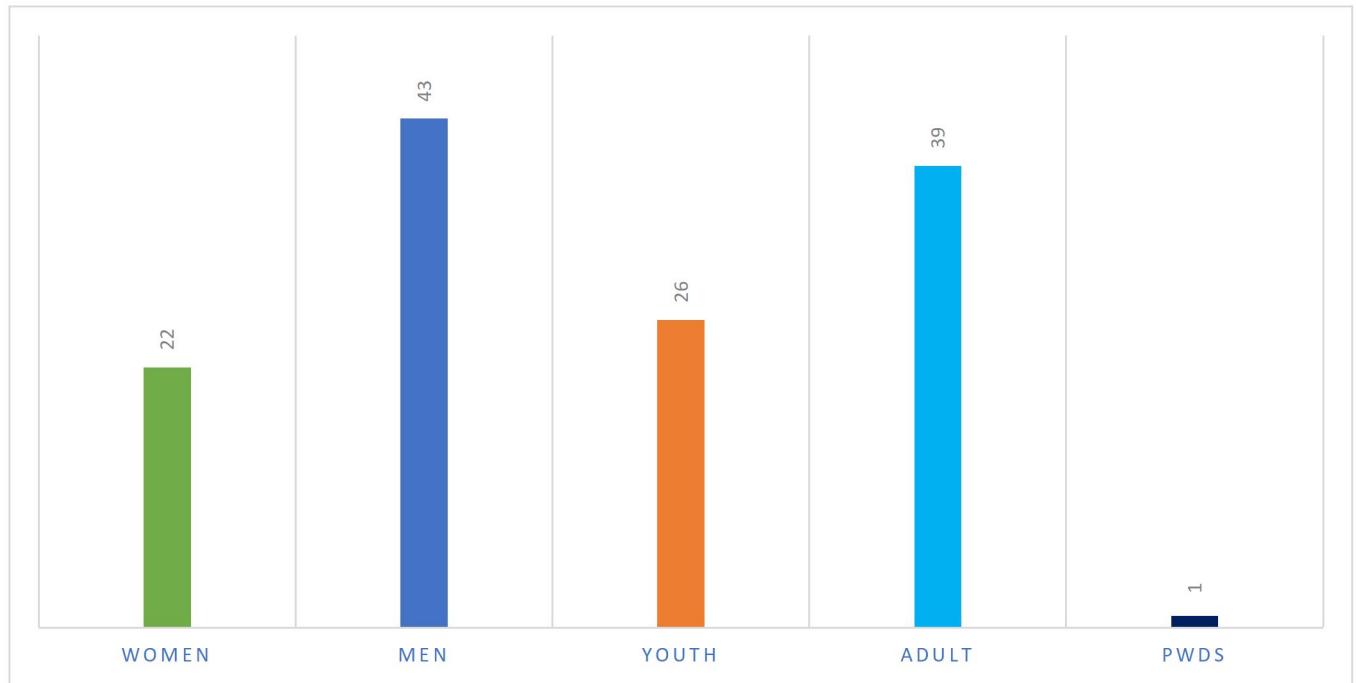
- This indicator DDS-NK 2.7.3: Number of actions implemented by the Board abiding by Board Charter, the project was able to reach 8 (62%) participants out of 13 participants that were planned for. This was because the day collided with the burial day for 1 of the DDS-NK board members (3 staff, 5 board members), (3 women, 5 men), 1 was 30-34 years and 7 were 35 years and above.
- For this indicator DDS-NK 3.2.2: Number of participants trained in the Communications strategy development process, DDS-NK CSSA project engaged 3 (50%) staff in a 8 days (9 sessions) of virtual training on the development of the Communication Strategy. This indicator did not achieve its target by 50%, this was because DDS-NK had to prioritise the key persons to participate in the trainings.

2.6. INDICATOR VISUALIZATIONS

Visualizations:

Figures 1, 2, and 3 below show the: i) Number of stakeholders who participated in the dissemination sessions of the strategic plan (both internal and external); ii) number of people who participated in the revision of the DDS-K constitution and Board Charter; and iii) number of individuals trained in management skills and advocacy (M&E, Communication strategy, QuickBooks, Strategic Plan development, Advocacy Workshops and Website development trainings) to strengthen the quality of DDS-NK project implementation.

FIGURE 1 | DDS-NK 2.1.4: Number of People that Participate in the dissemination of the DDS-NK Strategic Plan



As shown in Figure 1, **65 individuals** Participate in the dissemination of the DDS-NK Strategic

Plan. Of these:

- 22 (34%) were women
- 43 (66%) were men
- 26 (40%) were in the age group of 10-29 years (youth)
- 14 (22%) were in the age group of 30-34 years
- 25 (38%) were in the age group of 35 years and above
- 1 (2%) were People Living with Disabilities (PWDs)

FIGURE 2 | DDS-NK 2.6.3: Number of people who participated in the revision of the DDS-K constitution, and DDS-NK 2.7.2: Number of people who participated in the revision of the Board Charter.

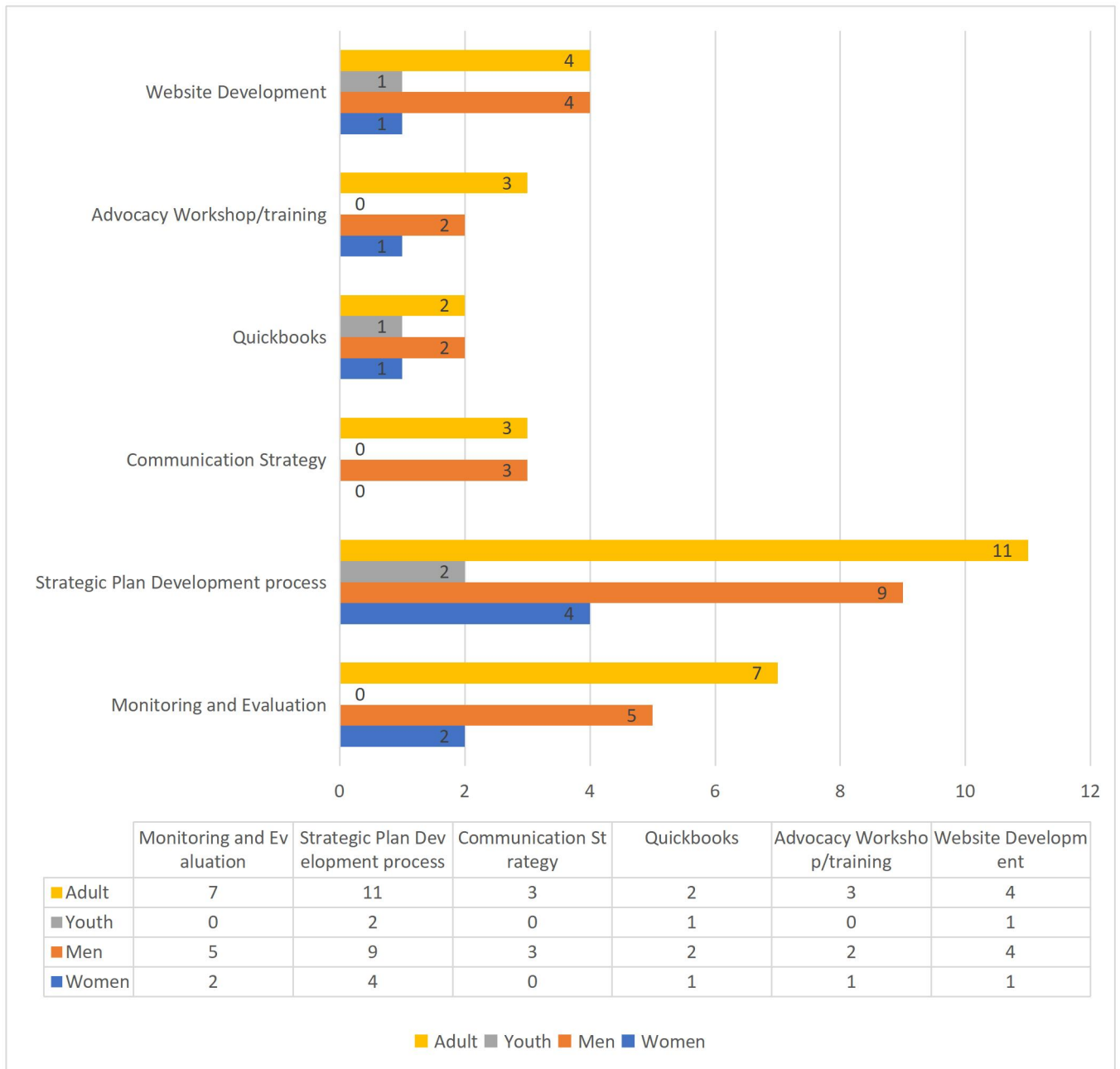


As shown in Figure 2, **16 individuals** Participate in the revision of the DDS-K constitution, and the Board Charter.

Of these:

- 6 (38%) were women
- 10 (62%) were men
- 0(0%) were in the age group of 10-29 years (youth)
- 1 (6%) were in the age group of 30-34 years
- 15 (94%) were in the age group of 35 years and above
- 0 (0%) were People Living with Disabilities (PWDs)

FIGURE 3 | Number of individuals trained in management skills and advocacy (M&E, Communication strategy, QuickBooks, Strategic Plan development, Advocacy Workshops and Website development trainings) to strengthen the quality of DDS-NK project implementation.



As shown in Figure 3, **34 individuals** trained in management skills and advocacy (M&E, Communication strategy, QuickBooks, Strategic Plan development, Advocacy Workshops and Website development trainings) to strengthen the quality of DDS-NK project implementation.

Of these:

- 9 (26%) were women
- 25 (74%) were men
- 4(11%) were in the age group of 10-29 years (youth)
- 4 (11%) were in the age group of 30-34 years
- 26 (76%) were in the age group of 35 years and above
- 0 (0%) were People Living with Disabilities (PWDs)

3. INCLUSIVE DEVELOPMENT

Throughout the project implementation, DDS-NK through its USAID/CSSA funded project activities inclusively engaged with the youth, women, indigenous people and people living with disabilities. For example both female and male youth were engaged in the quickbooks training; women, youth, people with disabilities were engaged during strategic planning process.

4. STRATEGIC AND THEMATIC LEARNING

Collaboration, Learning and Adapting

- During the planning of activities, most meetings and workshops were supposed to be in person (physical) and this was interfered during the pandemic and DDS-NK learned to adjust to virtual ways of working during the Covid-19 period.

- DDS-NK has learnt that some of the deliverables like strategic planning take some time. They require consultant team with specialised skills monitoring & evaluation, program design, and financial management not just jack of all trades.

Partnerships, Networks, Coalitions and Stakeholder Engagement

By participating in various trainings(virtual and physical) organized for implementing partners, we have been able to appreciate what others do and also share what we do. We have also been exposed to platforms or stakeholders especially private sector and this is helping us to form our resource mobilisation strategy.

5. ANNEXES

ANNEX A: SUCCESS OR FAILURE STORY TEMPLATE

The National NGO Board at the Ministry of Internal Affairs duly registered Diocesan Development Service-North Karamoja (DDS-NK) as an indigenous Ugandan non-profit organization. However since it began working in 2018, DDS-NK has never created a Strategic Plan to direct the organization through its journey. DDS-NK was aware that Strategic Planning was crucial to the organization's performance, good management, and governance. The organization attempted unsuccessfully for a long period to find resources to draft its Strategic Plan. DDS-NK appreciates the technical assistance and financial backing provided by USAID/CSSA that facilitated the creation of its 5 year's Strategic Plan (2022-2026).

DDS-NK promoted the Strategic Plan to stakeholders from all walks of life by launching and disseminating the Strategic Plan to stakeholders from all spheres of life, including farmers in the

community, local and religious leaders, local government representatives from the districts in North Karamoja, district heads of departments (production, health, natural resource management, and community development), financial institutions, and representatives of Civil Society Organizations (CSOs). Following the launch and dissemination of DDS-NK Strategic Plan, news about DDS-NK strategic orientation for 2022–2026 was broadcast on Etoila FM for one week.

As stated by the Chairperson of Local Council V, "*donors occasionally consult with the district local government for referral of the most suitable CBOs and local NGOs operating in the district, but they have learned that most CBOs and local NGOs do not have Strategic Plans and as a result it becomes difficult to provide referrals to such entity.*" The heads of departments for Kotido and Abim districts commended DDS-NK upon developing and disseminating the Strategic Plan. They exhorted DDS-NK to do everything to see that the Strategic Plan is implemented.

Now that DDS-NK has a living document, it can always refer to the existing strategic plan when making decisions. Board members, management, and employees can at any time refer to the vision and specify its future course of action. The strategy plan is now one of the most helpful road maps for DDS-NK.

Because of the Strategic Plan, DDS-NK now has a strong competitive edge. DDS-NK has established a positive public image, earned a solid reputation, and won the respect of partners, civil society organizations, and local governments in North Karamoja. Previously, before the context changed, whenever funders visited DDS-NK to undertake assessments for funding to CBO and indigenous NGOs, DDS-NK and request for DDS-NK's Strategic Plan, DDS-NK was unable to provide one since it did not have a Strategic Plan. A lack of a Strategic Plan might

have prevented DDS-NK from receiving some funds. With the Strategic Plan in place, DDS-NK can establish a solid reputation among Karamoja's civil society.

Strategic Plan launch and dissemination photo gallery



Photos 1: 1
Kotido District
Production
Officer making
his observations
on sustainable
livelihood and
food security as
envisioned in
the
presentation of
DDS-NK
Strategic Plan
by the Executive
Director



Photos 1: 2 Kotido District Environment Officer making her observations on DDS-NK sustainable Natural Resource Management focus for 2022-2026.



Photos 1: 3 Kotido District Health Officer making a remark on DDS-NK Water, Sanitation and Hygiene (WASH) proposed strategic focus.



Photos 1: 4 DDS-NK Executive Director and the Board of Directors behind him closely following the launch and dissemination of Strategic Plan Sessions.



Photos 1: 5 The Residence District Commissioner Kotido District speaking to invited guest before closing the Strategic Plan Launch and dissemination sessions.