

# KIBAALE DISTRICT CIVIL SOCIETY ORGANISATIONS' NETWORK (KCSO)

## STRATEGIC DIRECTIONS FOR THE NEXT FIVE YEARS

### SD I; Capacity Building

#### Strategic objective;

To continue enhancing the capacity of organizations to achieve their aims through support supervision, conducting trainings and other capacity building approaches that will address the capacity gaps of member organizations.

#### Issues

Many of member organizations are growing organizations, which require a lot of support. Capacity building has been an on going activity but many still lack knowledge and skills in new approaches and methodologies in community development, have weak systems and structures; lack a common voice to address their interests and those of their constituencies. They do not participate effectively in the government's development processes, lack resources to engage effectively in the process of service delivery and facilitate their own growth. Above all ignorance and lack of civic rights is a big issue in Kibaale district.

#### Strategy

KCSO will continue facilitating building the capacities of its members to enable them engage effectively with other actors in development. It will continue linking them to resource bases and participate in national CSO strengthening strategies. KCSO will also position itself strategically with in the district and the region at large and enhance civic awareness and engage with actors in development to ensure that pro-poor policies and programs are designed. Lobbying, advocacy and networking will be a key tool for KCSO to ensure that it delivers its mandate.

#### Targets

- Have at least 2 capacity building trainings for 30 member organizations annually
- Capacity needs identification visits to each of the MOs annually
- Assist at least 10 MOs to carryout resource mobilization activities annually
- Work with at least 5 MOs annually to develop internal policies

### SD II; Research, Documentation and Information Dissemination

#### Strategic Objective;

To undertake policy research, strengthen information and communication systems within the network which will enable member organizations to easily access current and vital information for the growth and development of their institutions and constituencies.

## **Issues**

Information is key to success but to most of the rural areas this is lacking. Many social problems and issues are affecting the community but often they are tackled haphazardly due to absence of proper investigation and documentation about them. Research and documentation is a strong pillar in policy formulation, dialogue and implementation but most times this is not done because of the time, competence and cost involved. Research and documentation also enables a given community to take stock of innovations and inventions.

## **Strategy**

KCSON will focus on research and documentation in order to generate information necessary for it and its members to dialogue with other partners in development and engage in effective service delivery. It will also engage in research and documentation in order to reduce existing global information gap between the rural areas and the international community. Research will also focus on creating an aware community able to fight poverty.

## **Targets**

- Carryout at least one research activity annually in areas relevant to the improvement of the welfare of the poor and document and share findings
- Document best practices, achievements and lessons through annual reports, bi-annual newsletters, quarterly progress reports or any other visual, audio or written documentation.

## **III; Conflict Resolution, Peace Building and advancing the mainstreaming of other cross cutting issues**

### **Strategic Objective;**

To engage in conflict resolution and peace building within Kibaale District as well as advancing the mainstreaming of other cross cutting issues.

## **Issues**

While the NDP strongly targets conflict resolution, much of the emphasis is on conflict and insecurity in the North, North Eastern and Eastern parts of the country; there are also significant conflict issues in the mid western part of the country which need collaborative approach from all players, specifically Kibaale District. For long the district has been characterized with tribal conflicts especially between the inhabitants (Banyoro) and the Bafuruki (mostly the Bakiga). Conflict and insecurity in Kibaale has been so much influenced by land issues. Such scenarios hinder investor confidence, weaken the production sector, reduce revenue collection, impacts on human resources and hence weaken the districts GDP growth. Kibaale faces the unsettled land question, which has never been fully solved since colonial times. Until now land is a big issue and it's responsible for most conflicts in the district. Statistics from the district lands department indicate that on average 239 cases over land are reported to the land tribunal per month.

The GDP annual average of 5% has not been evenly distributed throughout Uganda. Issues of mortality especially for children is still high, literacy levels are still low, inaccessibility to safe

water and sanitation, poor and low yields in agriculture and the high dependence ratio. The above situation has left many communities in Kibaale poverty stricken.

Data from Kibaale district development plan indicate that the prevalence rate for HIV/AIDS stands at 6.2%. The DDP further notes a declining trend in HIV but at the same time more females are getting infected. The HIV phenomenon has worsened the problem of Orphans and other vulnerable children.

Economically Kibaale is growing at a promising rate. Despite the positive note, a lot of environmental degradation has been associated with this rapid growth of the district. It therefore remains a challenge of the civil society to balance development and the sustainable use of natural resources.

Gender is critical in the development of communities yet women have limited economic opportunities, due to their low social status, their relationships with men, lack of ownership and access to productive assets, limited participation in decision making and heavy workload. Gender and basic rights of the poor are crosscutting development concerns and as such they can best be addressed using a cross section approach. The realization of gender equality and basic rights for all people therefore requires all actors in the development process to address these concerns in their respective areas with mandate and capacities

Environment degradation has been very high in Kibaale; forests are increasingly being cleared for farm land, charcoal, timber, firewood and settlement. The poor natural resource dependants who make the majority of Kibaale District are at a risk if this continues unchecked

### **Strategy**

KCSON will continue engaging with all stakeholders to address issues of conflict and peace building in the district. It will mobilize more resources, encourage dialogue and hence organize peace dialogues and conflict resolution forums and sensitize masses on issues of peace building and conflict management. KCSON will undertake research in this area and also work with all those interested in peace building in the district and the region at large. It will continue to lobby government to quicken processes already in place to address the land question in the district. KCSON will work towards ensuring that there is strengthened political governance, human rights, strengthened public sector management and accountability and that decentralization are deepened and good governance is upheld within the district.

KCSON will also continue mainstreaming of poverty, environment, HIV/AIDS and gender in its programs. KCSON will also advocate for a mainstreaming approach in government programs and will also ensure that its members, the local government and development partners adopt a mainstreaming approach in their programs. The aspects to be mainstreamed (gender, HIV/AIDS and the environment) are key to development and they always influence the nature/quality of services which the poor access. Conscious of the fact that these are key variables in development, it will lobby, advocate those in development and adopt a mainstreaming approach in executing its projects and programs.

Advocacy for environment friendly activities will form one of the major activities of KCSON and its membership

Special programmes for the orphans and other vulnerable children, HIVAIDS and environment will also continue forming part of the networking agenda

#### **Targets**

- Main stream issues of conflict, gender and natural resource management into all activities and programmes
- Widen the scope of service to the vulnerable groups of OVC, elderly, women and youth.

#### **SD IV: Governance**

##### **Strategic objective IV: To advocate for an accountable and transparent service delivery to the poor and marginalized people in Kibaale District.**

To ensure that Public and private duty bearers at different levels are responsible, accountable, and transparent to poor and marginalized people.

The Uganda Government counts several institutions and mechanisms to promote good governance. The Office of the Auditor General (OAG), the Parliamentary Accounts Committee and the Inspectorate of Government (IGG), are responsible for constraining the abuse of public authority. A Ministry of State for Ethics and Integrity has been established to coordinate the activities of anti-corruption agencies and provide leadership in the formulation of policies that foster accountability. These agencies work alongside the Directorate of Public Prosecutions (DPP). Additionally, through constitutional reform, multiparty elections were held in 2006 after 20 years of de facto one-party rule, officially creating an opposition to check the government. Uganda also has a decentralized system of governance, whose core objectives are participation, accountability, and service delivery.

Despite such an elaborate institutional and policy framework for combating corruption, abuse of office and wastage of public property, corruption not only remains pervasive, it is institutionalized, and growing. This has led to increasing public cynicism with regard to government commitments to democratic accountability, transparency, and good governance.

The poor and marginalized feel neither included nor empowered by main-stream development processes, despite the recent proliferation of civil society organizations. An increasing number of people also perceive poverty as an inability to make decisions and/or be part of institutional decision-making processes in both government and CSOs. Poverty is therefore closely linked to bad governance.

Our future programs on governance will therefore concentrate on the following areas:

##### Focus areas for Governance

- ⇒ *Inclusion and participation of the poor and marginalized:* The very poor are included and effectively participating in decision-making processes.
- ⇒ *Curtailing corruption and misuse of public and private resources:* Cases of corruption and other abuses of public and private resources are highlighted and appropriate actions taken.

### **Targets**

- Internal governance of CSOs in the District improved, transparent and accountable to their members and also externally.
- The poor and marginalized, CSOs and government effectively participate in government budget preparation and policy development (PEAP review/National Development Plan)
- Formal processes in place for the very poor to monitor service provision, whose outcomes inform policy processes

## **RESOURCE IMPLICATIONS AND MOBILISATION**

Effective implementation of KCSON's strategy requires sustainable resource mobilization and organizational capacity building of KCSON and its members. Resources will be raised from development partners within and out side the country, government, annual members' subscriptions, KCSON's secretarial bureau, and members' contributions in any other form apart from the annual subscriptions and other fundraising activities

Resources raised will be reflected and monitored in the budgets, especially in the annual budgets. Resource mobilization activities will be spearheaded by the secretariat with the executive committee. The finance, accounting and administrative policy and the human resource policy will guide the proper management of resources.

## **HUMAN RESOURCE IMPLICATIONS**

The network, at the start of this strategic plan has a secretariat comprising of a Program Coordinator, M&E Officer, Accounts Assistant, Secretary, Night watchman and a Volunteer. In order to implement KCSON's strategic plan, staff's job descriptions may need to be reviewed to suit the demands of the new strategic direction. Staff will also need a lot of capacity development i.e. trained as trainers of trainers, lobbying and advocacy skills, policy engagement, participatory monitoring and evaluation, financial management, communication skills (both oral and written), time management and team building among others. There resources team/pool which is got from member organizations will continue working with secretariat. This will continuously give back up support to the secretariat especially in the area of capacity development of KCSON's members. Depending on the resources raised, there may be recruitment of more staff members both in finance and program areas to effectively implement this strategic plan. Two staff positions are already earmarked- the Advocacy Officer and Programme Accountant. The Human Resource Committee will continuously review staff requirements and needs and together with staff design necessary interventions for staff development.

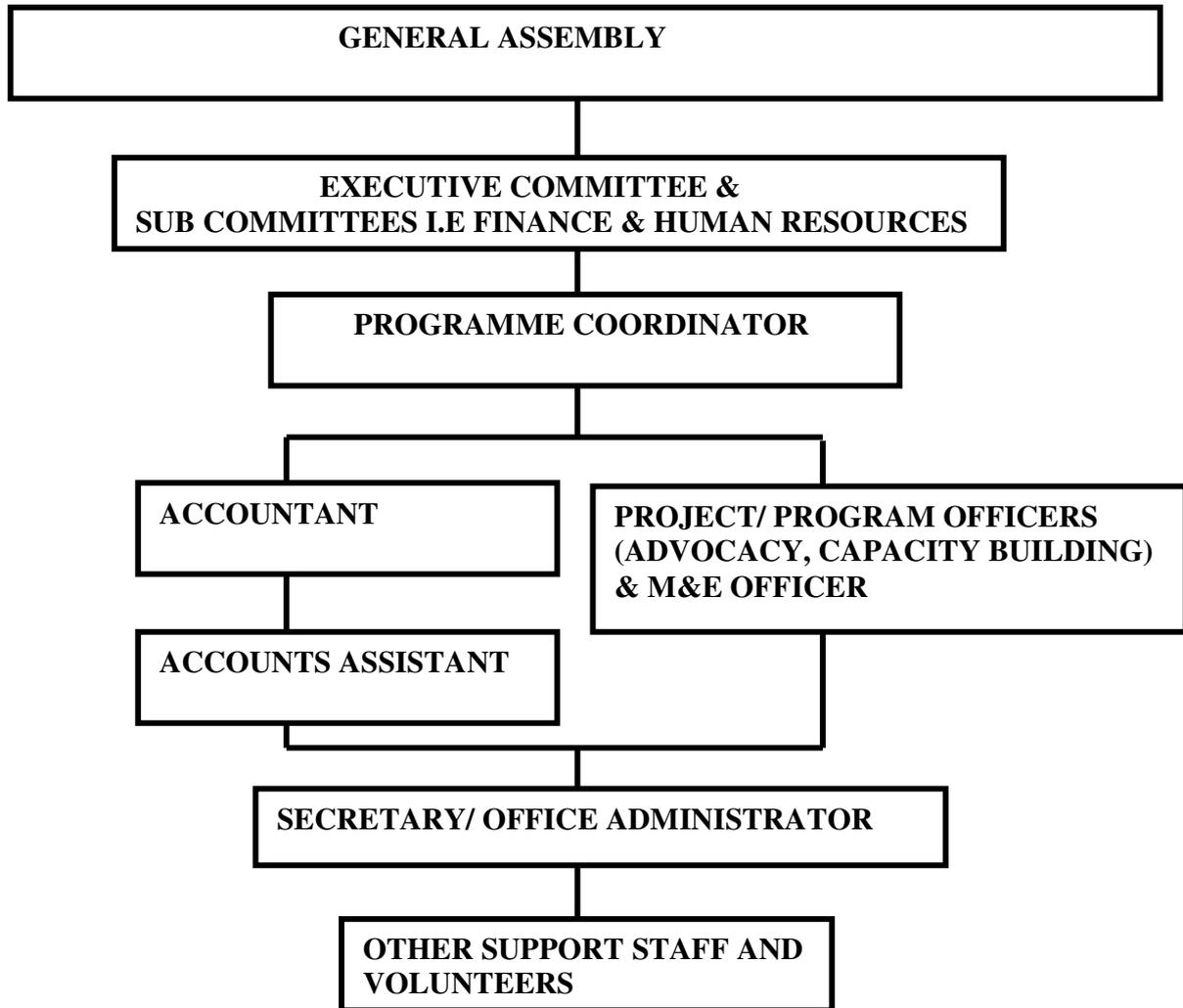
## **Strategic Monitoring Plan**

A monitoring plan will be established to ensure that the strategic planning process, which by its nature spans a considerable time frame, continues without interruptions and that the intentions of the executive which have been approved by the general assembly/members are sustained throughout the life period of the strategic plan. The executive committee together with the secretariat will monitor, evaluate and recommend modifications where necessary to ensure that the plan is carried out according to the wishes of the executive committee and the general assembly.

KCSON has an in built mechanism of reviewing its activities on a quarterly basis; this will contribute to the process of reviewing the plan. In addition, at the end of every financial year a comprehensive and participatory review of the plan will be done. This will involve collecting views from all KCSON stakeholders (local government, members, the community, development partners, and private sector bodies among others). A mid term evaluation of the strategic plan will be done and this is to gauge how far KCSON has gone in implementing the strategic plan and whether this is in line with the vision and mission of KCSON.

*Appendices*

**KCSON's Organizational Structure**



## Strategic Plan Matrix

Strategic objective	Strategic direction	Activities
To continue enhancing the capacity of organizations to achieve their aims through support supervision, conducting trainings and other capacity building approaches that will address the capacity gaps of member organizations.	I. Capacity building	<ul style="list-style-type: none"> <li>• Organise capacity building workshops, seminars and trainings.</li> <li>• Organise exhibition days</li> <li>• Organise study tours</li> <li>• On site mentoring and coaching of members</li> <li>• Build a capacity building team/resource pool</li> <li>• Fundraise for KCSON</li> <li>• Link members to resource bases and build partnerships.</li> <li>• Network with district, regional, national and international civic institutions.</li> <li>• Strengthen internal systems of the network and MOs</li> </ul>
To undertake policy research, strengthen information and communication systems within the network which will enable member organizations to easily access current and vital information for the growth and development of their institutions and constituencies	II. Research, Documentation and Information Dissemination	<ul style="list-style-type: none"> <li>• Undertake policy research to guide advocacy interventions</li> <li>• Disseminate researches</li> <li>• Update the district CSO inventory/CSO stock inventory.</li> <li>• Updating KCSON website</li> <li>• Write policy papers</li> <li>• Develop an organizational news letter/bulletin.</li> <li>• Strengthen the resource centre.</li> <li>• Publicize the network and position it strategically in Kibaale district and the region at large</li> <li>• Produce annual brochures, calendars</li> <li>• Carryout needs assessments</li> </ul>
To engage in conflict resolution and peace building within Kibaale District as	III. Conflict Resolution, Peace Building and advancing the mainstreaming of other cross cutting issues	<ul style="list-style-type: none"> <li>• Organize/participate in peace dialogue meetings, seminars, workshops among others.</li> <li>• Conduct radio programs on</li> </ul>

<p>well as advancing the mainstreaming of other cross cutting issues.</p>		<p>peace and conflict resolution</p> <ul style="list-style-type: none"> <li>• Sensitize masses on peace, human rights and conflict resolution</li> <li>• Engage with its members to take up peace and conflict resolution as issues in their programs.</li> <li>• Lobby the local government and other partners to engage peace building and conflict resolution in Kibaale district.</li> <li>• Engage in gender awareness activities for development</li> <li>• Engage in activities to empower vulnerable groups of people</li> <li>• Advocate for development that does not jeopardize the existence of the environment</li> </ul>
<p><b>To advocate for an accountable and transparent service delivery to the poor and marginalized people in Kibaale District.</b></p>	<p>IV. Governance</p>	<ul style="list-style-type: none"> <li>• Lobbying and advocacy for service delivery that benefits the rural poor</li> <li>• Enhancing internal CSO governance</li> <li>• Enhance community based monitoring of service delivery</li> <li>• Together with MOs mobilize the rural poor to engage in planning and implementation processes</li> <li>• Curtailing corruption and misuse of public and private resources</li> </ul>

## Resources forecast and plan

No	Broad activity	Expected outcomes	Time Frame in years					Resources (000)UGX Estimates	Status of resources	Responsibility centre
			1	2	3	4	5			
O1	Capacity building workshops, seminars/ trainings and other activities for enhancing members' skills and ability.	Effective MOs that are improving the lives of the people	35	60	60	60	60	215,000	Fund raising on going	KCSON and MOs
O2	Exhibition days, AGMs, Annual Commemorations and other get together events	Networking and coordination	7	10	15	17	20	69,000	Fund raising on going	KCSON and MOs
O3	Research and documentation (Action research, baselines, policy research etc)	Evidence based interventions	15	20	25	30	30	120,000	Fund raising on going	KCSON and MOs
O4	Programmes and projects aimed at improving the lives of vulnerable groups of people. To be implemented through members	Improvement of peoples lives	300	350	400	450	500	2,000,000	Fund raising on going	KCSON and MOs
O5	Enhancing good governance activities including KCSON Executive committee meetings	Improved public and CSO governance	100	150	150	200	200	800,000	Fund raising on going	KCSON and MOs

06	KCSON Institution home	Network headquarters self owned by KCSON	10	20	25			55,000	Fund raising on going	KCSON Secretariat and Executive Committee
07	Monitoring, Evaluation (Including needs assessments, audits, evaluations, reporting and transport means)	Programmes and activities that are causing improvement	100	100	120	120	120	560,000	Fund raising on going	KCSON Secretariat and Executive Committee
08	KCSON Secretariat staff remunerations, staff development and office support equipments	Functional secretariat with motivated staff	55	70	75	75	80	355,000	Fund raising on going	KCSON Secretariat and Executive Committee