



# UGANDA JOINT CHRISTIAN COUNCIL ABRIDGED STRATEGIC PLAN (2018– 2023)

*“Positioning for Holistic and Sustainable Change.”*

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July, 2017

# Table of Contents

<b>Table of Contents</b> .....	<b>ii</b>
<b>List of Figures</b> .....	<b>iii</b>
<b>List of Abbreviations and Acronyms</b> .....	<b>iv</b>
<b>Acknowledgement</b> .....	<b>v</b>
<b>Foreword</b>	<b>vi</b>
<b>Executive summary</b> .....	<b>viii</b>
<b>Chapter 1: Introduction</b> .....	<b>1</b>
1.1 Background .....	1
1.2 Vision, Mission, Core Values and Motto of UJCC .....	1
1.3 Rationale/Objectives of the 2018-2023 Strategic Plan.....	2
1.4 Expected Planning Assumptions .....	2
1.5 Methodology of Developing the 2018-2023 Strategic Plan .....	3
<b>Chapter 2: Theory of Change</b> .....	<b>4</b>
<b>Chapter 3: Strategic Direction</b> .....	<b>8</b>
3.1 Strategic Goal.....	8
3.2 Strategic Objectives.....	8
<b>Chapter 4: Results Framework</b> .....	<b>10</b>
<b>Chapter 5: Monitoring, Evaluation, Accountability and Learning Framework</b> .....	<b>14</b>
<b>Annex 1: Uganda Joint Christian Council Organizational Chart</b> .....	<b>33</b>

## List of Figures

<i>Figure 1: Change Pathway for UJCC Strategic Period 2018-2023</i> .....	4
<i>Figure 2: Strategic Issues</i> .....	8
<i>Figure 3: Strategic objectives</i> .....	9

## List of Abbreviations and Acronyms

CPI	Corruption Perception Index
CSOs	Civil Society Organizations
EAC	East Africa Community
EJACs	Ecumenical Joint Action Committees
EPWC	Ecumenical Public Way of the Cross
GAAP	Generally Accepted Accounting Practices
IAS	International Accounting and Audit Standards
IEC	Information, Education and Communication
IGA	Income Generating Activities
LRA	Lord's Resistance Army
M&E	Monitoring and Evaluation
MGLSD	Ministry of Gender, Labour and Social Development
MTR	Mid-term Review
NRA	National Resistance Army
POMA	Public Order Management Act
SALW	Small Arms and Light Weapons
UJCC	Uganda Joint Christian Council
WCC	World Council of Churches

## **Acknowledgement**

“Oh give thanks to the Lord, for He is good; His love endures forever” Psalms 107:1

The Lord Almighty has been faithful and seen us through the previous phase (2012-2017). He has also given us health of both body and mind to develop the new strategic plan (2018—2023) hence enabling us steer the Council this far.

We are greatly honored and exceedingly humbled by the invaluable contribution of different stakeholders who participated in rolling the previous strategic plan (2012—2017). Our efforts as the secretariat would not have yielded much if we did not lean on your supportive shoulders.

As the outgoing management, we cannot thank enough all the members of the governance structures of UJCC who participated in the evaluation of the previous phase and strategizing for the new phase. In particular, we thank the Board of Trustees for the guidance and Counsel amidst your busy schedules. It is because of your ideas that we have come this far and may all the honor and glory go to the Lord for using you as vessels in His work.

At Secretariat level, management is heavily indebted to all Staff and EJACs who were instrumental in implementation and monitoring results from the different interventions. The results we achieved over the years are commendable and will always be a springboard for more creative and innovative ideas. We trust that the teamwork exhibited in all our endeavors will be a corner stone for fostering a much better future

To Focus Consultancy Group, your role in facilitating and guiding the Evaluation of the previous strategic plan (2012-2017) and the process of developing the new strategic plan (2018—2023) is much appreciated. It is our belief that your professionalism will take you to greater heights.

Considering the new Strategic plan (2018—2023) phase, we are excited about the change we envisage after the 6 years and it is our conviction that the engagements with different communities will be instrumental in fostering the intended change. We trust that God will be at the center of all the interventions and that all the constraints in the process of implementation will be overcome.

## Foreword

Uganda Joint Christian Council has over the years been a voice for the voiceless as recorded in Proverbs 31:8; “Speak up for those who cannot speak for themselves, for the rights of all who are destitute” NIV. The Council continued to consolidate its mandate of advocating and speaking out on issues affecting humanity, with great emphasis on building citizens’ competence to champion relevant and practical ways of driving their community development agenda.

UJCC’s role in this area can be traced as far back as 1963 when it was established and registered as a trustee under the Trustees Incorporation Act (Cap. 165). Her major goal was to jointly deal with emerging matters pertaining to post-independent nation building in partnership with the Government of Uganda. Since then, the Council has been at the forefront in lobbying and advocating for the citizens on issues of common concern.

The areas of focus in the Council’s Strategic plan 2012—2017 thus Ecumenism and Interfaith, Social Services, Good Governance, Peace building and Reconciliation and Institutional Strengthening remained key pointers to the direction the Council undertook in the period and the planned activities effectively contributed to the achievements in various areas. In an effort to remain focused, the Council went through two important processes in 2014; Organizational Capacity Assessment (OCA) and Mid Term Review (MTR). The recommendations from these processes guided the course of action as we continued to roll down the strategic plan.

In the strategic plan 2012-2017, the Council deemed it fit to decentralize its programs hence giving birth to the concept of Ecumenical Joint Action Committees (EJACs). These were formed at Regional level to roll the Council’s programs to the grassroots. This was as well another way of strengthening the Council’s initiative of grassroots advocacy feeding into the national agenda. The lessons drawn from this concept during the End of phase Evaluation depict a step in the right direction.

As the Council embarks on the aspirations in the new strategic plan(2018—2023), our road map will be guided by the vision; “A World where Christians Jointly witness to bring about integral transformation”, inspired by the Mission; To promote consensus among Christians in Uganda to uphold Christian values and address issues of socio-economic justice and other matters of concern through joint research, advocacy and networking” and anchored on seven core values/principles; Christian Love, Integrity, Unity, Justice, Reconciliation, Peace, and Truthfulness.

In pursuit of her Mission, the Council will concentrate on Five Strategic areas of focus namely; Ecumenism and Interfaith, Social protection, Peace building and humanitarian support, Good Governance and Institutional Capacity building. The Crosscutting issues will include; Gender, Advocacy, Research and Development, Sustainable Environment Management and HIV & AIDS.

Special appreciation goes to all those who worked with us and supported the previous initiatives. We trust that your effort did not go unnoticed in the sight of God and at the right time, He will reward you accordingly. We call upon all stakeholders and partners to accompany us in the new phase as we continue to serve the People of God in this part of His Vine yard. “Let us not grow weary in doing good, for at the proper time, we shall reap a harvest if we do not give up” Gal 6:9.

We continue trusting in God’s providence and guidance as we grow and serve together.



His Grace Stanley Ntagali  
**Chairperson Board of Trustees**  
**Uganda Joint Christian Council**

## **Executive summary**

Uganda Joint Christian Council's six (6) year strategic plan 2018-2023 charts out the course for the Council to address organizational and operational issues in a strategic way. It demonstrates UJCC's commitment to advocate for good governance, peace building and provision of quality, effective and efficient service to the community. The plan serves as a reference point to gauge UJCC's progress towards attainment of its mission, strategic objectives and activities.

UJCC Secretariat and Board of Governors have prepared this strategic plan in a participatory planning process that entailed consultation of the Council's stakeholders and partners across the country. In preparing this six (6) year strategic plan, UJCC put great emphasis on building on its successes and reflecting on challenges that it has faced in the previous strategic plan period.

The strategic plan comprises of the following major components; a) Brief introduction covering background, rationale, objectives, assumptions and planned methodology; b) Institutional review i.e. vision, mission, core values, organizational structure and staff establishment; c) Situational analyses of past achievements, challenges, SWOT, PESTEL and stakeholder analysis; d) Strategic issues and objectives; e) Strategic plan implementation, monitoring and evaluation modalities and strategic action plan.

The 2018-2023 strategic plan is anchored on 5 strategic objectives namely, 1) Strengthen and consolidate the practice of Ecumenical fellowship and collaboration among member churches and enhance interfaith engagement; 2) Promote active participation, inclusion and access to social and economic services; 3) Advocate for and promote policies and programmes that contribute to good governance; 4) Promote policies, programs of peace and reconciliation and contribute to humanitarian efforts and 5) Strengthen the institutional capacity of UJCC and its organs.

In addition, the plan incorporates mainstreaming and crosscutting issues, namely, gender, advocacy, research and documentation, sustainable environmental management and HIV/AIDS.

The Strategic plan will contribute towards the overall development goal of the Government of Uganda (GoU) of propelling the country towards middle-income status by 2020 through strengthening the country's competitiveness for sustainable wealth creation, employment and inclusive growth as stated in the National Development Plan (NDP) 2015/16-2019/20.

The thematic choices and strategic objectives also embrace components of the Sustainable Development Goals (SDGs) particularly Goal 16: Promote peaceful and inclusive societies for sustainable development; provide access to justice for all and build effective, accountable and inclusive institutions at all levels; Goal 5: Achieve gender equality and empower all women and girls; Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all and Goal 3: Ensure healthy lives and promote well-being for all ages.

# **Chapter 1: Introduction**

## **1.1 Background**

Uganda Joint Christian Council (UJCC) is a faith based ecumenical organization that was established in 1963 and registered as a trustee under the Trustees Incorporation Act. Its current membership comprises the Church of Uganda, The Roman Catholic Church and the Uganda Orthodox Church, which together constitute about 78% of Uganda's population. UJCC was established after Uganda's independence in 1962 at a time when the country was undergoing a transition politically, economically and socially.

The environment in which UJCC was established was characterized by bitter conflicts between and among faith communities during the colonial era, which challenged the three religious leaders who recognized a need for Christians to witness together and live in harmony. Uganda Joint Christian Council (UJCC) is an associate and affiliated to Fellowship of Christian Churches in the Great Lakes Region and Horn of Africa (FECCLAHA), All Africa Conference of Churches (AACCC), and the World Council of Churches (WCC).

## **1.2 Vision, Mission, Core Values and Motto of UJCC**

### **Our Vision**

A world where Christians jointly witness to bring about integral transformation

### **Our Mission Statement**

To promote consensus among Christians in Uganda to uphold Christian values and address issues of socio-economic justice and other matters of concern through joint research, advocacy and networking.

### **Our Motto**

Growing and serving together

## **Our Core Values**

Uganda Joint Christian Council's core values include Christian love, integrity, unity, justice, reconciliation, peace and truthfulness

### **1.3 Rationale/Objectives of the 2018-2023 Strategic Plan**

The strategic plan is intended to guide both the UJCC Secretariat and Board in fulfilling and achieving the Council's mandate for the coming six (6) years (2018– 2023). It identifies and prioritizes the key areas of focus during this period. The strategic plan serves as a vehicle for answering the question “How can UJCC better align and leverage its resources to maximize its strategic success?” It will be an important mechanism for UJCC, Board and other key stakeholders for responding to the dynamic environment under which the organization operates.

The strategic plan charts out the course for UJCC to become a better organization and demonstrates its commitment to serve the interests of member churches and other stakeholders in the most effective and efficient manner. The plan is also a tool that will be used for mobilizing resources for UJCC and will therefore complement the Resource mobilization plan.

### **1.4 Expected Planning Assumptions**

The successful implementation of this Strategic Plan is premised on the following set of general assumptions:

- a) Existence of political stability that will enable the Council to operate and serve its member churches without disruption
- b) Political will and support from the relevant local government elected and appointed officials
- c) Existence of supportive policies and legislation that will enable UJCC fulfill its mandate
- d) Willingness and commitment of UJCC Secretariat and Board to implement the strategic actions in the plan
- e) Existence of stable government fiscal and monetary policies
- f) Commitment by member churches to support implementation of the strategic plan

## **1.5 Methodology of Developing the 2018-2023 Strategic Plan**

This strategic plan has been prepared by UJCC Secretariat and Board members in a participatory planning process. The process of strategic plan development entailed wide consultation of stakeholders and partners that included Ecumenical Joint Action Committees, representatives of member churches, selected local government staff, selected Diocesan Bishops and donor representatives.

The involvement of a cross section of stakeholders was intended to ensure ownership of the strategic plan as well as attain the requisite buy-in. Consultations were made through focus group discussions (FGD) and key informant interviews (KII) in the 9 regions of Kigezi, Rwenzori, Karamoja, Lango, Acholi, Elgon, Luwero, Kampala and Bunyoro.

The development of the strategic plan also involved review of relevant documents that included UJCC Strategic Plan 2012/2017, UJCC Mid-term Review Report, 2015, UJCC OCA Report 2015, UJCC Annual Reports 2013-2016.

A strategic planning review workshop was conducted with UJCC Secretariat, Board, and stakeholders in Kampala to review the UJCC Strategic Plan 2012/17. A strategic planning workshop was also held with UJCC Secretariat, Programs and Finance Committee Members to provide technical input to the new strategic plan.

The workshop entailed reviewing the vision and mission statements; reviewing the core values, conducting SWOT and PESTEL analysis; conducting stakeholder analysis; identifying and prioritizing strategic issues; Formulating strategic objectives; developing strategies and charting out strategic directions; developing strategic action plan and activity schedule; developing a results framework as well as M&E and implementation plan. A Strategic Plan Steering Committee was formed to further reflect on the vision, mission statement and values.

## Chapter 2: Theory of Change

The Theory of Change explains the process of change by outlining causal linkages in UJCC’s programme interventions. The identified changes are mapped as the “outcomes pathway” that indicate each outcome in logical relationship to all the others, as well as chronological flow. Pathways in the theory of change define the current situation and what needs to happen (actions, strategies) to achieve outcomes or impact in each of UJCC’s focus areas.

*Figure 1: Change Pathway for UJCC Strategic Period 2018-2023*

Target	Now	If	Then	Then
Focus Area	Situation	Actions and Strategies	Strategic Objectives	Outcome and or Impact
<b>Ecumenism &amp; Interfaith</b>	Limited practice of ecumenical fellowship and interfaith collaboration	<ul style="list-style-type: none"> <li>• Orient and train UJCC Secretariat, EJACs and working committees on ecumenism.</li> <li>• Initiate and promote ecumenical outreaches including activities at national, regional and grassroots levels such as Ecumenism retreats, Week of Prayer for Christian Unity, World Interfaith Harmony Week, World Women’s Day of Prayer, Ecumenical Public Way of the Cross (EPWC)</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen and consolidate the practice of Ecumenical fellowship and collaboration among member churches and enhance interfaith engagement with people of various faiths</li> </ul>	A harmonious and peaceful Christian community in Uganda that works and speaks with one spirit and voice.
<b>Social protection</b>	In Uganda, the gap between the rich and the poor is widening with the vulnerable people especially children, youth and women unable to access income and or means of production. The 2014 census report indicates that 58% of Ugandans of employable age (14-64) are unemployed. This accounts for over 10.4 million. The report indicates that 65.2 of these are women. Children are often vulnerable when exposed to risks and shocks and are bound to suffer serious consequences due to lack of social protection. The situational analysis undertaken	<ul style="list-style-type: none"> <li>• Promote inclusiveness in social services provision and protection of rights of vulnerable communities.</li> <li>• Initiate and facilitate access programs to empower, equip and support the vulnerable groups</li> </ul>	<ul style="list-style-type: none"> <li>• Promote active participation, inclusion and access to social and economic services by vulnerable groups</li> </ul>	An inclusive society where all citizens can access basic needs and enjoy their rights and freedoms

	<p>by Kalibala and Lynne (2010) revealed that nearly all Ugandan children (96%) were vulnerable, of which 43% (7.3 million) suffered from moderate and 8% (1.3 million) from critical vulnerability. Underlying causes of child vulnerability include material deprivation (child poverty and deprivation), HIV and AIDS and other chronic illness, family breakdown, orphanhood, internal migration, and armed conflict among others (Kalibala &amp; Lynne, 2010; MGLSD, 2011a; Walakira &amp; Ddumba-Nyanzi, 2012).</p>	<p>including youth, children and women with financial literacy, entrepreneurship and vocational skills, mentorship and exchange programmes</p> <ul style="list-style-type: none"> <li>• Strengthen the family institution and family values as a social protection strategy.</li> <li>• Advocate for social protection policies and programmes</li> </ul>		
<b>Peace building &amp; humanitarian support</b>	<p>Though the LRA war ended in 2007 and cattle rustling almost eliminated in Karamoja, civil strife and conflicts in Rwenzori and other regions, after-war effects in Northern Uganda and political differences and repressions continue to simmer in Uganda.</p> <p>The deteriorating security situations of neighboring countries have had spillover effects onto Uganda, for example, the South Sudan conflict has forced over 800,000 refugees to flee to Uganda in addition to refugees from other countries. This situation calls for humanitarian support.</p>	<ul style="list-style-type: none"> <li>• Promote and support establishment of peace villages, grass roots and national structures for peace and national reconciliation forums).</li> <li>• Organize and facilitate peace camps for youth, women, religious and cultural leaders</li> <li>• Build capacity of EJACs in peace-building and conflict mediation including handling of gender based violence</li> <li>• Develop Standard Operating Procedures for humanitarian support</li> <li>• Seek out opportunities to partner with humanitarian development agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Promote policies and Programmes of peace and reconciliation and support humanitarian response actions</li> </ul>	<p>A peaceful society within UJCC targeted communities living in humane conditions.</p>
<b>Good governance</b>	<p>Uganda ranks low with regard to the rule of law. For instance, the country was ranked 95th out of 102 countries for upholding the rule of law, according to the 2015 World Justice Project Rule of law index</p> <p>Uganda also ranked 151 of 176 countries in the Corruption Perception Index (CPI) annual report conducted by Transparency</p>	<ul style="list-style-type: none"> <li>• Build capacity of EJACs to monitor local government programs with emphasis on issues of transparency and accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate for and promote policies and Programmes that contribute to good</li> </ul>	<p>National and local leaders abiding by the constitution, observing laws of the land and</p>

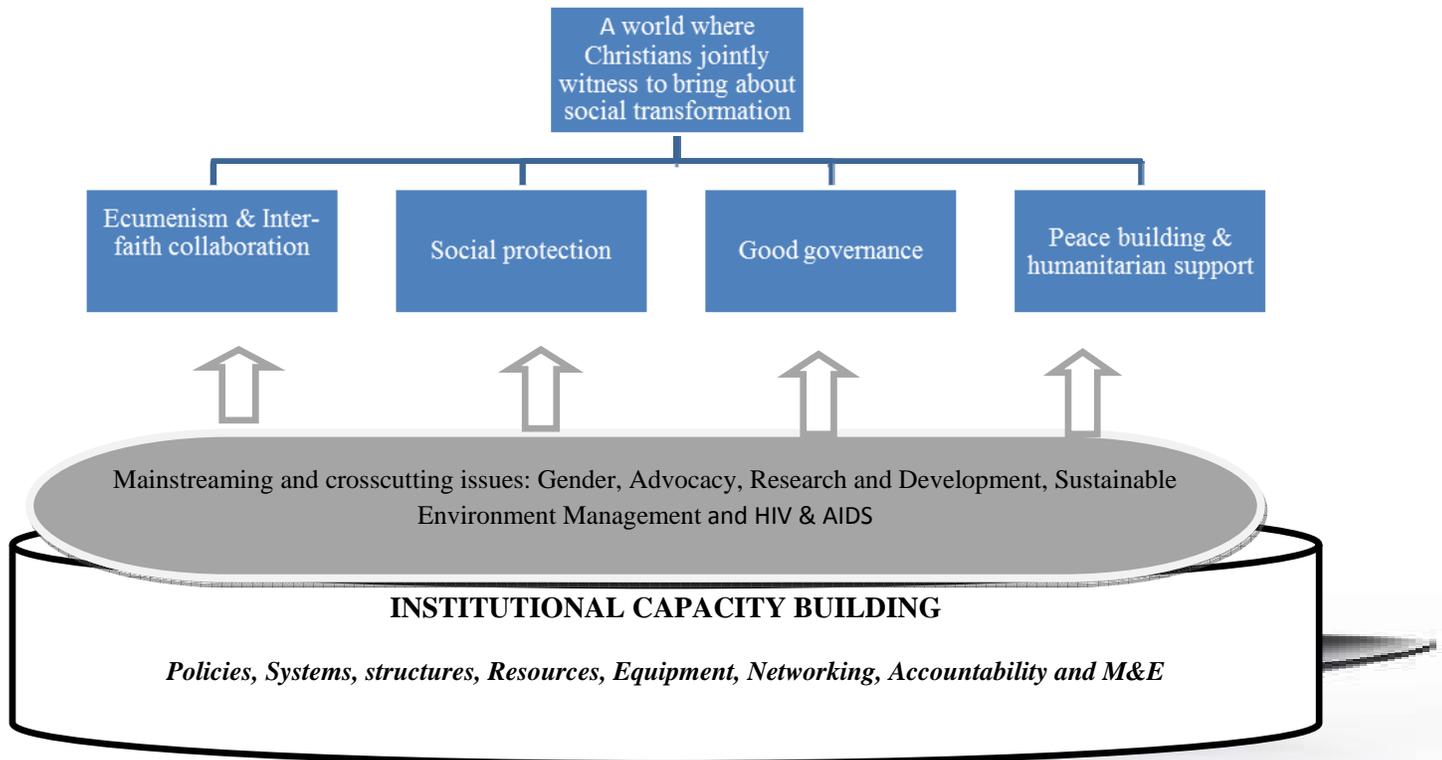
	<p>International in 2016.          In addition, there have been reports of arbitrary arrests and torture of suspects especially by the Police.          The right of assembly guaranteed by the Constitution has also been violated as exemplified by use of excessive force while dispersing peaceful gatherings under the Public Order Management Act (POMA).          Uganda has held 5 presidential and parliamentary elections since NRM came to power in 1986. However, these elections have been marred by voting irregularities and concerns for electoral reforms, including the Electoral Commission’s independence have not been addressed. There have also been cases of discrepancies in voter registration, delays in voting process, harassment and intimidation of voters as well as rigging in some voting stations (Election Report 2016 - Citizens’ Coalition for Electoral Democracy in Uganda)</p> <p>Exploration of natural resources such as oil and minerals has led to violations of human rights. For example, since the discovery and exploitation of oil reserves in 2006, there have been large-scale evictions in western Uganda without adequate consultation, notification and adequate compensation. (IRIN, 13 December 2012).          In Karamoja region, mining companies have disregarded the communities’ land rights and fenced off large areas without consultation with the communities (Human Rights Watch Report, 2013).</p>	<ul style="list-style-type: none"> <li>Promote advocacy programs for protection of the rights of the vulnerable groups and enhance citizen participation in governance using various methods.</li> </ul>	governance	protecting the rights of the citizens
<b>Institutional capacity building</b>	<p>UJCC is less functional at EJACS level due to limited capacity of EJACS to implement programs. In addition, UJCC is dependent on external aid, which is not sustainable.</p>	<ul style="list-style-type: none"> <li>Develop and implement capacity building strategy for UJCC’s various organs covering resource mobilization and use, Monitoring and Evaluation, governance among others</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the institutional capacity of UJCC and its organs</li> </ul>	A well-governed and resource-rich UJCC serving with excellence.



## Chapter 3: Strategic Direction

During the 6-year strategic plan (2018-2023) period, Uganda Joint Christian Council will focus on the following 5 strategic priority areas, namely: Ecumenism, Peace building and Humanitarian support, Good Governance and Institutional Capacity Strengthening. In addition, cross-cutting issues (advocacy, research and documentation) and mainsteraming issues (HIV and AIDS, Gender and Sustainable Environment Management) will be incorporated in all UJCC's interventions.

*Figure 2: Strategic Issues*



### 3.1 Strategic Goal

The overall goal of UJCC Strategic Plan 2018/2023 is enhanced social and economic transformation of Christians in a holistic, efficient and sustainable manner

### 3.2 Strategic Objectives

Strategic issues provide the basis for formulation of a set of relevant strategic objectives. Strategic objectives specify what an organization expects to fulfill within a given period of time. They give an indication of “what” and “how” much is to be accomplished. Uganda Joint Christian Council will focus on the following 5 strategic objectives indicated in Figure 3.

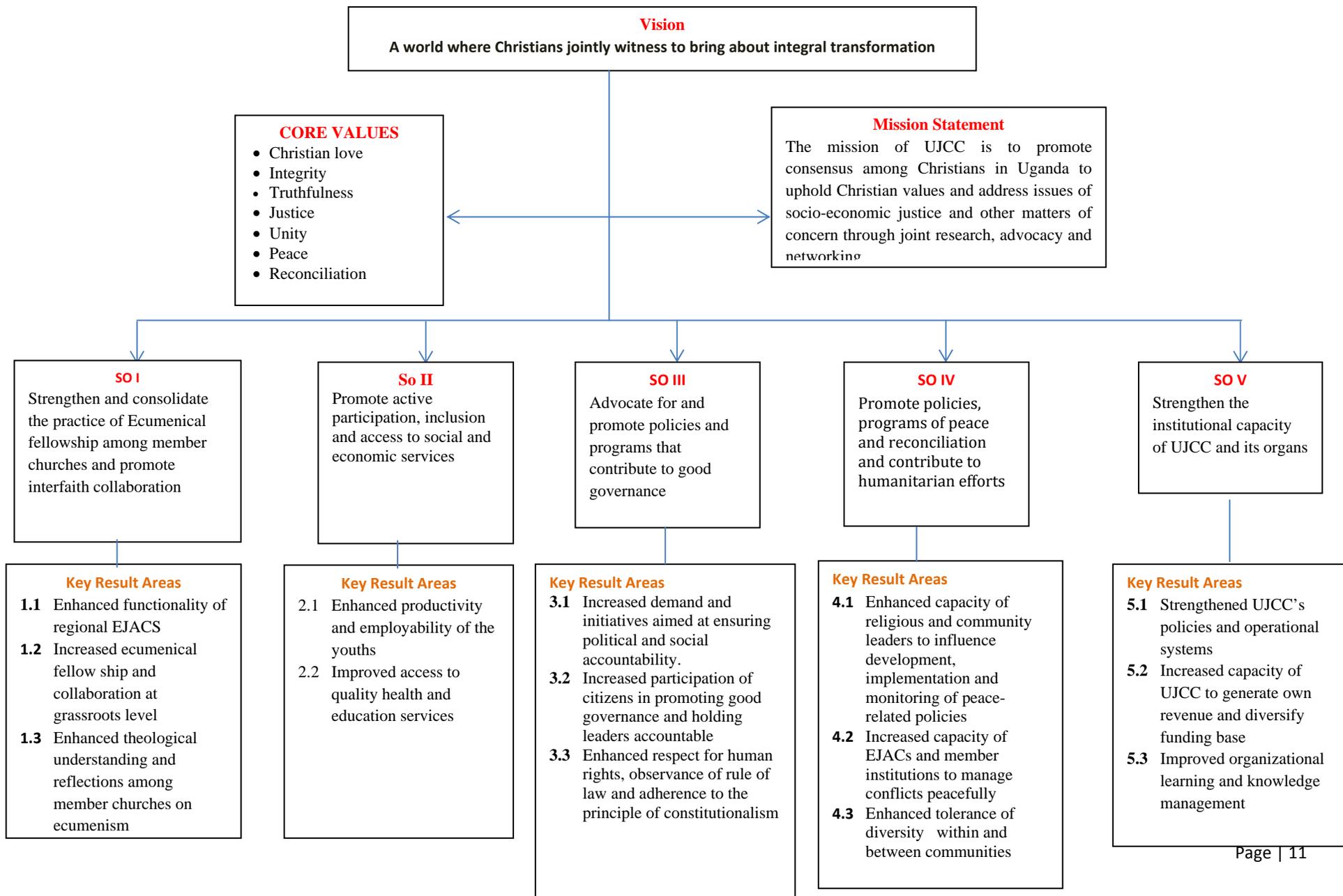
***Figure 3: Strategic objectives***

Strategic Objective 1: collaboration among member churches as well as enhance interfaith engagement with people of various faiths

Strategic Objective 2: Promote active participation, inclusion and access to social and economic services for all and especially among vulnerable groups

## **Chapter 4: Results Framework**

The following results framework will enable UJCC track its performance over the 6-year period. The framework comprises of strategic objectives that are broken up into three or more key result areas, for which a couple of strategic actions/interventions are listed.



<p><b>1.4 Enhanced interfaith engagement</b></p>	<p><b>Key Result Areas</b></p> <p>2.3 Enhanced capacity of communities to prevent and respond to all forms of violence against women and children</p> <p>2.4 Improved income and health of women and out of school girls</p>	<p><b>Key Result Areas</b></p> <p>3.4 Enhanced capacity of EJACs to mobilize citizens to participate in influencing government policies and Programmes on natural resources (Oil, Gas and Minerals)</p>	<p><b>Key Result Areas</b></p> <p>4.4 Increased community safety and control of proliferation and misuse of Small Arms and light Weapons (SALW).</p> <p>4.5 Enhanced capacity to respond to humanitarian needs of people in conflict situations</p>	
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<p align="center"><b>Cross Cutting Issues</b></p> <p align="center"><b>Gender, advocacy, research and documentation, sustainable natural resource use and environmental management and HIV/AIDS</b></p>				
<p align="center"><b>Key Interventions</b></p>				
<p><b>1.1</b> Train staff, EJACs and working committees on ecumenism and functions of EJACS (e.g. Bye-laws)</p> <p><b>1.2.1</b> Extend ecumenical outreach activities to the grass roots</p> <p><b>1.2.2</b> Enhance public awareness about Ecumenism at grass root level</p> <p><b>1.2.3</b> Continue to develop interfaith dialogue and collaboration on issues of common interest (e.g. World Interfaith Harmony Week, Christian Muslim Relations, Islamic Banking &amp; Economy, etc.)</p>	<p><b>2.1.1</b> Advocate for investment in technical and vocational training for the youth</p> <p><b>2.1.2</b> Support member churches to provide life skills training to the youth</p> <p><b>2.1.3</b> Conduct dialogue and campaigns on the role of youth in development</p> <p><b>2.1.4</b> Develop and implement exchange programmes for the youth</p> <p><b>2.1.5</b> Develop and implement youth <b>mentorship programmes</b></p> <p><b>2.1.6</b> Develop and implement youth entrepreneurship/business training programmes</p> <p><b>2.2.1</b> Develop and disseminate IEC materials on family life and parenting skills</p> <p><b>2.2.2</b> Engage the Ministry of Education and other relevant agencies on matters regarding provision of quality education and teaching of Christian education in Church founded schools.</p>	<p><b>3.1.1</b> Facilitate EJACs to monitor local government Programs with emphasis on issues of transparency and accountability</p> <p><b>3.1.2</b> Develop appropriate training materials on civic education and democracy monitoring.</p> <p><b>3.2.1</b> Build the capacity of Ecumenical Joint Action Committees (EJACs) on civic education, democracy monitoring, and public expenditure tracking and election observation.</p> <p><b>3.3.1</b> Coordinate consultations among member churches and other CSOs on bills before Parliament and other emerging issues of legislative and policy nature</p>	<p><b>4.1.1</b> Scale up construction of peace villages</p> <p><b>4.1.2</b> Support grass-roots and national structures for peace (Peace Committees, peace clubs and national reconciliation forums</p> <p><b>4.1.3</b> Organize and facilitate peace camps for the youth, women, religious and cultural leaders</p> <p><b>4.2.1</b> Build the capacity of regional EJACs in mediation, trauma healing and management of conflicts</p> <p><b>4.2.2</b> Train EJACs on conflict resolution and management</p> <p><b>4.2.3</b> Promote peace dialogue and inter-cultural exchange visits</p>	<p><b>5.1.1</b> Develop and/or Review and operationalize UJCC policies (gender, HIV/AIDS policy, etc.)</p> <p><b>5.1.2</b> Facilitate and conduct orientation workshops for members of the UJCC organs on their roles and responsibilities.</p> <p><b>5.1.3</b> Conduct capacity needs assessment for members of UJCC various organs.</p> <p><b>5.1.4</b> Develop and implement capacity building strategy for UJCC various organs.</p> <p>5.1.5 Operationalize UJCC's communication and advocacy strategies</p> <p>5.1.6 Develop and implement UJCC visibility strategy</p>

- 1.3.1** Support and facilitate ecumenical activities at regional and grass root level, including Week of Prayer for Christian Unity, World Interfaith Harmony Week, World Women's Day of Prayer, Ecumenical Public Way of the Cross (EPWC)s
- 1.3.2** Produce and disseminate ecumenical IEC materials to member churches, EJACs, and other stakeholders
- 1.3.3** Hold Ecumenical Theological Commission platforms among the Theological Institutions of Member Churches.
- 1.3.4** Organise and coordinate ecumenical retreats for UJCC organs including the Secretariat staff and regional EJACs
- 1.3.5** Organize inter-faith dialogue , joint planning & implementation with other religious denominations

- 2.2.3** Support EJACs to implement family life education activities in their respective communities
- 2.2.4** Support screening of cervical cancer in UJCC's areas of operation
- 2.3.1** Support community campaigns and dialogue meetings on the prevention of violence against children
- 2.3.2** Promote awareness campaigns against gender-based violence.
- 2.4.1** Support women groups to access microfinance, business/entrepreneur ship skills and financial literacy
- 2.2** Support establishment of IGAs e.g. improved seeds, planting materials, small animals by women and out of school girls

- 3.3.2** Review existing policies and legislation relevant to UJCC's thematic areas
- 3.3.3** Advocate for ratification and domestication of relevant human rights instruments
- 3.3.4** Coordinate and facilitate presentation of memoranda and petitions on key advocacy issues with relevant Committees of Parliament and to other relevant government ministries and agencies
- 3.3.5** Monitor Government compliance with laws, policies, regional and international instruments ratified by Uganda
- 4.1** Advocate for prompt and fair compensation of the people affected by oil and gas exploration and mineral extraction

- 4.3.2** Train EJACs on conflict resolution and management
- 4.3.3** Support microenterprises and small businesses that contribute to social reconciliation and inter-ethnic/inter-religious cooperation
- 4.3.4** Create awareness on peace and reconciliation through documentation and use of electronic and print media
- 4.3.5** Organize peace conferences and symposiums at both regional and national level
- 4.4.1** Conduct advocacy campaigns against proliferation and misuse of Small Arms and Light Weapons (SALW).
- 4.5.1** Develop Standard Operating Procedures for humanitarian support
- 4.5.2** Bench mark current humanitarian support best practices
- 4.5.3** Seek out opportunities to partner with humanitarian development agencies

- 5.1.7** Create document management systems to enable effective retrieval of core documents
- 5.1.8** Establish mechanisms for obtaining systematic feedback from beneficiaries and stakeholders
- 5.2.1** Operationalize UJCC Business Plan
- 5.2.2** Finalize and implement fundraising strategy
- 5.2.3** Enhance networking, collaboration and partnership with like-minded organizations
- 5.3.1** Engage in collaborative evidence-based research with higher education institutions and research institutions
- 5.3.2** Seek out opportunities for developing pathways that streamline knowledge sharing
- 5.3.3** Bench mark best practices of like-minded organizations

## Chapter 5: Monitoring, Evaluation, Accountability and Learning Framework

Goal: To enhance Social, Economic and Spiritual Transformation of Christians in a Holistic, Efficient and Sustainable Manner					
Strategic Objective 1: Strengthen and Consolidate the Practice of Ecumenical Fellowship and Collaboration among Member Churches					
Key Result Areas & Strategic Actions	Indicators	Means of Verification	Responsible Person	Key Assumptions	Frequency
<b>Key Result Area 1.1: Enhanced Functionality of Regional EJACS</b>					
<b>Strategic Actions</b>					
<b>1.1</b> Train staff, EJACs and working committees on ecumenism and functions of EJACS (e.g. Bye-laws)	<ul style="list-style-type: none"> <li>Number of trainings conducted</li> <li>Number of functional working committees</li> <li>Proportion of EJACs and Working Committees incorporating ecumenism practices in their interventions</li> </ul>	<ul style="list-style-type: none"> <li>Training reports</li> <li>Staff performance reports/ appraisals</li> <li>Survey report</li> </ul>	<ul style="list-style-type: none"> <li>Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Availability of funds</li> <li>Willingness and commitment of member churches to contribute to Ecumenical activities</li> <li>Active involvement of the member churches and EJACs</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
<b>Key Result Area 1.2: Increased Ecumenical Fellowship and Collaboration at Grassroots Level</b>					
<b>Strategic Actions</b>					
<b>1.2.1</b> Extend ecumenical outreach activities to the grass roots	<ul style="list-style-type: none"> <li>Number of outreaches organised</li> </ul>	<ul style="list-style-type: none"> <li>Activity reports and M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Functional EJACs</li> <li>Willingness and commitment of member churches to contribute to Ecumenical activities</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
<b>1.2.2</b> Enhance public awareness about Ecumenism at grass root level	<ul style="list-style-type: none"> <li>Number of activities carried out</li> <li>Proportion of the Christian population in the target areas who are aware of ecumenical practices and fellowships</li> </ul>	<ul style="list-style-type: none"> <li>Activity reports and M&amp;E reports</li> <li>Survey report</li> </ul>	<ul style="list-style-type: none"> <li>Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Active involvement of member churches and EJACs</li> <li>Willingness and commitment of member churches to contribute to Ecumenical activities</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>

<b>1.3.3</b> Continue to develop interfaith dialogue and collaboration on issues of common interest (e.g. World Interfaith Harmony Week, Christian Muslim Relations, Islamic Banking & Economy etc.)	<ul style="list-style-type: none"> <li>• Number of inter-faith dialogues conducted</li> <li>• Number of joint actions conducted</li> <li>• Increased mutual understanding, respect and cooperation among religious denominations</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports and M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of funds and commitment from member churches</li> <li>• Willingness of other religious denominations to engage in dialogue and joint action with EJAC</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> </ul>
<b>Key Result Area 1.3: Enhanced Ecumenical Theological understanding and Reflections among Member Churches</b>					
<b>Strategic Actions</b>					
<b>1.3.1</b> Support and facilitate ecumenical activities at regional and grass root level, including Week of Prayer for Christian Unity, World Interfaith Harmony week, World Women Day of Prayer	<ul style="list-style-type: none"> <li>• Level of participation by the member churches</li> <li>• Proportion of the Churches engaged in ecumenical activities</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports and M&amp;E reports</li> <li>• Survey report</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Active involvement of the member churches and EJACs</li> <li>• Willingness and commitment of member churches to contribute to Ecumenical activities</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
<b>1.3.2</b> Produce and disseminate ecumenical IEC materials to member churches, EJACs, and other stakeholders	<ul style="list-style-type: none"> <li>• Number of publications produced and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>• Copies of Publications produced and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Active involvement of member churches and EJACs</li> <li>• Willingness and commitment of member churches to contribute to Ecumenical activities</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-annually</li> </ul>
<b>1.3.3</b> Hold Ecumenical Theological Commission platforms among the Theological Institutions of Member Churches	<ul style="list-style-type: none"> <li>• Number of Ecumenical Theological Commission held</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports and M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Willingness and commitment of institutions of member churches to participate in Ecumenical Theological Commission platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
<b>1.3.4</b> Organise and coordinate ecumenical retreats for UJCC organs including the Bishops, Secretariat staff and regional EJACs	<ul style="list-style-type: none"> <li>• Level of participation by different members and staff</li> <li>• Number of retreats conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidated work plans</li> <li>• Activity reports and M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Active involvement of member churches and EJACs</li> <li>• Willingness and commitment of member churches to contribute to Ecumenical activities</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>

<b>1.3.5</b> Organize inter-faith dialogue and joint planning & implementation with other religious denominations	<ul style="list-style-type: none"> <li>• Number of inter-faith dialogues held</li> <li>• Number of joint actions conducted</li> <li>• Increased mutual understanding, respect and cooperation among religious denominations</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports and M&amp;E reports</li> <li>• Survey report</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of funds and commitment from member churches</li> <li>• Willingness of other religious denominations to engage in dialogue and joint action with EJAC</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> </ul>
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**Strategic objective 2: Promote Active Participation, Inclusion and Access to Social and Economic Services**

**Key Result Area 2.1: Enhanced Productivity and Employability of the Youths**

**Strategic Actions**

<b>Youth</b>					
<b>2.1.1</b> Conduct advocacy for investment in technical and vocational training for the youths	<ul style="list-style-type: none"> <li>• Advocacy for investment in technical and vocational training conducted</li> <li>• Proportion of youth with technical and vocational training in the target population</li> <li>• Number of certified trainees by the National examination board</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports and M&amp;E reports</li> <li>• Training reports</li> <li>• Attendance lists</li> <li>• Survey report</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of relevant supportive government policies</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> </ul>
<b>2.1.2</b> Support member churches to provide life skills training for the youth	<ul style="list-style-type: none"> <li>• Number of trainings carried out</li> <li>• Number of youth trained in life skills</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports and M&amp;E reports</li> <li>• List of attendance</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of s relevant supportive government policies</li> <li>• Availability of competent resource persons</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> </ul>
<b>2.1.3</b> Conduct dialogue and campaigns on the role of youth in development	<ul style="list-style-type: none"> <li>• Number of dialogue meetings and campaigns conducted</li> <li>• Number and percentage of EJACs reporting active participation of youths in development initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports and M&amp;E reports</li> <li>• List of attendance</li> <li>• Minutes of the meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Willingness of the community to participate in the dialogues</li> <li>• Commitment by development actors to engage the youths in development interventions</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>

2.1.4 Develop and implement exchange programmes for the youth	<ul style="list-style-type: none"> <li>• Number and percent of youth participating in youth exchange programmes</li> <li>• Number and percentage of youths who report enhanced knowledge, skills and attitudinal change as a results of exchanges</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports and M&amp;E reports</li> <li>• Reports from host institutions/agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of institutions/agencies willing to host the youths for exchanges</li> <li>• Willingness of the youth to participate in exchanges</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
2.1.5 Develop and implement youth mentorship programmes	<ul style="list-style-type: none"> <li>• Number and percent of youth enrolled in mentorship programme</li> <li>• Proportion of mentorship action plan successfully implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports and M&amp;E reports</li> <li>• Reports from Mentees</li> <li>• Copies of action plans</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Willingness of the youths to participate in mentorship programmes</li> <li>• Availability of competent Mentees</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
2.1.6 Support youth entrepreneurship /business development initiative	<ul style="list-style-type: none"> <li>• Number of employed and self-employed youths</li> <li>• % Increase in the number of youth with small business enterprises in the target population</li> <li>• Number of businesses/IGAs supported</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports and M&amp;E reports</li> <li>• Survey report</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of relevant supportive government policies</li> <li>• Availability of competent resource persons</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-annually</li> </ul>
<b>Key Result Area 2.2: Christian Values Promoted in Families and Society</b>					
<b>Strategic Actions</b>					
<b>Children</b> 2.2.1 Develop and disseminate IEC materials on family life and parenting skills	<ul style="list-style-type: none"> <li>• IEC materials developed and disseminated</li> <li>• Proportion of parents in the target population adopting good parenting skills</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports and M&amp;E reports</li> <li>• Survey report</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of funds</li> <li>• Existence of resource persons to develop IEC materials</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>

<p><b>2.2.2</b> Engage the Ministry of Education and other relevant agencies on matters regarding provision of quality education and teaching of Christian education in Church founded schools</p>	<ul style="list-style-type: none"> <li>• Incorporation of Christian education in Church founded schools</li> <li>• Number and type of engagements on quality education</li> <li>• Proportion of church founded schools in the target areas providing Christian education</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports and M&amp;E reports</li> <li>• Survey report</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Positive response from Ministry of Education</li> <li>• Good will and support from cooperating partners/actors</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<p><b>2.2.3</b> Support EJACs to implement family life education activities in their respective communities</p>	<ul style="list-style-type: none"> <li>• Incorporation of family life education in EJAC activities</li> <li>• Proportion of families adopting good parenting practices</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports and M&amp;E reports</li> <li>• Survey report</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Willingness of EJACs to implement family life education activities</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<p><b>2.2.4</b> Support screening of cervical cancer in UJCC's areas of operation</p>	<ul style="list-style-type: none"> <li>• Number of women screened for cervical cancer</li> <li>• Proportion of women screened for cancer receiving treatment</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports and M&amp;E reports</li> <li>• Records from cancer screening service providers</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of cervical cancer screening service providers</li> <li>• Willingness of women to be screened for cervical cancer</li> <li>• Support from relevant government departments and CSOs</li> </ul>

**Key Result Area 2.3: Enhanced capacity of communities to prevent and respond to all forms of violence against women and children**

**Strategic Actions**

<b>2.3.1</b> Support community campaigns and dialogue meetings on the prevention of violence against children	<ul style="list-style-type: none"> <li>• Number of dialogue meetings conducted</li> <li>• Increased proportion of the population in the target areas who are aware that violence against children is wrongful behaviour</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports and M&amp;E reports</li> <li>• Minutes of the meetings</li> <li>• Survey report</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>	<ul style="list-style-type: none"> <li>• Availability and enforcement of relevant supportive government policies</li> </ul>
<b>2.3.2</b> Support EJACs to conduct community campaigns and dialogue meetings on the prevention of violence against women	<ul style="list-style-type: none"> <li>• Number of community dialogue meetings conducted</li> <li>• Increased proportion of the target population who are aware that violence against women is wrongful behaviour</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports and M&amp;E reports</li> <li>• Minutes of the meetings</li> <li>• Survey report</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>	<ul style="list-style-type: none"> <li>• Willingness of EJACs to implement family life education activities</li> <li>• Willingness of the community to participate in dialogue meetings</li> </ul>
<b>Key Result Area 2.4 Improved Income of Women and Out of School Girls</b>					
<b>Strategic Actions</b>					
<b>Women</b>  <b>2.4.1</b> Support women groups to access microfinance, business/ entrepreneurship skills and financial literacy	<ul style="list-style-type: none"> <li>• A Number of women groups supported to access microfinance, business/ entrepreneurship skills and financial literacy</li> <li>• Increased % of women accessing microfinance in the target areas</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports and M&amp;E reports</li> <li>• Survey report</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Good will and support from cooperating partners</li> <li>• Existence of relevant supportive government policies, programmes, structures and institutions</li> <li>• Availability of micro-finance institutions to provide affordable credit to women</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-annually</li> </ul>

2.4.2 Support establishment of IGAs e.g. improved seeds, planting materials, small animals by women and out of school girls	<ul style="list-style-type: none"> <li>• Proportion of women accessing improved seeds, planting materials and small animals in the target areas</li> <li>• A number of women supported with IGAs</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports and M&amp;E reports</li> <li>• Survey report</li> </ul>	Executive Secretary & Line Programme Officer	<ul style="list-style-type: none"> <li>• Good will from cooperating partners</li> <li>• Existence of relevant supportive government policies, programmes, structures and institutions</li> </ul>	Bi-annually
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**Strategic Objective 3: Advocate for and Promote Policies and Programmes that Contribute to Good Governance**

**Key Result Area 3.1 Increased demand and initiatives aimed at ensuring political and social accountability.**

**Strategic Actions:**

3.1.1 Facilitate EJACs to monitor local government Programmes with emphasis on issues of transparency and accountability	<ul style="list-style-type: none"> <li>• Proportion of local government programmes monitored and held accountable</li> <li>• Budgetary and Logistical support provided to the EJACs</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports by staff</li> <li>• Field reports from the EJACs</li> </ul>	Executive Secretary & Line Programme Officer	<ul style="list-style-type: none"> <li>• Commitment of EJACs to monitor local government programmes</li> <li>• Willingness of local government to involve EJACs in planning and implementation of government programmes</li> </ul>	• Quarterly
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3.1.2 Develop appropriate training materials on civic education and democracy monitoring	• Number of training materials developed	• Activity reports and M&E reports	• Executive Secretary & Line Programme Officer	• Availability of competent resource persons to develop user-friendly training material	• Bi-annually
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**Key Result Area 3.2 Increased participation of citizens in promoting good governance and holding leaders accountable**

**Strategic Actions:**

3.2.1 Build the capacity of Ecumenical Joint Action Committees (EJACs) on civic education, democracy monitoring, and public expenditure tracking and election observation.	<ul style="list-style-type: none"> <li>• Number of civic education, democracy monitoring, election observation and advocacy activities conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports</li> <li>• Training reports</li> <li>• Election monitoring/observation report</li> <li>• Annual report</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of competent resource persons to build capacity of EJACs on civic education, democracy monitoring, election observation and advocacy.</li> </ul>	• Quarterly
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**Key Result Area 3.3 Enhanced respect for human rights, observance of rule of law and adherence to the principle of constitutionalism**

**Strategic Actions:**

<b>3.3.1</b>	Coordinate and facilitate presentation of memoranda and petitions on key advocacy issues with relevant Committees of Parliament and to other relevant government ministries and agencies	<ul style="list-style-type: none"> <li>Number of memoranda and petitions presented to relevant Government ministries and parliamentary committees.</li> </ul>	<ul style="list-style-type: none"> <li>Activity and M&amp;E reports</li> <li>Minutes of meetings</li> <li>Copies of memoranda</li> </ul>	<ul style="list-style-type: none"> <li>UJCC Executive Secretary</li> <li>Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Availability of lobbying and advocacy skills by UJCC staff</li> <li>Positive response from relevant Committees of Parliament and other relevant government ministries</li> </ul>	<ul style="list-style-type: none"> <li>Bi-annually</li> </ul>
<b>3.3.2</b>	Review existing policies and legislation relevant to UJCC's thematic areas	<ul style="list-style-type: none"> <li>Number of policies and legislative frameworks reviewed</li> </ul>	<ul style="list-style-type: none"> <li>Copies of revised policies and laws</li> </ul>	<ul style="list-style-type: none"> <li>UJCC Executive Secretary</li> <li>Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Positive response from relevant Committees of Parliament and other relevant government ministries</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>
<b>3.3.3</b>	Advocate for ratification and domestication of relevant human rights instruments.	<ul style="list-style-type: none"> <li>Number of relevant international human rights ratified and domesticated</li> </ul>	<ul style="list-style-type: none"> <li>Copies of ratified and domesticated instruments</li> <li>Copies of memoranda</li> </ul>	<ul style="list-style-type: none"> <li>UJCC Executive Secretary</li> <li>Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Commitment by the government to ratify and domesticate the instruments</li> <li>Availability of lobbying and advocacy skills by UJCC staff</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>
<b>3.3.4</b>	Coordinate and facilitate presentation of memoranda and petitions on key advocacy issues with relevant Committees of Parliament and to other relevant government ministries and agencies	<ul style="list-style-type: none"> <li>Number of memoranda and petitions presented to relevant Government ministries and parliamentary committees.</li> </ul>	<ul style="list-style-type: none"> <li>Activity and M&amp;E reports</li> <li>Minutes of meetings</li> <li>Copies of memoranda</li> </ul>	<ul style="list-style-type: none"> <li>UJCC Executive Secretary</li> <li>Line Programme Secretary</li> </ul>	<ul style="list-style-type: none"> <li>Availability of lobbying and advocacy skills by UJCC staff</li> <li>Positive response from relevant Committees of Parliament and other relevant government ministries</li> </ul>	<ul style="list-style-type: none"> <li>Bi-annually</li> </ul>
<b>3.3.5</b>	Monitor Government compliance with laws, policies, regional and international instruments ratified by Uganda	<ul style="list-style-type: none"> <li>Number of policies and instruments ratified</li> </ul>	<ul style="list-style-type: none"> <li>Copies of ratified instruments</li> <li>Activity and M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>UJCC Executive Secretary</li> <li>Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Support from other relevant CSOs and human rights actors</li> <li>Willingness of Government to comply with the policies and instruments ratified</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>

**Key Result Area 3.4: Enhanced capacity of EJACs to mobilize citizens to participate in influencing government policies and Programmes on natural resources (Oil, Gas and Minerals)**

**Strategic Actions**

<b>3.4.1</b> Advocate for prompt and fair compensation of the people affected by oil and gas exploration and mineral extraction	<ul style="list-style-type: none"> <li>No of advocacy campaigns conducted</li> <li>%increase in the number of miners who are aware of their rights and hold service providers accountable</li> <li>% increase in the number of people affected by oil exploration who are fairly compensated/ resettled</li> </ul>	<ul style="list-style-type: none"> <li>Activity reports and M&amp;E reports</li> <li>Survey report</li> </ul>	<ul style="list-style-type: none"> <li>Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Supportive government policies, programmes, structures and institutions on issues of human rights</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
<b>Strategic Objective 4: Promote Policies and Programmes of Peace and Reconciliation and Support Humanitarian Response Actions</b>					
<b>Key Result Area 4.1 Enhanced capacity of religious and community leaders to influence development, implementation and monitoring of peace-related policies</b>					
<b>Strategic Actions</b>					
<b>4.1.1</b> Scale up construction of peace villages	<ul style="list-style-type: none"> <li>Number of Peace villages constructed</li> </ul>	<ul style="list-style-type: none"> <li>Peace villages visible in different regions</li> </ul>	<ul style="list-style-type: none"> <li>UJCC Executive Secretary</li> <li>Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Availability of funds</li> <li>Supportive government policies, programmes, structures and institutions on peace and reconciliation</li> <li>Continued good will from cooperating partners</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
<b>4.1.2</b> Support grass-roots and national structures for peace (Peace Committees, peace clubs and national reconciliation forums)	<ul style="list-style-type: none"> <li>Number of functional peace structures at all levels in place</li> </ul>	<ul style="list-style-type: none"> <li>Activity reports of and about Peace structures</li> </ul>	<ul style="list-style-type: none"> <li>UJCC Executive Secretary</li> <li>Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Active involvement of member churches and EJACs</li> <li>Availability of funds</li> <li>Supportive government policies, programmes, structures and institutions on peace and reconciliation</li> <li>Continued good will from cooperating partners</li> </ul>	<ul style="list-style-type: none"> <li>Bi-annually</li> </ul>

<b>4.1.3</b>	Organise and facilitate peace camps for the youth, women, religious and cultural leaders	<ul style="list-style-type: none"> <li>• Number of peace camps organized</li> <li>• Number of Participants attending peace camps</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of funds</li> <li>• Supportive government policies, programmes, structures and institutions on peace and reconciliation</li> <li>• Continued good will from cooperating partners</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
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**Key Result Area 4.2 Increased capacity of EJACs and member institutions to manage conflicts peacefully**

**Strategic Actions**

<b>4.2.1</b>	Train regional EJACs in mediation, trauma healing , management of conflicts and gender based violence	<ul style="list-style-type: none"> <li>• Number of EJACs trained</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of funds</li> <li>• Commitment from the EJACs</li> <li>• Continued good will from cooperating partners</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-annually</li> </ul>
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<b>4.2.2</b>	Train EJACs on conflict resolution and management	<ul style="list-style-type: none"> <li>• Number of regions with functional mechanisms for dialogue and conflict resolution</li> <li>• Utilization of Independent space by various individuals and parties for dialogue</li> <li>• Independent and impartial spaces created for dialogue</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports &amp; monitoring reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of competent trainers on Conflict resolution and management</li> <li>• Availability of funds</li> <li>• Commitment from the EJACs</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-annually</li> </ul>
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<b>4.2.3</b>	Promote peace dialogue and inter-cultural exchange visits	<ul style="list-style-type: none"> <li>• Number of peace dialogues and visits conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of funds</li> <li>• Commitment from the EJACs</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
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**Key Result Area 4.3 Enhanced tolerance of diversity within and between communities**

**Strategic Actions**

4.3.1 Train EJACs on conflict resolution and management	<ul style="list-style-type: none"> <li>• Number of regions with functional mechanisms for dialogue and conflict resolution</li> <li>• Utilization of Independent space by various individuals and parties for dialogue</li> <li>• Independent and impartial spaces created for dialogue</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports &amp; monitoring reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of competent trainers on Conflict resolution and management</li> <li>• Availability of funds</li> <li>• Commitment from the EJACs</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-annually</li> </ul>
4.3.2 Support peace building initiatives in sports, music, and arts	<ul style="list-style-type: none"> <li>• Peace building initiatives in sports, music and art supported</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports &amp; monitoring reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of community groups/CBOs engaged in peace building through sports, music and art</li> <li>• Continued good will from cooperating partners</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
4.3.3 Support microenterprises and small businesses that contribute to social reconciliation and inter-ethnic/inter-religious cooperation	<ul style="list-style-type: none"> <li>• Number of microenterprises and small businesses supported</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports &amp; monitoring reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of funds</li> <li>• Willingness of target communities to engage in microenterprises and small businesses</li> <li>• Continued good will from cooperating partners</li> <li>• Cooperation from religious leaders and clan leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
4.3.4 Create awareness on peace and reconciliation through documentation, use of electronic and print media	<ul style="list-style-type: none"> <li>• Number of awareness creation activities on peace and reconciliation conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports &amp; monitoring reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of funds</li> <li>• Availability of appropriate media for dissemination of peace and reconciliation messages</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
4.3.5 Organize peace conferences and symposiums at both regional and national level	<ul style="list-style-type: none"> <li>• Number of peace conferences and symposiums conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports &amp; monitoring reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of competent resource persons</li> <li>• Supportive government policies, programmes, structures and institutions on issues of conflicts and gender based violence</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>

<b>Key Result Area 4.4 Increased community safety and control of proliferation and misuse of Small Arms and light Weapons (SALW).</b>					
<b>Strategic Actions</b>					
<b>4.4.1</b> Conduct advocacy campaigns against proliferation and misuse of Small Arms and Light Weapons (SALW)	<ul style="list-style-type: none"> <li>• Advocacy campaigns against proliferation and misuse of Small Arms and Light conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports &amp; monitoring reports</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Secretary &amp; Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Supportive government policies on Small Arms and Light Weapons (SALW)</li> <li>• Continued good will from cooperating partners</li> <li>• Availability of appropriate media for advocacy campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<b>Key Result Area 4.5: Enhanced capacity to respond to humanitarian needs of people in conflict situations</b>					
<b>Strategic Actions</b>					
<b>4.5.1</b> Develop Standard Operating Procedures for humanitarian support	<ul style="list-style-type: none"> <li>• Standard Operating Procedures for humanitarian support developed and operationalized</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports &amp; monitoring reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of humanitarian agencies for benchmarking</li> <li>• Willingness of UJCC Secretariat to operationalize Standard Operating Procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<b>4.5.2</b> Bench mark current humanitarian support best practices	<ul style="list-style-type: none"> <li>• Humanitarian support best practices benchmarked and documented</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports &amp; monitoring reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of humanitarian agencies for benchmarking</li> <li>• Willingness of UJCC Secretariat to adopt best practices</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<b>4.5.3</b> Seek out opportunities and partner with humanitarian development agencies	<ul style="list-style-type: none"> <li>• Partnership with humanitarian agencies established</li> </ul>	<ul style="list-style-type: none"> <li>• Activity reports &amp; monitoring reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Willingness of humanitarian agencies to partner with UJCC</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<b>Objective 5: Strengthen the institutional capacity of UJCC and its organs</b>					
<b>Key Result Area 5.1: Strengthened UJCC's policies and operational systems</b>					
<b>Strategic Actions</b>					
<b>5.1.1</b> Develop and/or Review and operationalize UJCC policies (gender, HIV/AIDS policy, etc.)	<ul style="list-style-type: none"> <li>• Policies developed and operationalized</li> </ul>	<ul style="list-style-type: none"> <li>• Copies of the policies</li> <li>• Activity reports &amp; monitoring reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment by UJCC staff to operationalize the policies</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>

5.1.2	Facilitate and conduct orientation workshops for members of the UJCC organs on their roles and responsibilities.	<ul style="list-style-type: none"> <li>• Number of orientation workshops conducted for the members of the organs</li> <li>• Number of members oriented</li> </ul>	<ul style="list-style-type: none"> <li>• Orientation workshop reports</li> <li>• Activity reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of an updated list of members of UJCC organs</li> <li>• Willingness of the members to participate in the orientation workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
5.1.3	Conduct capacity needs assessment for members of UJCC various organs.	<ul style="list-style-type: none"> <li>• Capacity needs assessment conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity needs assessment report</li> <li>• Activity and M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of competent and qualified resource persons to conduct capacity needs assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
5.1.4	Develop and implement capacity building strategy for various organs of UJCC.	<ul style="list-style-type: none"> <li>• Capacity building strategy developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Copy of capacity Building Strategy</li> </ul>		<ul style="list-style-type: none"> <li>• Availability of competent and qualified resource persons to develop conduct Capacity Building Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
5.1.5	Operationalize UJCC's communication and advocacy strategies	<ul style="list-style-type: none"> <li>• Communication and advocacy Strategies operationalized</li> </ul>	<ul style="list-style-type: none"> <li>• Copies of the communication and advocacy strategies</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment of UJCC Secretariat to implement the communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
5.1.6	Develop and implement UJCC visibility strategy	<ul style="list-style-type: none"> <li>• Visibility strategy developed and implemented</li> <li>• Frequency of UJCC coverage from the print &amp; electronic media</li> </ul>	<ul style="list-style-type: none"> <li>• Copies of the Visibility Strategy</li> <li>• Copies of reports on UJCC's activities</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment of UJCC Secretariat to implement the visibility strategy</li> <li>• Access to appropriate media</li> <li>• Ability of UJCC to package visibility materials</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
5.1.7	Create document management systems to enable effective retrieval of core documents	<ul style="list-style-type: none"> <li>• Document management system developed and operational</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback reports from users of the document management system</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment of UJCC staff to use the document management system</li> <li>• Availability of expertise and infrastructure for development of the system</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>

<b>5.1.8</b> Establish mechanisms for obtaining systematic feedback from beneficiaries and stakeholders	<ul style="list-style-type: none"> <li>• Mechanisms for obtaining feedback established and operational</li> <li>• Proportion of UJCC beneficiaries and stakeholder reporting effective upward and down ward information flow</li> </ul>	<ul style="list-style-type: none"> <li>• Activity and M&amp;E reports</li> <li>• Feedback reports from users of the feedback mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment by UJCC staff to use feedback mechanisms</li> <li>• Positive response from beneficiaries and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> </ul>
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**Key Result Area 5.2: Increased capacity of UJCC to generate own revenue and diversify funding base**

**Strategic Actions**

<b>5.2.1</b> Operationalize UJCC Business Plan	<ul style="list-style-type: none"> <li>• Business plan operationalized</li> <li>• Proportion of new income generating projects initiated</li> </ul>	<ul style="list-style-type: none"> <li>• Financial reports</li> <li>• Activity and M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment by UJCC Secretariat to operationalize the strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> </ul>
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<b>5.2.2</b> Finalize and implement fundraising strategy	<ul style="list-style-type: none"> <li>• Fundraising strategy finalized and implemented</li> <li>• Number of successful fundraising activities conducted</li> <li>• % increase in the proportion of funding generated</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Financial reports</li> <li>• Activity and M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment by UJCC Secretariat to operationalize the strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> </ul>
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<b>5.2.3</b> Enhance networking, collaboration and partnership with like-minded	<ul style="list-style-type: none"> <li>• Number of new strategic partnerships established</li> <li>• Proportion of resources generated from new partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Copies of MoUs/Partnership agreements</li> <li>• Annual reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Willingness of like-minded organizations to partner with UJCC</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> </ul>
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**Key Result Area 5.3: Improved organizational learning and knowledge management**

**Strategic Actions**

<b>5.3.1</b> Engage in collaborative evidence-based research with higher education institutions and research institutions	<ul style="list-style-type: none"> <li>Evidence-based research conducted and disseminated</li> <li>Number of research initiatives undertaken</li> </ul>	<ul style="list-style-type: none"> <li>Copies of research publications</li> <li>Annual reports</li> <li>Activity and M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>UJCC Executive Secretary</li> <li>Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Willingness of research institutions to collaborate with UJCC</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>
<b>5.3.2</b> Seek out opportunities for developing pathways that streamline knowledge sharing	<ul style="list-style-type: none"> <li>Opportunities for streamlining knowledge sharing sought and utilized</li> </ul>	<ul style="list-style-type: none"> <li>Annual reports</li> <li>Activity and M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>UJCC Executive Secretary</li> <li>Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Commitment by UJCC staff to implement knowledge sharing pathways</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>
<b>5.3.3</b> Bench mark best practices of like-minded organizations	<ul style="list-style-type: none"> <li>Documentation and replication of best practices</li> <li>Evidence of application of lessons learned</li> </ul>	<ul style="list-style-type: none"> <li>Annual reports</li> <li>Activity and M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>UJCC Executive Secretary</li> <li>Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Availability of like-minded organizations for bench marking</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>
<b>Main streaming &amp; cross-cutting Issues: gender, sustainable environment management, HIV/AIDS, Research, Documentation and advocacy</b>					
<b>1) Main streaming Issues</b>					
<b>Strategic Actions</b>					
<b>a) Gender</b>					
<b>1.1</b> Develop gender policy/guidelines	<ul style="list-style-type: none"> <li>A Gender policy in place and operational</li> <li>Implementation guideline in place and operational</li> </ul>	<ul style="list-style-type: none"> <li>Copies of Gender Policy and guidelines</li> <li>Activity &amp; M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>UJCC Executive Secretary</li> <li>Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Approval of the policy by Board of Trustees</li> <li>Willingness of the member churches to implement the policy</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
<b>1.2</b> Strengthen capacity of the Secretariat and EJACs in mainstreaming gender in programme/project design and implementation	<ul style="list-style-type: none"> <li>Number of EJACs mainstreaming gender in project design and implementation</li> <li>Gender mainstreamed at UJCC Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>Copy of the affirmative policy</li> <li>Activity and M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>UJCC Executive Secretary</li> <li>Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Willingness and commitment of EJACs to mainstream gender</li> </ul>	<ul style="list-style-type: none"> <li>Bi-annually</li> </ul>

<p><b>1.3</b> Ensure gender equity in staff representation through affirmative recruitment</p>	<ul style="list-style-type: none"> <li>• Affirmative recruitment policy developed and implemented</li> <li>• Proportion increase in the number of women in all UJCC structures</li> </ul>	<ul style="list-style-type: none"> <li>• Copy of the affirmative policy</li> <li>• Activity and M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment of UJCC to implement affirmative policy</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<p><b>1.4</b> Increase women participation in leadership positions and decision-making processes in all UJCC structures.</p>	<ul style="list-style-type: none"> <li>• Number of women in leadership positions in UJCC structures</li> </ul>	<ul style="list-style-type: none"> <li>• Activity and M&amp;E reports</li> <li>• Copy of the affirmative policy</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment of UJCC to provide opportunities for women participation in positions of leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
<p><b>b) HIV and AIDS</b></p>					
<p><b>1.1</b> Undertake advocacy with relevant government authorities on HI/AIDS</p>	<ul style="list-style-type: none"> <li>• Number of engagements with government authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Activity and M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Support from relevant government authorities on HI/AIDS</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<p><b>1.2</b> Review existing government laws and policies on HIV/AIDS</p>	<ul style="list-style-type: none"> <li>• Number of HIV/AIDS laws and policies reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• Copies of laws and policies reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment by relevant authorities to adopt reviewed policies</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<p><b>1.3</b> Support EJACs to engage with local governments and other stakeholders on HIV/AIDS issues</p>	<ul style="list-style-type: none"> <li>• Nature of HIV/AIDS issues engaged by EJACs with local governments</li> </ul>	<ul style="list-style-type: none"> <li>• Activity and M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment of EJACs to engage with local governments and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<p><b>1.4</b> Support member Churches to develop and review Church policies on HIV/AIDS prevention, care and treatment</p>	<ul style="list-style-type: none"> <li>• Number of member churches engaged in HIV/AIDS prevention, care and treatment policy review and development</li> <li>• HIV/AIDS Policies reviewed and developed</li> </ul>	<ul style="list-style-type: none"> <li>• Activity and M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Willingness of member churches to proactively review Church policies on HIV/AIDS prevention, care and treatment</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>

1.5 Produce and disseminate UJCC AIDS Work Place Policy	<ul style="list-style-type: none"> <li>• A UJCC AIDS work place Policy produced and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>• Copy of AIDS Work Place Policy</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of organizations with effective AIDS Work Place Policy for benchmarking</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<b>2) Cross-cutting Issues</b>					
<b>Strategic Actions</b>					
<b>a) Research and Documentation</b>  <b>1.1</b> Proactively undertake research on critical areas consistent with UJCC's mandate in collaboration with relevant research and academic institutions	<ul style="list-style-type: none"> <li>• Number of networks established with research and academic institutions</li> <li>• Number of research conducted in collaboration with research and academic institutions</li> <li>• Number of studies, articles published in the media and other specialized forums and platforms.</li> </ul>	<ul style="list-style-type: none"> <li>• Copies of research produced</li> <li>• MoUs</li> <li>• Activity reports</li> <li>• Copies of articles produced in the media and other forums</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of action research skills by UJCC staff</li> <li>• Willingness of research and academic institutions to collaborate and partner with UJCC</li> <li>• Existence of organizational culture at UJCC that encourages creativity and innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
<b>1.2</b> Continuously update and maintain UJCC's website	<ul style="list-style-type: none"> <li>• Proportion of website visitors that are new visitors</li> <li>• Level of involvement of visitors to the website</li> <li>• Time spent by visitors on the website</li> </ul>	<ul style="list-style-type: none"> <li>• Web tracking report</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of competent IT staff at UJCC Secretariat</li> <li>• Timely submission of report</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> </ul>

<b>b) Advocacy</b> <b>1.1</b> Develop and implement an advocacy strategy	<ul style="list-style-type: none"> <li>Advocacy strategy developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>Activity &amp; M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>UJCC Executive Secretary</li> <li>Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Commitment by UJCC staff</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
<b>1.2</b> Undertake evidence based advocacy to influence policies and practices on key UJCC thematic areas	<ul style="list-style-type: none"> <li>Number of policies and practices influenced by UJCC</li> </ul>	<ul style="list-style-type: none"> <li>Activity &amp; M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>UJCC Executive Secretary</li> <li>Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Commitment by UJCC staff to undertake evidence based advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
<b>c) Sustainable resource use and environment management</b> <b>1.1</b> Support awareness campaigns on sustainable resource use and environment management	<ul style="list-style-type: none"> <li>Number of awareness campaigns on sustainable resource use and environment management conducted</li> <li>% Increase in adoption of sustainable resource use and environmental management practices</li> </ul>	<ul style="list-style-type: none"> <li>Activity &amp; M&amp;E reports</li> <li>Survey report</li> </ul>	<ul style="list-style-type: none"> <li>UJCC Executive Secretary</li> <li>Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Favourable government policy</li> <li>Political good will</li> <li>Strong enforcement of relevant laws and policies on sustainable resource use and environment management</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
<b>1.2</b> Promote public education and awareness activities on disaster risk reduction and climate change	<ul style="list-style-type: none"> <li>Number of public awareness activities on disaster and climate change conducted</li> </ul>	<ul style="list-style-type: none"> <li>Activity &amp; M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>UJCC Executive Secretary</li> <li>Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Existence of supportive government structure</li> <li>Availability of IEC materials on disaster risk reduction and climate change</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
<b>1.3</b> Promote adoption of energy saving stoves	<ul style="list-style-type: none"> <li>Number of households adopting energy saving stoves</li> </ul>	<ul style="list-style-type: none"> <li>Activity &amp; M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>UJCC Executive Secretary</li> <li>Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>Willingness of beneficiaries to adopt energy saving practices</li> <li>Cooperation from other actors</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>

<b>1.4</b> Support afforestation, tree planting and re-forestation activities at all UJCC levels	<ul style="list-style-type: none"> <li>• Number of households engaged in afforestation and re-forestation</li> <li>• Proportion of population in the target areas adopting afforestation, reforestation and tree planting activities</li> </ul>	<ul style="list-style-type: none"> <li>• Activity &amp; M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation from other actors</li> <li>• Supportive government environment management and protection policies</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<b>1.5</b> Enhance community preparedness and response on early warning and monitoring systems	<ul style="list-style-type: none"> <li>• Community early warning and monitoring systems developed and operational</li> </ul>	<ul style="list-style-type: none"> <li>• Activity &amp; M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>• UJCC Executive Secretary</li> <li>• Line Programme Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of functional government Disaster Management Structures</li> <li>• Favourable government policy</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>

# Annex 1: Uganda Joint Christian Council Organizational Chart

