UGANDA JOINT CHRISTIAN COUNCIL

STRATEGIC PLAN (2018– 2023)

"Positioning for Holistic and Sustainable Change"

Uganda Joint Christian Council
Plot 1554, Block 15 Gogonya Bypass Kibuga – Nsambya East Zone
P.O. Box 30154, Kampala – UGANDA
Tel: +256 414 580088
Email: ujccsecretariat@gmail.com, ujcc@ujcc.co.ug
www.ujcc.co.ug

June 2017

Table of Contents

List of Figures ..... **iv**

List of Tables ..... **v**

Acknowledgement ..... **vii**

Foreword **viii**

Executive Summary ..... **x**

CHAPTER 1: INTRODUCTION **1**

1.1 Background 1

1.2 Rationale of the 2018-2023 Strategic Plan 1

1.3 Expected Planning Assumptions 2

1.4 Methodology of Developing the 2018-2023 Strategic Plan 2

CHAPTER 2: INSTITUTIONAL REVIEW **3**

2.1 Vision, Mission and Motto of UJCC 3

2.2 Theory of Change 5

2.3 Current Organizational Structure 7

CHAPTER 3: SITUATIONAL ANALYSIS **9**

3.1 Key Achievements During the Previous Strategic Plan (2012/2017) 9

3.2 Challenges 10

3.3 Key Lessons Learnt 11

3.4 National Context 12

3.4.1 y Economic Context 12

3.4.2 Political Context 12

3.4.3 Social and Demographic Context 13

3.4.4 Donor Trends 15

3.5 Regional and Global Context 16

CHAPTER: 4 INTERNAL ANALYSIS 17

3.1 Strengths, Weaknesses, Opportunities and Threats (SWOT) 17

3.3 PESTEL Analysis 19

3.4 Stakeholder Analysis 20

CHAPTER 5: STRATEGIC ISSUES AND OBJECTIVES 23

5.1 Strategic Issues and Strategies 23

5.2 Strategic Goal 38

5.3 Strategic Objectives 39

CHAPTER 6: STRATEGIC PLAN IMPLEMENTATION AND M&E 40

6.1 Monitoring and Implementation of the Strategic Plan 40

6.1.1 Implementation 40

6.1.2 Monitoring 40

6.1.3 Monitoring Tools 42

6.1.4 Strategic Plan Evaluation 43

6.1.5 Communication Plan 44

6.1.6 Results Framework 44

Annex 1: UJCC Organizational Structure xlvii

Annex 2: Results Framework xlviii

Annex 3: Monitoring, Evaluation, Accountability and Learning Framework li

Annex 4: Communication Plan lxxiv

Annex 5: Resource Mobilization Plan lxxxviii

Annex 6: List of Participants consulted during Strategic Planning activities c

Annex 7: Bibliography cii

List of Figures

Figure 1: Change Pathway for UJCC Strategic Period 2018-2023 5

Figure 2: Strategic Issues..... 23

Figure 3: Uganda Corruption Rank 2006/2016 26

Figure 4: Monitoring and Evaluation Plan 43

List of Tables

Table 1: SWOT Analysis..... 18

Table 2: PESTEL Analysis..... 19

Table 3: Stakeholder Analysis..... 21

Table 4: Risk Analysis..... 22

Table 5: Strategic Objectives..... 39

List of Abbreviations and Acronyms

Acronyms	All Africa Conference of Churches
AIDS	Acquired Immune Deficiency Syndrome
ANC	Antenatal Care
BOU	Bank of Uganda
CEO	Chief Executive Officer
CPI	Corruption Perception Index
CSOs	Civil Society Organizations
DFID	Department For International Development
EAC	East Africa Community
EETs	Ecumenical Education Teams
EJACs	Ecumenical Joint Action Committees
EPWC	Ecumenical Public Way of the Cross
ESCC	Education Sector Consultative Committee
FECCLAHA	Fellowship of Councils of Churches in the Great Lakes and Horn of Africa
FGDs	Focus Group Discussions
GAAP	Generally Accepted Accounting Practices
GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria
GNI	Gross National Income
HDI	Human Development Index
IEC	Information, Education and Communication
KIIs	Key Informant Interviews
KIDDP	Karamoja Integrated Disarmament and Development Programme
IAS	International Accounting and Audit Standards
LRA	Lord's Resistance Army
M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organizations
NDP	National Development Programme
OCA	Organizational Capacity Assessment
OPM	Office of the Prime Minister
PEPFAR	President's Emergency Plan for AIDS Relief
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
POMA	Public Order Management Act
PRDP	Peace, Recovery and Development Programme
PWDs	People with Disabilities
NUSAF	Northern Uganda Social Action Fund
SALW	Small Arms and Light Weapons
SMCs	School Management Committees
STIs	Sexually Transmitted Infections
SWAP	Sector Wide Approach
SWOT	Strengths, Weaknesses, Opportunities and Threats
UAC	Uganda AIDS Commission
UJCC	Uganda Joint Christian Council
UNAIDS	The Joint United Nations Programme on HIV and AIDS
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 goes to the Lord for using you as vessels in His work.

At Secretariat level, management is heavily indebted to all the 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—2023phase, 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 plan2018—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 2018-2023strategic 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 of and affiliated to Fellowship of Christian Churches in the Great Lakes Region and Horn of Africa (FECCLAHA);All Africa Conference of Churches (AACC)and the World Council of Churches (WCC).

1.2 Rationale of the 2018-2023Strategic 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 6 years2018– 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.

1.3 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

1.4 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 9regions 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: INSTITUTIONAL REVIEW

2.1 Vision, Mission and Motto of UJCC

Vision

A world where Christians jointly witness to bring about integral transformation

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.

Motto

Growing and serving together

Core Values/Principles

Christian Love

A Christian is a disciple of Jesus Christ who was sent by God the Father to reconcile fallen humanity to himself through his suffering and death on the cross. Christian love has two dimensions; love for God the Creator of the World and love for fellow human beings who are created in the image of God (Mat 12:29-31). It is manifested through patience, kindness, compassion, selflessness and humility. In whatever we do. UJCC shall ensure that all her engagements with various stakeholders will be informed by these virtues that demonstrate love.

Integrity

Integrity is a basis upon which trust can be built (Proverbs 11:3). It calls for honesty, good stewardship including prudent management of resources. UJCC shall ensure that all her dealings and interactions with stakeholders shall be done with integrity.

Unity

Unity is a cornerstone for harmonious co-existence and source of strength. God is pleased when His people dwell together in unity (Psalm 133:1). Unity calls for mutual understanding, respect for other people's views, tolerance and appreciation of diversity. UJCC shall contribute towards building consensus to overcome differences and consolidate peace at all levels.

Justice

We acknowledge that all human beings are created in the image of God and have equal dignity and rights. Justice entails treating everyone fairly in all aspects including access to services, resources and opportunities as well as in the adjudication of disputes (Mat 7:12). It calls for respect for human rights and observance of the rule of law. UJCC will therefore strive to pursue policies and programmes that uphold the dignity, rights and freedoms of all people.

Reconciliation

Reconciliation is a means of healing broken relationships (2 Cor. 5:18-21). At the center of reconciliation is acceptance of responsibility and willingness by the perpetrator to acknowledge a wrong done to another person. UJCC will contribute towards creating an environment under which people in conflict shall embrace the spirit of peace building, truth telling and reconciliation.

Peace

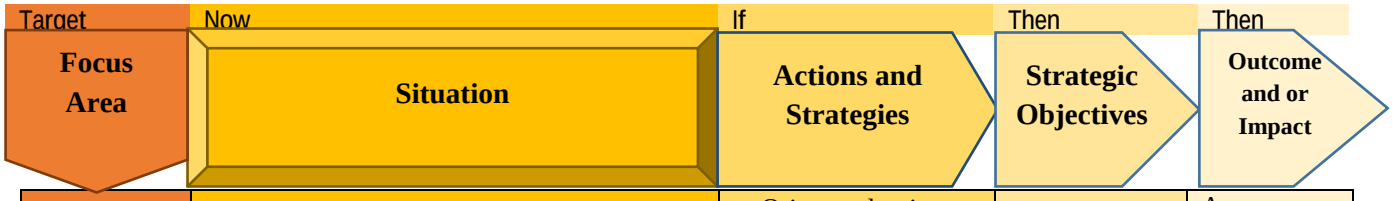
Peace is a state of affairs that is characterized by respect for one another, cooperation and harmony. It is a gift from God (John 14:27). People who work for peace are a blessing to society (Mat 5:9). UJCC shall pursue policies and programmes, which promote the culture of cooperation and peaceful resolution of conflicts at different levels.

Truthfulness

The truth is a powerful liberating weapon. Truthfulness builds confidence and trust. The truth sets free all those who are crucified based on falsehood. UJCC shall therefore foster the virtue of truthfulness in the conduct of public affairs.

2.2 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. ***Figure1: Change Pathway for UJCC Strategic Period 2018-2023***



Ecumenism & Interfaith	Limited practice of ecumenical fellowship and interfaith collaboration	• Orient and train UJCC Secretariat, EJACs and working committees on ecumenism. • Initiate and promote ecumenical outreaches including activities at national, regional and grassroots levels such as Ecumenical retreats, Week of Prayer for Christian Unity, World Interfaith Harmony Week, World Women's Day of Prayer, Ecumenical Public Way of the Cross (EPWC)	• Strengthen and consolidate the practice of Ecumenical fellowship and collaboration among member churches and enhance interfaith engagement	A harmonious and peaceful Christian community in Uganda that works and speaks with one spirit and voice.
Social protection	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 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)	• Promote incisiveness in social services provision and protection of rights of vulnerable communities. • Initiate, facilitate and access programs to empower, equip and support the vulnerable groups including youth, children and women with financial literacy,	• Promote active participation, inclusion and access to social and economic services by vulnerable groups	An inclusive society where all citizens are able to access basic needs and enjoy their rights and freedoms

	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 & Lynne, 2010; MGLSD, 2011a; Walakira & Ddumba-Nyanzi, 2012).	entrepreneurship and vocational skills, mentorship and exchange programmes • Strengthen the family institution and family values as a social protection strategy. • Advocate for social protection policies and programmes		
Peace building & humanitarian support	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. 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.	• Promote and support establishment of peace villages, grass roots and national structures for peace and national reconciliation forums). • Organize and facilitate peace camps for youth, women, religious and cultural leaders • Build capacity of EJACs in peace-building and conflict mediation including handling of gender based violence • Develop Standard Operating Procedures for humanitarian support • Seek out opportunities to partner with humanitarian development agencies	• Promote policies and Programmes of peace and reconciliation and support humanitarian response actions	A peaceful society within UJCC targeted communities living in humane conditions.
Good governance	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 Uganda also ranked 151 out of 176 countries in the Corruption Perception Index (CPI) annual report conducted by Transparency International in 2016.	• Build capacity of EJACs to monitor local government programs with emphasis on issues of transparency and accountability • Promote advocacy programs for protection of the rights of the	• Advocate for and promote policies and Programmes that contribute to good governance	National and local leaders abiding by the constitution, observing laws of the land and protecting the rights of the citizens

	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 which 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) 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).	vulnerable groups and enhance citizen participation in governance using various methods.		
Institutional capacity building	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.	• Develop and implement capacity building strategy for UJCC's various organs covering resource mobilization and use, Monitoring and Evaluation, governance among others	• Strengthen the institutional capacity of UJCC and its organs	A well-governed and resource-rich UJCC serving with excellence.

2.3 Current Organizational Structure

The Council currently consists of the three main stream Churches in Uganda namely, Church of Uganda, the Roman Catholic Church, and the Uganda Orthodox Church. The custody of all the

Council's assets and property is bestowed on the Board of trustees that consists of: The Archbishop of the Church of Uganda; The Archbishop of the Archdiocese of Kampala Roman Catholic Church; The Metropolitan of the Uganda Orthodox Church; The National Chief Administrators of the member Churches; and The Executive Secretary who is the head of the UJCC Secretariat and Secretary to the Board as an ex-officio member.

The Executive Committee formulates and oversees the implementation of policies and programmes by the Secretariat. This Committee consists of: a Bishop elected by the committee; the Secretary Generals of the member churches; chairpersons of the Working Committees; two representatives nominated by each of the member churches, one of whom is a woman; and the Executive Secretary who is the Secretary to the Committee. The working committees of the council include Programmes, Finance and Administration Committee.

UJCC Secretariat coordinates and implements all the activities of the Council and is supported by the regional Ecumenical Joint Action Committees (EJACs). The EJACs are the UJCC grassroots implementing structures constituted at the regional, district sub county and parish levels. They comprise of representatives of the member churches chaired by one of the Bishops/Archbishops. The EJAC members are drawn from the technical staff of the churches who have knowledge in areas such as Education, Health, Justice and Peace, Family life, women's and youth ministries among others ***(See UJCC's organizational structure in Annex I).***

CHAPTER 3: SITUATIONAL ANALYSIS

3.1 Key Achievements During the Previous Strategic Plan (2012/2017)

In the strategic plan period 2012-2017, , UJCC has been able to register the following achievements:

a) Ecumenism and Interfaith Collaboration

- Uganda Joint Christian Council consolidated unity of member Churches and fostered dialogue with other religious denominations through joint planning and implementation. The key intervention areas under this strategic objective included among others, the Week of Prayer for Christian Unity, World Interfaith Harmony Week, World Women's Day of Prayer, and Ecumenical Public Way of the Cross (EPWC), Annual General Assembly and the Christian Muslims Relations Conference.

b) Education and other Social Services

- The Council contributed to increased capacity of school stakeholders to promote Sexual Reproductive Health Rights (SRHR) including menstrual hygiene management through training of School Management Committees (SMC), teachers, women representatives and parents.

- Through joint advocacy, UJCC together with the Forum for Education NGO in Uganda (FENU) was able to contribute to education policies and curriculum reform for example through lobbying and advocacy, Religious Education is now a stand-alone strand in the new curriculum.

c) Human Rights and Good Governance

- Through civic education, Uganda Joint Christian Council contributed to increased citizen participation in governance. This was through citizen forums whose aim was to promote dialogue between rights holders and duty bearers and being able to demand accountability as well as delivery of quality education and health services.

- The council also contributed to increased literacy on natural resources through sensitization of the masses on the legal framework on Minerals, Oil and Gas exploration and exploitation.

This has gone a long way in empowering the communities affected by the activities of mining and oil sector to demand fair and prompt compensation.

- Increased participation of Church leaders in electoral democracy through voter education and election observation. During the 2016 Presidential and Parliamentary elections, the Council trained 1240 church leaders in voter education and deployed 638 election observers.

d) Peace Building and Conflict Transformation

- The Council contributed to national peace building and conflict transformation through several initiatives that include, among others, participating in drafting of the National Peace Policy, construction of the Peace village, support to formation of Peace Committees, strengthening Decentralization Programme in Karamoja region and supporting initiatives aimed at building good neighborliness in the great lakes in collaboration with other players.In addition, the Council petitioned the Parliament on the enactment of the Firearms Law and promoted peaceful and harmonious co-existence among Muslims, Christians and cultural leaders in West Nile.

e) Institutional Strengthening and Capacity Building

- The Council developed and disseminated IEC materials and made publications, including The Parliamentary Bulletin, Religious Leaders Pastoral Letter and Newsletter as well as reference materials for research based advocacy.

- The Council also undertook several staff development activities including short-term courses on election observation, results-based management, financial management, resource mobilization, oil governance, oil revenue transparency and natural resource management. The Council further bought assorted office equipment including generator, computers and other accessories.

3.2 Challenges

The Council has since 2012 been faced with the following key challenges with regard to strategic implementation:

- Ecumenism has not been fully embedded in local churches.
- Inadequate involvement of UJCC in advocacy interventions.
- Follow-up on implementation of strategic interventions was inadequate

- Most EJACs were not fully functional due to lack of facilitation in form of basic requirements like transport and equipment.
- Some interfaith disagreements and wrangles in some regions have not been fully resolved by UJCC hence creating tension and hatred in these areas
- Inadequate funding that affected implementation of some strategic interventions
- Change of donor priorities
- Change of funding mechanisms from core funding to earmarked funding. This impacted on implementation of the strategic plan
- Decentralization of EJACS had a challenge; not all EJACS were functional
- Staff turnover due UJCC's remuneration not being competitive in the labour market

3.3 Key Lessons Learnt

The following are the key lessons learnt that informed the new strategic plan:

- Decentralization is a good strategy for enhancing efficiency in implementation of strategic interventions especially if implementation structures are adequately empowered and facilitated to execute their roles and responsibilities
- The ideals of Ecumenism can be sustained if they are inculcated in young people through innovative approaches like debates, promotion of joint sports and recreation activities among schools that belong to different foundation bodies, among others.
- Radio talk shows are effective tools for dissemination of messages, especially in rural areas but require much more time than is currently provided
- Proactive engagement of the respective Bishops of member churches is crucial for effective performance of EJACs and buy-in. Inclusion of more lay people in EJACs and other UJCC structures also enhances ownership and sustainability of interventions
- Engaging young people in interventions that affect their lives such as GBV is crucial for ownership and sustainability. This was demonstrated in the Gender Justice Project
- Working in consortium with other players enhances both effectiveness and efficiency of programme interventions
- Behavioral and attitudinal change requires much time hence the need for programme approach rather than short-term project approach in addressing needs of beneficiaries

- Addressing the needs of beneficiaries requires an integrated approach because the needs are inter-related and multifaceted in nature

3.4 National Context

3.4.1 y Economic Context

- The proportion of the Ugandan population living below the national poverty line declined from 31.1% in 2006 to 19.7% in 2014
- The incidence of poverty is higher in rural areas than urban areas estimated at 22% and 9.3% respectively.[1] (unequal fornt size)
- Uganda has experienced high-income inequality. For example, Uganda's Gini Coefficient which is a measure of income inequality in a society has increased over the years. In 2014/15, Uganda's Gini Coefficient increased to 0.47 from 0.426 in 2009/10[2]
- Uganda remains one of the poorest countries. For instance, according to the UNDP Human Index Report 2016, Uganda's Human Development Index, stood at 0.493 which puts it in the low human development category. The country was ranked 163rd in the HDI country ranking in the same period
- The country is also lagging behind in several important non-monetary areas, notably improved sanitation, access to electricity, education (completion and progression), and child malnutrition3

3.4.2 Political Context

- Uganda is a Republic, in which the President of Uganda is both head of state and head of government.
- There is a multi-party system. The Government exercises Executive power. Legislative power is vested in both the government and the Parliament.
- The system is based on a democratic parliamentary system with universal suffrage for all citizens over 18 years of age

[1] Oxfam International report on inequality in Uganda, 2017.

[2]The Higher the Gini Coefficient the higher the level of inequality

[3]Ibid.

- The country attained independence in 1962 and has since then experienced extended periods of political instability including a destructive 20 year protracted civil war in northern Uganda.
- Since 1986, Uganda has been pursuing a decentralization policy in which the central government has transferred powers, functions and responsibilities to local governments and lower administrative units. Under decentralization, Local Government Councils are corporate bodies with legislative and executive powers. They are mandated to plan, budget and implement development programmes using both locally generated resources and central government grants.
- Although Uganda has enjoyed relative political stability over the last three decades, political conflicts in the neighbouring countries of South Sudan, Democratic Republic of Congo, and Burundi have led to social instability and population displacement into Uganda.
- The country is an active member of several important political groupings and development organizations at the global, regional, and sub-regional levels including the United Nations, the African Union, and the East Africa Community (EAC).

3.4.3 Social and Demographic Context

- More than half of the now 39.03 million persons in Uganda, (52 percent) is female, half of the population is children under the age of 15 years (NDPII, June 2015) due to the country's high fertility rate estimated at an average of 6.2 children per woman.
- Uganda has the world's youngest population with over 78 percent of its population below the age of 30 years old and 52% is below 15 years old(MoFPED/UNFPA, 2014). The country has the second highest youth population in the world after Niger.
- The country witnessed a drop in the literacy rate from 73% in 2009/10 to 71% in 2012/13 mainly due to high school dropout rates at primary level (NDP II). However, introduction of USE improved transition from primary seven from 47% in FY2006/07 to 73 % in FY 2013/14
- About 56% of women aged 15-49 years have experienced physical violence at least once since age 15 and 27, and 22% had experienced physical violence within the 12 months prior to the UDHS 2011, survey.
- Uganda ranked 11th among African countries with the highest number of child brides, either forced or lured into marriage before the age of 18, according to World Bank (2014).

- Under-5 mortality rate is at 90/1000 live births, infant mortality rate at 54/1000, and neonatal mortality rate at 27 deaths per 1000 live births (38% of all infant deaths)
- Maternal mortality ratio has stagnated at 438 per 100,000 live births (UDHS 2011)
- Proportion of pregnant women delivering in facilities is at 34%
- Unmet need for Family Planning stands at 41%

Uganda Key Statistics

- *Population:36.9 million*
- *Economic growth rate (National budget 2017/18):3.9%*
- *Inflation rate: 6.8%*
- *External and domestic public debt: 33.8% of GDP*
- *Public debt to GDP ratio: 27%*
- *Life expectancy (National budget 2017/18): 63 years*
- *Population leaving below poverty: 19.7%*
- *Maternal mortality rate: 435*
- *Adult HIV prevalence is 7.3%*
- *Infant mortality rate: 76*
- *U5 Mortality rate (per 1,000 live births): 90*
- *Infant mortality rate at 54/1000*
- *Neonatal mortality rate at 27 deaths per 1000 live births*
- *Global acute malnutrition: 6%*
- *Immunization against measles (National budget, 2017/18): 82%*
- *Adult literacy rate: 74%*
- *Access to safe water: 79%*
- *Unmet need for family planning:41%*
- *Proportion of pregnant women delivering in facilities is at 34%*
- *Proportion of women married by the age of 15: 15%*
- *Number of people living with HIV: 1.5 million*
- *New HIV infections: 83,500*
- *AIDS –related deaths: 28,000*
- *57% of adults living with HIV are on ARVs*

Source: UNOCHA (2009), UNDP (2015), Business Guide (2016), RAU (2015), Uganda National Budget 2017/8, Uganda HIV and AIDS country progress report, June 2015 to June 2016.

3.4.4 Donor Trends

Donor trends in Uganda are characterized by the following:

- The traditional aid delivery mechanism has been through project support (funding specific projects directly). However, there has been of recent, a shift from this approach to budget support (giving a lump sum to government to allocate in accordance with its budget priorities) as the main channel for delivering aid. The implication of this change in approach is that there will be fewer resources available for out-of-budget direct support.
- Some donors still believe in aid delivery through direct funding of projects. These donors feel that project support allows them to ensure that money does exactly what it is meant to do.
- Donors' principal areas of focus have changed with more interest in funding projects that supplement sector programmes such as human rights and democratic governance, peace and conflict resolution. Capacity building, HIV and AIDS, human rights, gender and environment protection however remain cross-cutting thematic areas of donors' interest.
- Climate change has particularly attracted the attention of many donors due to increased realization that although low developed countries like Uganda contribute the least to global climate change, they are likely to experience greatest loss in annual rainfall and the sharpest increase in its variability, with profound implications for agricultural production and livelihoods.
- Uganda adopted the sector-wide approach (SWAP) in a bid to harmonise development assistance and reduce administrative costs associated with the project approach. The SWAP allows development partners to contribute to a national programme of development instead of piecemeal project specific development. It increases donor coordination and reduces the likelihood of overlapping and duplication of initiatives.
- In a bid to harmonise further development assistance, eight development partners - African Development Bank, Germany, the Netherlands, Norway, Sweden, Austria, the United Kingdom's Department for International Development, and the World Bank Group developed the Uganda Joint Assistance Strategy (UJAS) to articulate a harmonised development financing response to the country's National Development Plan.
- Social media has become an important aspect of a well rounded fundraising strategy. Social networking provides a great opportunity to promote the organization's vision, mission, increases its visibility, and attracts new prospects, donors, partners and volunteers.

- Co-funding has increasingly become an important area of donors' interest because it enables donors to contribute to a project/programme, and insures that their funds will only be used if the fundraising goal is reached.
- There is a growing recognition of the activities of Faith-based Organizations (FBOs) and their contribution to development through their religious structures across the country. Donors and development agencies have increasingly realized that FBOs are vital to the country's ability to address the needs of low-income and other underserved persons and communities.

3.5 Regional and Global Context

At the regional and international level, Uganda is signatory to a number of conventions and instruments that are relevant to UJCC's thematic areas. These include:United Nations Sustainable Development Goals 2015; The Istanbul Convention on Preventing and Combating Violence against Women and Domestic Violence 2011; Optional Protocol to the Convention on the Elimination of all Forms of Discrimination against Women 1999; The Convention on the Rights of the Child 1989; The World Conference on Human Rights; The Vienna Declaration and Programme of Action 1993; the International Conference on Population and Development 1994; The Beijing Platform for Action 1995; The Convention on the Elimination of All Forms of Discrimination Against Women 1979; The International Covenant on Economic, Social and Cultural Rights 1966; The International Covenant on Civil and Political Rights 1966; The International Convention on the Elimination of all forms of Racial Discrimination 1965; The Protocol to the African Charter on Human and peoples' Rights on the Rights of Women in Africa (Maputo Protocol) 2003; The African Charter on Human and People's Rights 1981; The Universal Declaration of Human Rights 1948 and the Goma Declaration on Eradicating Sexual Violence and Ending Impunity in the Great Lakes Region 2008.

CHAPTER: 4 INTERNAL ANALYSIS

3.1 Strengths, Weaknesses, Opportunities and Threats (SWOT)

The following section provides a summary of UJCC's operational environment, its internal strengths and weaknesses, opportunities for expansion and increased influence as well as perceived threats. The success of the proposed strategic actions in this strategic plan will largely depend on UJCC's ability to consolidate its strengths and achievements, overcome its internal weaknesses, take advantage of emerging opportunities and have strategies for overcoming some of the threats identified during the strategic planning process and those that will emerge in the course of implementing this strategic plan.

Table 1: SWOT Analysis

Strengths	**Weaknesses**
• *Three (3) credible Archbishops of UJCC who form the Board of Trustees* • *The large UJCC membership that accounts for about 78% of Uganda's population* • *Trust and goodwill that the Council has obtained from the Ugandan people and donors* • *Ecumenical witness informed by Christian values* • *Committed and well qualified staff at the Secretariat that coordinates all the activities of UJCC* • *Team work* • *Capacity to handle huge amount of funds and account for them* • *Expertise and long experience in issues of governance especially election observation* • *Ability to advocate on sensitive issues without fear or favor* • *Leadingprovisionofvitalsocialservicesincludingeducationandhealthcarefacilities in the country* • *Unity in diversity of people from different faiths and their ability to work together* • *The Council's mandate is divine and permanent in nature.*	• *The Council relies on external support for implementation of its Programmes: Over 90% of funds come from donors/development partners* • *Low remuneration of Council staff: difficult to attract and retain competent staff.* • *Inadequate documentation and dissemination of various programme activities.* • *Inadequate compliance with deadlines e.g. reporting deadlines* • *Inadequate capacity of EJACS leading to weak ecumenism at the grass root levels.* • *Lack of human resource Manager* • *Inadequate ownership of UJCC by member churches* • *Inadequate visibility of UJCC at the grassroots* • *Existence of faith based struggles/conflicts among the UJCC member churches in some areas e.g. competition among member churches on ownership of schools and health facilities.* • *Failure to adequately make UJCC a learning organization* • *Low priority accorded to research* • *Dependency on consensus among the three churches leading to delays in decision making* • *Inadequate sustainability measures of UJCC supported projects*
Opportunities	**Threats**
• *National, regional and international connectivity e.g. UJCC is a member of FECCLAHAWCC, AACC, and, BEACON* • *Ecumenical Joint Action Committees (EJACs)* • *Existence of supportive government policies, plans and legislative frameworks e.g. the National Development Plan* • *Good will by the government, development partners and the wider community*	• *Partnerships with organizations that do not share Christian values thus negatively affecting the relevance and credibility of UJCC* • *High dependency on development partners* • *Dependency on a few donors* • *Political instability that has occasioned protests and public demonstrations* • *Intolerance of opposing or divergent views by the government* • *Weak enforcement of pro-poor policies by the government* • *Widespread corruption in the public sector* • *High influx of refugees*

3.3 PESTEL Analysis

Uganda Joint Christian Council operates in a dynamic external environment that affects negatively or positively the fulfilment of its mandate as well as attainment of its goal and strategic objectives. These external factors are categorised as Political, Economic, Sociological, Technological, Ecological and Legal (PESTEL). Table 2 provides a summary of UJCC'S PESTEL.

Table 2: PESTEL Analysis

	Opportunities	Threats
Political	• Political will • Relevant Government policies e.g. Decentralization • Existence of Government structures e.g. LCs, Local Governments, Line Ministries, • Existence of supportive Government plans e.g. National Development Plan, Uganda Vision 2040 • The Constitution of Uganda 1994 1995 • Availability of regional and continental groups e.g. East African Community and AU • Increased awareness on good governance and democratization • Continued donor commitment and support	• High taxation • Political instability • Widespread corruption • Insecurity in some areas of the country • High level of corruption
Economic	• Mineral (oil) exploitation in the country • Infrastructure development e.g. roads, electricity • The role of the private sector in economic development	• High inflation • High exchange rate • High interest rates • Globalization: Effects of Global economic trends • Price fluctuation • Declining economic growth • Rise in economic crimes such as money laundering, terrorism financing and cyber theft
Social/Cultural	• Good cultural values, beliefs and practices e.g. unity and mutual support and voluntarism through clan system • Existence of international religious bodies e.g. FECCLAHA, AACC and	• Negative cultural beliefs and practices e.g. early marriages, child abuse • Gender issues e.g. domestic violence

	WCC Existence of a large Christian population • Religious freedom	• High population growth • High prevalence of HIV infections • Youth unemployment • High levels of Illiteracy in different regions of Uganda • High levels of poverty
Technological	• Access to information e.g. via internet, email, website, social media, YouTube, blogs, teleconferencing etc. • Accessibility and adoption of new Technologies e.g. mobile phones, mobile money banking, webinars • Access to job opportunities/employment	• Negative effects of technological development e.g. pornography, cyber-bullying, time wastage, misinformation/unreliable information and security attacks such as hacking
Environmental	• Favourable climate • Increasing consciousness on environmental protection and management • Soil fertility that favours growth of food and cash crops • Existence of supportive environmental policies and institutions	• Climate change i.e. prolonged drought, landslides, heavy rains, soil erosion, among others • Deforestation • Bush burning • Soil infertility
Legal	• Supportive national legislative framework conventions relevant to UJCC's areas of focus • Supportive international conventions relevant to UJCC's areas of focus	• Legal registration • Unfavourable land tenure system • Unfavourable laws e.g. NGO Act

3.4 Stakeholder Analysis

The following stakeholder analysis establishes the relative importance as well as anticipated impact of both primary and secondary stakeholders with regard to the implementation of the UJCC Strategic Plan 2018 -2023.

Table 3:Stakeholder Analysis

Stakeholder	Interests	Expectations	Potential
	What is their interest in the organization?	**What do they expect from their relationship with the organization?**	**What contribution could they make to the organization?**
1. Member Churches	• A strong, stable and sustainable Council, respecting diversity and promoting unity.	• Mutually beneficial relationship	• Operating through their structures, local funding, technical support
2. Local governments	• Compliance with existing local government plans and priorities	• Support their Local budgets, building capacity of their teams • Feedback on programme/project interventions	• Creating enabling environment • Provision of baseline information and data • Guide UJCCon priorities.
3. Communities	• Quality services relevant to their needs	• Consultation and feedback, incorporation of their ideas into UJCCplans	• Cooperation, feedback to inform reviews
4. Line ministries	• Interventions that contribute to development agenda	• Programmes in line with NDP and relevant to the needs of the people	• Provision of policy guidelines and programmes, data, capacity building, cooperation
5. Like-minded CSOs	• Benchmarking i.e. learn and replicate from UJCC	• Support/participatein their initiatives	• Provide expertise where need be, • Provision of secondary data • Support to advocacy initiatives
6. Donors	• Contribution to their development agendas	• A learning, compliant organization • Feedback on programme/project interventions • Effectiveness and efficiency • Transparency and accountability	• Technical and financial support
7. Private sector	• Visibility, mutually benefitting cooperation	• Selling products through UJCC platforms	• In kind contribution, financial support e.g. through Corporate Social Responsibility
8. Media	• Source of information/ news	• Business cooperation e.g. TV/Radio time	• Publicity, information dissemination, advocacy
9. Security Agencies	• Source of information that can help them in their work and cooperation	• Information and compliance	• Provision of security and information • Referral services

10. Electoral commission	• Contribute to the achievement of their mission/mandate	• To be professional, accountable, transparent and impartial	• Capacity building, source of information
11. Political parties	• Collaboration and networking in support and promotion of good governance	• Impartiality	• Source of information, collaboration on matters of advocacy

3.6Risk Analysis

The objective of risk analysis is to identify risks and establish their relative importance with a view to minimizing their threats as well as selecting an appropriate strategy for dealing with each risk

Table 4: Risk Analysis

Risk No.	Risk Category	Risk Description	Controls/Mitigation Measures	Consequences	Like-lihood	Risk Rating	Risk Owner
1	Legal	• Failure to adhere to relevant legal/regulatory policies and legislative framework resulting in fines and penalties	• Comply with relevant legal/regulatory policies and legislative framework	Major	Possible	High	CEO
2	Financial/ Funding	• In ability to raise adequate funding resulting in the potential impact on programme delivery	• Diversify funding base • Implement Resource mobilization plan	Moderate	Possible	High	Finance Manager
3	Human resource	• High staff turnover resulting in under-staffing and being thin on ground to implement planned interventions/programme delays	• Implement HR Policy including Staff retention, incentives and remuneration • Make good use of the EJACs at community level.	Moderate	Un likely	Medium	HR Manager
4	Organization's assets	• Loss/destruction of assets resulting in reduced asset base and operational efficiency	• Update assets register • Comply with asset management/control systems	Moderate	Possible	Mediu m	CEO

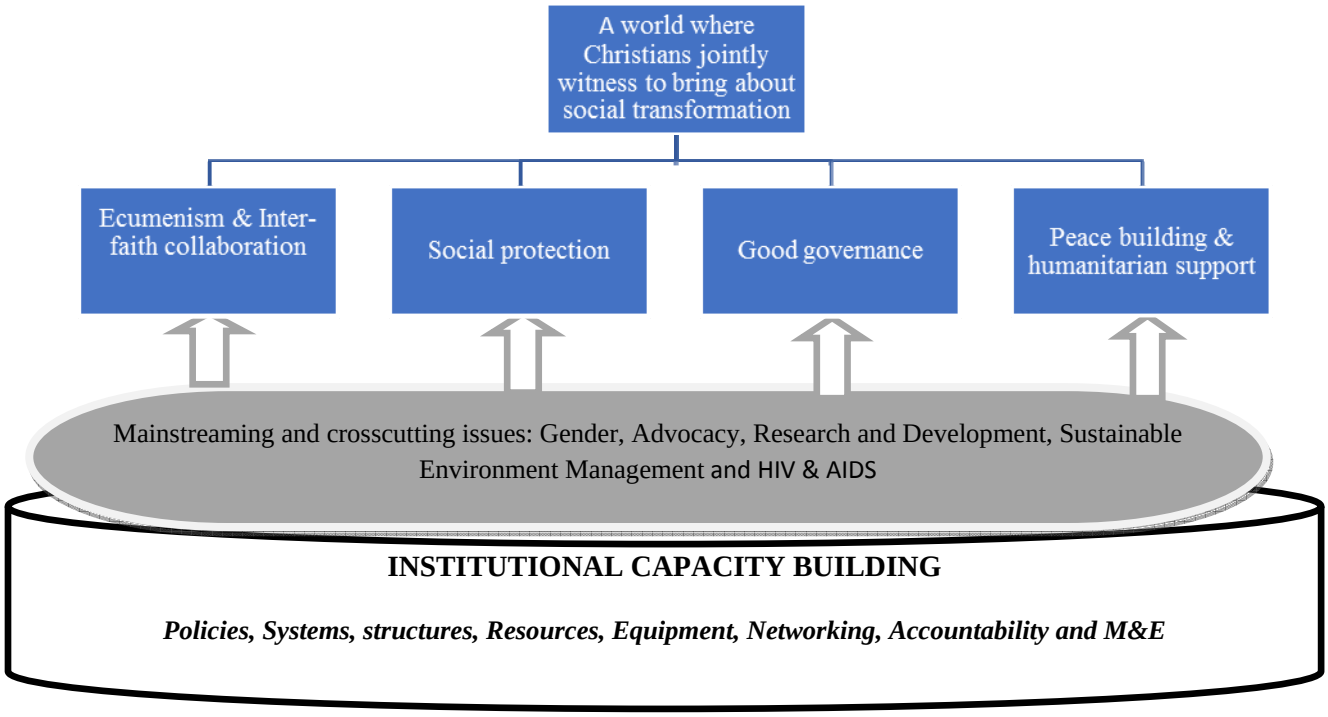
CHAPTER 5: STRATEGIC ISSUES AND OBJECTIVES

5.1 Strategic Issues and Strategies

A strategic issue is a fundamental factor relating to or affecting UJCC's mandate, mission, products, services, beneficiaries and stakeholders. It is an issue that will have a broad impact on UJCC's interventions. UJCC needs to focus on the strategic issues in order to create and maintain competitive advantage and grow into a prosperous Council.

Uganda Joint Christian Council's strategic plan 2018/2023 focuses on 5 strategic issues- Ecumenism and Interfaith collaboration, Social protection, Peace building and Humanitarian support, Good Governance and Institutional Capacity Strengtheningas well as cross-cutting issues (advocacy, gender, Research and Documentation, sustainable Environmental management and HIV/AIDS). These strategic issues formed the basis for the formulation of strategic objectives.

Figure 2: Strategic Issues



Ecumenism and Inter-Faith Collaboration

In this strategic plan the word "ecumenism" means efforts towards unity on the part of churches and Christians, i.e. deeds, actions and attitudes which further Christian unity throughout the world. Co-operation between churches and Christians has both a biblical and a practical basis. One of the most important passages of the New Testament referring to Christian unity is the prayer of Jesus that believers should be ***"One, just as you, Father, are in me, and I in you" (Jn. 17:21).***

Justification for ecumenism is also found in Ephesians where it is stated that: ***"There is one body and one Spirit just as you were called to the one hope that belongs to your call - one Lord, one faith, one baptism, one God and Father of all, who is over all and through all and in all" (Eph. 4: 4-6)***

Uganda Joint Christian Council firmly believes that through witness and working together, the Council effectively utilizes the transformative power of unity among member churches as stated in the Holy Bible***: "How good and pleasant it is when brothers and sisters live together in unity!" (Psalm 133:1).***Moreover, many of the challenges faced today like poverty, racial-cultural-religious divisions, political polarization, environmental degradation as well as violation of civic and social rights can be effectively addressed by concerted efforts of the broader inter-religious community in collaboration with other players in government, civil society and the private sector.

During the strategic plan period 2012- 2017, UJCC successfully implemented a number of interventions under ecumenism that include, among others, establishment of Regional Ecumenical Joint Action Committees (EJACs) in all the 17 regions and conducted joint ecumenical activities, including Week of Prayer for Christian Unity, World Interfaith Harmony Week, World Women's Day of Prayer, Ecumenical Public Way of the Cross (EPWC). The Council was also engaged in inter-faith dialogue and collaboration with other Faith Based Organisations like the Nile Dialogue Platform

However, findings of the strategic plan evaluation indicated that most EJACs were not functional and Ecumenism had not been adequately embraced by the grassroots. During the next strategic plan 2018- 2023, UJCC will continue with joint activities, enhance the functionality of regional EJACs and scale up ecumenicalfellowship and collaboration at the grassroot level. The Council

will also engage in inter-faith activities aimed at attaining harmonious relations with other faiths and facilitating collaboration on issues of common interest.

Good Governance

"Speak up for people who cannot speak for themselves. Protect the rights of all who are helpless. Speak for them and be a righteous judge. Protect the rights of the poor and needy" - Proverbs 31: 8-

"Every man, every woman who has to take up the service of government, must ask themselves two questions: 'Do I love my people in order to serve them better? Am I humble and do I listen to everybody, to diverse opinions in order to choose the best path?' If you do not ask those questions, your governance will not be good.*" *- Pope Francis

In the 1992 report entitled "Governance and Development", the World Bank defined governance as "the manner in which power is exercised in the management of a country's economic and social resources for development".The United Nations Development Programme's (UNDP) on the other hand, in its 1997 policy document entitled "Governance for Sustainable Human Development" defined good governance as "the exercise of economic, political and administrative authority to manage a country's affairs at all levels. In broad terms, governance refers to the exercise of executive, legislative and judicial authority at all levels."

Good governance entails the positive exercise of such authority in political, social, economic, cultural and other spheres for the benefit of the population as a whole. It is a prerequisite for peace, stability and sustainable development.

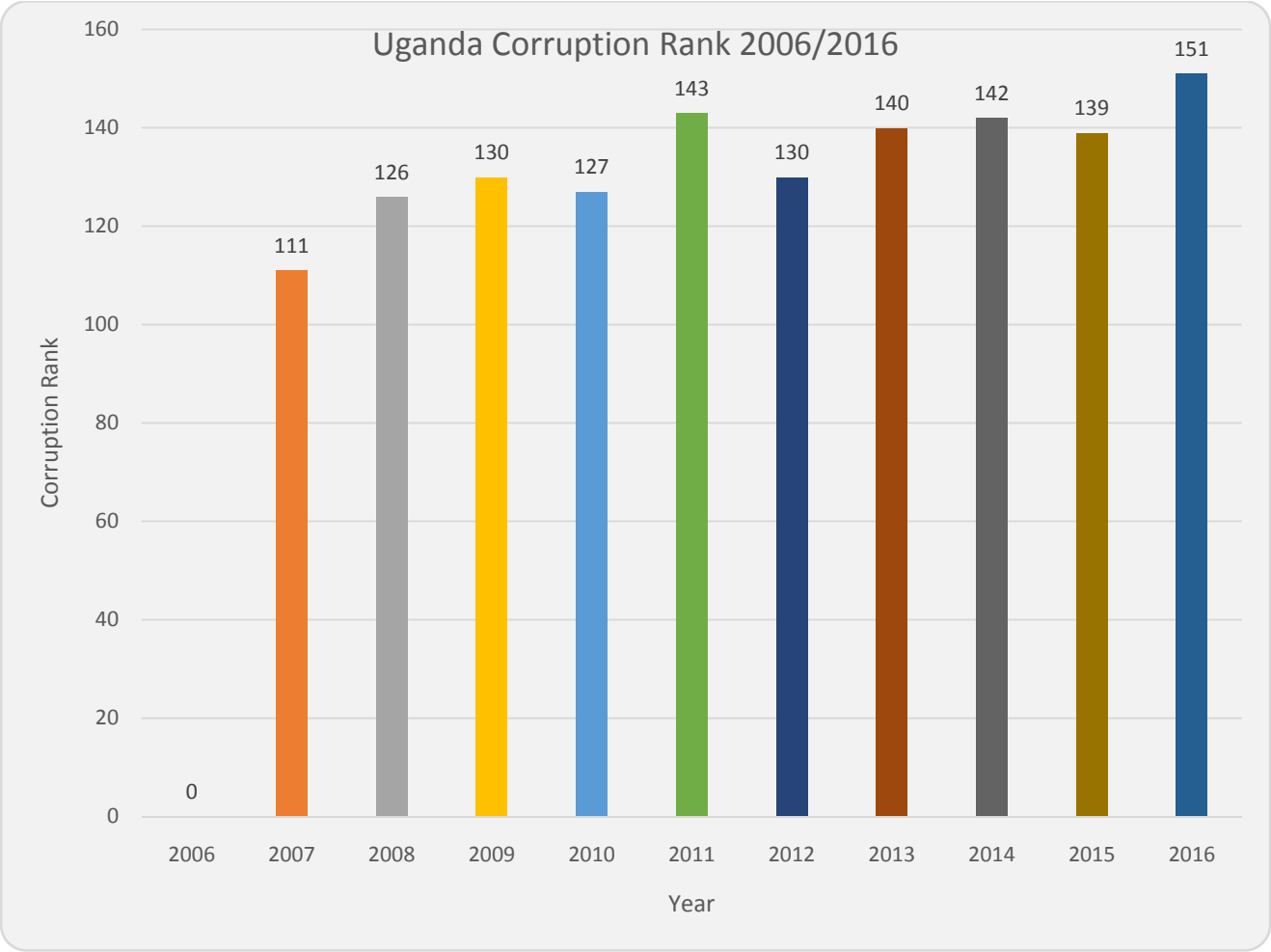
Good governance can be realised when thereis a strong civil society that participates in public affairs and where all members of the society act under the rule of law.The World Bank identified three distinct aspects of governance namely, the form of the political regime; the process by which authority is exercised in the management of a country's economic and social resources for development; and the capacity of governments to design, formulate and implement policies and discharge functions.

The 1995 UgandaConstitution aims at restoringdemocracy, good governance and a culture of human rights. For instance, chapter 4 of this constitution as Amended in 2015 is dedicated to protection and promotion of fundamental rights and freedoms. Itfurther enjoins all persons and institutions to respect these rights at all times. In 2006 uUganda returned to multi-party

dispensation in which presidential, parliamentary and local council elections are held every after 5 years.

Uganda is faced with the challengeof corruption which has escalated over the years. For instance, in the 2016 Ibrahim Index of African Governance, Uganda was ranked 19th out of 54 countries. In addition, Uganda is the 151 least corrupt nation out of 175 countries, according to the 2016 Corruption Perceptions Index reported by Transparency International. As indicated in Figure 3, Corruption Rank in Uganda averaged 111 in 2007, reaching an all time high of 151 in 2016.

Figure 3: Uganda Corruption Rank 2006/2016



(MoFPED/UNFPA, 2014)

According to the Uganda Law Society report, the country has been experiencing a general and steady decline in the rule of law and respect for human rights and dignity. This is mirrored by flagrant cases of discrimination in the application of the law,non-compliance with court orders, executive excesses and weaknesses in the justice system. There is rampant police brutality, unlawful arrests and detentions and malicious prosecutions, among other acts of lawlessness. More so, there are interferences and omissions in the due process of the law and attacks on human rights defenders. Suspects are routinely detained incommunicado and beyond the 48 hours, contrary to the express provisions of the Constitution.

With regard to electoral democracy, although Uganda has held 5 presidential and parliamentary elections since NRM came to power in 1986, these have been characteized by voting irregularities, harrassment and intimidation of votersas well as rigging in some poling stations. In addition, the Government has not adequately responded to calls for electoral reforms by CSOs and other actors to enable a level playing ground and ensure independence of the Electoral Commission(Election Report 2016 - Citizens' Coalition for Electoral Democracy in Uganda).

The United Nations recognises good governance as a corner stone for the achievement of the other SDGs. In this regard, the sixteenth goal focuses on peace, justice and strong institutions, and advocates for promoting peaceful and inclusive societies for sustainable development, provision of access to justice for all and building effective, accountable and inclusive institutions at all levels.

The Uganda Joint Christian Council, in collaboration with other actors, will therefore contribute to attainment of this goal through the relevant strategic interveventions that broadly include civic education, lobbying and advocay, election observation, support to institutions involved in promotion of good governance, transparency and accountability such as citizen's forums.

Social Services and Protection

"Poverty is not only about income poverty, it is about the deprivation of economic and social rights, insecurity, discrimination, exclusion and powerlessness. That is why human rights must not be ignored but given even greater prominence in times of economic crisis." - Irene Khan, former Secretary-General of Amnesty International, 2010.

Social Services and protection is concerned with provison of social services as well as protecting and helping those who are poor and vulnerable such as; children, youth, women, older people, Persons With Disabilities , the displaced, the unemployed and the sick,. The dramatic socio-economic and political changes of the past two decades have had a significant impact on the social fabric of Uganda.Families, which provide the first safety net for the survival, protection and healthy development of children, have been fragmented and weakened by death and separation.

In addition, Uganda's traditional social safety net that existed in the form of sharing, mutual assistance and within the extended families and neighbour networks is steadly disappearing and vulnerable groups e.g women, children, youth , PWDs, the elderly have been the key victims of these upheavals.

In Uganda, social protection interventions are guided by the National Social Protection Policy whose objectives include: Increased access to social security; enhancing care, protection and support for vulnerable people; and strengthening the institutional framework for social protection service delivery. However, due to a variety of constraints, social protection services offered by the government are narrow in scope and do not adequately cover all the vulnerable people. Moreover, interventions that constitute social protection are diverse and social protection overlaps with a number of livelihoods, human capital and food security interventions .

During this strategic plan period, UJCC, in collaboration with other actors, will focus its socialprotection interventions on 3vulnerable groups namely, the youth, women and children.
UJCC, consistent with its vision and mission, is therefore under obligation to engage in social protection interventions aimed at addressing the challenges of inequality, disparities and exclusion of vulnerable people, particulaly women, the youths and children.

Youth

Uganda has the world's youngest population with over 78 percent of its population below the age of 30 years old and 52% is below 15 years old.(MoFPED/UNFPA, 2014)The country has the second highest youth population in the world after Niger. However, despite constituting the majority of the population, the contribution of the youth to the development of the country has

been minimal and has been hampered by unemployment, low skill level, limited opportunities and vulnerability(AAU, 2012).It is estimated that Uganda's general youth unemployment rate stands at 32.2 percent, while that for degree holders is 36 percent, and rising(Richard Sebaggala, June 2017).

Many youth in Uganda do not have access to productive assets (land and capital). Others lack vocational skills and have limited access to income, credit and income generating activities. They also lack links to professional networks as well as business skills and training.

During the next 6-year strategic plan period, UJCC's interventions for young people will mainly focus on mentorship programs, social skills training, exchange programmes and entrepreneurship programmes.

Women

Women's vulnerability in Uganda is mainly attributed to unequal access to and control over productive assets (physical and financial capital). Women have little influence over household income, lack education and skills, are marginalized by the labour market, have low participation in decision-making processes, are adversely affected by the patriarchal system of inheritance and also face social constraints that limit their mobility and inter-personal interactions.[4]

Given the above barriers, women are less likely than men to succeed as entrepreneurs.

The strategic plan will therefore focus on economic empowerment of women through strategic actions such as access to microfinance, access to business/ entrepreneur ship skills and financial literacy as well as support to establish income-generating activities (IGAs).

[4] Social Protection in Uganda - Uganda's Participatory Poverty Assessment Project (UPPAP) Report, Phase 1 Report, 2002

Citations should follow the standard format.

Children

There are quite a number of factors that subject Children in Uganda to high levels of vulnerability and are therefore unable to attain their full potential as illustrated by the following facts:[5]

- Primary school enrolment is high but the quality of primary education remains poor
- Secondary school dropout rates are high
- Only two-thirds of children are registered at birth
- Children continue to face violence at home, at school, on the streets, and when they come into contact with the law
- Children are rarely consulted about issues that affect them. There are big disparities between rural and urban areas, with children in the north particularly deprived of their rights
- Children aged 0–8, adolescent girls, disabled children and other marginalised children are particulaly disadvantaged and vulnerable

Strategic actions for children will mainly focus on promotion of public awareness about the rights of children, support campaigns and dialogue meetings on the prevention of violence against children and advocacy for provision of quality education and teaching of Christian education in Church founded schools.

Uganda Joint Christian Council will also continue with activities geared towards monitoring the performance of government agencies and institutions through its structures such as EJACs and Monitors. Training of these structures in advocacy and monitoring will be a core priority in this regard. UJCC will also build on experiences and lessons learnt from Gender Justice pilot projectwith a view of scaling it up in other regions.The Council will, through the relevant working committee, engage in lobbying and advocacy activities in education, health and other sectors in collaboration with other stakeholders such as UNATU and FENU.

[5] Situational Analysis of Children in Uganda – UNICEF Report, 2016

Peace Building& Humanitarian Support

a) Peace Building

"Blessed are the peace makers, for they will be called children of God." Mathew 5: 9

"Peace is a never-ending process... It cannot ignore our differences or overlook our common interests. It requires us to work and live together". Oscar Arias, Nobel Peace Prize 1987

Decades of civil strife in Uganda haveresulted in widespread abuse at the hands of state and non-state actors, including killings, sexual violence and pervasive use of child soldiers.
After gaining independence in 1962, Uganda endured nearly two decades of civil strife under Milton Obote I (1962–1971) Idi Amin (1971–1979) and Milton Obote II (1980-85). During this period, it is estimated that over 300,000 people died.

The consequences of these upheavals include, among others, loss of life and assets, population displacement, food insecurity, disruption of basic social service delivery, child abuse and gender-based violence. In addition, the high level of proliferation of Small Arms and Light Weapons (SALW) and a number of civilians possessing illegal guns has turned conflicts to be violent while in Karamoja, armed cattle rustling has led to insecurity and internal displacement especially for the neighbouring communities.

Government response to peace building, reconciliation and rehabilitation process in NorthernUganda has been done through programmes like the Peace Recovery and Development Plan (PRDP), Karamoja Integrated, Disarmament and Development Programme (KIDDP), Northern Uganda Social Action Fund (NUSAF II), among others.

The recently concluded general elections that took place during February 2016, were marred with malpractices that left various political leaders and candidates and their supporters disgruntled. Episodes of political violence were mainly reported in Kampala, Kasese, Bundibugyo and Kapchorwa.

Kasese region experienced violence in 2014 when armed Bakonzo attacked state forces in the Kasese and Bundibugyo districts. Violence again occurred in November 2016 in which at least

100 people, including children, were reportedly killed during a clash between the royal guards of the cultural leaders and the millitary forces.

Following discovery of oil and subsequaent exploration in the Albertine region, therehas been increased landconflict in the region. This is mainly due to failure of existing institutional and legal systems to recognize the legal interests and rights of communal land owners in the face of multinational business interests. This has led to an increase in land grabbing, violent evictions and displacement of thousands of communal land owners.

Given the above situation, there is need for religious leaders to play a role of reconciling conflicting parties to accompany them in the healing process but also to avoid escalation of political related conflicts. Thefore, in the next 6 years 2018- 2023, UJCC will continue to focus on Peace building and Reconciliation as one of its strategic areas in a bid to contribute to peace and reconciliation and rehabilitation efforts by government and other actors.This is in line with the World Humanitarian Summit which emphasized the urgency of finding a new way of working together and partnering between development, humanitarian, and peacebuilding actors.

UJCC will focus on both short-term and long-term interventions of peace and reconciliation. These will include psychosocial support for victims, promotion ofreconciliation as well as support to truth commissions, reparations and reform programs.In addition, UJCC will support efforts for mediation of land disputes between and among displaced persons and settlers as well as advocate for reforms in the land governance systems to reduce tension and ensure stability in regions affected by land conflicts.

b) Humanitarian Support

The influx of Sudaneese refugees has created a humanitarian crisis that is un precendeted in the history of Uganda's refugee situation.Women and children constitute the largest proportion of the refugee population. For instance, Bidibidi settlement, is now the largest refugee settlement in Africa andaccording to a recent UNICEF report April, 2017, the settlement is home to over 157,000 children from South Sudan who have arrived since the 2016 July crisis. Other new South Sudanese refugee arrivals are settled in Palorinya (148,381), Rhino (86,770), Imvepi (55,778) and Lamwo (5,738).

The humanitarian situation in Uganda is precarious as indicted by the following statistics from UNICEF:

- 519,572 Refugee children (<18 years) from South Sudan (OPM and UNHCR reports as of 24 April 2017)
- 770,339 Refugee children and women from South Sudan (OPM and UNHCR as of 20 April 2017)
- 1,199,051 All refugees and asylum seekers (OPM and UNHCR as of 1 April 2017)

Following prolonged draught coupled with erratic rainfall, especially in Karamoja, Teso, Busoga, East Central and South west regions of Uganda, the communities in these areas have experinced food insecurity. In addition, crop-eating caterpillars known as fall armyworms are spreading across Uganda, raising fears for the East Africa region. The pests have appeared in 60 districts, attacking up to 40 per cent of the maize in some areas. Authorities warn they could wipe out 11 per cent of the country's annual four-million-metric-ton maize output.

Although humanitarian support has not been one of UJCC's key thematic areas, strategic plan evaluation findings indicated the need to incorporate it in the new strategic plan with a view to addressing humanitarian needs, especially for those in conflict situations such as refugees and displaced persons. Given its limited capacity regarding humanitarian support, UJCC's interventions will focus on soft elements of humanitarian support such as spritual counselling, pyscho-social support while providing limited physical assistance through other agencies with a strong focus on humanitarian support. Capacity building of UJCC Secretariat, EJACS and other organs on humanitarian support will be vital in this regard.

Institutional Capacity Building

Institutional capacity encompasses the functions (tasks) that institutions should have the competence (ability) to perform as well as the resources (human, technical and financial) and structures they need.In this strategic plan, the term "institutional capacity development" means not only the building of fresh capacity, but also the strengthening and mobilising of existing capacity.

Implementation of this strategic plan requires strengthening the capacity of both the Secretariat, EJACs and other organs to ensure realisation of the set objectives and strategic actions. Institutional capacity building will mainly focus on training, systems strenghening, review of organisational policies and resource mobilization. In addition, UJCC will improve on organisational learning through bench marking, policy analysis, policy research, policy advocacy, documentation and knowledge sharing.

Uganda Joint Christian Council will continue to, network collaborate and build strategic partnerships and alliances with the Government of Uganda, CSOs, FBOs, the media and other like-minded organisations. Strategic partnerships and alliances are useful to harmonise UJCC's agenda, create synergy, share competencies and practices and most importantly, enlarge critical mass for impact on the Council's constituents.

Strategic plan reviewfindings revealed that non-functionality of EJACs was partly attributed to lack of basic facilities. Institutional capacity building will therefore focus on hard elements particularly re-tooling in form of provision of basic equipment and utilities for both the Secretariat and EJACs.

Mainstreaming Areas

a) Gender

Gender equality is more than a goal in itself. It is a precondition for meeting the challenge of reducing poverty, promoting sustainable development and building good governance – Kofi Anan.

The World Survey on the role of Women in Development 2014, highlights gender mainstareming as a key aspect of development and the need for gender sensitive development planning approaches with a focus on gender equality. In addition, sustainable development goal 5 of the 2015 Global Sustainable Development Goals focuses onachieving gender equality and empowering all women and girls.

In light of the above observation and other global commitments on gender, gender will be a key cross cutting issue for UJCC's programming.During the strategic plan period, special effort will

be taken to strengthen gender mainstreaming in all program/project interventions, building on already existing efforts such as the Gender Justice project. For example; all reports will give gender-disaggregated data and project activities will have gender quotas for target groups and participants.

There is also need to discuss the deeper gender realities that affect the projects and/or programmes. Purposefully considering gender as a cross-cutting issue in the project planning and implementation cycle will strengthen project/programme design and increase programme effectiveness.

Mainstreaming gender will require UJCC to undertake a number of strategic actions that will include developing gender policy/guidelines, strengthening capacity of the Secretariat and EJACs in mainstreaming gender in programme/project design and implementation, ensuring gender equity in staff representation through affirmative recruitment and increasing women participation in leadership positions and decision making processes in all UJCC structures.

b) HIV and AIDS

According to the 2013 HIV estimates, HIV prevalence rate in Uganda is at 7.4%. This suggests that despite earlier achievements, the country is experiencing a reversal in the fight against the scourge and this reversal is attributed, among others, to a decreased focus on prevention initiatives and on a positive note, on the increased coverage of ART Programme that has led to a reduction in the number of death from AIDS-related illnesses.

The total burden of HIV in Uganda, as represented by the number of persons in the country that are living with HIV increased from 1.4Million in 2013 to 1.5 Million in 2015.[6]

According to the National HIV and AIDS Strategic Plan 2015 -2016/ 2019 -2020, the incidence of HIV, defined as new infections per population at risk in a specified period of time, declined from 160,000 in 2010 to 95,000 in 2014. This indicates the incidence rate is still very high above the target of 71,510 suggesting that the country will in the next years continue to register high

[6] Uganda HIV and AIDS country progress report, June 2015 to June 2016.

proportions of people with HIV. Most at Risk Populations (Key Populations) in Uganda include fishing communities, female sex workers and their partners, uniformed services and mobile populations.

The HIV and AIDS pandemic in Uganda has also disproportionately affected children and young people. Although Uganda has over the last decade achieved a remarkable reduction in new HIV infections, children under 15 years account for 11% of all HIV cases in Uganda, with HIV and AIDS now the second most common cause of death among adolescents (UNAIDS, 2014). The number of AIDS-related orphans has also increased from 223,811 in1990 to 1,380,261 in 2012 (UAC, 2014b).

According to HIV and AIDS Country Progress Report 2015, key drivers of HIV include: high risk sexual behaviours coupled with low knowledge of ones HIV sero-status, low individual level risk perception, high STI prevalence, low utilization of comprehensive antenatal care (ANC) and delivery services, low prevalence of SMC, high numbers of HIV positive patients not on ART, sexual and gender based violence resulting from gender inequalities, alcohol consumption – especially to levels of getting drunk, and poverty.

The role of Faith-Based Organisations (FBOs) in responding to HIV is widely known to have growing significance and the respect and recognition accorded to religious leaders at both the community and household level makes them uniquely positioned to influence values and behaviours and to mobilise communities for HIV prevention, treatment and care.

Individual member Churches have had aid through their relevant institutions and organizations such as NGOs, Medical Bureaus and healthfacilities. UJCC will in this strategic plan complement these initiatives by influencing health and HIV/AIDS policies and enhancing the capacity of EJACs and other organs in HIV prevention, care and treatment.

Uganda Joint Christian Council in collaboration with other actors, will contribute to UNAIDS' 90-90-90 target that calls on countries to ensure that 90 per cent of people living with HIV are diagnosed by 2020, 90 per cent of diagnosed people are put on antiretroviral treatment and 90 per cent of people on treatment have fully suppressed viral load by 2020.

c) Sustainable Environment Management

Uganda has had its share of effects of climate change characterized by severe droughts and floods and evidence of change in glacial extent (area) on Mount Rwenzori (UWA, 2010). The main impact of climate change in Uganda has been observed to be climatic variability, the results of which are droughts and floods. For example, floods in 1961/62, 97/98 and in 2007 saw widespread infrastructure damage, displacement and destruction of livelihood assets. In February 2010, unusually heavy rainfall was linked to a catastrophic landslide in Mbale Region, killing as many as 300 people including many school children.

Furthermore, weak institutions, increasing population, ineffective environmental legislation, unclear accountability, poor transparency and a lack of public access and participation further exacerbate their situation.

Uganda Joint Christian Council's beneficiaries and stakeholders highly depend on ecosystems such as forests, waters, wetlands and fields, for their livelihoods and are also vulnerable to climate related impacts and environmental hazards. There is therefore need to mainstream sustainable resource use and environment management particularly climate change into UJCC' s Strategic plan 2018-2023.

The Council will in this strategic plan incorporate interventions that include awareness creation on sustainable resource use and environment management, promotion of energy saving stoves as well as support afforestation, tree planting and re-forestation activities at all UJCC levels.

Cross-cutting Issues

i. Advocacy

Uganda Joint Christian Council will engage in relevant coalitions and networks to promote synergies and linkages for advocacy. This will enable it to share available resources and experience through collaborating closely with other partners. Through advocacy, UJCC will have a common position with other like-minded organizations on areas of mutual concern, particularly

on key thematic areas.The main focus of advocacy interventions will be on legislative advocacy, policy advocacy and media advocacy. However, UJCC will need to develop policy positions and establish monitoring and evaluation mechanism to measure advocacy outcomes.

Strategic plan review findings indicated a number of critical advocacy issues which were not addressed during the 2012- 2017 Strategic Plan. These include: The Peace Policy, Fire Arms Bill, Disarmament of Pastoralists policy. During the next plan period, UJCC will continue to advocate for the passing of these policies as well as other policies that might require the Council's intervention during the course of implementing this strategic plan. Advocay activities will be conducted through the relevant government agencies, particulary Parliamentary Commitees. This will entail development of an advocacy strategy as well as establishing a monitoring and evaluation mechanism to measure advocacy outcomes with specific indicators.

ii. Research and Documentation

The strategic importance of research cannot be over emphasized; for UJCC to prosper and grow, it must endeavor to continuously search for up-to-date, innovative methods/approaches of effective, efficient and sustainable service delivery that meets the needs and expectations of its beneficiaries and stakeholders.

During the strategic plan period, UJCC will seek to harness and translate new knowledge and experiences into applications that have greater impact on its constituents. The UJCC Secretariat and Board will develop cutting-edge approaches that address pertinent issues in the key thematic areas. In this regard, UJCC will focus on the following strategic actions.

- Network and collaborate with research and academic institutions
- Participate in relevant research forums
- Proactively undertake research and document on critical areas consistent with UJCC's mandate.

5.2 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

5.3 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:

Table 5: Strategic Objectives

Strategic objective 1	Strengthen and consolidate the practice of Ecumenical fellowship and 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
Strategic objective 3	Advocate for and promote policies and programmes that contribute to good governance
Strategic objective 4	Promote policies and Programmes of peace and reconciliation and contribute to humanitarian efforts
Strategic objective 5	Strengthen the institutional capacity of UJCC and its organs

CHAPTER 6: STRATEGIC PLAN IMPLEMENTATION AND M&E

This section of the plan presents the management, monitoring and evaluation and implementation mechanisms for the strategic plan. It highlights the roles and responsibilities of each key stakeholder that will be involved in implementation, monitoring and evaluation of the strategic plan. It should be noted that development of a strategic plan is only "half the battle." Getting it implemented is the other half.

6.1 Monitoring and Implementation of the Strategic Plan

6.1.1 Implementation

Implementation of strategic actions in this strategic plan will be consistent with UJCC's decentralized strategy that is geared towards making good use of regional EJACs for enhancing ownership and sustainability of programme interventions. In this regard, the role of UJCC will be mainly capacity building and support supervision while the EJACs will do the implementation.

The UJCC Secretariat will be responsible for building the capacity of EJACs to be able to implementthe strategic plan with the Executive Secretary providing the requisite general over sight and leadership. The implementation of the Strategic Plan will need to be constantly monitored. In this regard, the Secretariat shall prepare progress reports on the implementation of the work plans annually. The reports will be based on predetermined performance indicators under each objective. However, performance shall also be reported using additional performance indicators identified during implementation.

6.1.2 Monitoring

The overall purpose of monitoring and evaluation will be to measure and assess performance in order to learn and manage the results more effectively and inform decision-making. Monitoring of the strategic plan will focus on strategic objectives, outcomes/results, strategic actions and indicators that have been incorporated in the strategic plan results framework. As much as is possible, the process of monitoring and evaluation will be participatory, involving all the key stakeholders and in particular the target groups.

The areas to monitor will include, but not limited to performance, utilization of resources, capacity of members, impact, context, institutional capacity and reaction of the target groups.

The monitoring process will involve regular collection and analysis of information on the progress of the strategic plan implementation. The process will include, among others, assessing whether implementation is on course in relation to the set objectives; helping in the documentation of the process of implementation; documenting milestones/progress and key learning areas based on feedback from stakeholders; informing UJCC's future directions, decisions and planning; helping in taking correctivemeasures if any unexpected results occur as well as tracking utilization of resources to ensure that they are used effectively and efficiently.

Monitoring of the strategic plan will, among others, allow for corrective action i.e. making necessary changes along the way as well as fine-tuning the strategies. Monitoring of the plan will further provide the essential link between the written plan and the day-to-day operation of UJCC. Uganda Joint Christian Council's strategic plan will be implemented through the UJCC Secretariat that will be charged with the responsibility of capacity building, coordinating and overseeing its implementation which will be done by the EJACs. The plan will be periodically reviewed by the UJCC Secretariat, Board and other key stakeholders for purposes of tracking progress towards achievement of set objectives.

In addition, operational/annual plans will be derived from the strategic plan while quarterly plans as well as monthly plans will be derived from the annual plan. Annual budgets will be produced for planned activities in the operational/annual plans. The budgets will guide mobilization of the requisite resources for operationalization of the plans.

UJCC Secretariat will breakdown the key performance indicators and strategic actions in the implementation plan into monthly and quarterly targets for effective and efficient monitoring and evaluation.Progress reporting on the strategic plan implementation will be made by the Secretariat and the reporting will address activities falling within the quarter.

The strategic actions, output indicators shown in Table 4 will provide the basis for performance evaluation and reporting. The monitoring and evaluation plan is illustrated in Figure 4.

6.1.3 Monitoring Tools

a) **Reports**

Uganda Joint Christian Council will use a variety of monitoring tools that will include: work plans, reports (program management reports, quarterly narrative and financial reports, audit reports and donor specific reports etc.), field visits, annual staff appraisal forms, and staff meetings.

All financial reports will be expected to be compliant with the Generally Accepted Accounting Practices (GAAP) and in line with the principles of cash accounting process (Accrual). Audit reports on the other hand will be guided by The International Accounting and Audit Standards (IAS) and the GAAP The format will include the following: Balance sheet, income and expenditure account, Statement of asset registers, Cash Flow Statement and Letter of Management.

b) Field Visits

Uganda Joint Christian Council Secretariat will conduct field visits to obtain viewson how the program/project is affecting beneficiaries and stakeholders. The personnel undertaking the visits will prepare reports either at the site or immediately after visits, focusing on relevance and performance, including any early signs of potential problems or success areas.

c) Meetings

Uganda Joint Christian Councilwill hold staff management meetings and governnace meetings on a regular basis or as per schedule to discuss important issues pertaining to the programs/projects and take appropriate action, where necessary. General staff meetings, management and programme staff meetings will be held monthly. Governance meetings will be held Bi-annually and quarterly.

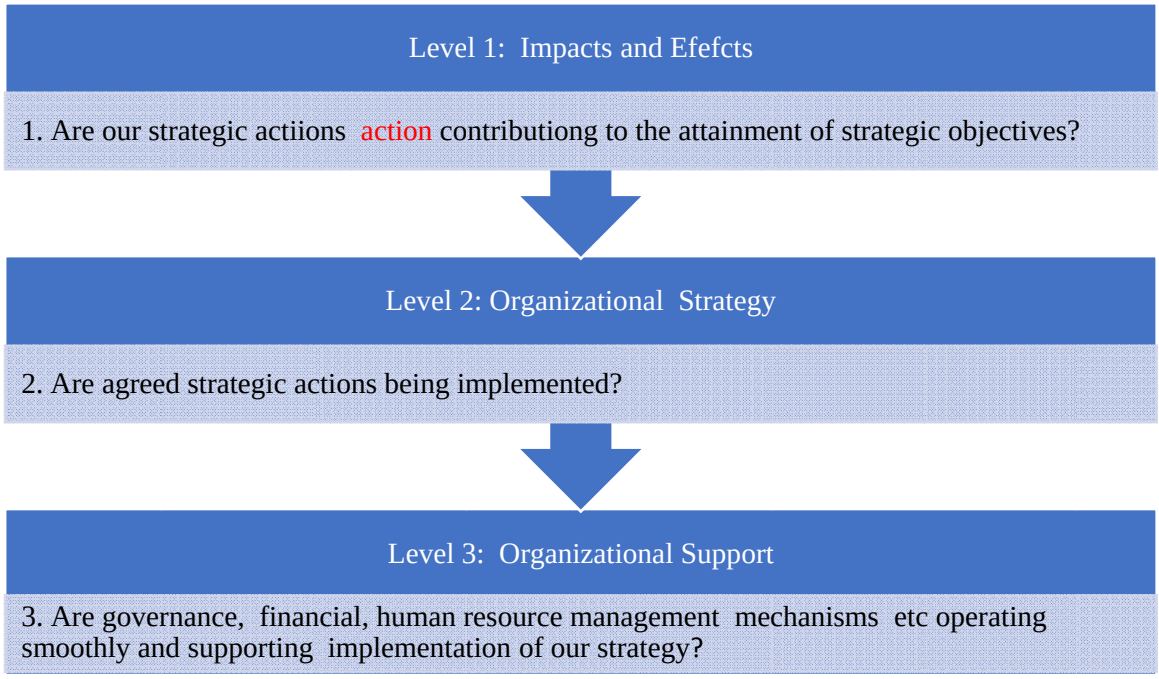
d) Annual Staff Appraisal

Annual staff performance appraisal will incorporate assessment of attainment of strategic objectives and strategic actions as set for each thematic area of focus.

6.1.4 Strategic Plan Evaluation

Uganda Joint Christian Council will ensure that both internal and external evaluations are done depending on the specific programme/project requirements. Internal evaluations will serve UJCC's information needs while external evaluations will serve the purpose of meeting external party information needs. In this regard, UJCC will plan both mid-term and final evaluation. The Mid-term review will be done at the end of the first phase in the 3rdyear to assess the progresswithaviewtocheckwhethertheimplementationisstillontherighttrackbased on the agreed plans. The final evaluation will be conducted at the end of the strategic plan period and evaluation parameters will include relevance, effectiveness, efficiency and sustainabilityand efficiency.

Figure 4: Monitoring and Evaluation Plan



Level 1: UJCC Secretariat will be responsible for organizing annual and mid-term evaluations to ascertain impacts and effects resulting from the different interventions. The Secretariat will compile and provide an overview of strategic plan implementation to the Board of Trustees for review during the different governance meetings.

Level 2: Secretariat staff will be responsible for providing quarterly progress and quality assessment reports to the UJCC Executive Secretary.

Level 3: UJCC Executive Secretary will provide a brief assessment of governance, financial and human resources management mechanisms and processes to the UJCC Executive Committee for review each year.

6.1.5 Communication Plan

A communication plan has been developed to enable UJCC share the contents of the strategic plan with beneficiaries, partners and stakeholders and thus attain buy-in of the organization's constituents during the course of implementation of the strategic plan. ***(See Annex 4: Communication Plan).***

6.1.6 Results Framework

A 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. Over the next six years, UJCC has committed to utilizing a Results-Based Management (RBM) approach, which brings results to the centre of the planning and management processes. The UJCC Monitoring, Evaluation and Learning Framework will serve as the foundation forthis approach ***(See Annex 2: Results Framework).***

6.1.7 Monitoring, Evaluation, Accountability and Learning Framework

The Monitoring, Evaluation, Accountability and Learning Framework sets out how UJCC will be delivering on its 5 strategic priorities over the planned period 2018-2023. The UJCC Strategic Monitoring, Evaluation and Learning Framework, builds explicitly on the Results Framework. It therefore serves as a narrative summary and mechanism for operationalization of the Result Framework. The purpose of the Monitoring, Evaluation and Learning Framework is to contribute to good governance of UJCC, enable sound management, and ensure transparency and accountability.

Five strategic objectives have been formulated each with strategic actions, indicators, means of verification, person/s responsible, key assumptions and frequency of reporting. Specifically, the Monitoring, Evaluation, Accountability and Learning Framework is intended to achieve the following:

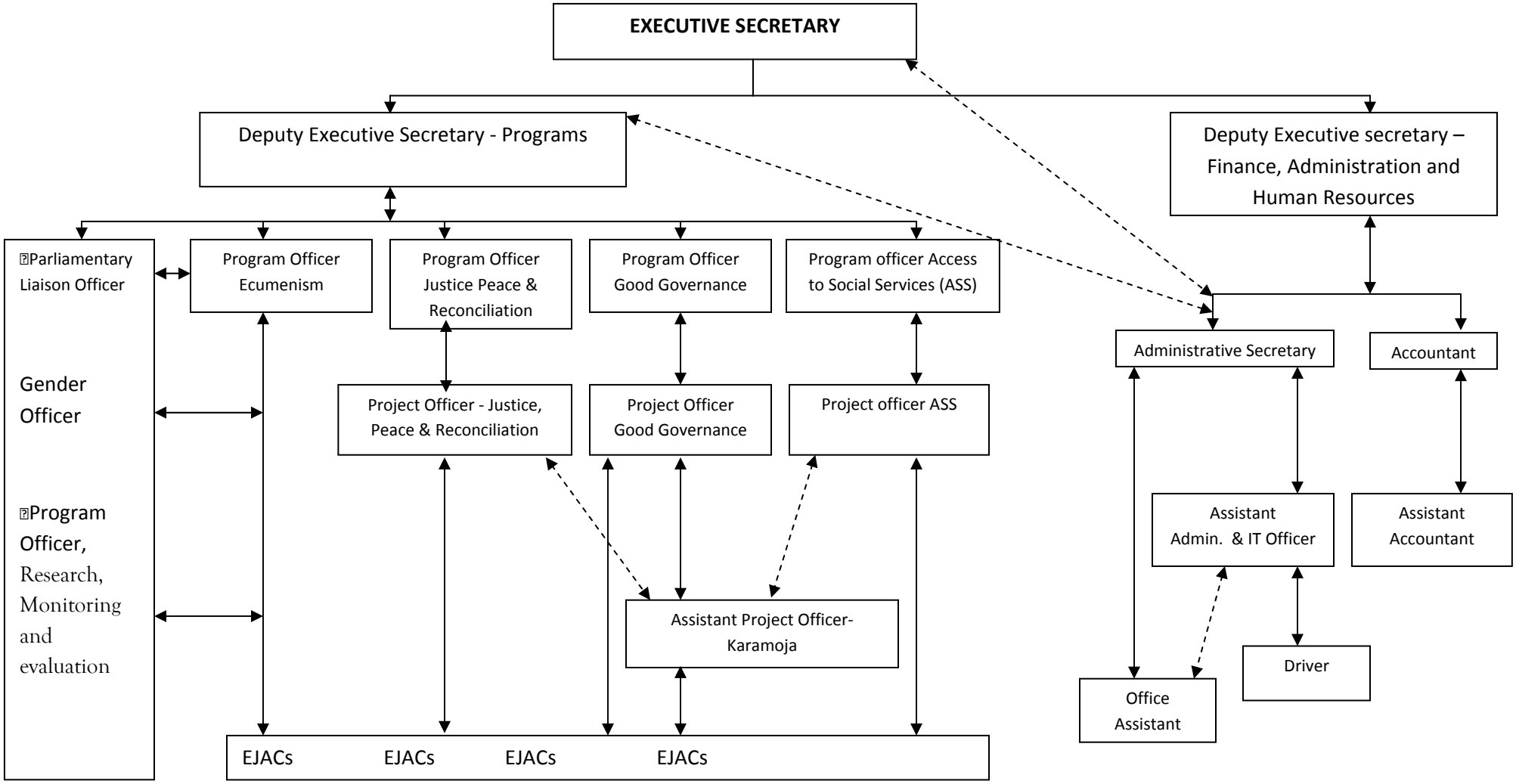
- Track the implementation of scheduled activities
- Ascertain whether resources earmarked for the implementation of the scheduled activities suffice and are delivering what they were planned to deliver
- Assess whether the envisaged outcomes are being realized from the implementation process;
- Establish whether there are any un-anticipated challenges that might have cropped up and seek ways of how best to solve them;
- Evaluate whether envisaged strategic actions and outcomes were actually realized
- Ascertain whether the institutional capacity in terms of logistics, human resources and financial resources are adequate to enable UJCC realize its mission and strategic objectives

Implementation of the Monitoring, Evaluation and Learning Framework will entail the following strategies:

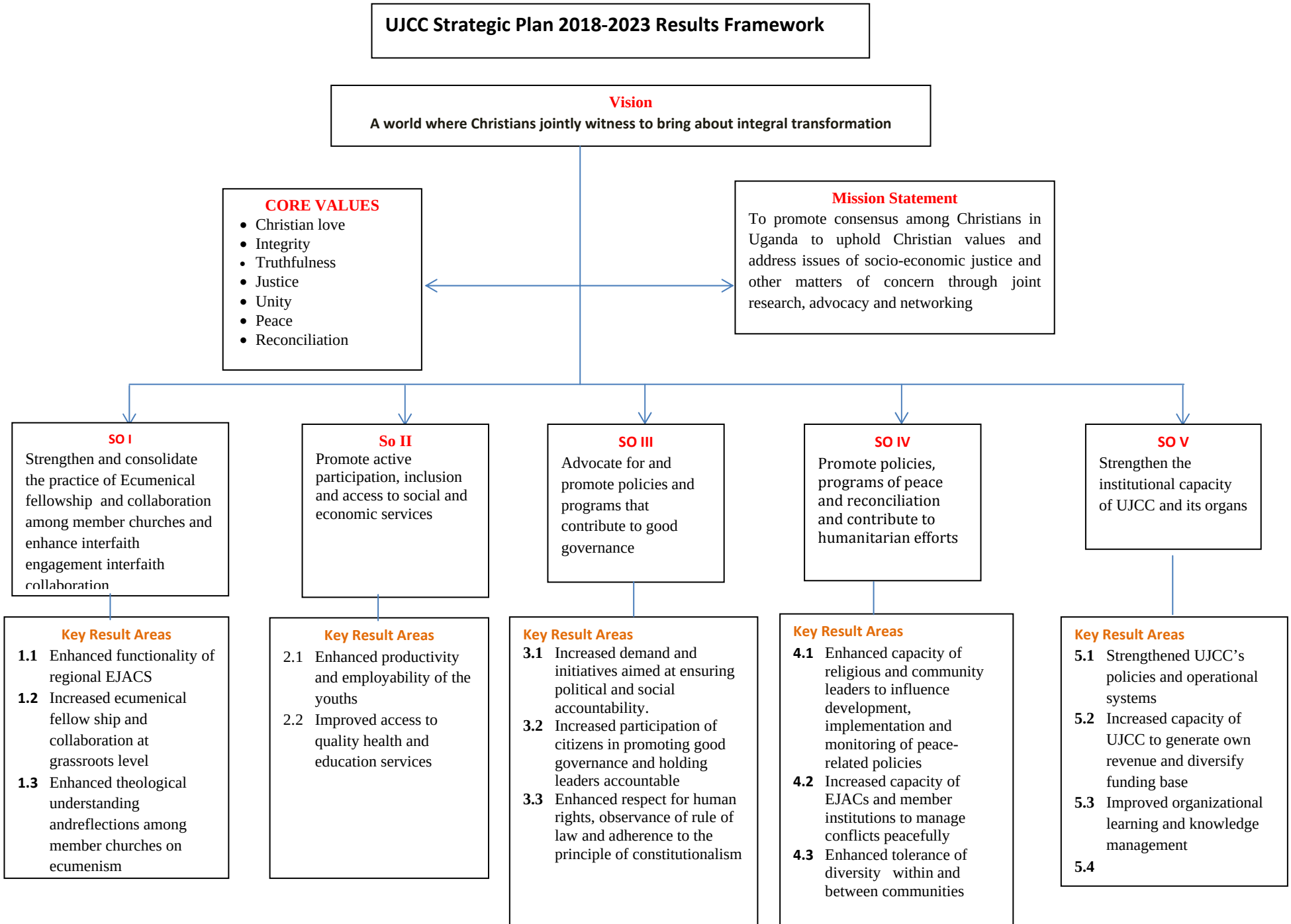
- Use of the selected EJACs and the existing community structures affiliated to the member churches in areas where they are based
- Involvement of EJACs for ownership and sustainability.
- Participatory bottom-up planning which involves EJACs
- Linkages with other stakeholders involved in development programs
- Focused supervision, monitoring and evaluation and reporting at all implementation levels. Community mobilization through strengthening and facilitating to be able to implement activities.***(See***

- ***Annex 3: Monitoring, Evaluation, Accountability and*** Learning Framework***).***

Annex 1: UJCC Organizational Structure



Annex 2: Results Framework



1.4 Enhanced interfaith engagement among Christians and other faiths	**Key Result Areas** 2.3 Enhanced capacity of communities to prevent and respond to all forms of violence against women and children 2.4 Improved income and health of women and out of school girls 2.5 Improved policies on education, health and gender.	**Key Result Areas** **3.4** Enhanced capacity of EJACs to mobilize citizens to participate in influencing government policies and Programmes on natural resources (Oil, Gas and Minerals)	**Key Result Areas** **4.4** Increased community safety and control of proliferation and misuse of Small Arms and light Weapons (SALW). **4.5** Enhanced capacity to respond to humanitarian needs of people in conflict situations	

Cross Cutting Issues

Gender, advocacy, research and documentation, sustainable natural resource use and environmental management and HIV/AIDS

Key Interventions

1.1 Train staff, EJACs and working committees on ecumenism and functions of EJACS (e.g. Bye-laws) **1.2.1** Extend ecumenical outreach activities to the grass roots **1.2.2** Enhance public awareness about Ecumenism at grass root level **1.2.3** 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.)	**2.1.1** Advocate for investment in technical and vocational training for the youth **2.1.2** Support member churches to provide life skills training to the youth **2.1.3** Conduct dialogue and campaigns on the role of youth in development **2.1.4** Develop and implement exchange programmes for the youth **2.1.5** Develop and implement youth **mentorship programmes** **2.1.6** Develop and implement youth entrepreneurship/business training programmes **2.2.1** Develop and disseminate IEC materials on family life and parenting skills **2.2.2** Engage the Ministry of Education and other relevant agencies on matters regarding provision of quality education and teaching of Christian Religious Education in Church founded schools.	**3.1.1** Facilitate EJACs to monitor local government Programs with emphasis on issues of transparency and accountability **3.1.2** Develop appropriate training materials on civic education and democracy monitoring. **3.2.1** Build the capacity of Ecumenical Joint Action Committees (EJACs) on civic education, democracy monitoring, and public expenditure tracking and election observation. **3.3.1** Coordinate consultations among member churches and other CSOs on bills before Parliament and other emerging issues of legislative and policy nature	**4.1.1**Scale up construction of peace villages **4.1.2** Support grass-roots and national structures for peace (Peace Committees, peace clubs and national reconciliation forums **4.1.3** Organize and facilitate peace camps for the youth, women, religious and cultural leaders **4.2.1** Build the capacity of regional EJACs in mediation, trauma healing and management of conflicts **4.2.2** Train EJACs on conflict resolution and management **4.2.3** Promote peace dialogue and inter-cultural exchange visits	**5.1.1**Develop and/or Review and operationalize UJCC policies (gender, HIV/AIDS policy, etc.) **5.1.2** Facilitate and conduct orientation workshops for members of the UJCC organs on their roles and responsibilities. **5.1.3** Conduct capacity needs assessment for members of UJCC various organs. **5.1.4** Develop and implement capacity building strategy for UJCC various organs. **5.1.5** Operationalize UJCC's communication and advocacy strategies **5.1.6** Develop and implement UJCC visibility strategy

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

2.4.2 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

3.4.1 Advocate for prompt and fair compensation of the people affected by oil and gas exploration and mineral extraction

4.3.1 Train EJACs on conflict resolution and management

4.3.2 Support microenterprises and small businesses that contribute to social reconciliation and inter-ethnic/inter-religious cooperation

4.3.3 Create awareness on peace and reconciliation through documentation and use of electronic and print media

4.3.4 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

Annex 3: 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**
Key Result Area 1.1: Enhanced Functionality of Regional EJACS					
Strategic Actions					
1.1 Train staff, EJACs and working committees on ecumenism and functions of EJACS (e.g. Bye-laws)	• Number of trainings conducted • Number of functional working committees • Proportion of EJACs and Working Committees incorporating ecumenism practices in their interventions	• Training reports • Staff performance reports/ appraisals • Survey report	• Executive Secretary & Line Programme Officer	• Availability of funds • Willingness and commitment of member churches to contribute to Ecumenical activities • Active involvement of the member churches and EJACs	• Quarterly
Key Result Area 1.2: Increased Ecumenical Fellow ship and Collaboration at Grassroots Level					
Strategic Actions					
1.2.1 Extend ecumenical outreach activities to the grass roots	• Number of outreaches organised	• Activity reports and M&E reports	• Executive Secretary & Line Programme Officer	• Functional EJACs • Willingness and commitment of member churches to contribute to Ecumenical activities	• Quarterly

1.2.2 Enhance public awareness about Ecumenism at grass root level	• Number of activities carried out • Proportion of the Christian population in the target areas who are aware of ecumenical practices and fellowships	• Activity reports and M&E reports • Survey report	• Executive Secretary & Line Programme Officer	• Active involvement of member churches and EJACs • Willingness and commitment of member churches to contribute to Ecumenical activities	• On-going
1.2.3 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.)	• Number of inter-faith dialogues conducted • Number of joint actions conducted • Increased mutual understanding, respect and cooperation among religious denominations	• Activity reports and M&E reports	• Executive Secretary & Line Programme Officer	• Availability of funds and commitment from member churches • Willingness of other religious denominations to engage in dialogue and joint action with EJAC	• On-going
Key Result Area 1.3: Enhanced Ecumenical Theological understanding and Reflections among Member Churches					
Strategic Actions					
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 Day of Prayer	• Level of participation by the member churches • Proportion of the Churches engaged in ecumenical activities	• Activity reports and M&E reports • Survey report	• Executive Secretary &Line Programme Officer	• Active involvement of the member churches and EJACs • Willingness and commitment of member churches to contribute to Ecumenical activities	• Annually
1.3.2 Produce and disseminate ecumenical IEC materials to member churches, EJACs, and other stakeholders	• Number of publications produced and disseminated	• Copies of Publications produced and disseminated	• Executive Secretary &Line Programme Officer	• Active involvement of member churches and EJACs • Willingness and commitment of member churches to contribute to Ecumenical activities	• Bi-annually

1.3.3 Hold Ecumenical Theological Commission platforms among the Theological Institutions of Member Churches	• Number of Ecumenical Theological Commission held	• Activity reports and M&E reports	• Executive Secretary &Line Programme Officer	• Willingness and commitment of institutions of member churches to participate in Ecumenical Theological Commission platforms	• Annually
1.3.4 Organise and coordinate ecumenical retreats for UJCC organs including the Bishops, Secretariat staff and regional EJACs	• Level of participation by different members and staff • Number of retreats conducted	• Consolidated work plans • Activity reports and M&E reports	• Executive Secretary &Line Programme Officer	• Active involvement of member churches and EJACs • Willingness and commitment of member churches to contribute to Ecumenical activities	• Annually
1.3.5 Organize inter-faith dialogue and joint planning & implementation with other religious denominations	• Number of inter-faith dialogues held • Number of joint actions conducted • Increased mutual understanding, respect and cooperation among religious denominations	• Activity reports and M&E reports • Survey report	• Executive Secretary &Line Programme Officer	• Availability of funds and commitment from member churches • Willingness of other religious denominations to engage in dialogue and joint action with EJAC	• On-going
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					

Youth **2.1.1**Conduct advocacy for investment in technical and vocational training for the youths	• Advocacy for investment in technical and vocational training conducted • Proportion of youth with technical and vocational training in the target population • Number of certified trainees by the National examination board	• Activity reports and M&E reports • Training reports • Attendance lists • Survey report	• Executive Secretary &Line Programme Officer	• Availability of relevant supportive government policies	• On-going
2.1.2 Support member churches to provide life skills training for the youth	• Number of trainings carried out • Number of youth trained in life skills	• Activity reports and M&E reports • List of attendance	• Executive Secretary &Line Programme Officer	• Availability of relevant supportive government policies • Availability of competent resource persons	• On-going
2.1.3 Conduct dialogue and campaigns on the role of youth in development	• Number of dialogue meetings and campaigns conducted • Number and percentage of EJACs reporting active participation of youths in development initiatives	• Activity reports and M&E reports • List of attendance • Minutes of the meetings	• Executive Secretary &Line Programme Officer	• Willingness of the community to participate in the dialogues • Commitment by development actors to engage the youths in development interventions	• Quarterly

2.1.4 Develop and implement exchange programmes for the youth	• . Number and percentage of youth participating in youth exchange programmes • Number and percentage of youths who report enhanced knowledge, skills and attitudinal change as a result of exchanges	• Activity reports and M&E reports • Reports from host institutions/agencies	• Executive Secretary &Line Programme Officer	• Availability of institutions/agencies willing to host the youths for exchanges • Willingness of the youth to participate in exchanges	• Annually
2.1.5 Develop and implement youth mentorship programmes	• Number and percent of youth enrolled in mentorship programme • Proportion of mentorship action plan successfully implemented	• Activity reports and M&E reports • Reports from Mentees • Copies of action plans	• Executive Secretary &Line Programme Officer	• Willingness of the youths to participate in mentorship programmes • Availability of competent Mentees	• Quarterly
2.16 2.1.6Support youth entrepreneurship /business development initiative	• Number of employed and self-employed youths • % Increase in the number of youth with small business enterprises in the target population • Number of businesses/IGAs supported	• Activity reports and M&E reports • Survey report	• Executive Secretary &Line Programme Officer	• Availability of relevant supportive government policies • Availability of competent resource persons	• Bi-annually
Key Result Area 2.2: Christian Values Promoted in Families and Society					
Strategic Actions					

Children **2.2.1** Develop and disseminate IEC materials on family life and parenting skills	• IEC materials developed and disseminated • Proportion of parents in the target population adopting good parenting skills	• Activity reports and M&E reports • Survey report	• Executive Secretary &Line Programme Officer	• Availability of funds • Existence of resource persons to develop IEC materials	• Annually
2.2.2 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	• Incorporation of Christian education in Church founded schools • Number and type of engagements on quality education • Proportion of church founded schools in the target areas providing Christian education	• Activity reports and M&E reports • Survey report	• Executive Secretary &Line Programme Officer	• Positive response from Ministry of Education • Good will and support from cooperating partners/actors	• Quarterly
2.2.3 Support EJACs to implement family life education activities in their respective communities	• Incorporation of family life education in EJAC activities • Proportion of families adopting good parenting practices	• Activity reports and M&E reports • Survey report	• Executive Secretary &Line Programme Officer	• Willingness of EJACs to implement family life education activities	• Quarterly

2.2.4	Support screening of common medical ailments for example; cervical cancer, hypertension, diabetes, HIV/AIDs, Hepatitis B etc. in UJCC's areas of operation	• Number of women screened for cervical cancer • Proportion of women screened for cancer receiving treatment	• Activity reports and M&E reports • Records from cancer screening service providers •	• Executive Secretary &Line Programme Officer	• Quarterly	• Availability of cervical cancer screening service providers • Willingness of women to be screened for cervical cancer • Support from relevant government departments and CSOs
Key Result Area 2.3: Enhanced capacity of communities to prevent and respond to all forms of violence against women and children						
Strategic Actions						
2.3.1	Support community campaigns and dialogue meetings on the prevention of violence against children	• Number of dialogue meetings conducted • Increased proportion of the population in the target areas who are aware that violence against children is wrongful behaviour	• Activity reports and M&E reports • Minutes of the meetings • Survey report	• Executive Secretary &Line Programme Officer	• Quarterly	• Availability and enforcement of relevant supportive government policies

2.3.2 SupportEJACsto conduct community campaigns and dialogue meetings on the prevention of violence against women	• Number of community dialogue meetings conducted • Increased proportion of the target population who are aware that violence against women is wrongful behaviour	• Activity reports and M&E reports • Minutes of the meetings • Survey report	• Executive Secretary &Line Programme Officer	• Quarterly •	• Willingness of EJACs to implement family life education activities • Willingness of the community to participate in dialogue meetings
Key Result Area 2.4Improved Income of Women and Out of School Girls					
Strategic Actions					
Women **2.4.1** Support women groups to access microfinance, business/ entrepreneur ship skills and financial literacy	• A Number of women groups supported to access microfinance, business/ entrepreneur ship skills and financial literacy • Increased % of women accessing microfinance in the target areas	• Activity reports and M&E reports • Survey report	• Executive Secretary &Line Programme Officer	• Good will and support from cooperating partners • Existence of relevant supportive government policies, programmes, structures and institutions • Availability of micro-finance institutions to provide affordable credit to women	Bi-annually
2.4.2 Support establishment of IGAs e.g. improved seeds, planting materials, small animals by women and out of school girls	• Proportion of women accessing improved seeds, planting materials and small animals in the target areas • A number of women supported with IGAs	• Activity reports and M&E reports • Survey report	Executive Secretary &Line Programme Officer	• Good will from cooperating partners • Existence of relevant supportive government policies, programmes, structures and institutions	Bi-annually

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	• Proportion of local government programmes monitored and held accountable • Budgetary and Logistical support provided to the EJACs	• Activity reports by staff • Field reports from the EJACs	• Executive Secretary &Line Programme Officer	• Commitment of EJACs to monitor local government programmes Willingness of local government to involve EJACs in planning and implementation of government programmes	• Quarterly
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
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.	• Number of civic education, democracy monitoring, election observation and advocacy activities conducted	• Activity reports • Training reports • Election monitoring/observation report • Annual report	• UJCC Executive Secretary • Line Programme Officer	• Availability of competent resource persons to build capacity of EJACs on civic education, democracy monitoring, election observation and advocacy.	• Quarterly
Key Result Area 3.3Enhanced respect for human rights, observance of rule of law and adherence to the principle of constitutionalism					
Strategic Actions:					

3.3.1 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	• Number of memoranda and petitions presented to relevant Government ministries and parliamentary committees.	• Activity and M&E reports • Minutes of meetings • Copies of memoranda	• UJCC Executive Secretary • Line Programme Officer	• Availability of lobbying and advocacy skills by UJCC staff • Positive response from relevant Committees of Parliament and other relevant government ministries	• Bi-annually
3.3.2 Review existing policies and legislation relevant to UJCC's thematic areas	• Number of policies and legislative frameworks reviewed	• Copies of revised policies and laws	• UJCC Executive Secretary • Line Programme Officer	• Positive response from relevant Committees of Parliament and other relevant government ministries	• On-going
3.3.3 Advocate for ratification and domestication of relevant human rights instruments.	• Number of relevant international human rights ratified and domesticated	• Copies of ratified and domesticated instruments • Copies of memoranda	• UJCC Executive Secretary • Line Programme Officer	• Commitment by the government to ratify and domesticate the instruments • Availability of lobbying and advocacy skills by UJCC staff	• On-going
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	• Number of memoranda and petitions presented to relevant Government ministries and parliamentary committees.	• Activity and M&E reports • Minutes of meetings • Copies of memoranda	• UJCC Executive Secretary • Line Programme Officer	• Availability of lobbying and advocacy skills by UJCC staff • Positive response from relevant Committees of Parliament and other relevant government ministries	• Bi-annually
3.3.5 Monitor Government compliance with laws, policies, regional and international instruments ratified by Uganda	• Number of policies and instruments ratified	• Copies of ratified instruments • Activity and M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Support from other relevant CSOs and human rights actors • Willingness of Government to comply with the policies and instruments ratified	• On-going
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					

3.4.1 Advocate for prompt and fair compensation of the people affected by oil and gas exploration and mineral extraction	• No of advocacy campaigns conducted • %increase in the number of miners who are aware of their rights and hold service providers accountable • % increase in the number of people affected by oil exploration who are fairly compensated/ resettled	• Activity reports and M&E reports • Survey report	• Executive Secretary &Line Programme Officer	• Supportive government policies, programmes, structures and institutions on issues of human rights	• Quarterly
Strategic Objective 4: Promote Policiesand Programmesof Peace andReconciliation and Support Humanitarian Response Actions					
Key Result Area 4.1 Enhanced capacity of religious and community leaders to influence development, implementation and monitoring of peace-related policies					
Strategic Actions					
4.1.1 Scale up construction of peace villages	• Number of Peace villages constructed	• Peace villages visible in different regions	• UJCC Executive Secretary • Line Programme Officer	• Availability of funds • Supportive government policies, programmes, structures and institutions on peace and reconciliation • Continued good will from cooperating partners	• Annually

4.1.2	Support grass-roots and national structures for peace (Peace Committees, peace clubs and national reconciliation forums)	• Number of functional peace structures at all levels in place	• Activity reports of and about Peace structures	• UJCC Executive Secretary • Line Programme Officer	• Active involvement of member churches and EJACs • Availability of funds • Supportive government policies, programmes, structures and institutions on peace and reconciliation • Continued good will from cooperating partners	• Bi-annually
4.1.3	Organise and facilitate peace camps for the youth, women, religious and cultural leaders	• Number of peace camps organized • Number of Participants attending peace camps	• Activity reports	• UJCC Executive Secretary • Line Programme Officer	• Availability of funds • Supportive government policies, programmes, structures and institutions on peace and reconciliation • Continued good will from cooperating partners	• Quarterly
Key Result Area 4.2 Increased capacity of EJACs and member institutions to manage conflicts peacefully						
Strategic Actions						
4.2.1	Train regionalEJACs in mediation, trauma healing, management of conflicts and gender based violence	• Number of EJACs trained	• Activity reports	• UJCC Executive Secretary • Line Programme Officer	• Availability of funds • Commitment from the EJACs • Continued good will from cooperating partners	• Bi-annually

4.2.2	Facilitate EJACs to build platforms for the promotion of peace in their regions	• Number of regions with functional mechanisms for dialogue and conflict resolution • Utilization of Independent space by various individuals and parties for dialogue • Independent and impartial spaces created for dialogue	• Activity reports & monitoring reports	• UJCC Executive Officer • Line Programme Officer	• Availability of competent trainers on Conflict resolution and management • Availability of funds • Commitment from the EJACs	• Bi-annually
4.2.3	Promote peace dialogue and inter-cultural exchange visits	• Number of peace dialogues and visits conducted	• Activity reports	• UJCC Executive Officer • Line Programme Officer	• Availability of funds • Commitment from the EJACs	• Annually
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	• Number of regions with functional mechanisms for dialogue and conflict resolution • Utilization of Independent space by various individuals and parties for dialogue • Independent and impartial spaces created for dialogue	• Activity reports & monitoring reports	• UJCC Executive Officer • Line Programme Officer	• Availability of competent trainers on Conflict resolution and management • Availability of funds • Commitment from the EJACs	• Bi-annually
4.3.2	Support peace building initiatives in sports, music, and arts	• Peace building initiatives in sports, music and art supported	• Activity reports & monitoring reports	• UJCC Executive Officer • Line Programme Officer	• Availability of community groups/CBOs engaged in peace building through sports, music and art • Continued good will from cooperating partners	• Quarterly
4.3.3	Support micro-enterprises and small businesses that contribute to social reconciliation and inter-ethnic/inter-religious cooperation	• Number of microenterprises and small businesses supported	• Activity reports & monitoring reports	• UJCC Executive Officer • Line Programme Officer	• Availability of funds • Willingness of target communities to engage in microenterprises and small businesses • Continued good will from cooperating partners • Cooperation from religious leaders and clan leaders	• Quarterly

4.3.4	Create awareness on peace and reconciliation through documentation, use of electronic and print media	• Number of awareness creation activities on peace and reconciliation conducted	• Activity reports & monitoring reports	• UJCC Executive Officer • Line Programme Officer	• Availability of funds • Availability of appropriate media for dissemination of peace and reconciliation messages	• Quarterly
4.3.5	Organize peace conferences and symposiums at both regional and national level	• Number of peace conferences and symposiums conducted	• Activity reports & monitoring reports	• UJCC Executive Officer • Line Programme Officer	• Availability of competent resource persons • Supportive government policies, programmes, structures and institutions on issues of conflicts and gender based violence	• Annually
Key Result Area 4.4 Increased community safety and control of proliferation and misuse of Small Arms and light Weapons (SALW).						
Strategic Actions						
4.4.1	Conduct advocacy campaigns against proliferation and misuse of Small Arms and Light Weapons (SALW	• Advocacy campaigns against proliferation and misuse of Small Arms and Light conducted	• Activity reports & monitoring reports	• Executive Secretary &Line Programme Officer	• Supportive government policies on Small Arms and Light Weapons (SALW) • Continued good will from cooperating partners • Availability of appropriate media for advocacy campaigns	• Quarterly
Key Result Area 4.5: Enhanced capacity to respond to humanitarian needs of people in conflict situations						
Strategic Actions						
4.5.1	Develop Standard Operating Procedures for humanitarian support	• Standard Operating Procedures for humanitarian support developed and operationalized	• Activity reports & monitoring reports	• UJCC Executive Secretary • Line Programme Officer	• Availability of humanitarian agencies for benchmarking • Willingness of UJCC Secretariat to operationalize Standard Operating Procedures	• Quarterly
4.5.2	Bench mark current humanitarian support best practices	• Humanitarian support best practices benchmarked and documented	• Activity reports & monitoring reports	• UJCC Executive Officer • Line Programme Officer	• Availability of humanitarian agencies for benchmarking • Willingness of UJCC Secretariat to adopt best practices	• Quarterly

4.5.3 Seek out opportunities and partner with humanitarian development agencies	• Partnership with humanitarian agencies established	• Activity reports & monitoring reports	• UJCC Executive Secretary • Line Programme Officer	• Willingness of humanitarian agencies to partner with UJCC	• Quarterly
Objective 5: Strengthen the institutional capacity of UJCC and its organs					
Key Result Area 5.1: Strengthened UJCC's policies and operational systems					
Strategic Actions					
5.1.1 Develop and/or Review and operationalize UJCC policies (gender, HIV/AIDS policy, etc.)	Policies developed Reviewed and operationalized	• Copies of the policies • Activity reports & monitoring reports	• UJCC Executive Secretary Line Programme Officer	• Commitment by UJCC staff to operationalize the policies	Quarterly
5.1.2 Facilitate and conduct orientation workshops for members of the UJCC organs on their roles and responsibilities.	• Number of orientation workshops conducted for the members of the organs • Number of members oriented	• Orientation workshop reports • Activity reports and M & E reports	• UJCC Executive Secretary • Line Programme Officer	• Existence of an updated list of members of UJCC organs • Willingness of the members to participate in the orientation workshops	• Annually
5.1.3 Conduct capacity needs assessment for members of UJCC various organs.	• Capacity needs assessment conducted	• Capacity needs assessment report • Activity and M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Availability of competent and qualified resource persons to conduct capacity needs assessment	• Annually
5.1.4 Develop and implement capacity building strategy for various organs of UJCC.	• Capacity building strategy developed and implemented	• Copy of capacity Building Strategy	• UJCC Executive Secretary Line Programme Officer	• Availability of competent and qualified resource persons to develop conduct Capacity Building Strategy	• Annually

5.1.5 Operationalize UJCC's communication and advocacy strategies	Communication and advocacy Strategies operationalized	• Copies of the communication and advocacy strategies	• UJCC Executive Secretary • Line Programme Officer	• Commitment of UJCC Secretariat to implement the communication Advocacy strategy	• Annually
5.1.6 Develop and implement UJCC visibility strategy	• Visibility strategy developed and implemented • Frequency of UJCC coverage from the print & electronic media	• Copies of the Visibility Strategy • Copies of reports on UJCC's activities	• UJCC Executive Secretary Line Programme Officer	• Commitment of UJCC Secretariat to implement the visibility strategy • Access to appropriate media • Ability of UJCC to package visibility materials	• Quarterly
5.1.7 Create document management systems to enable effective retrieval of core documents	• Document management system developed and operational	• Feedback reports from users of the document management system	• UJCC Executive Secretary • Line Programme Officer	• Commitment of UJCC staff to use the document management system • Availability of expertise and infrastructure for development of the system	• Quarterly
5.1.8 Establish mechanisms for obtaining systematic feedback from beneficiaries and stakeholders	• Mechanisms for obtaining feedback established and operational • Proportion of UJCC beneficiaries and stakeholder reporting effective upward and down ward information flow	• Activity and M&E reports • Feedback reports from users of the feedback mechanisms	• UJCC Executive Secretary • Line Programme Officer	• Commitment by UJCC staff to use feedback mechanisms • Positive response from beneficiaries and stakeholders	• On-going
Key Result Area 5.2: Increased capacity of UJCC to generate own revenue and diversify funding base					
Strategic Actions					
5.2.1 Operationalize UJCC Business Plan	• Business plan operationalized • Proportion of new income generating projects initiated	• Financial reports • Activity and M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Commitment by UJCC Secretariat to operationalize the strategic plan	• On-going

5.2.2 Finalize and implement fundraising strategy	• Fundraising strategy finalized and implemented • Number of successful fundraising activities conducted • % increase in the proportion of funding generated •	• Financial reports • Activity and M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Commitment by UJCC Secretariat to operationalize the strategic plan	• On-going
5.2.3 Enhance networking, collaboration and partnership with like-minded	• Number of new strategic partnerships established • Proportion of resources generated from new partnerships	• Copies of MoUs/Partnership agreements • Annual reports	• UJCC Executive Secretary • Line Programme Officer	• Willingness of like-minded organizations to partner with UJCC	• On-going
Key Result Area 5.3: Improved organizational learning and knowledge management					
Strategic Actions					
5.3.1 Engage in collaborative evidence-based research with higher education institutions and research institutions	• Evidence-based research conducted and disseminated • Number of research initiatives undertaken	• Copies of research publications • Annual reports • Activity and M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Willingness of research institutions to collaborate with UJCC	• On-going
5.3.2 Seek out opportunities for developing pathways that streamline knowledge sharing	• Opportunities for streamlining knowledge sharing sought and utilized	• Annual reports • Activity and M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Commitment by UJCC staff to implement knowledge sharing pathways	• On-going

5.3.3 Bench mark best practices of like-minded organizations	• Documentation and replication of best practices • Evidence of application of lessons learned	• Annual reports • Activity and M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Availability of like-minded organizations for bench marking	• On-going
Main streaming &cross-cutting Issues: gender, sustainable environment management, HIV/AIDS, Research, Documentation and advocacy					
1) Main streaming Issues					
Strategic Actions					
a) Gender **1.1** Develop gender policy/guidelines	• A Gender policy in place and operational • Implementation guideline in place and operational	• Copies of Gender Policy and guidelines • Activity & M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Approval of the policy by Board of Trustees • Willingness of the member churches to implement the policy	• Annually
1.2 Strengthen capacity of the Secretariat and EJACs in mainstreaming gender in programme/project design and implementation	• Number of EJACs mainstreaming gender in project design and implementation • Gender mainstreamed at UJCC Secretariat	• Copy of the affirmative policy • Activity and M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Willingness and commitment of EJACs to mainstream gender	• Bi-annually
1.3 Ensure gender equity in staff representation through affirmative recruitment	• Affirmative recruitment policy developed and implemented • Proportion increase in the number of women in all UJCC structures	• Copy of the affirmative policy • Activity and M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Commitment of UJCC to implement affirmative policy	• Quarterly

1.4 Increase women participation in leadership positions and decision-making processes in all UJCC structures.	• Number of women in leadership positions in UJCC structures	• Activity and M&E reports • Copy of the affirmative policy	• UJCC Executive Secretary • Line Programme Officer	• Commitment of UJCC to provide opportunities for women participation in positions of leadership	• Annually
b) HIV and AIDS **1.1** Undertake advocacy with relevant government authorities on HI/AIDS	• Number of engagements with government authorities	• Activity and M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Support from relevant government authorities on HI/AIDS	• Quarterly
1.2 Review existing government laws and policies on HIV/AIDS	• Number of HIV/AIDs laws and policies reviewed	• Copies of laws and policies reviewed	• UJCC Executive Secretary • Line Programme Officer	• Commitment by relevant authorities to adopt reviewed policies	• Quarterly
1.3 Support EJACs to engage with local governments and other stakeholders on HIV/AIDS issues	• Nature of HIV/AIDs issues engaged by EJACs with local governments	• Activity and M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Commitment of EJACs to engage with local governments and other stakeholders	• Quarterly
1.4 Support member Churches to develop and review Church policies on HIV/AIDS prevention, care and treatment	• Number of member churches engaged in HIV/AIDS prevention, care and treatment policy review and development • HIV/AIDS Policies reviewed and developed	• Activity and M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Willingness of member churches to proactively review Church policies on HIV/AIDS prevention, care and treatment	• Quarterly
1.5 Produce and disseminate UJCC AIDS Work Place Policy	• A UJCC AIDs work place Policy produced and disseminated	• Copy of AIDS Work Place Policy	• UJCC Executive Secretary • Line Programme Officer	• Availability of organizations with effective AIDS Work Place Policy for benchmarking	• Quarterly

2) Cross-cutting Issues					
Strategic Actions					
a) Research and Documentation **1.1** Proactively undertake research on critical areas consistent with UJCC's mandate in collaboration with relevant research and academic institutions	• Number of networks established with research and academic institutions • Number of research conducted in collaboration with research and academic institutions • Number of studies, articles published in the media and other specialized forums and platforms.	• Copies of research produced • MoUs • Activity reports • Copies of articles produced in the media and other forums	• UJCC Executive Secretary • Line Programme Officer	• Availability of action research skills by UJCC staff • Willingness of research and academic institutions to collaborate and partner with UJCC • Existence of organizational culture at UJCC that encourages creativity and innovation	• Annually
1.2 Continuously update and maintain UJCC's website	• Proportion of website visitors that are new visitors • Level of involvement of visitors to the website • Time spent by visitors on the website	• Web tracking report	• UJCC Executive Secretary • Line Programme Officer	• Availability of competent IT staff at UJCC Secretariat • Timely submission of report	• On-going

b) Advocacy **1.1** Develop and implement an advocacy strategy	• Advocacy strategy developed and implemented	• Activity & M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Commitment by UJCC staff	• Annually
1.2 Undertake evidence based advocacy to influence policies and practices on key UJCC thematic areas	• Number of policies and practices influenced by UJCC	• Activity & M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Commitment by UJCC staff to undertake evidence based advocacy	• Quarterly
c) Sustainable resource use and environment management **1.1** Support awareness campaigns on sustainable resource use and environment management	• Number of awareness campaigns on sustainable resource use and environment management conducted • % Increase in adoption of sustainable resource use and environmental management practices	• Activity & M&E reports • Survey report	• UJCC Executive Secretary • Line Programme Officer	• Favourable government policy • Political good will • Strong enforcement of relevant laws and policies on sustainable resource use and environment management	• Quarterly
1.2 Promote public education and awareness activities on disaster risk reduction and climate change	• Number of public awareness activities on disaster and climate change conducted	• Activity & M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Existence of supportive government structure • Availability of IEC materials on disaster risk reduction and climate change	• Quarterly

1.3 Promote adoption of energy saving stoves	• Number of households adopting energy saving stoves	• Activity & M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Willingness of beneficiaries to adopt energy saving practices • Cooperation from other actors	• Quarterly
1.4 Support afforestation, tree planting and re-forestation activities at all UJCC levels	• Number of households engaged in afforestation and re-forestation • Proportion of population in the target areas adopting afforestation, reforestation and tree planting activities	• Activity & M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Cooperation from other actors • Supportive government environment management and protection policies	• Quarterly
1.5 Enhance community preparedness and response on early warning and monitoring systems	• Community early warning and monitoring systems developed and operational	• Activity & M&E reports	• UJCC Executive Secretary • Line Programme Officer	• Existence of functional government Disaster Management Structures • Favourable government policy	• Quarterly

Annex 4: Communication Plan

UGANDA JOINT CHRISTIAN COUNCIL

STRATEGIC PLAN 2018 - 2023

COMMUNICATION PLAN

Uganda Joint Christian Council
Plot 1554, Block 15, Gogonya Bypass, Kibuga – Nsambya East Zone
, P. O. Box 30154 Kampala, Uganda
Tel: +256-414-580 088 Email: ujccsecretriat@gmail.com; ujcc@ujcc.co.ug

Website: www.ujcc.co.ug

June, 2017

Table of Contents

List of Abbreviations/Acronyms..... lxxvi

1.0 Introduction..... lxxvii

2.0 Organizational Background lxxvii

2.1 Vision..... lxxvii

2.2 Mission Statement lxxvii

2.3 Core Values/Principles lxxvii

2.4 Purpose /Goal lxxix

2.5 Specific Objectives lxxix

2.6 Key Principles lxxix

3.0 Situational Analysis (SW

.OT Analysis) lxxx

4.0 Stakeholders/Potential Audience lxxxi

5.0 Communication Channels/Vehicles..... lxxxii

6.0 Modes of Communication..... lxxxii

6.1 Internal Communication lxxxii

6.2 External Communication lxxxiii

6.3 Downward Flow of Communication lxxxiii

6.4 Upward Flow of Communication lxxxiii

7.0 Implementation, Monitoring and Evaluation..... lxxxiii

List of Abbreviations/Acronyms

AACC	All Africa Conference of Churches
CSO	Civil Society Organization
EJACS	Ecumenical Joint Action Committees
FAQ	Frequently Asked Questions
SWOT	Strengths, Weakness, Opportunities and Threats
UJCC	Uganda Joint Christian Council
WCC	World Council of Churches

1.0 Introduction

Successful strategic planning requires successful communication. Successful communication requires attention to each group likely to be affected by the planning process and its outcomes. Stakeholders will want information about what is going on, when meetings will be held, what themes are emerging from the planning process, and so on.

For UJCC beneficiaries and stakeholders, being involved in the process can contribute greatly to their commitment to the organization's strategic goal, strategic objectives and strategic actions. This is important for creation of a sense of organizational unity and buy-in. For external/secondary stakeholders, like donors, funders and like-minded organizations, communicating the strategic plan will help create advocacy for UJCC.

2.0 Organizational 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 All Africa Conference of Churches (AACC) and the World Council of Churches (WCC).

2.1 Vision

A world where Christians jointly witness to bring about integral transformation

2.2 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

2.3 Core Values/Principles

Christian Love

A Christian is a disciple of Jesus Christ who was sent by God the Father to reconcile fallen humanity to himself through his suffering and death on the cross. Christian love has two dimensions; love for God the Creator of the World and love for fellow human beings who are created in the image of God (Mat 12:29-31). It is manifested through patience, kindness,

compassion, selflessness and humility in whatever we do. UJCC shall ensure that all her engagements with various stakeholders will be informed by these virtues.

Integrity

Integrity is a basis upon which trust can be built (Ps 11:3). It calls for honesty, good stewardship including prudent management of resources entrusted to us, transparency and accountability. UJCC shall endeavor to ensure that all her dealings and interactions with stakeholders shall be informed by these virtues.

Unity

Unity is a cornerstone of harmonious co-existence and source of strength. God is pleased when his people dwell together in unity (Psalm 133:1). Unity calls for mutual understanding, respect for other people's views, tolerance and appreciation of diversity. UJCC shall endeavor to contribute towards building consensus in order to overcome differences and consolidate peace at all levels.

Justice

We acknowledge that all human beings are created in the image of God and have equal dignity and rights. Justice entails treating everyone fairly in all aspects including access to services, resources and opportunities as well as in the adjudication of disputes (Mat 7:12). It calls for respect for human rights and observance of the rule of law. UJCC will therefore strive to pursue policies and programmes that uphold the dignity, rights and freedoms of all people.

Reconciliation

Reconciliation is a means of healing broken relationship (2 Cor. 5:18-21). At the centre of reconciliation is acceptance of responsibility and willingness by a perpetrator to acknowledge a wrong done to another person. UJCC will endeavor to contribute towards creating an environment under which people in conflict shall embrace the spirit of truth-telling and reconciliation.

Peace

Peace is a state of affairs that are characterized by respect for one another, cooperation and harmony. It is a gift from God (John 14:27). People who work for peace are a blessing to society (Mat 5:9). UJCC shall pursue policies and programmes which promote the culture of mutual cooperation and peaceful resolution of conflicts across all levels of human society.

Truthfulness

The truth is powerful, liberating weapon. Truthfulness builds confidence and trust. The truth sets free all those who are crucified on the basis of falsehood. We shall therefore make every effort to vigorously promote and foster the principles of transparency, accountability and integrity in the conduct of public affairs.

2.4 Purpose /Goal

The purpose of the Strategic Communication Plan is to ensure that UJCC staff, stakeholders, partners and the wider community have access to all the information they require about UJCC's strategic plan to contribute to attainment of the planned strategic objectives and strategic actions.

2.5 Specific Objectives

The Communication Plan is intended to attain the following specific objectives:

- Establish beneficiary/stakeholder awareness about the strategic plan
- Encourage collaboration and support transparency
- Encourage participation/feedback and promote beneficiary/stakeholder buy-in
- Communicate outcomes of the strategic planning process to UJCC beneficiaries and stakeholders

The communication plan will be a living document because the communication landscape is always changing, and new opportunities will continually arise for delivering the Council's messages to internal and external audiences. In this regard, the communication plan will be revised regularly – at least quarterly - based on ongoing evaluations/reviews

The communication plan will not only focus on dissemination of messages to the target audiences, but also on UJCC's overall positioning, reputation and relationships in the broader community.

2.6 Key Principles

- The Communication Plan will reflect UJCC's vision, mission and core values as set out in the Strategic Plan
- Information shall be accessible to all but targeted to its audience
- UJCC will take a coordinated approach to internal and external communication.

3.0 Situational Analysis (SWOT Analysis)

Uganda Joint Christian Council's communication capacity assessment is summarized below:

Strengths	Weaknesses
• *There is a personnel in charge of communication (Advocacy officer)*	• *There is minimum level of skills in communication at UJCC; the person in charge of communication has no specialized training in communication*
• *UJCC is nonpartisan and objective nature of work has made the media responsive to UJCC call for press briefings and statements*	• *Being reactive as opposed to being pro-active*
• *UJCC has produced brochures, banners, fliers and stickers which have been well perceived by the audience*	• *Inability to produce visibility materials on a regular basis.*
• *UJCC use a variety of communication channels to inform the audience, including organizing events and activities such as elections observation, public way of the cross, word of mouth, publications in the national newspaper as well as references by other organizations*	• *Communication procedures are not documented*
• *UJCC has communication facilities that include cameras, Ipads, projectors, computers, intracom phones and outlook emails*	• *Irregular servicing*
• *UJCC has communication procedures e.g. all external communication is done by the Executive Secretary who is the spokes person*	• *Lack of a substantive Communication Specialist at UJCC*
• *UJCC has a website*	• *Irregular updates*
• *The organization has a Group Google mail for all EJACS*	• *Not all EJACs have emails*
• *UJCC produces CSO parliamentary updates that are regularly sent to all CSOs and other UJCC stakeholders*	*Not all stakeholders can be reached because some don't have emails*
• *UJCC uses a variety of communication infrastructure to enhance its visibility. These include: Use of photographs to tell stories, production of brochures containing the*	• *Professionalism still lacking in the area of photography.*

organization profile, ensuring that all official communications are on letter head, printing of the organization's logo on staff uniforms and T-shirts	
Opportunities	**Threats**
• *Existence of the media as a partner, especially in advocacy work. The media has always been available to cover UJCC events*	• *Misreporting/over reporting/underreporting by some media houses*
• *Existence of "Hot" issues that UJCC can respond through the media. These include: human rights and governance and constitutional amendments issues such as lifting of the presidential age limit, electoral reforms, ecumenism e.g. Ecumenism: introduction of Islamic banking (Financial Institutions Amendment Act), Education and other social services e.g. National Framework on Sexuality Education, Peace: the ethnic conflicts in Rwenzori region and the arrest of Omusinga, land conflicts, Gender e.g. the marriage and divorce bill*	• *Religious wars stemming from advocacy against Islamic banking* • *Being mis-interpreted as a pressure group.*
• *Existence of structures and institutions such as Board of Trustees, Parliament, Cabinet, line ministries that have the power to implement changes that UJCC seeks to influence*	• *In adequate good will especially from Government*
• *Existence of allies in advocacy work such as Like-minded CSOs, Member Churches, Parliament, Development Partners*	• *Competition for resources*
• *Existence of resources such as finances, structures, systems, human resource and reputation by other factors that could be brought to bear on issues that UJCC advocates for?*	• *Sustainability challenges*

4.0 Stakeholders/Potential Audience

The target audience for the communication will comprise of UJCC General Assembly, Board of Trustees, the UJCC Secretariat, Secretariat of member Churches, UJCC Executive Committee, working committees, EJACs, UJCC development partners, Uganda Electoral Commission,

political parties and political organizations, the media, relevant Parliamentary Committees and the general public.

5.0 Communication Channels/Vehicles

Multiple communication channels will be used to reach various categories of UJCC audience. These will include the following:

Print Materials

Brochures/pamphlets/publications, posters, newsletters, posters, fact sheets, magazines, outdoor, flyers, newspapers, annual report. These may be in different languages, depending on the needs of the target audience. Different UJCC departments will, at any time initiate production of a publication.

Electronic Media/ Electronic releases - radio, television, regular contact with journalists, one-on-one interviews with the media, news releases, video, audio, news conferences, talk shows, letters to the editor, issue spokesperson, feature articles, web site postings, blogs, twitter, WhatsApp, LinkedIn, email

Community Relations - Public speaking and presentations, personal contacts, public meetings, site/field tours, photo collection, telephone, success stories/stories of significant change

Government Relations: Regular contact with key Government officials and members of Parliament, briefings/briefing documents

Organization Communications - Spokesperson, speeches, special events, displays, annual, quarterly and other reports, annual meetings e.g. Annual General Assembly, intra-net, notice board, suggestion box, staff performance appraisal, electronic mail messages, staff special events e.g. retreats.

6.0 Modes of Communication

The communication strategy will involve both internal and external communication to facilitate effective delivery of messages and uphold good relationship, good reputation and image of UJCC. Communication will also entail downward and upward communication.

6.1 Internal Communication

Communication is one of the organizational functions that help a company to stay efficient and productive. One of the more important forms of organizational communication is inter-departmental communication. The importance of communication between different departments in an organization becomes most evident when that communication breaks down. Implementing policies to strengthen inter-departmental communication help to underscore its importance and maintain an efficient flow of information.

Measures to enhance Inter-departmental collaboration communication will entail the following:

- Assembling joint task forces comprising people from different disciplines with different backgrounds.
- Encouraging staff to socialize outside work to open communication channels and create better understanding of each other
- Recognizing, reward and celebrating collaborative behavior
- Incorporating coordination and collaboration as key result areas in staff performance appraisals
- Encouraging creativity and innovation to enable different people with diverse perspectives and expertise to "cross-pollinate" the organization with fresh ideas, hence enhancing collaboration and coordination
- Exploring opportunities for staff from different departments to work together. For example, establishing a rotation system where employees can work in another area to develop empathy and gain a big picture perspective

6.2 External Communication

External communication will focus on target audiences outside UJCC's internal confines that will include, among others, UJCC development partners, relevant government agencies, political organizations, the media and the general public.

6.3 Downward Flow of Communication

Down communication will be used by UJCC for providing feedback on performance of the strategic plan as well as communicating the organization's mission, vision and values, strategic objectives and strategic actions.

6.4 Upward Flow of Communication

Upward communication will be employed to provide feedback to UJCC from stakeholders, partners and the general public on implementation of the strategic plan. Uganda Joint Christian Council's constituents will use upward communication to convey their ideas, views, opinions and concerns to the Council. Upward communication will further enable UJCC to tell how well the constituents have understood the downward communication as well as facilitate participation in the decision-making process.

7.0 Implementation, Monitoring and Evaluation

This communication strategy will be implemented by undertaking the following actions:

- Communicate with the UJCC Board of Trustees, the Secretariat and UJCC structures at all levels at the beginning of each year to share key messages, communication strategies, policies and processes. An agenda will be set aside during the meeting for members of the committees/structures to report on any questions/comments they receive from stakeholders on the strategic plan

- Revise and continuously improve the editorial content and production of UJCC publications and other communication materials

- Revise and continue to update and improve UJCC's website as a tool for communicating the strategic plan and getting feedback from beneficiaries, stakeholders and partners. There will be a FAQ section on the strategic planning website and this will be updated periodically with answers to common/important questions asked.

- The UJCC Executive Secretary will respond to all questions/comments received through the general email address, consulting with the relevant UJCC departments where appropriate.

- Bi-monthly progress reports will be written by the Secretariat that highlight key progress made on implementation of strategic actions.

Table 1: Stakeholder Specific Mechanisms to Update on Progress

Stakeholder Group	**Specific Communication Mechanism**	**Frequency of Communication**	**Information to be Communicated**	**Responsible Person (s)**
UJCC Board of Trustees	• Progress reports e.g. quarterly, annual • Board meetings • Website • Strategic planning Blog • News letter • Telephone • Retreats	• Bi-Annual • As and when required	• Feedback on Progress of Strategic Plan implementation	UJCC Executive Secretary
General Assembly	• Progress reports e.g. annual • Annual meetings • Website • Strategic planning Blog • News letter • Telephone	• Annually	• Highlight of Progress towards Strategic Plan	UJCC Executive Secretary
Executive Committee	• Progress reports e.g. quarterly, • Website • Strategic planning Blog • News letter • Telephone	• Quarterly • As and when required	Highlight of Progress towards Strategic plan	UJCC Executive Secretary

	• Retreats.			
Working Committees	• Quarterly Progress reports • Website • Strategic planning Blog • Telephone	• Quarterly • As and when • required	• Highlight of Progress towards Strategic plan implementation	DES/P and DES/F&A
Member churches	• Progress reports e.g. quarterly, annual • Website • Strategic planning Blog • Telephone • News letter	• Quarterly • Annually • As and when required	• Progress updates	UJCC Executive Secretary
UJCC staff	• Website • Staff meetings • Progress reports e.g. quarterly, annual • Strategic planning Blog • Email • Memos • Telephone • Social media platforms: twitter, LinkedIn • Circulars • Intra-net • Notice board • Staff performance appraisal • Retreats.	Monthly As and when required	• Feedback on implementation of SP actions in annual/operational plan	Heads of Department
EJACs	• Website • Progress reports e.g. quarterly, annual • Strategic planning Blog • News letter • Site/field tours • Telephone • Retreats.	• Monthly • As and when required	• Feedback on implementation of SP actions in annual/operational plan	UJCC Executive Secretary/ Program Officers
Local governments	• Press releases • Website • Strategic planning Blog • News letter	• As and when required	• Highlight of • Progress towards Strategic plan implementation	UJCC Executive Secretary/ Advocacy Officer
Wider	• Press releases, brochures/pamphlets/publications, posters,	• As and when required	• Dissemination of strategic plan contents	UJCC Executive Secretary,

Community	newsletters, posters, fact sheets • Radio & television talk shows • News papers • Special events • Photo collection • Success stories/stories of significant change • Suggestion box			EJACs, Program Officers
Line ministries	• Press releases • Website • Strategic planning Blog • News letter	• As and when required	• Dissemination of strategic plan contents • Progress updates	UJCC Executive Secretary
Like-minded CSOs	• Press releases • Progress reports e.g. quarterly, annual • Website • Strategic planning Blog • News letter • Telephone	• As and when required	• Dissemination of strategic plan contents • Progress updates	UJCC Executive Secretary
Donors	• Press releases • Website • Strategic planning Blog • Progress reports e.g. quarterly, annual • News letter • Telephone	• As and when required	• Dissemination of strategic plan contents • Progress updates	UJCC Executive Secretary
Private sector	• Press releases • Strategic planning Blog • News letter	• As and when required	• Dissemination of strategic plan contents • Progress updates	UJCC Executive Secretary
Media	• Press releases • Letters to the editor		• Progress updates • Dissemination of strategic plan contents	UJCC Executive Secretary
Security Agencies	• Press releases • Strategic planning Blog • Telephone	• As and when required	• Progress updates • Dissemination of strategic plan contents	UJCC Executive Secretary

Electoral commission	• Press releases • Strategic • planning Blog • News letter • Telephone	• As and when required	• Progress updates • Dissemination of strategic plan contents	UJCC Executive Secretary
Political parties	• Press releases • Briefing documents • News letter	• As and when required	• Progress updates • Dissemination of strategic plan contents	UJCC Executive Secretary

Annex 5: Resource Mobilization Plan

RESOURCE MOBILIZATION PLAN
(2018 – 2023)

Uganda Joint Christian Council
Plot 1554, Block 15, Gogonya Bypass, Kibuga – Nsambya East Zone
, P. O. Box 30154 Kampala, Uganda
Tel: +256-414-580 088 *Email: ujccsecretriat@gmail.com*; ujcc@ujcc.co.ug
*Website: www.*ujcc.co.ug

Table of Contents

List of Abbreviations/Acronyms.....xc

1.0 Introduction xci

2.0 Key Strategic Areas, Strategies and Activities for Achieving the Preferred Future xcv

3.0 Income Generation Activities..... xcviii

4.0 Resource mobilization plan Management, Monitoring and Review xcix

List of Abbreviations/Acronyms

AACC	All Africa Conference of Churches
CSO	Civil Society Organization
EJAC	Ecumenical Joint Action Committee
IGAs	Income Generating Activities
HIV	Human Immune Virus
SARF	Strategic Asset and Reserve Formula
SWOT	Strengths, Weaknesses, Opportunities and Threats
UJCC	Uganda Joint Christian Council

1.0 Introduction

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. Uganda Joint Christian Council (UJCC) is an associate and affiliated to All Africa Conference of Churches (AACC) and the World Council of Churches (WCC).

The Resource Mobilization Plan has been developed to strengthen the implementation of UJCC 2018 – 2023 Strategic Plan which has 05 main strategic objectives including: Strengthen and consolidate the practice of Ecumenical fellowship and collaboration among member churches; promote active participation, inclusion and access to social and economic services by vulnerable groups; advocate for and promote policies and programmes that contribute to good governance; promote policies, programmes of peace and reconciliation and contribute to humanitarian efforts and strengthen the institutional capacity of UJCC and its organs. In addition, the plan incorporates cross-cutting issues, namely, advocacy, gender, and HIV/AIDs, research and documentation, sustainable natural resource use and environmental management

Designed as a tool to raise resources for implementation of the 2018-2023 Strategic Plan towards realization of UJC vision, this resource mobilization plan also serves as a mechanism through which UJCC invites the involvement and participation of financial and non-financial sponsors to provide support that will enable UJCC and her partners to deepen implementation of the 6 Year Strategic Plan. The plan proposes creative and innovative approaches for mobilization of resources at the National Secretariat, EJACs, Member Churches, District and the Community.

Situation analysis of the resource flow in UJCC: To a large extent, UJCC is donor driven. Since its inception, UJCC has been depending on international donors for implementation of its programs. Looking at the evaluation of the 2012-2017 Strategic Plan, only 13% of the funds utilized were locally mobilized with none from Income Generating Activities.

Table 1: UJJC's Sources of Income 2012/2017

Funding Source	**Income Generated(UGX)**	**% of Total Income**
1. Donor grants	8,765,947,091	85%
2. Church member contributions	159,600,000	2%

3. Income generating projects (IGAs)	-	
4. Local Fundraising	1,296,607,108	13%
TOTAL	**10,222,154,199**	

Source: UJCC SP 2012-2017 Evaluation Report

The downward trend in the face of rising need: Not only have the funds been inadequate over the years, but also have consistently been reducing hence affecting planned activities. For instance, Ecumenism programs were inadequately funded, yet it is a main pillar of the formation of UJCC. Table 2 below shows a downward trend.

Table 2: UJCC Budget Analysis 2012/2016

Year	Budget	Disbursed	Variance	% variance
2012	3,823,283,360	2,447,646,239	1,375,637,121	40%
2013	2,633,538,402	2,066,887,538	566,650,864	22%
2014	2,654,576,900	1,692,587,148	961,989,752	36%
2015	2,008,637,136	1,952,554,679	56,082,457	3%
2016	2,132,228,307	1,764,557,667	367,670,640	17%
2017	2,079,732,210	297,920,928	1,781,811,282	86%

Source: UJCC SP 2012-2017 Evaluation Report

1.1 Purpose of the Strategy

The purpose of the resource mobilization plan is to ensure that maximum support and resources are secured from national and international donors, government, the private sector, member entities, and the public and by way of income generating activities for effective implementation of UJCC Strategic Plan 2018-2023.

Goal: To increase financial, human and other resources for effective implementation of UJCC's focus program areas

1.2 Specific objectives of the Strategy

To strengthen UJCC's relations with donors for increased allocation of resources to implement SP 2018 – 2023

To diversify the funding base by creating new avenues for funding implementation of the strategic plan

To strengthen the capacity of UJCC and EJACs in resource mobilization at both national and local levels.

1.3 UJCC's Resource Mobilization and Fundraising Scope

This strategy considers resources to include:

- Financial resources (Development and seed grants, reserves and donations)
- Human Resources e.g. influential personalities, technical and intellectual expertise
- Organizational (intangible) resources such as government, CSOs and media support (good will, public relations)
- Infrastructural resources such as land, offices, stores, workshops, real estate properties
- In-kind materials such as vehicles, computers, industrial plants, earthmovers etc.

1.4 SWOT Analysis of UJCC's Resource Mobilization

The following SWOT analysis provides the status of UJCC's resource mobilization capacity.

Table 3: UJCC's SWOT Analysis for resource mobilization

Strength	**Weaknesses**
• UJCC has a clear agenda reflected in the Strategic Plan and other guiding policy documents. • The large UJCC membership that accounts for about 78% of Uganda's population • Trust and goodwill that the Council has obtained from the Ugandan people and donors overtime • Capacity to manage huge amount of funds • A dedicated implementation team at UJCC • Lower level structures like the EJACs	• Dependency on external aid. Over 85% of funds come from external sources • Limited resources (personnel inclusive), systems, knowledge and experience in resource mobilization and fundraising • Inadequate ownership of UJCC by member churches thus less financial contribution • Inadequate visibility of UJCC at the grassroots
Opportunities	**Threats**
• National, regional and international connectivity e.g. UJCC is a member of WCC, AACC, FECCLAHA and, BEACON	• High dependency on development partners • Narrow donor base • Political instability that has occasioned protests

• Existence of supportive government policies, plans and legislative frameworks e.g. the National Development Plan • Good will by the government, development partners and the wider community	and public demonstrations • Significant and increasing competition from similar organizations like IRCU • Ever changing donor trends and priorities

1.5 UJCC's 4-Principles in Resource Mobilization

In order to address the above challenges and improve resource mobilization for UJCC, there is need to ensure upholding the following principles concerning resource mobilization.

Good relations are essential for building trust. Trust is essential for resource mobilization. Good personal relationships are just as important as strong professional relationships between organizations. UJCC will do well to enhance and consolidate the good relations built over the years. Fundraising = Friendraising.

Transparency builds confidence. Transparency serves to deter violation of norms; it reassures actors that others are not misusing resources. It also provides vital information for learning and a basis for proper decision-making. Transparency is fostered by consistent, timely, accurate and comprehensive reporting.

Broadcasting success is important for resource mobilization. It is good practice to publicize good news. UJCC aims at becoming better in telling success stories and the impact of its activities on the target constituencies.

A**ccountability**. Increasing mobilization of resources from donors requires increased and improved accountability culture among recipients of donor funds. It should always be remembered that most funds used in projects are public funds which require good accountability as tax payers need proper use of their contributions.

2.0 Key Strategic Areas, Strategies and Activities for Achieving the Preferred Future

In order to contribute to attainment of the vision of the organization and UJCC's strategy 2018-2023 and taking into account the identified realities, UJCC will for the purpose of ensuring adequate and sustainable funding focus on two key strategic areas i.e. Expanding UJCC's resource envelope and building financial sustainability through income generating projects (IGAs).

Key Strategic Area 1: Expanding UJCC's Resource Envelope

Strategy 1: Invest in resource mobilization and fundraising activities

No	Activity	Time frame	Responsible person
1	Set a percentage allocation to be spent on resource mobilization and fundraising from annual budgets	Nov. 2017	Secretariat
2	Orient UJCC Management staff on the RM Strategy	Dec. 2017	Executive Director
3	Train UJCC team(s) + EJACs in resource mobilization including short courses and benchmarking other partners	Dec. 2017 ++	Executive Director
4	Appoint a Resource Mobilization and Fundraising Officer (DESK)	Jan. 2018	Executive Director
5	Develop strong media presence and maintain the UJCC website with an active appeal system for donations.	March 2018++	Secretariat
6	Invest in Research and Development to attract donors.	Nov. 2018 ++	Secretariat
7	Train all EJACs in fundraising and resource management dynamics	2018-2019	Executive Director
8	Implement the UJCC Business Plan	2018-2023	Executive Director

Strategy 2: Expanding UJCC's external donor-base

No	Activities	Time frame	Responsible person
1	Study donor policies and priorities for at least 10 donors/donor countries and establish a database for them	Jan2018	Executive Director
2	Identify and approach at least 5 new external donors with concepts and expressions of interest in working with them on specific projects	March 2018	Executive Director
3	Develop and submit at least 1 Proposal/Concept Note per quarter	June 2018 ++	Fundraising Officer
4	Establish contacts with aid agencies in the country or region for potential fundraising and partnership		Executive Director

5	Share success stories and field experience reports in national and international media and specifically with potential partners/donors.	Mar. 2018 ++	Programs Director

Key Strategic Area 2: Building financial sustainability through Income Generating Activities(IGA).

Strategy 3: Involve church members as donors through the Board of Trustees.

No	Actions	Time frame	Responsible Person
	1. Conduct a 2-day Orientation workshop for the Board members on their role regarding Resource mobilization and fundraising.	Jan 2018	Executive Director
	2. Appoint UJCC Focal Point Persons in each member congregation	Jan-Mar'18	Board of Directors
	3. Mobilize and create awareness in all congregations in member entities aimed at enlisting appreciation of UJCC and here work in the country.	2018 - 2019	Executive Director
	4. Establish and implement UJCC Special Sunday collection day (30th Aug)	July 2018	Board of Directors
	5. Establish a quarterly newsletter to increase accountability and feedback on UJCC activities with input from each member entity.	August 2018	Executive Director

Strategy 4: Establish & run Income Generating Activities/Projects (IGA/Ps) forsustainability

Action	Time frame	Responsible person
1. Establish an Investments Committee to plan, implement and manage UJCC Income Generating Projects in consultation with the Board	Dec. 2017	Management Board
2. Conduct SWOT analysis and feasibility study for UJCC potential IGA/Ps	Jan-2018	Invest. Committee
3. Organize special fundraisng events e.g. marathons, dinners, concerts etc	April 2018 +++	
4. Design a 15-year Investment Plan for UJCC.	Sept. 2018	Invest. Committee

Strategy 5: Establish and implement a strategic asset and reserve formula (SARF) to ensure institutional frugality and safeguard the future of the organization amidst a volatile world economy

Action	Time frame	Responsible Person
1. Review the current asset and or reserve policy and formula to ascertain its impact on UJCC's financial stability	Jan 2018	Board of Directors
2. Identify and appoint a credible reserve depository for UJCC	Jan 2018	Board of Directors

3. Build and implement a system that grows UJCC's reserve base to the extent that it can sustain UJCC Head quarter staff salaries and operations for at least 24 months without external support by 2023	March 2018	Director of Finance

3.0 Income Generation Activities

Under this Resource Mobilization Plan, the Council will undertake to raise resources through a number of avenues including the following;

A-Special events: UJCC will use special events as a fun way to publicize its cause, raise awareness on a specific issue, introduce new programs, create a positive image and mobilize her constituency in celebrating accomplishments. The special events will include among others;

- Car wash
- Organizing get together parties
- Marathons
- Special Sunday/special collection)
- Celebrating UJCC annual anniversaries/days (30th August every year)

In organizing these events, the Council will:

- Tie the event to its mission or cause.
- Choose an event that people want to attend.
- Choose a date that does not conflict with seasonal duties.
- Repeat the events annually to build consistency and gain royalty from the partners
- Find local business sponsors to donate cash or goods in exchange for free advertising.

4.0 Resource mobilization plan Management, Monitoring and Review

The Resource Mobilization Plan presents the UJCC's approach to optimally utilize resources, through improvements in resource mobilization, management and monitoring. The following are the measures that will be undertaken to manage and monitor UJCC's resource mobilization efforts.

- Establish a Resource Mobilization Committee with a mandate to support procedures and processes necessary to implement resource mobilization activities at the Secretariat and to coordinate and oversee the Secretariat's efforts in resource mobilization
- Enhance a project appraisal system and project monitoring process by introducing a programme/ project management cycle with clear guidelines and criteria
- An annual Resource Mobilization Report will be produced indicating resource mobilization results against set targets for an internal and external audience.
- UJCC will hold quarterly meetings to monitor and manage implementation of the RM plan
- Annual Board meetings will incorporate review of implementation of the RM Plan
- A resource partner tracking tool will be developed to provide systematic tracking of both internal and external resource partners
- The mid-term and end-line evaluations will incorporate evaluation of the RM Plan
- The overall responsibility for implementation of this strategy will rest on the Executive Director of UJCC, supervised by the Board of Trustees

Annex 6: List of Participants consulted during Strategic Planning activities

	KIGEZI EJAC		
No	**Name**	**Sex**	**Religion**
1	Fr. Ndyomugabe Balthazar	M	Roman Catholic
2	Rev. Esau Habomugisha	M	COU
3	Msgr. Silverno Twinomugisha	M	Roman Catholic
4	Rev. Amon Byiringiro	M	COU
5	Fr. Fokushaba Panilius	M	Roman Catholic
6	Fr. Banyenzaki Aloysius	M	Roman Catholic
7	Rev. Canon Patrick Habaasa	M	COU
	BUNYORO EJAC		
8	Mubeezi Mary Madrine	F	Roman Catholic
9	Mayanja Robert Joshua	M	COU
10	Rev. Rosemary Tibananuka	F	COU
11	Fr. Bingi Anthony	M	Roman Catholic
12	Mary Hellen Nyanfura	F	Roman Catholic
13	Rev. Janephar Ssettabi	F	COU
	ACHOLI EJAC		
14	Rev. Norah Jackline Omona	F	COU
15	Ms. Irene Labwot	F	Roman Catholic
16	Rev. Godfrey Loum	M	COU
17	Rt. Rev. Johnson Gakumba	M	COU
18	Fr. Ojok Santo	M	Roman Catholic
19	Fr. Julius Orach	M	Orthodox
20	Fr. Frumentios Ongaya	M	Orthodox
	LANGO EJAC		
21	Bishop. Joseph Franzelli	M	Roman Catholic
22	Bishop John Charles Odurkami	M	COU
23	Rev. Fr. David Okwel	M	Orthodox Church
24	Rev. Fr. Francis Omara	M	Roman Catholic
25	Lillian Rose Adero	F	Orthodox Church
26	Rev. Christopher Ameny	M	COU
	KARAMOJA EJAC		
27	Ven. Joseph Aleper	M	COU
28	Rev. Capt SP Loduk	M	COU
29	Nate Anna Grace	F	Roman Catholic
30	Rev. Joseph Ichumar	M	COU
31	Canon Zachary Wochena	M	COU
32	Sr. Sagal Teresa	F	Roman Catholic
33	Loumo Emma Lilly	F	COU
34	Logero Jonathan	M	Roman Catholic
35	Ven. Rev. David Pedo	M	COU
	ELGON REGION EJAC		
36	Kutosi Oliver	F	COU
37	Rev. Canon Stephen Wasukira	M	COU

38	Wamono Robert	M	COU
39	Wananda Grace	F	Orthodox Church
40	Rev. Canon Titus Nelson Kutosi	M	COU
41	Viola Cherop	F	COU
42	Wabule Donato	F	Roman Catholic
43	Wantsala Milton Mutanje	M	Roman Catholic
44	Rev. Fr. Thomas Wananda	M	Orthodox Church
	LUWEERO REGION EJAC		
45	Fr. Simon Peter Ssesanga	M	Roman Catholic
46	Moses Kayongo	M	COU
47	Rev. Kasana Godfrey	M	COU
48	Fr. Evangelos Kato	M	Orthodox Church
49	Catechist Charles Nsereko	M	Roman Catholic
50	Sarah Mukiibi	F	COU
51	Rev. Fr. Dimitrios Sserugunda	M	Orthodox Church
	KAMPALA EJAC		
52	Fr. Emmanuel Ssekyewa	M	Orthodox Church
53	Simbwa Lazarus	M	Orthodox Church
54	Nsubuga Elias	M	Orthodox Church
	UJCC STAFF		
55	Akallo Dinah	F	COU
56	Nalubega Gider Musisi	F	Orthodox Church
57	Rev. Canon Awodi John	M	COU
58	Adio Betty	F	Catholic church
59	Bwango Simeo	M	Orthodox Church
60	Canon Joseph Oneka	M	COU
61	Godfrey Amanyire	M	COU
62	Margaret Amago	F	Catholic
63	George Ifuba	M	Cou
64	Nansasi Maureen	F	cCatholic
65	Mukalazi G Godfrey	M	Catholic
66	Otingolo Otingole Joseph	M	COU
67	Yawe Joseph	M	Catholic
68	Fr. John Byamukama	M	Catholics
69	Olivia Sempa	F	Catholic
70	Kagazi Kigazi Kenneth	F	COU
71	Rev. Fr. Silvester Arinaitwe R	M	Catholic
	Programme Committee Members		
71	Jessica Nalwoga	F	COU
72	Kemirembe Joy	F	Orthodox Church
73	Rev. Dr Olivia Nassaka	F	COU
74	Florence Kwesigabo	F	Catholic

Annex 7: Bibliography

AAU, DRT, UNNGOF (2012). Lost Opportunity? Gaps in Youth Policy and Programming in Uganda.

Richard Sebaggala and Isaac Musinguzi. The Standard, June 27, 2017.

Situational Analysis of Children in Uganda – UNICEF Report, 2016

Social Protection in Uganda - Uganda's Participatory Poverty Assessment Project (UPPAP) Report, Phase 1 Report, 2002.

The State of Uganda's Population Report 2014. MoFPED/UNFPA

Uganda Demographic and Health Survey, 2016

Uganda GDP Report. Oxfam International report, 2017.

Uganda HIV and AIDS country progress report, June 2015 to June 2016.

Uganda Joint Christian Council Strategic plan (2012 – 2017).

Uganda Joint Christian Council Annual Report 2013

Uganda Joint Christian Council Annual Report, 2015.

Uganda Joint Christian Council Annual Report, 2016

Uganda Joint Christian Council Organizational Capacity Assessment Report, 2014

Uganda Joint Christian Council Mid Term Strategic Plan Review (2012 – 2017

Uganda Poverty Assessment Fact Sheet: 2016

Uganda UNDP Human Index Report 2016