

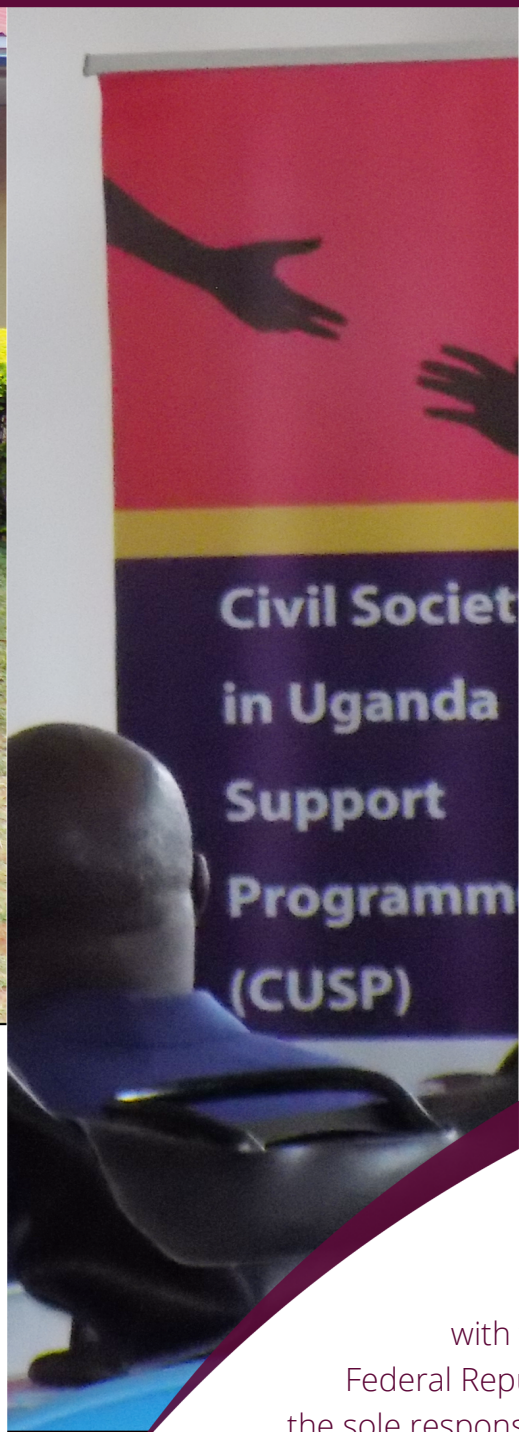
STRATEGIC PLAN 2020-2024



COU-TEDDO

Church of Uganda - Teso Dioceses
Planning and Development Office

Popular Version



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Foreword

On behalf of the people of the Teso region, and the congregations of the Church of Uganda Kumi and Soroti Dioceses, I wish to present this Strategic Plan 2020 - 2024 to you. We thank God for enabling us to serve His people through COU-TEDDO.

In the 2015-2019 Strategic Plan, COU-TEDDO prioritized to achieve five strategic issues which included among others; (1) Enhancing community resilience for sustainable livelihoods; (2) Promoting good governance and conflict transformation; (3) Enhancing organisational capacity for financial resources mobilisation and utilization; (4) Developing leadership and management capacity; and (5) Enhancing support functions to deliver efficient, effective and relevant services.

The previous strategic plan was a new experience for COU-TEDDO to transit from project oriented approach to program based interventions and has provided lessons that informed this new strategic plan, 2020-2024.

This new strategic plan (2020-2024) thus seeks to actualize the transition from a project approach to program based intervention by providing a feasible architecture of programs addressing real time challenges faced by the people of Teso sub region.

This strategic plan focuses on; (1) Empowering communities in social accountability for improved service delivery; (2) Enhancing community adaptation and resilience for sustainable livelihoods; (3) Empowering women and men to access rights, opportunities and resources for equitable development; (4) Improving community access to safe water and sanitation services; and (5) Institutional strengthening and development.

The plan is guided by four main pillars which include; (a) Governance and Social Accountability, (b) Resilient Livelihoods, (c) Gender and Social Justice, (d) Water, Sanitation and Hygiene.

Through this Strategic Plan, COU-TEDDO Board of Directors reaffirms the need to realign the implementation structure that will ensure achieving the desired goal of the strategic plan which is: "An empowered community that is inclusive and sustainably developing".

It is our prayer that our partners will support us to reach people of Teso to come out of poverty and different forms of vulnerability. It is for this reason that we unveil this plan.

Justine Opolot
Chairperson Board of Directors



Acknowledgement

The management and staff of Church of Uganda - Teso Dioceses Planning and Development Office (COU-TEDDO) is grateful to the Civil Society in Uganda Support Programme (CUSP) which is funded by the European Union and the German Government and implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH for having provided funds for development of this strategy 2020-2024

Heartfelt gratitude goes to the Bishops of Soroti and Kumi Dioceses for the unwavering support and guidance to this process. Special mention to the clergy for their contributions and spiritual guidance that enabled this process to bear fruit. God bless and reward you all abundantly.

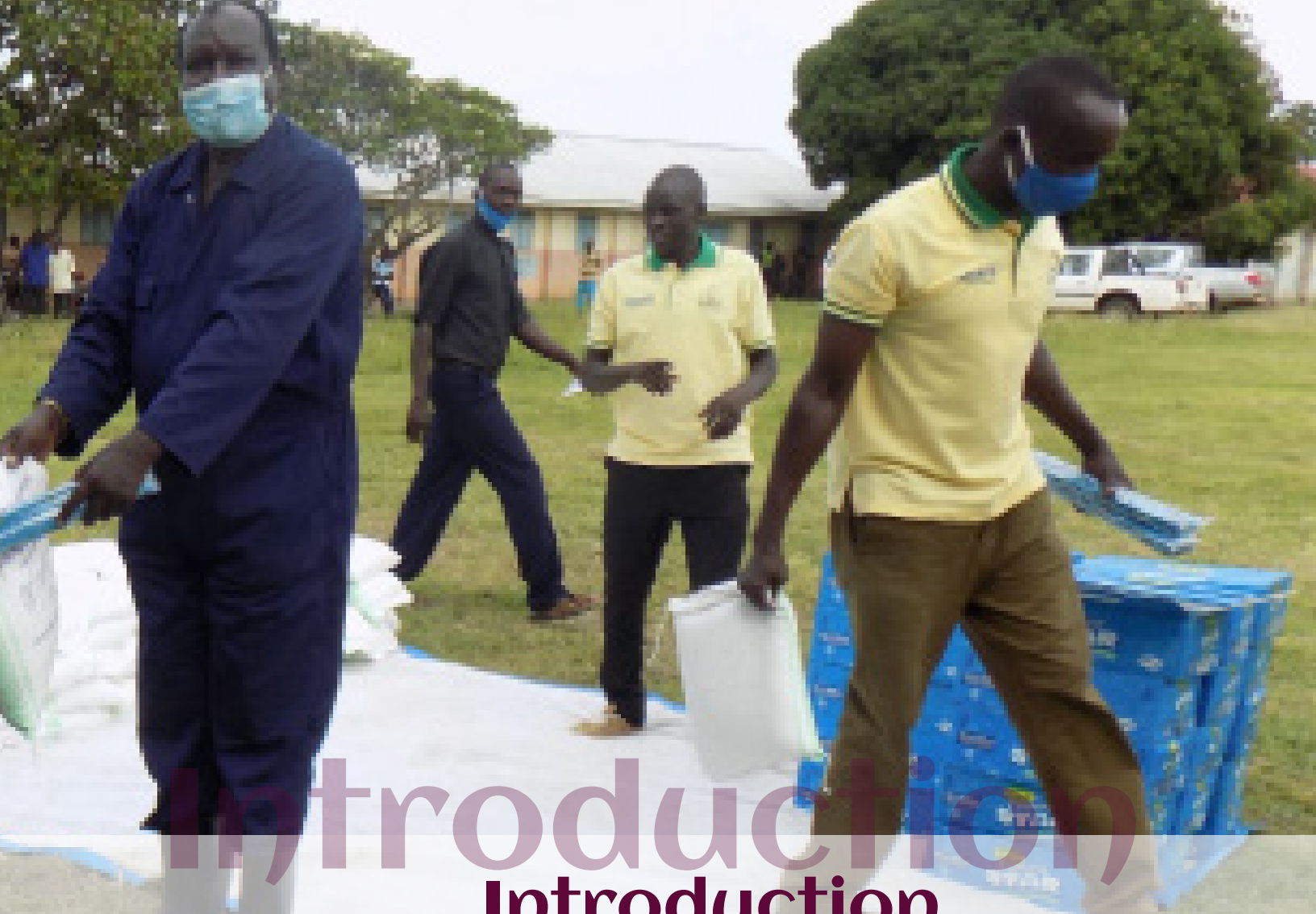
In a special way, we appreciate the immense support and contributions from all members of COU-TEDDO Board of Directors. You have demonstrated strategic leadership to a very important process that defines COU-TEDDO's 5-year strategic focus.

The participation and contributions from all our development partners: DanChurchAid, Tearfund, Trocaire,

ICCO Cooperation, Kerk in Actie, Mennonite Central Committee, Mensen met een Missie, among others, Local Governments, Civil Society Actors, private sector and communities of Teso and Karamoja regions can't be underscored for enriching the strategic plan development process.

Special mention and appreciation to all COU-TEDDO staff and Joseph Wabwire (Technical Advisor Energy GIZ/CUSP) for their selfless contribution to this process. Your knowledge, technical expertise and experience is evidently portrayed in this strategic plan.

Lastly, COU-TEDDO appreciates the consulting team led by Kafuuma V Felix and supported by Eddie Kayinda for providing professional expertise that steered the process which culminated into the development of this Strategic Plan.



Introduction

Church of Uganda-Teso Dioceses Planning and Development Office (COU-TEDDO) is the Planning and Development arm of the Dioceses of Soroti and Kumi in Teso sub region. Its scope of operation covers Teso sub region.

The organization's vision is; "A leading Christian Development Organization in Community Transformation" and her mission is to; "To excel in providing holistic and sustainable community development services based on Christian values in Teso and neighboring

communities".

The strategic plan of 2015 – 2019 was an attempt to transit from project-based development approach to programme based approach to enhance sustainability of interventions. The goal of the previous strategic plan was; **'To enhance the capacities of communities to be self reliant in improving their welfare'**.

Key Achievements

1.1 Key achievements of the outgoing Strategic Plan 2015-2019

Despite the practical challenges of actualizing this transition to programme based interventions, COU-TEDDO has been able to register the following achievements upon which the 2020-2024 Strategic Plan can build on. They include;

- a. The Village Savings and Loan Associations (VSLAs) development intervention has helped to uplift the economic status of over 7,000 households in the districts of Soroti, Kumi, Katakwi, Amuria, Serere, Kaberamaido, and Ngora through establishment of group and household-based enterprises. The VSLAs provided and still offer alternative sources of income at household level mainly among women. This economic empowerment of women provided a viable alternative window through which domestic pressures have been addressed thus reducing incidences of Gender Based Violence (GBV) in the intervention areas. '
- b. COU-TEDDO programming has enabled women to have access to land and other economic resources to engage in income generating activities at household level. Some households are transiting from subsistence production to agribusiness and value addition. The women are also using land as collateral security to access low cost loans to invest in agriculture and other non-agro business ventures. This is helping to diversify local economies and reducing reliance on agriculture that is prone to climate change hazards. The projects have been effective in addressing poverty and reducing the incidents of GBV.
- c. COU-TEDDO has supported Local Governments structures to provide agricultural information to farmers. This aimed at improving the quality and quantity of produce, enhancing value addition and agro-business profit margins. Seed and plant clinics that connect farmers with the private sector actors dealing in agricultural products have been organized. Farmers access farm inputs; agriculture professionals who offer agro-ecological advisory services, market information and value addition technologies among others. Through cooperative societies, farmers have improved production and profitability of the agro-businesses.





d. The Disaster Risk Reduction and Climate Change interventions in Teso communities have awakened positive ecological responses to climate change. Communities are now embracing environmental conservation and sustainable land use practices. This has resulted in improved agro-yields, food security and reversed some of the dangers of climate change.



e. The Governance and Accountability interventions have helped communities participate in planning for delivery of services and holding duty bearers accountable for public resources. Communities have been mobilized and capacitated to monitor public social services like; education, health, WASH and agriculture, and report cases of corruption and mismanagement. Reports from the intervention areas indicate that there has been a reduction in cases of teacher absenteeism and increased pupil attendance of classes which has improved performance.



Strategic Framework

Strategic Niche

COU-TEDDO positions herself as a leading Christian Development Organization that seeks to holistically empower communities to inclusively and sustainably develop



Vision

COU-TEDDO envisages to be “a leading Christian Development Organization in Community Transformation”.



Mission

COU-TEDDO exists “to excel in providing holistic and sustainable community development services based on Christian values in Teso and neighboring communities”.



COU - TEDDO Values:

- Stewardship: Taking good care of what God has entrusted us.
- Accountability and Transparency: Being answerable in an open manner.
- Professionalism: Demonstrating high levels of knowledge, skills, and positive attitude to work, while upholding ethical standards, integrity, fairness and justice.
- Partnership: Working with others for the common good.
- Commitment: Dedication to the fulfilment of COU -TEDDO’s Mission.
- Equity and inclusiveness: Full participation of all with fairness and justice.





Safeguarding Commitment

COU-TEDDO is committed to safeguarding programme participants from all forms of exploitation and abuse and expects all staff members and third parties (Volunteers, Visitors, Consultants or other contracted parties) to share this commitment.



Purpose of the Strategic Plan:

This strategic plan articulates three purposes, namely:

1. Strategic priorities that determine where COU-TEDDO wants to focus on in the next 5 years
2. Strategies to be used in implementing the interventions laid out as programme areas in this strategic plan
3. Requisite resources for attaining goals and objectives set for the next 5 years



Strategic Goal:

Our overarching goal for this strategic period is: An empowered community that is inclusive and sustainably developing.

Our intervention logic is based on the theory that:

Service delivery will improve and community will attain sustainable livelihoods; and equitable development; when:

- Communities are empowered to monitor social services, take collective action and hold duty bearers accountable.
- Communities sustainably use and manage their natural resources.
- Communities are able to prepare and respond to climatic shocks.
- Households including women and youth have diverse sources of income, increased purchasing power and savings.
- Households are food secure.
- Men, women, religious and cultural Leaders change their attitudes, behaviors and practices towards Gender-Based Violence and HIV.
- There are appropriate and coordinated services to assist victims of GBV.
- communities are able to access clean and safe water and sanitation services



Theory of Change:





Key Implementation Approaches

COU-TEDDO will continue to utilize approaches/ models that have been tested and proven to work in creating behavior change and community transformation in her programmes. These include;

- Church and Community Mobilization Process (CCMP) is an open-ended participatory process whereby the church mobilizes the local community towards self-discovery and appreciation of their context; and using God given potential to respond to their needs.
- Community Scorecard is a participatory, community-based monitoring and evaluation tool that enables citizens to assess the quality of public services such as health centers, schools, water etc
- UMOJA is hygiene and sanitation (HESAN) improvement approach that embraces the aspect of community unity in ensuring that all households in a specific village practice appropriate sanitation and hygiene behaviors
- Participatory hygiene and sanitation transformation (PHAST) is a participatory learning methodology that seeks to help communities improve hygiene behaviors, reduce diarrheal disease and encourage effective community management of water and sanitation services
- Community Led Total Sanitation (CLTS) is a community approach focused on stopping open defecation (OD) within a community recognizing that Individual hygiene behavior can affect the health of other community members. The approach encourages innovation and commitment within the community motivating them to build their own sanitation infrastructure without depending on hardware subsidies from external agencies.
- Cluster System is a participatory learning methodology that seeks to support communities improve hygiene behaviors, reduce diarrheal disease and encourage effective community management of water and sanitation services through a cluster system. After triggering communities on CLST, households within a village are clustered between 5-15 households or more, to jointly promote HESAN under their cluster under the leadership of an elected cluster head and village hygiene educator.
- Climate Resilient Agro-Ecosystems Models (CRAEM); a community centered approach for empowering communities to build household and agricultural systems resilience, contribute to climate change mitigation and sustainably increase agricultural production and productivity.
- SASA! Faith which is an initiative in which leaders, members and allies of a religion come together to prevent violence against women and HIV. It involves a process of community mobilization—an approach and corresponding activities that engage everyone in living the faith-based values of justice, peace and dignity.
- Community based Monitoring and evaluation systems (CBMES) a tool

for mobilizing and raising the civic competence of communities to demand for equitable access to public services by the rights holders

- Gender Action Learning systems (GALS) which is a community-led empowerment methodology that uses participatory processes and diagram tools to help people analyze their livelihoods with a gender perspective and take practical steps to address gender inequalities.
- Village Savings and Loans Associations (VSLA) which is a methodology that helps provide simple savings and loan facilities in a community that does not have access to formal financial services. Loans can also provide a form of self-insurance to members, particularly if they are supplemented by a Social Fund to provide small but important grants and no-cost loans to members in distress.
- Farmer Field Schools (FFS); is an innovative, participatory and interactive learning approach that emphasizes problem solving and discovery based learning. FFS aims to build farmers' capacity to analyze their production systems, identify problems, test possible solutions, and eventually encourage the participants to adopt the practices most suitable to their farming systems (FAO, 2003).
- Community Managed Seed Security Model (CMSS) which is a participatory farmer led approach for systematic planning and executing interventions towards promoting farmers seed security and seed sovereignty.





Programme Areas

This strategic plan has four thematic areas that are the programme priority areas. These include:

- Governance and social accountability
- Resilient Livelihoods
- Gender and Social Justice
- Water, Sanitation and Hygiene

Strategic Objectives (SO)

COU-TEDDO identifies 5 Strategic Objectives that will constitute the overall organizational focus for the next five years namely:



To empower communities in social accountability for improved service delivery.



To enhance community adaptation and resilience for sustainable livelihoods.



To empower women and men to access rights, opportunities and resources for equitable development.



To improve community access to clean and safe water and sanitation services



To develop and strengthen the institutional capacity of COU-TEDDO

Programme Area 1 Governance and Social Accountability.

Strategic objective:

To empower communities in social accountability for improved service delivery.

Key Result:

Citizens empowered to hold duty bearers accountable.

Key outputs

- Capacity of citizens and communities strengthened to monitor government programmes.
- Capacity of citizens and communities developed to hold duty bearers accountable.
- Capacity of citizens and communities developed to demand for equitable services

Key Result:

Duty bearers are responsive to citizen demands.

Key outputs

- Duty bearers take action on citizens' demands.
- Duty bearers are accountable to citizens
- Reduced cases of mismanagement of public resources

Key Result:

Citizens are organized to influence the desired change

Key outputs

- Citizens mobilized and organized into a collective voice that meaningfully engages with duty bearers.
- Duty bearers respond positively to the organized and mobilized citizenry.

Participants



Participants at Serere District dialogue meeting listen to closing remarks from the District Chairperson.



CDO Bululu Sub-county expresses her point during the accountability forum in Kalaki District

A man in purple clerical attire, including a white collar and a gold cross necklace, stands in a field of green plants. The background is a lush green field with various types of vegetation.

Programme Area 2 Resilient Livelihoods

Strategic Objective:

To enhance community adaptation and resilience for sustainable livelihoods.

Key Result:

Communities sustainably using and managing the natural resources

Key Outputs:

- Communities adopting appropriate agro-ecological approaches.
- Communities and duty bearers mobilized to promote Natural Resource Management

Key Result:

Communities mobilized into income generating activities

Key Outputs

- Capacity of farmers strengthened to engage in farm and off-farm enterprises.
- Communities supported in Income Generating Activities.
- Communities mobilized into Village Savings and Loans Associations.

Key Result:

Communities adapt and use better farming methods

Key Outputs

- Communities adapt appropriate agriculture technologies.
- Improved capacity of communities to use appropriate agro-ecological practices.
- Communities are food secure
- Communities have capacity to manage food production and its utilisation.

Key Result:

Communities are resilient and have adapted to effects of climate change

Key Outputs

- Communities are able to prepare and respond to



A biogas plant beneficiary explaining benefits of Biogas technology as a clean energy source.



COU - TEDDO staff explaining backyard gardening to COU - TEDDO Patron and BOD

shocks and stresses.

Key Result:

Small farmer groups add value to their produce and access market for their products

Key Outputs

1. Farmers have capacity in post-harvest handling.
2. Farmers add value to their produce and access markets for the produce.
3. Farmers are organized into Cooperatives and Marketing Associations.

Key Result:

Communities sustainably access and utilise clean energy sources and technologies

Key Outputs

1. Communities have capacity to sustainably manage and use the available clean energy sources and technologies.
2. Community-private sector linkages built and sustained.



COU-TEDDO Supported farmers in Kapir Subcounty, Ngora district harvesting green pepper



COU-TEDDO Supported farmers in Bululu Subcounty in Kalaki district show casing a high yielding cassava variety during a traditional food and seed fair.

Programme Area 3 Gender and Social Justice

Strategic Objective:

To empower women and men to access rights, opportunities and resources for equitable development

Key Result:

Women and Men empowered to access rights

Key Outputs

- Women are empowered to speak out and claim their rights.
- Men support women to realise and enjoy their rights.
- Duty bearers have capacity to ensure women and men access and enjoy their rights
- Religious and Cultural Leaders have the capacity to support men and women access and enjoy their rights.

Key Result:

Women and men empowered to access GBV prevention and response services

Key Outputs

1. Women and men are supported to access GBV prevention and response services
2. Duty bearer provide timely and quality GBV services

Key Result:

Women and men mobilized to benefit from opportunities

Outputs

1. Women and men are mobilized to access and benefit from government programs and private sector led initiatives
2. Women have capacity to access and utilize empowerment opportunities

Key result:

Reduction in cases of conflict

Outputs

1. Communities mobilized to peacefully coexist.
2. Community capacity built to respond to conflicts
3. Negatively conflicted communities supported with emergency response interventions



Programme Area 4

Water, Sanitation and Hygiene

Strategic Objective:

To improve community access to safe water and sanitation services

Key Result:

Communities access clean and safe water

Outputs

1. Marginalized communities access clean and safe water.
2. Marginalized communities empowered to demand and access clean safe water
3. Water user committees empowered to sustainably manage water sources

Key Result:

Communities sustainably access Sanitation and Hygiene services

Outputs

1. Marginalized communities access sanitation and hygiene services
2. Marginalized communities are empowered to demand for improved Sanitation and Hygiene services.





Programme Area 5

Institutional Strengthening and Development

Strategic Objective:

Capacity of COU-TEDDO strengthened to efficiently and effectively implement this 5-year strategy

Key Result:

Governance and management capacity of COU-TEDDO strengthened.

Outputs

1. BOD meetings conducted.
2. Retreats for BOD and/or staff conducted.
3. Board and staff oriented on the strategic plan and trained on program based evaluations.
4. Vehicles, assorted office furniture and equipment procured
5. Staff management meetings conducted.
6. Necessary supporting policies developed and implemented.
7. Regular needs based staff training conducted.
8. Pursue a competitive compensation regime for staff
- 9.

Key Result:

COU-TEDDO's interventions sustainably financed

Output

1. Resource mobilisation

Strategy implemented.

Key Result:

COU-TEDDO strategically positioned in Teso and Karamoja sub regions.

Output

1. Strategic identity defined and implemented
2. COU-TEDDO Networks widely with like-minded Dioceses and CSOs

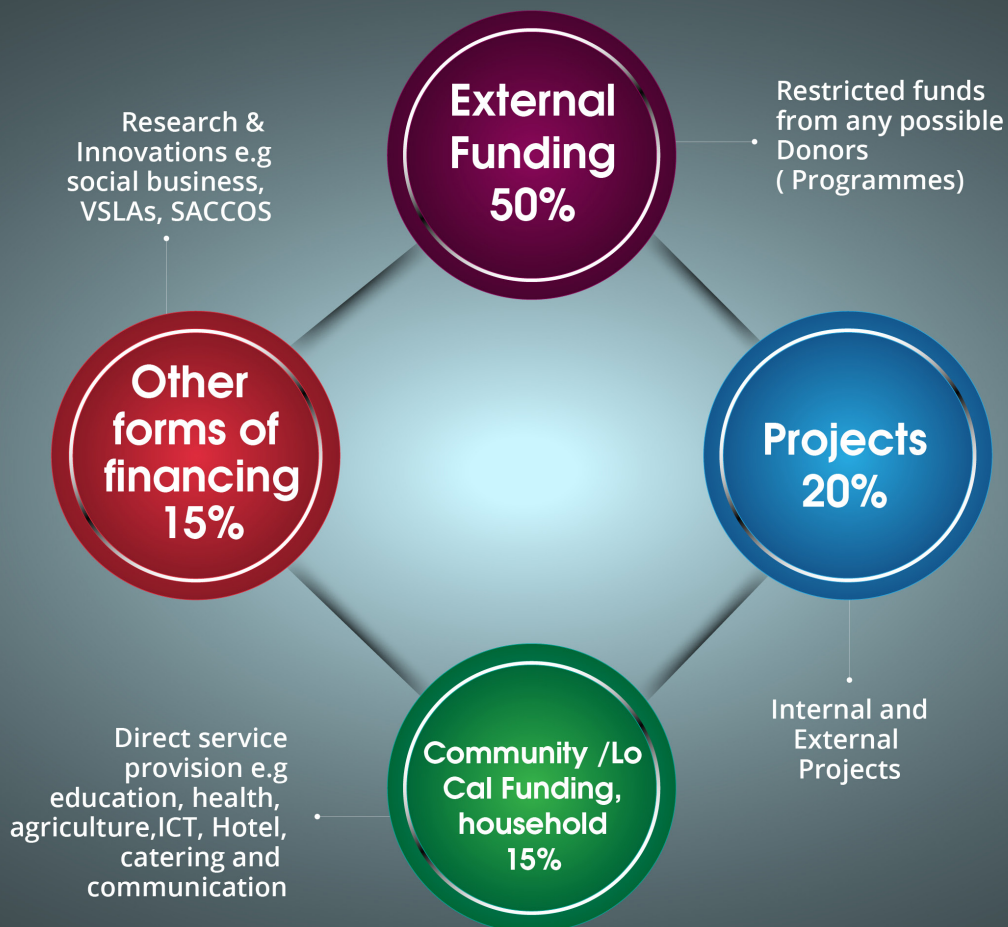




Summary Budget estimates for five years

Programme Areas	Yearly estimates in UGX					Five year Totals
	2020	2021	2022	2023	2024	
Resilient Livelihoods	1,339,000,000	1,539,850,000	1,924,812,500	2,117,293,750	2,329,023,125	9,249,979,375
WASH	154,000,000	177,100,000	221,375,000	243,512,500	267,863,750	1,063,851,250
Gender & Social Justice	354,000,000	407,100,000	508,875,000	559,762,500	615,738,750	2,445,476,250
Social Accountability	260,000,000	299,000,000	373,750,000	411,125,000	452,237,500	1,796,112,500
Programme Costs	2,107,000,000	2,423,050,000	3,028,812,500	3,331,693,750	3,664,863,125	14,555,419,375
Administrative and institutional development Costs	903,000,000	1,038,450,000	1,298,062,500	1,492,771,875	1,642,049,063	6,374,333,438
Grand Total	3,010,000,000	3,461,500,000	4,326,875,000	4,824,465,625	5,306,912,188	20,929,752,813

Financing Structure for Sustainability of TEDDO



Mainstreaming cross-cutting issues

COU-TEDDO has adopted a Cross-Cutting Outcomes mainstreaming strategy to ensure that the outcomes of gender equality, disability and youth inclusion, HRBA and Environmental Sustainability are realised.

The objectives of the mainstreaming strategy are twofold:

1. To ensure that the four cross-cutting themes are integrated into all COU-TEDDO's development and programme initiatives and mainstreamed within the organisation's decision-making processes;
2. To increase the capacity of COU-TEDDO to mainstream the four crosscutting themes within their own policies, plans and programmes.

Cross Cutting Outcome 1:

Gender Equality

Mainstreaming Gender Equality

Gender mainstreaming is a strategy to ensure that gender equality concerns are considered seriously by decision makers at all levels and are an integral part of all planning, budgeting and programming decisions.

Cross Cutting Outcome 2:

Youth and Disability inclusion

Mainstreaming Youth and disability Inclusion is a strategy to ensure that disabled and young people are empowered to ensure their full potential and participation in society as equal and valuable partners. Disabled and young people have distinctive needs, problems, concerns and expectations. These needs, concerns and requirements of the youth are considered in planning, budgeting, programming implementation and evaluation. Meaningful youth and disability inclusion and participation is about creating opportunities and breaking barriers that hinder the disabled and youth from being actively involved in various aspects of governance and development. COU-TEDDO will ensure that disabled and youth participate in all spheres and levels of development planning to realize equitable development for all.

Cross Cutting Outcome 3:

HRBA principles

Mainstreaming HRBA refers to the overall process of integrating the principles of, participation,

accountability, equality and non-discrimination, empowerment and legality (rule of law) in programming, and the realization of human rights through development programming. The emphasis is on applying HRBA as stimulants for empowering communities and increasing their level of participation in development and governance. The principles promote a relationship in which duty bearers and rights holders account to each other.

Cross Cutting Outcome 4:

Environmental sustainability

Environmental mainstreaming is integrating poverty- environment linkages into development planning processes and their outputs. It involves establishing the links between poverty and environment— including climate change— and identifying the policies and programmes to bring about better pro-poor environmental management. It is targeted at influencing national plans, budget processes, sector strategies and local level implementation— reflecting the need to integrate the valuable contribution of environmental management to improved livelihoods, increased economic security and income opportunities for the poor.

It considers Environmental Sustainability where the ecosystem's natural resources have capacity to endure and remain diverse and productive over time despite being threatened by activities such as deforestation, pollution and over-exploitation of natural resources.



This popular version
of the strategic plan for COU-TEDDO was developed and
printed with support from Deutsche Gesellschaft für Internationale
Zusammenarbeit (GIZ) GmbH
through the Civil Society in Uganda Support Programme (CUSP)
which is funded by:



Implemented by:
giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

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