

1.0 INTRODUCTION

1.1 Background

Soroti Catholic Diocese Integrated Development Organization (SOCADIDO) is the development of Soroti Catholic Diocese; it came into existence with the creation of the Diocese in 1981. The organization is active in all the districts that form Teso Sub Region of Eastern Uganda (including – as of 2011 - Amuria, Bukedea, Kaberamaido, Katakwi, Kumi, Soroti, Ngora, and Serere).

The Five Year Strategic Plan 2012-2016 has been developed after comprehensive process of consultation; reflection on the organizational philosophy (vision, mission and core operating values); review of achievements,

challenges/constraints and lessons learnt from previous programmes and analyses of emerging development concerns at community, national and international levels. The stakeholder analysis, environmental scan and organizational assessment helped identify both the challenges and

opportunities that SOCADIDO may face or take advantage of.

1.2 AREA OF OPERATION:

Teso region is located in North Eastern Uganda between Latitude 1° 30' N and 2° S and Longitude 33° E and 34° 15' W. It has a total Land area of 12,864.3 sq. km (Ministry of Planning and Economic Development Abstract, 1997). The 2002 Housing and Population Census put its population at 1,568,763 people that is 6.6% of the National Population with an average population density of 121.3 persons per square mile.

The population is largely composed of the Iteso, Kumam, and Bakenye tribes. The intermarriage between these tribes has since blurred the distinguishing features for each. The people of the sub-region mainly engage in subsistence agriculture alongside livestock rearing.

Teso region has from time to time experienced environmental and socio-political upheavals. In the decade (2001-2011) the region witnessed insecurity caused by perpetual cattle rustling by Karimojong warriors; the invasion by the LRA rebels in 2003, the erratic weather patterns that caused flooding in 2007, prolonged drought in 2008 and 2009 and later the water logging in 2010. These occurrences often got the targeted communities unaware hence causing havoc and exposing them to extreme economic and social conditions. Yet the resilience of the people has also seen remarkable progress in market-oriented and business-like initiatives across the region.

It is to these diverse situations that SOCADIDO sees itself Intervening so as to bring about some change at the community level.

2.0 THE PLANNING CONTEXT

2.1 Environmental Scan

Climate Change: Variability in climate and the frequency of extreme weather events have increased significantly in recent decades. Droughts have become more intense and of longer duration since the 1970s, especially in the tropics and subtropics (IPCC, 2007). In north eastern Uganda where SOCADIDO operates, unprecedented occurrences of floods and drought have been experienced since 2007 with severe consequences on human settlement, health, agricultural productivity and physical infrastructure.

Economic Environment: The world over and in Uganda, there has been an unprecedented rise in the price of most commodities, including fuel and food. Rising prices means an ever increased cost of doing business; unsustainable budgets that are exposed to inflationary pressures; and unpredictability in both local and international markets. These scenarios are being played out at all levels of society, including the rural communities where development interventions are targeted.

Socio- Political Environment: The population in the Teso region is almost fully settled into near normal life setting. Communities are evidently playing a key role in their own recovery and improvement in the conditions and quality of life. While various actors have the duty of initiating rehabilitation and development activities among other resident communities and ensuring that the vulnerable are protected and served, focus needs to be equally placed on enhancing production and marketing.

SOCADIDO Organizational Assessment: SOCADIDO has had vast experience and strengths in delivering services to the Teso communities in a consistent and uninterrupted manner over a period of 3 decades. Yet the changing times, especially in transitioning from emergency and relief context to development phases calls for a high level of adaptability. It is increasingly becoming urgent to support communities in their own pursuit and demand for what is their right from the various duty bearers. The over-arching challenges presented by climate change, the global economic trends and the dynamic socio-political environment calls for innovative and relevant programming.

2.2 SWOT Analysis

A SWOT Analysis was carried out in order to gain a better understanding of the environment in which SOCADIDO operates. The internal analysis revealed the organizational strength and weaknesses while the external analysis showed opportunities and threats. SOCADIDO will attempt to maximize and build on its current strengths but at the same time minimizing its identified weaknesses; explore new opportunities and mitigate threats over the next five years.

STRENGTHS

- Status of SOCADIDO as a department of the Catholic Church

- Sizeable number of staff, relevant qualifications, hard working, cooperative, and

working together as a team.

- Clearly laid down procedures, rules and regulations

- Bottom-up approach in planning and implementation of its activities, hence empowering and giving a voice to communities.

- A well laid out hierarchy with functional and transparent systems, structures and procedures including mechanisms for delegated power.

- A learning organization as well as an organization for learning

- Strong collaboration with other development actors from both government and civil society

- Strong community-based structures such as women groups, human rights promoters, peace animators and DRR structures

- Well established infrastructure - office space and equipment.

- Existence of a resource centre

- Joint planning, learning and information sharing between departments

- A well-developed and popular brand based on a good track record of pro-poor service

delivery.

Opportunities

- Church structure and system, which is credible, popular and with a good network of lower level parish structures across the diocese.
- Existence of government programmes that add value to what SOCADIDO is doing such as NUSAF, NAADS, NARO.
- Recognition by and support from communities
- Relative peace in most parts of Teso
- Availability of well trained and willing human resource within the Teso region
- Availability of and increased use of ICT for communication, Information search
- Existence of favorable government policies (decentralization)
- Availability of natural resources (land, trees, water)
- Availability of radio stations within the region for the information dissemination.
- Possible availability of volunteer resources
- Existence of other partner organizations that are willing to work through collaboration
- Good will of several donors.

Weaknesses

- High dependency on donor funding.

- Comparatively low remuneration of staff in light of market rates and the increasing costs of living.
- Absence of well defined salary structure and grades.
- Short term contracts for employees.
- Lack of retirement benefit plan (gratuity).
- Low levels of innovation (simply doing what everyone else is doing although it may be needs-based).
- Limited involvement in CSO networks.
- Weak documentation and dissemination systems especially of the best practices and lessons learnt.
- Limited source of funding.

Threats

- An aggressive political environment that can easily compromise SOCADIDO's focus
- Tight financial environment globally, global economic crisis, coupled by reliance on a few donors for support
- Central government policies that impose stringent demands on CSO operations.
- Politicization of development interventions
- Increasing cost of doing business-increase in fuel and other items.
- Misconception about SOCADIDO as a church organization that provides goods and services free of charge.
- Natural disasters notably floods, drought and water logging

- Dependency syndrome by the beneficiaries.
- Poor infrastructure.

3.0 SOCADIDO PHILOSOPHY

SOCADIDO philosophy wishes to respond to the recurrent as well as emerging socio-economic trends, guided by the following vision, mission, and core values:

3.1 Vision

Prosperous, Self-reliant and Peaceful Teso

3.2 Mission

To empower the Teso communities to attain sustainable socioeconomic development

3.3 Core Values

The key guiding principles of the organization include among others the following:

SOCADIDO is built on the values of Christ centered stewardship; Preferential option for the vulnerable; Subsidiarity; Transparency; Partnership; and Professionalism.

4.0 PROGRAMMES

SOCADIDO will implement three main programmes: Business and Income Security (BINS), Agricultural Development (AGRID), and Disaster Risk Reduction and Climate Change Adaptation (DRR&CCA) Programmes. There will be separate projects within the main programme areas specific to topical sectors or geographical needs. From the organizational perspective, there will be the Institutional Development Programme geared towards supporting all the other three Programmes.

4.1 STRATEGIC OBJECTIVES

- Increase household income

- Improve household food security
- Improve community resilience to disasters
- Improve Institutional capacity for effective and relevant service delivery

4.2 BUSINESS AND INCOME SECURITY PROGRAMME:

Business and Income Security (BINS) programme has been designed to provide business-oriented support to the farming households basing on the assumption that targeted households are capable of carrying out farming as a business i.e. are in stable areas, have production surplus and some level of organization. The role of development actors is therefore to facilitate these initiatives by offering extension services, value chain analysis, and access to markets for the farming communities. The programme will initially target the dairy and apiary sub sector players to promote commercialization and a business approach (while open to any other sectors over the lifespan of the plan).

The programme will enhance targeted farmers' capacities to increase production and productivity in identified sub sectors in order to access profitable markets. These can then assure stable incomes for small producers and offer the necessary environment towards prosperity.

4.2.1 SPECIFIC OBJECTIVES:

4.2.1.1 Improve market opportunities

4.2.1.2 Improve the capacity of the farmer institutions

4.2.1.3 Improve production and productivity

Outputs:

4.2.1.1.1 Increased access to and utilization of market information

4.2.1.1.2 Improved market linkages

4.2.1.1.3 Active information sharing fora

4.2.1.2.1 Increased farmer bargaining power

4.2.1.2.2 Increased access to credit and input sources

4.2.1.2.3 Increased networking, lobby and advocacy skills

4.2.1.3.1 Improved capacity of farmer organizations on dairy and apiary production and productivity for the market.

4.2.1.3.2 Improved milk and honey handling and management

4.2.1.3.3 Improved access and utilization of improved technologies

4.2.2 BINS PROGRAMME STRATEGIES

4.2.2.1 MARKET RESEARCH

Market research/surveys shall be carried out with the main objective of identifying the constraints and opportunities that exist in the supply chain for the targeted sub sectors and how to address them.

4.2.2.2 COLLABORATION AND NETWORKING

The programme staff shall work with the central government, district local governments, partner organizations in Uganda, other Civil Society Organizations and other relevant service providers in the region. This is aimed at creating linkage with other actors, share experiences, resources and to avoid duplication of services.

4.2.2.3 MARKET LINKAGES

Staff shall provide the targeted groups' with marketing opportunities and facilitate access to the available potential markets within and outside Teso region in the sub sectors identified.

4.2.2.4 PROVISION OF MARKET INFORMATION

Market information shall be disseminated to the farmers regularly on a quarterly basis on the available market opportunities within and outside their localities. The farmers then will be able to take a decision on the information provided before the sale of their products.

4.2.2.5 TRAINING

In order to build targeted farmer groups capacity to adopt and sustain the recommended practices and engage in farming as a business; various trainings will be organized in order to build their capacities to manage their enterprises. The trainings will be conducted through demonstrations, exposure visits and group meetings.

4.2.2.6 ESTABLISHMENT OF ARTIFICIAL INSEMINATION CENTERS

In order to improve the cattle breeds and consequently increase milk production, establishment of Artificial Insemination Centers will be promoted in the parishes in target sub counties.

4.2.2.7 FACILITATE PLATFORM OF CHAIN ACTORS

SOCADIDO shall organize platforms at district and sub county level where farmers and other chain actors interact to discuss challenges and opportunities in the dairy and honey sub sectors supply chain. This will be through meetings and radio programmes.

4.2.2.8 Facilitate establishment collection points

The programme will facilitate the establishment of milk and honey

collection points. This will enable farmer organizations to maintain bulk storage of quality standards to meet market demand. The location will be established through competitive process to ensure sustainability, actual demand for the facility and milk volumes.

4.3 AGRICULTURAL DEVELOPMENT PROGRAMME FOR ENHANCED LIVELIHOODS AND STABILITY

SOCADIDO's experience is that communities that are on a recovery process need support in an empowering and sustained manner to increase and stabilize agricultural production. Improving access to resources, inputs and services relating to production, environment and human rights will therefore set the communities on a stable path of socio-economic development. The programme will target returning and resettling communities especially in Amuria and Katakwi districts.

4.3.1 SPECIFIC OBJECTIVES:

4.3.1.1 Improve production and productivity

4.3.1.2 Establish and strengthen linkages with relevant duty bearers

4.3.1.3 Empower communities/households to demand, lobby and advocate for relevant services

OUTPUTS:

4.3.1.1.1 Increased acreage of land under crop production

4.3.1.1.2 Increased yields for crop and livestock

4.3.1.1.3 Increased knowledge and skills in crop and livestock production

4.3.1.1.4 Increased access to and utilization of improved technologies

4.3.1.2.1 Linkages with relevant duty bearers/stakeholders strengthened

4.3.1.3.1 Improved knowledge and skills on lobbying and advocacy

4.3.1.3.2 Community institutions built, strengthened and equipped

4.3.2 AGRID PROGRAMME STRATEGIES

4.3.2.1 FORMATION OF FARMER GROUPS

SOCADIDO will facilitate the formation of groups. The groups are seen to provide team spirit and collective responsibility of resources provided by the organization to the

community. The groups will also be used as vehicles for dialogue and debate on issues pertaining to their respective communities.

4.3.2.2 ESTABLISHING COMMUNITY SUPPORT STRUCTURES

Community based structures i.e. human rights promoters, peace animators, DRR committees will be established and empowered through training on various issues. The committees will be responsible for mobilizing, sensitizing, monitoring and reporting on key issues in their respective communities. These committees also provide a voice for the communities to engage with different duty bearers.

4.3.2.3 COLLABORATION AND NETWORKING:

Aware of the existence of other development actors in the region and the need to avoid duplication of services and learn from each other, SOCADIDO will participate in and/or hold collaborative meetings with other key stakeholders at district, regional and national level; with local government, other civil society organizations and development partners.

4.3.2.4 COMMUNITY TRAINING:

As a way of enabling target communities to assume and sustain appropriate practices, community training will be conducted through the farmer field schools approach, group trainings, demonstrations and exchange visits on various aspects affecting rural development. Radio programmes will be used to widen coverage and complement community trainings.

4.3.2.5 FACILITATE DIALOGUE BETWEEN DUTY BEARERS AND RIGHTS HOLDERS

A platform will be organized for duty bearers and right holders at district and sub county level to interact to discuss their roles and responsibilities. It is through these interactions that the rights holders hold the duty bearers accountable for service delivery. The dialogues will be conducted quarterly through meetings and radio programmes.

4.3.2.6 PROVISION OF CLIMATIC AND MARKET INFORMATION:

In order to diversify income generating enterprises so as to improve household income, livelihoods and reduce their vulnerability to drought and flooding, it is imperative that access to climatic and market information is guaranteed for farmers to make informed production decisions. Mechanisms for collection and dissemination of information relating to marketing and sources of quality inputs will be established.

4.3.2.7 DOCUMENTATION AND DISSEMINATION OF EXPERIENCES

Experiences from the process of capacity building right to the realization of positive change shall be documented to serve as learning points for all stakeholders. These experiences will be recorded in print and still photographs and disseminated through reports, newspaper supplements, documentaries, radio programmes and exhibitions.

4.3.2.8 EQUIPPING COMMUNITIES WITH PRODUCTION INPUTS

Given the high levels of poverty in the targeted communities many households have limited access to production inputs. These will be sourced locally in order to boost local entrepreneurs, increase households income and to ensure that beneficiaries have a say in the choice of inputs. Planting materials given will be recovered and passed on to other vulnerable households.

4.3.2.9 PLANT HEALTH CLINICS

Plant Health Clinics will be held in selected markets in the target sub

counties in order to offer advice to the farmers on all plant health problems and also to help strengthen vigilance on current and emerging threats to plant health in the region. The farmers will be encouraged to bring “sick plants” to plant clinics where trained agriculturalists will be available to provide diagnosis and prescribe treatment. For purposes of sustainability and continuity of this approach to crop extension, local and community-based resources persons will be identified and trained to work as ‘plant nurses’ within their communities.

4.3.2.10 FORMATION OF MARKETING ASSOCIATIONS

In order to increase farmers’ access to profitable markets hence increasing incomes, the programme will facilitate formation of marketing associations in the targeted sub counties organized per parish. The marketing associations will enable the targeted farmers bulk and collectively bargain for their products thus reducing exploitation by middle men.

4.4 DRR AND CLIMATE CHANGE ADAPTATION PROGRAMME

The DRR and CCA programme has been designed in response to the cyclic disasters that have befallen the region in recent times, and are certainly part of the wider phenomena associated with global warming. These disasters brought about loss of both lives and property across the region, and have adversely affected the livelihoods of the communities. It has become urgent therefore to help mitigate the impacts of climate change, reduce the risk of natural disasters, and address the relative lack of knowledge

in local communities about the causes, impacts, and potential mitigation strategies of climate change. It is almost sure that climate change is bound to continue to have adverse effects on livelihoods especially among fragile communities and environment. The programme will target communities in districts that have largely been affected by disaster and the effects of climate change.

4.4.1 SPECIFIC OBJECTIVES:

4.4.1.1 Strengthen the capacity of the community to reduce risks

4.4.1.2 Strengthen and build capacity of community organizations, stakeholders and duty bearers to implement risk reduction interventions.

4.4.1.3 Improve lobby and advocacy by target communities on DRR issues.

OUTPUTS:

4.4.1.1.1 Communities implementing risk reduction measures based on climate risk assessment.

4.4.1.1.2 Communities protect and adapt their livelihoods in synergy with the natural environment.

4.4.1.1.3 Community early warning systems and mechanisms for disaster detection established and strengthened.

4.4.1.2.1 Linkages and networks established.

4.4.1.2.2 Capacity of stakeholders/duty bearers developed

4.4.1.2.3 Stakeholders and other duty bearers integrate DRR/CCA approaches in their programming and interventions.

4.4.1.2.4 Target community organizations apply DRR/CCA/EMR approaches in their work within target communities

4.4.1.2.5 Community organizations advocate for DRR/CCA/EMR approach with similar organizations within and outside their communities

4.4.1.3.1 Government at the local level endorse risk reduction approaches

4.4.1.3.2 Local and regional institutions adopt and promote risk reduction approaches

4.4.2 DRR & CCA PROGRAMME STRATEGIES:

4.4.2.1 COMMUNITY RISK ASSESSMENT

Risk assessments will be conducted regularly to generate and validate findings or track new and emerging phenomena. Communities need to continuously examine their action and contingency plans and learn to work in a dynamic manner amidst emergent risks.

4.4.2.2 COMMUNITY TRAINING

In order to strengthen community capacities, trainings will be conducted for targeted households on the identified DRR measures agriculture, environment, climate change adaptation, water and sanitation and other cross cutting issues like HIV/AIDS, gender and human rights. The trainings will put emphasis on hazard prevention and mitigation, building capacity for individual survivability/adaptation and enhancing community readiness.

4.4.2.3 PRODUCE AND DISSEMINATE IEC MATERIALS

Relevant materials will be developed and provided to facilitate community learning. These will also be displayed on the community notice boards. Aspects covered will include adaptation measures, risk management, animal husbandry, crop production, environmental conservation, water technologies, early warning information, etc.

4.4.2.4 FORMATION OF DRR COMMITTEES

In order to see through the implementation of the community action plans, each community will have a DRR committee that will be trained. This is meant to enhance their capacity as leaders, animators, lobbyists and advocates. The members of the committee will therefore become the “eye” and the “mouth-piece” of the community.

4.4.2.5 Set up early warning systems

Early warning systems on which the communities can rely before the hazards strike will be established. The systems will be set up in collaboration with other NGOs that are working on DRR issues and the meteorological personnel in the district and region.

4.4.2.6 COLLABORATION AND NETWORKING

This is intended to align the programme to the existing plans at district, sub-county and parish level. The staff will therefore participate in these meetings as per schedule. It will also be an occasion to interact with other non-government actors in the target area, and therefore harmonise operations and methodologies where possible. The meetings will also provide an opportunity to lobby and advocate for the adoption of climate Proof programming across all development interventions.

4.4.2.7 DOCUMENT AND DISSEMINATE PROJECT EXPERIENCES.

With the help of the communities, staff will regularly document audio, video or print material from the activities and initiatives by the communities. These will then be disseminated to the relevant stakeholders such as the local government, other NGOs and neighbouring communities. Such material will also be availed to international partners as a way to widen the lobby and advocacy reach of the programme.

4.5 INSTITUTIONAL DEVELOPMENT (INDE)

For the sake of efficiency and effectiveness, SOCADIDO as the facilitated and implementing organization needs to be well equipped to ensure that the expected changes at community level are realized. SOCADIDO therefore plans to continuously work to improve her capacity facilitate community development processes in an effective, efficient and relevant manner; working with rights holders to claim and uphold their rights and responsibilities, engage with duty bearers so that they fulfill their legal, moral and social obligations towards the people; and establish a presence that is more and more accessible to all stakeholders.

4.5.1 SPECIFIC OBJECTIVES

4.5.1.1 Strengthen institutional systems and structures

4.5.1.2 Improve staff capacity to implement activities.

4.5.1.3 Improve coordination and linkages

OUTPUTS

4.5.1.1.1 Operating policies and systems established

4.5.1.1.2 Physical and management structures developed

4.5.1.2.1 Human resources gaps filled

4.5.1.2.2 Staff Trained on various aspects

4.5.1.3.1 Coordination mechanisms established

4.5.2 INSTITUTIONAL DEVELOPMENT STRATEGIES

4.5.2.1 REALIGNING OPERATIONAL STRUCTURES

With a new strategy in place, there will be need to re-organize and

re-define existing programmes, departments, placements and job descriptions. Staff placements will be adjusted accordingly, while recruitment may also be done to respond to the new strategy.

4.5.2.2 CAPACITY BUILDING

This exercise will target SOCADIDO leadership, the management (Board) and the mainstream staff. Key areas envisaged for training include NGO management and work ethics, mainstreaming on topical issues, planning budgeting monitoring and evaluation, human rights, group dynamics, finance management for non-finance managers, procurement and contract management, data collection and analysis, records management, savings and credit management among others.

These will be delivered through workshops, induction, team-building exercises, short courses, conferences, exposure visits and meetings.

Of specific focus will be staff capacity development in the areas of climate change adaptation, disaster risk reduction, farmer and community organization development.

SOCADIDO appreciates that these are relatively new areas of interest, and are in line with the challenges presented by present times, as well as the paradigm shift in community programming and household income security.

Capacity issues will also involve aspects of equipping and tooling of SOCADIDO to effectively and efficiently be able to deliver on its

strategies. Provision for the necessary space and infrastructure will also be emphasized over the implementation time-frame.

4.5.2.3 ASSET MANAGEMENT

SOCADIDO has the responsibility to ensure security and maintenance of its estates. This means that there is a provision for repairs and maintenance, security and safety, maps and labels and others.

4.5.2.4 COLLABORATION AND NETWORKING

SOCADIDO will collaborate and network with Civil Society Organizations locally and nationally, existing church institutions and structures, Central Government and Local Government in the course of programmes implementation. This will facilitate sharing of experiences, resources and to avoid duplication of services.

4.5.2.5 DOCUMENTATION AND VISIBILITY

SOCADIDO will document its experiences regularly through audio, video or print material, and website that will be disseminated to relevant stakeholders such as the local government, other NGOs and target communities. Such material will also be availed to international partners as a way of lobbying and advocating for the target communities. For visibility of organizational interventions, visibility items will be produced and staff will also participate in regional and national exhibitions.

4.5.2.6 ESTABLISHMENT OF REGIONAL RESOURCE CENTRES

Regional resource centres will be established in selected districts meant to improve information collection, and dissemination to targeted communities and other stakeholders on various development aspects. Emphasis will be placed into establishment of self-sustaining resource centres that are responsive to the needs of the respective communities.

The Bishop:

Being a department within the administrative structure of the diocese, the Bishop is SOCADIDO's legal holder. He provides overall leadership, institutes the Board, appoints the DDC and safeguards the interests of the community and the development partners. The bishop also provides for compliance with the ecclesiastical values and principles.

The Board:

This forms the policy apex of SOCADIDO: approves the policies, checks performance goals and ensures corporate compliance. The board takes interest in the activities of the organization to safeguard community interests and concerns. The nine members are governed by an established code of conduct, and benefit from regular capacity building opportunities organized for staff or exclusively for the board.

LEADERSHIP AND MANAGEMENT

MANAGEMENT:

This team oversees the day-to-day operations of the organization and reports to the Board and/or to the Bishop through the Diocesan Development Coordinator. As a team, they manage the financial, human and physical resources of the organization for proper implementation of programmes and activities and as per established policies, including negotiations with donors and related fund-raising.

THE STAFF:

These are distributed into programme, administrative and support staff, each member being recruited as per requisite qualifications and experience. They are organized in such a manner that the activities and programmes of the organisation are implemented in an efficient and effective way. Each programme will be headed by a Programme Head and each project by a Project Manager. The PH reports to the Programmes Officer while the Project Manager reports to the PH.

MONITORING AND EVALUATION

Monitoring and evaluation will be used to check on the activities and review the progress made at every step.

Monitoring will be an integral part of programme implementation to keep track of the results, risks, assumptions and performance. Field visits, meetings and reports will be some of the mechanisms to effect this monitoring.

Baseline information, being critical to the monitoring process, will be the first duty of every project team to compile. External entities such as donors, government officials, consultants etc will be involved in monitoring: this will provide for external feedback, exposure of the parties to the work and also an opportunity to explore new options.

Evaluation will be carried out by an external party during the mid-term and at the final semester of the programme.