

NEBBI DISTRICT NGO  
FORUM  
(NDNGOF)

3-YEAR  
STRATEGIC PLAN  
2004 - 2007

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## FOREWORD

This three year strategic plan is a holistic management document of the Forum. It was formulated in a participatory manner with the involvement of the executive committee, co-opted technical people and members of the Forum including even those who are aspiring to join. This approach despite providing the opportunity for members of the Forum to desire what they need for them, it also enabled the Forum to look at various avenues of funds to be sourced for its operation.

In this plan, the NDNGOF aim to make considerable contribution in ensuring that civic competence is enhanced in Nebbi district especially through its member organisations (MOs) in delivering quality services, and having a Forum whose ability to coordinate MOs is strengthened. The Forum is results oriented and focuses at four broad areas – advocacy and lobbying, networking and linkages, information sharing and organizational strengthening – that will catalyze member organisations working themes such as health, education, agriculture, among others to deliver quality services to the beneficiary community to come out of poverty.

I, therefore, urge all stakeholders and interested development actors to support generously the implementation of this plan as we remain looking forward to ‘a well coordinated and strong civil society organisations in Nebbi district’.

Owachi James  
Chairperson/NDNGOF

## ACRONYMS

AAN	=	Action Aid Nebbi
AAU	=	Action Aid Uganda
AFARD	=	Agency for Accelerated Regional Development
ASED	=	Action for Socio-economic Development
CBO	=	Community based organisations
CEFORD	=	Community Empowerment for Rural Development
CSO	=	Civil Society Organization
EU	=	European union
FBO	=	Faith based organisations
MO	=	Member Organisations
NASON	=	Nebbi AIDS Service Organisations Network
NEDIFA	=	Nebbi District Farmers Association
NDNGOF	=	Nebbi District NGO Forum
NGO	=	Non-governmental organisations
PACA	=	Parombo AIDS Control Association
SNV	=	Netherlands Development Organisation

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## I.0 INTRODUCTION

Right from its inception, Nebbi District NGO Forum has been operating on annual plans that lacked a focused means-end linkage. This ad hoc operation enabled organizational review process that set a foundation for this short-term strategic planning.

This strategic plan document is laid in two main parts starting with the background information about Nebbi district – the development gap perspective, followed by a brief on the Forum and its operational context. The second part focuses on the strategic plans for the next three years covering the various thematic issues, financial implications, implementation schedule, and monitoring and evaluation.

## I.1 BACKGROUND INFORMATION

### I.1.1 About Nebbi district

Nebbi district, located in North-western Uganda, is one of the 56 districts of Uganda. It is bordered by Arua district to the north, Gulu district to the east, Masindi district to the southeast and the Democratic Republic of Congo to the West and South. The district is composed of 3 counties (Jonam, Padyere and Okoro) subdivided into 16 sub counties and 3 town councils, 87 parishes and 1222 villages.

The district is a polyglot society with many ethnic groupings. The majority of the population is of Nilotic Origin (98%). Of this, 91% are of Alur ethnicity. The total population is 433,600 composed of 48% males and 52% females; distributed as 90 % rural and 10% urban; and is predominantly a young population with a high total dependency ratio (98%).<sup>1</sup>

The people of Nebbi district are 90% rural, 87% engaged in subsistence agriculture, 98% live in temporary grass thatched roofed and mud and wattle walled houses, 67% literate, and have a limited access to health facility (68%). A woman would have a relative risk factor of about 7 times of being illiterate and faces the brunt of bearing about 6 children. Only three people out of ten in the village would have pit latrines. Doctors are virtually inaccessible. It is, therefore, not surprising that at least two children per family would not live to be five years old, and on average, a person should be dead at 45 years of age. The usual mode of transport is on foot or by bicycle. Very few people have access to a FM radio station launched in 1998 and a mobile telephone network that became operational in 2000.

### I.1.2 About The Nebbi District NGO Forum

#### I.1.2.1 History

The need for establishing a platform for CSO's/NGO's<sup>2</sup> to hasten civil society operation was felt as early as by 1995. The objective then was focused at "equitable distribution of especially

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<sup>1</sup> See UBOS (2002) *Population and Housing Census, District Preliminary Results*, Entebbe. Assuming the same growth rate, the population is projected to 514,981 by 2007.

<sup>2</sup> The use of the term civil society organisations is literally applied here to cover all non-governmental organisations that are engaged in community services other than the legal interpretation.

international resources.” In 1998/99 an attempt was made to form a CSO platform but it did not take off due to poor organization. Again in 2001, eight committed civil society organisations (CSOs) revamped the CSO platform initiative. A total of 33 MOs followed immediately. In mid 2001, in conjunction with DANIDA CSOs were sensitized on the need for an NGO forum. At this time, a constitution was already formulated by the elected Executive Committee and approved by General Assembly. In June 30<sup>th</sup> 2001, the first inaugural assembly was held and 80 organisations attended. This assembly constituted the NDNGOF<sup>3</sup>.

By 2002, NDNGOF entered into a partnership support agreement with AAU. This agreement facilitated setting up of sub county structures that increased membership and it also enabled affiliation to the National NGO Forum. By end of 2002, a functional secretariat was established.

In June 2003, a General Assembly was held and a new executive committee was elected and Sub-county executive committee formed. The partnership agreement with Action Aid Nebbi continued and an inventory of all CSO's in Nebbi District was carried out. By this time membership increased to 226 organisations.

In January 2004, the Forum transferred to a new and better office and received a computer from National NGO Forum. Membership increased to 233. In May 2004, EU partnership on poverty reduction monitoring was also established.

In all, Nebbi District NGO Forum (NDNGOF) is a platform through which Civil Society Organisations (CSOs) in Nebbi network to access and share information, advocate for pro-poor policies, and legislation and equitable development. The cardinal reason for NDNGOF existence is *‘to develop civil society into an institution able to participate as effective partners in the conception of policies, implementation, monitoring and evaluation of policies, legislation and other aspects of development practices and processes in the district’*. Its objectives are:

- To increase mobilization of, and networking among member organizations.
- To promote policy dialogue and advocacy with government, donors and other development stakeholders for pro-poor policies and programs.
- To share information and good practices in order to contribute more effectively to the development process in the district.
- To build capacity of MO's in order to engage in policy processes more effectively at all levels.
- To carryout any other activities that are legal, to further the objectives of the group.

As of August 2004, NDNGOF has a total membership of 233 registered organizations located throughout the district. It has also made considerable strides in establishing itself in all the 19 lower local governments – i.e., town councils and sub counties - of the district. The Forum is engaged in mobilizing membership, and enhancing public-CSO partnership especially through participation of CSO's in the Lower Local Government (LLG) planning processes.

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<sup>3</sup> Worth pointing is that the limited membership then (< 400 MOs) made DANIDA and the NDNGOF to disagree on the future partnership arrangement. The Executive Committee refused DANIDA demand for the constitution to be breached and a new one formed and because they saw autonomy as fundamental compared to dancing to changing tunes of donors.

### **I.1.2.2 Genesis of the strategic plan**

This strategic plan was formulated in a participatory manner. In late July 2004, Action Aid Nebbi (AAN) contracted Agency for Accelerated Regional Development (AFARD), to facilitate the planning process. A 2-days residential workshop was held for the Executive Committee members. Some co-opted members from MOs also participated in the workshops that did both planning and organizational management consultation.

From the planning workshops, a draft plan was produced and this was circulated to all potential stakeholders. In August 2004 a one-day feedback workshop was held involving all the MOs and the result of the workshop formed the basis for the final plan.

## 2.0 STRATEGIC DIRECTION 2004-2007

The Forum will in the next three years commit its resources – personnel, logistics, funds, and relations – as well as its management (i.e., operational capacity) to contribute towards its vision. Efforts will also be vested through adaptive capacity building to ensure that other than achieving the goal the Forum establishes itself as a learning organization. In pursuance of this goal, the guiding yardsticks are:

### 2.1 Vision

*A well coordinated and strong civil society organizations in Nebbi District.*

### 2.2 Mission

*To provide a platform for CSOs operating in Nebbi District to increasingly participate as partners in development processes through Advocacy and Lobbying; Networking and linkages; Information sharing; and Organisational strengthening.*

### 2.3 Core values

To work with and in the interest of MOs, the Forum should function basing on its cherished and shared values that are:

- Transparency and accountability at all levels of the Forum. This should start right from within the MOs to the Forum management structures. Besides, to be representatives of the voice of the unrecognized people, the Forum and its MOs should adhere to maintain openness, honesty, and ensure that outsiders such as the Government, Donors and the entire community are informed.
- Teamwork through shared decision-making, respect of each others' views, effective communication amongst and between MOs and other development partners, and active participation of CSOs. In the process, learning and reflection should facilitate cross utilization of members knowledge and skills.
- Promoting equity in service delivery without discrimination based on gender, age, location, and status of MOs and their members and target beneficiaries.
- Ensuring self-reliance by first looking inwardly at what we are, have and can have and so looking at external support as only complements.

### 2.4 The direct beneficiaries: member organizations

This strategic plan targets primarily the Forum's member organisations (MOs). It is, as envisioned, the MOs responsibilities to reach out to the wider community that constitute their target beneficiaries. Upon this basis, a synopsis of the characteristics of the MOs is presented hereunder.

A survey conducted by the Forum in 2003 found that there were 633 organisations operating in Nebbi district. The study revealed that of the 633 organisations:



- 41.1% are in Padyere county, 35.7% in Okoro county and only 23.2% are in Jonam county.
- 95.4% (n=604) were community-based organizations, 2.8% (n=18) were Faith Based organizations and only 1.7% (n=11) were non-governmental organizations.
- 52% of the groups were formed between 1991-2000 and 41% from 2001 to date.
- 56.6% were formed by their members for poverty eradication. This is followed by reasons for improving farming systems, 8.7%, generating income 6.8% and promoting health 5.1%. The least reasons forwarded for the formation of organizations which account for less than 1% are cultural promotion, sharing experience, youth transformation, spiritual strengthening, promotion of unity, advocacy, promoting gender equality, and creation of employment.
- Farming constitute the largest activity that many organizations (43.6% n=276) are involved in followed by savings and credit activities (18.2% n=115).
- Only 38% were registered with CDO, sub county local government, Coffee Development Authority, Diocese, NGO Forum, Cooperative Office, Nebbi Farmers Association. While all NGOs were registered, only 35.2% of CBOs and 1.1% of FBOs were registered.
- Only 50.7% had a constitution. All NGOs and 47% and 2% of CBO and FBO have constitution respectively.
- While 96.7% held regular meetings, 94.5% maintain records.
- 87.2% of largely CBOs reported having no physical assets currently.
- The primary beneficiaries of the organizations are members (41.5%), the Community (33.3%), and members and the community (21.5%).
- A number of the groups (79.3%) have not so far received any external support.
- The most common constrains reported by the groups were inadequacy of funds (45.2%), skills (11.1%), and tools (10.1%).
- In view of the problems identified by the groups, 78.4% identified training, 10.3% funds, and 5.2% tools as the support they needed.

The implications from this study are that, first, it indicates the unequal distribution of groups, especially those in the CBO category and second, the report indicates that the various existing organizations are at different stages of growth. While most of the NGOs are more seasoned and resourced, the FBOs and CBOs are limping with resource scarcity and management inadequacy. It also presents that there is a wider potential for MO that are still non-members of the Forum.

## **2.5 Intervention focus**

NDNGOF will, over the next three years, 2004-2007, position itself strategically to build on and embed the successes it has scored while responding to the challenges it has been facing so as to entrench the CSO position in the development promotion in the district. Basing on this, the practical goal that operationalises the vision and mission is as stated below.

**Goal:** A vibrant and sustainable Forum capable of coordinating and promoting MOs as competent development partners in Nebbi district.

**Indicators**

- Having a fully functional secretariat with: annual plans and budgets, operating guidelines, and management information systems.
- Forum able to raise 30% of its revenue locally.
- CSOs actively engaged in local development activities.
- CSOs adhering to code of conduct and delivering quality services.
- Increased political and social commitment to CSO operations.

**Strategic Interventions**

To achieve the above goal, a number of objectives (that is short term results) with accompanying activities will be pursued. These objectives take four themes – advocacy and lobbying; networking and linkages; information sharing; and organizational building - as detailed hereunder.

**Theme I Advocacy and Lobbying**

Under this theme, the Forum will pursue voicing concern for the MOs and the community to major policy makers like government, donor organisations, and other development partners in the district. The call herein will be to get accommodative, friendly, and pro-civil society policies as opposed to restrictive and manipulative policies on the one hand and the initiation of other policies where they don't exist on the other hand. This will build on what the Forum has so far done, the lessons learnt and the persisting challenges as summarized below.

Achievements	Challenges	Lessons Learnt
<ol style="list-style-type: none"> <li>1. Dialogue with district local government held resulting into appreciation and recognition of CSO work, representation in DTPC and a promise of office space,</li> <li>2. Policy monitoring on-going of government programmes e.g., EU MPP funded projects.</li> <li>3. CSO beginning to penetrate local government planning processes.</li> <li>4. Increasing confidence in CSO to engage with development partners.</li> </ol>	<ol style="list-style-type: none"> <li>1. Government policy space is limited and promises largely remain lip service. This has led to stagnant inequitable development resource allocation.</li> <li>2. There is a weak advocacy and lobbying follow-up on the part of CSO on government promises.</li> <li>3. No advocacy plans and strategies exist.</li> <li>4. Many CSOs have inadequate advocacy and lobbying capacity.</li> <li>5. CSOs are still fragmented, as only 30% are the Forums member.</li> </ol>	<ul style="list-style-type: none"> <li>• Teamwork increases voice and pressures acceptance.</li> <li>• Without the public image don't advocate.</li> <li>• Involve politicians, you score in whatever policy you want.</li> </ul>

**Practical objective**

<i>Objective</i>	<i>Outcomes</i>
CSO advocate and lobby development partners	<ul style="list-style-type: none"> <li>• Friendly policies adopted that mainstream CSOs and gives priority to community needs.</li> <li>• Increased participation of CSO's in local development activities.</li> <li>• Adequate resources mobilized.</li> <li>• Increased partnership with development stakeholders.</li> </ul>

Effective partners in pursuing this objective include local organisations involved in the activities listed hereunder. This includes CEFORD, AFARD, POMO, LIFE CONCERN, PRIVATE SECTOR, AAN, NASON, NEDIFA, UNASO, and NDAFE.

To achieve these results (outcomes), the following activities will be pursued:

- I.1 Training 250 people (50% women) from various MOs in advocacy and lobbying skills. The selected trainees will not necessarily be the executive leaders of the organisations but persons eloquent enough and with good communication skills. A team from the national NGO Forum will facilitate and support this training together with local consultants.
- I.2 Conduct information gathering and documentation on key advocacy issues. Currently, policies related to good governance, human rights, agriculture, primary education, environment and health are priority issues. Dissemination will include posters, brochures, T-shirts and caps, and radio programmes.
- I.3 Hold lobbying and advocacy meeting. Such meetings will be held with local government at district and sub county levels so that they integrate the Forum into their plans and budget. The Forum and its MOs will also participate in local government planning process to advance its interest.
- I.4 Dialogue meetings will be held with District and sub county executive committees and technical planning committees to solicit their support on contentious issues as evidenced from the policy analysis studies under I.2 above.
- I.5 Conducting a follow-up of all advocacy and lobby activities so that pledges are realized, new commitments tracked, and CSO member and other partners are informed of the progress made in the stride for furthering joint development promotion.

## Theme 2: Networking and Linkages

As a Forum, the ability of members to share as MOs on the one hand and to link with organisations outside the Forum on the other hand is of paramount importance. MOs need to interact in order to know what others within the Forum's chain are doing and how best they are progressing as well as what pitfalls to avoid. In this way, MO action to learn from local experiences is increased. Similar trend needs to be expanded beyond the boundary of the Forum so that knowledge, skills and experiences elsewhere is gained and integrated into what MOs are pursuing.

In this regard, the experience has been that:

Achievements	Challenges	Lessons Learnt
<ol style="list-style-type: none"> <li>1. 226 MO's mobilized and registered.</li> <li>2. Outreach visits to Sub county conducted by district Executives.</li> <li>3. Built relationship with others such as the national NGO Forum, AAU, EU, and Local Government</li> </ol>	<ol style="list-style-type: none"> <li>1. Forum is till unknown to many CSOs.</li> <li>2. Limited membership (only 30% of overall CSOs)</li> <li>3. MO expectations are different from that of the Forum.</li> <li>4. Donor domination (policy) is strong.</li> <li>5. Low networking capacity (places, skills, inventory, resources, thematic basis)</li> <li>6. Limited deliberate commitment to network.</li> </ol>	<ul style="list-style-type: none"> <li>• Networking is best built on thematic issues basing on M needs and availability of worthy information.</li> </ul>

### Practical objective

Objective	Outcomes
Improved networking and linkages among MO's and between CSO's and development partners.	<ul style="list-style-type: none"> <li>• Increased resource sharing among CSOs.</li> <li>• Reduced duplication of services among CSOs and other development partners.</li> <li>• Increased cohesion between CSO's.</li> <li>• Improved quality of services.</li> </ul>

The Forum will work hand in hand with the West Niler newspaper, Radio Paidha FM, Community Development Office, NASON, AAN, and Local Government to ensure that its network roles is known well among and beyond the current membership. The activities to be undertaken include:

2.1 Popularising the Forum through:

2.1.1 Holding quarterly radio talk shows about the Forum.

2.1.2 Building 20 sign posts at district and sub county/town council offices.

- 2.1.3 Building 4 bill boards one each in Panyimur and the three town councils of Pakwach, Nebbi and Paidha.
- 2.1.4 Printing 1000 Forum calendars annually.
- 2.1.5 Printing 600 T-shirts and caps annually.
- 2.1.6 Participating in annual events like independence day, Women's Day, Labour day, World AIDS day, Education week, among others. The Forum will use such avenues to show of its presence in the district, what it is doing, and above all will lobby for space in the speech list so that it can inform the district leadership and members of the civil society how best the Forum is supportive of local development.
- 2.2 Strengthening networking and linkage capacity of member organizations through:
  - 2.2.1 Mobilisations and sensitization of MOs on the Forum objectives, strategies, and need for membership of CSOs into the Forum.
  - 2.2.2 Training 500 members (50% women) from the MOs in networking and linkages with the help of local consultants.
  - 2.2.3 Facilitating the formation of 4 strong intra- networks on agriculture, HIV/AIDS, education, and human rights.
  - 2.2.4 Supporting internal exposure visits for 50 MOs especially targeting common thematic issue so that MOs appreciate the need to interact.
  - 2.2.5 Conducting 3 external exposure visits for selected individuals from MOs to other organisations within Uganda.
  - 2.2.6 Link MOs to other development partners so that they can directly interact in pursuance of their common objectives.

**Theme 3 Information sharing**

CSOs need adequate information if they must survive the changing tide of development. Such information is not limited to programmes as many CSO tend to pursue. It also includes being aware of policies already established and those to be formed. Further, it involves knowing each other, what beneficiaries want, etc. This is a primary theme that the Forum delves into.

Achievements	Challenges	Lessons Learnt
<ol style="list-style-type: none"> <li>1. Inventory of CSO's established (data bank)</li> <li>2. Brochures produced and disseminated</li> <li>3. Meetings held</li> <li>4. Radio talk shows conducted.</li> <li>5. Coordinating public functions e.g. G.C.E</li> </ol>	<ol style="list-style-type: none"> <li>1. Limited information generation capacity and poor dissemination plan.</li> <li>2. Limited sharing of information among MO's.</li> <li>3. Limited capacity to manage information systems.</li> </ol>	<ul style="list-style-type: none"> <li>• Some CBO's with right information know/ understand the forum.</li> <li>• Operating in isolation hinders information flow.</li> <li>• Without clear forum for information sharing, information sharing is low.</li> </ul>

**Practical objective**

Objective	Outcomes
Adequate, timely, relevant and reliable information shared among MO's and between CSO's and partners.	<ul style="list-style-type: none"> <li>• Informed decision-making at all levels.</li> <li>• Improved transparency and accountability.</li> <li>• Reduced conflicts.</li> <li>• Increased participation and team spirit.</li> <li>• Increased knowledge and skills.</li> </ul>

The Forum will work in partnership with NEDIFA, AFARD, PRIVATE SECTOR, CARITAS, ASED, PACA, AAN, and SNV in enhancing information generation and dissemination to MOs on issues within the Forum and those in other areas that are beneficial for CSO operation.

3.1 *Document and disseminate study findings.* The seven core advocacy issues noted in I.2 will be researched and documented in both technical papers and summary simplified version for the consumption of many CSOs without the policy analysis skills.

3.2 *Organize information sharing meetings.* Bi-annually, avenues for information sharing with MOs will be organized around the various thematic areas. While this will allow the Forum to explain to MOs what is on-going, it will also enable MOs to share their varied experiences in details, what they are doing, how they are doing it, and what they consider strong and weak points. Thus, the meeting sets a basis for MO testimony collection for popularization; and enabling them to acquire guidance on how best to do what they are doing.

3.3 *Publish local IEC materials.* The Forum will publish and disseminate quarterly local material in the form of posters, leaflets, and newsletter for use at MO and community

levels. Further, annually 1 video documentary will be made with various shooting from what the MOs are doing.

3.4 *Run radio programme.* Radio talk shows will be held on topical issues. Radio spots will complement this.

**Theme 4 Organizational strengthening**

As an umbrella organization, the Forum is composed of registered member organisations. Members pay membership fee on entry and annual subscription fees to renew their membership. The Forum is managed by a General Assembly that meet once a year to make policies. An elected executive leadership aids the policy wing and the technical arm is managed by a secretariat. These committee meet quarterly.

Achievements	Challenges	Lessons Learnt
<p><b>At Forum Level</b></p> <ol style="list-style-type: none"> <li>1. Established Sub county and district based Executive.</li> <li>2. trained executive leaders at both the district and sub county levels..</li> <li>3. held Exposure visits for District Executives to Bushenyi and Kabarole.</li> <li>4. Established a mini-Secretariat with some skeleton staff in place</li> </ol> <p><b>At MO Level</b></p> <ol style="list-style-type: none"> <li>1. Recommendation of CSO to NUSAF support, and donors.</li> </ol>	<ol style="list-style-type: none"> <li>1. Large representation of members in the General Assembly</li> <li>2. Low functionality of the Secretariat.</li> <li>3. Irregular meetings of Executive committee.</li> <li>4. No clear operational guidelines.</li> <li>5. Lack of a strategic plan.</li> <li>6. MO (majority) don't know the Forum support to access external opportunities.</li> <li>7. Flow of Accountability to MO's is still weak.</li> <li>8. Weak communication system</li> <li>9. Code of conduct not used by many</li> <li>10. High expectations of MOs</li> </ol>	<ul style="list-style-type: none"> <li>• Without clear operational guidelines the chairperson becomes the entire executive committee alone.</li> <li>• Without adequate income there is high dependency.</li> <li>• Without functional Secretariat, umbrella organization coordination is weak.</li> <li>• Without results that meet the needs of MOs, the Forum is blacklisted.</li> </ul>

### SWOT analysis

<p><b>Strength</b></p> <ul style="list-style-type: none"> <li>• Voluntarism increasing among MO's</li> <li>• Governance structure in place</li> <li>• CSOs are undertaking need driven activity targeting</li> <li>• Increased membership of CSOs without biases</li> <li>• Legal recognition</li> <li>• Functional Secretariat</li> <li>• Regular revisioning exercises</li> <li>• MO's have diverse resources, skills, logistics connection</li> <li>• CSO directory exists</li> <li>• Constitution is in place</li> <li>• MO's participation in government programmes</li> <li>• Transparency and accountability.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Top down approach in service delivery</li> <li>• Different values of MO's that are difficult to harmonize</li> <li>• Limited local resources (funds)</li> <li>• Inadequate number of programme staff and tools.</li> <li>• MO's have a weak capacity</li> <li>• Lack of operational guideline and framework</li> <li>• Information gap within and without the forum</li> <li>• Forum still unpopular</li> </ul>
<p><b>Opportunity</b></p> <ul style="list-style-type: none"> <li>• Commitment of donors to CSO participation in public policy process</li> <li>• Government policy that allows CSO to implement government programmes.</li> <li>• Many potential MO's</li> <li>• Advocacy is a selling cake</li> <li>• A couple of networks (nationally) exists.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Foreign domination especially by donors</li> <li>• Government policies that discourage effective CSO participation e.g. (re) registration regulation</li> <li>• Unpredictable political change</li> <li>• Conflicting donor policies</li> <li>• Unhealthy competition between CSO and PSO</li> <li>• Political misconception and mistrust of CSO's</li> </ul>

From the analysis above, the Forum has a legitimate operational mandate and is setting footmarks in the district. Most of weaknesses are normal operational challenges that many young organisations sail through and the opportunities available at its disposal are stimulating for its continued functionality.

### Practical objective

<i>Objective</i>	<i>Outcomes</i>
Improved institutional capacity of the Forum and MO's	<ul style="list-style-type: none"> <li>• Functional secretariat established with operating guidelines, tools, and personnel</li> <li>• Effective committees at all levels.</li> <li>• Coordinated MO activities.</li> <li>• Improved quality of services.</li> <li>• Improved public image and CSO confidence.</li> <li>• Improved recognition and acceptance of CSOs</li> <li>• CSO's adhering to code of conduct</li> </ul>

To realize this objective, the following activities will be implemented.



- 4.1 Establishing a fully-fledged secretariat.
  - 4.1.1 Setting up a clear operational guidelines i.e., administrative policy that covers planning, M+E, accounting, human resource management, asset control, and administrative issues as well as revising the constitution to allow for integrating beneficial issues. This will ensure that the organizational structures are in conformity with the system so that a culture desirous of the Forum is established.
  - 4.1.2 Renting a suitable office space.
  - 4.1.3 Hiring of full time personnel i.e., programme officer, office administrator/finance, programme assistant, and an askari. These will be inducted on the Forum's mode of operation; and their operational skills enhanced.
  - 4.1.4 Equipping and tooling the secretariat with 2 motorcycles, a generator, 3 computer sets, 2 filing cabinets, a photocopier, desk telephone/fax services, and board room furniture.
  - 4.1.5 Holding regular and timely meetings at the general assembly, executive, and staff levels. While one of the elections will institute new leadership, the elected leaders will need to be inducted.
  - 4.1.6 Supporting regular travels of the executives and staff within and outside the district.
- 4.2 Capacity building of MOs.
  - 4.2.1 Developing a comprehensive training manual – i.e., facilitators' guide that will be used in all the training.
  - 4.2.2 Training MOs in leadership and management skills. This training will cover financial management, action planning, participatory M+E, project management, fund raising,

### **3.0 FINANCIAL IMPLICATIONS**

The implementation of the strategic plan over the 3-year period cost Ushs 975.4 million. This funds will be spent as follows: 24% on advocacy and lobbying, 13% on networking and linkages component, and 5% on information sharing, 51% on organisational strengthening and lastly 7% on general management. The funds will be spent in a declining time-ratio of 41% in year 1, 30% in year 2 and 29% in the final year.

**Table I** Summary of budget estimate

	Themes	Cost (Ushs)	% share
1.0	Advocacy and lobbying	231,565,700	24%
2.0	Networking and linkages	125,862,000	13%
3.0	Information sharing	45,082,800	5%
4.0	Organizational strengthening	487,691,400	51%
5.0	Management cost	21,600,000	2%
	Overall sub total	911,801,900	95%
	5% contingency cost	45,590,095	5%
	<b>GRAND TOTAL</b>	<b>957,391,995</b>	<b>100%</b>

Raising the funds required for the plan implementation calls for a diversified fund raising strategy. Widening of the resource envelop calls for:

- Developing MO fund raising skills so that they are able to generate adequate funds on their own.
- Facilitating a process of public relation and image building for the executives and management team so that the Forum is known far and wide.
- Establishing a functional fund raising committee that will include persons from the executive committee, management team and will also co-opt people with proven competencies.
- Widening the Forum membership by registering more members.
- Designing relevant and focused proposal protocols.
- Developing a database of potential donors and pursuing viable contacts with them.
- Lobbying for local government support.
- Pursuing the on-going partnership arrangement with AAN.
- Urging NGO MOs to facilitate activities that enrich other MOs, etc.

#### 4.0 PLAN IMPLEMENTATION

As is indicated in the financial summary, the implementation schedule of the proposed activities will follow a similar trend. This will however require the formulation, by the secretariat with the approval of the executives and the GA, of annual workplans with clear target for every activity and theme.

During implementation cross utilisation of skills from within the Forum membership will be emphasised so as to reduce cost and increase local resource utilisation – the self-reliance spirit. Only in exceptional cases will external resource persons and consultancies be engaged.

Further, efforts will be directed to ensuring that 'lessons learnt' are integrated in the implementation of a subsequent activity. This may necessitate a change of strategy, a process that should not be misconstrued for diversion of the plan but rather to be seen as a learning outcome.

## 5.0 MONITORING AND EVALUATION

During plan implementation, progress tracking will be conducted. Monitoring will be done at both community (beneficiary assessment) and the MO levels. Any remedial actions so desired will also need to be based on a clear diagnostic study. The following will constitute the monitoring activities:

- 5.1 *Periodic review meetings:* Quarterly implementation reviews will be held at the executive committee – district and sub county - levels. The secretariat staffs are expected to compile a cumulative performance report for presentation to and discussion by the members. Reports (quarterly, Mid-year and Annual activity and financial reports; and annual audit) will be circulated to various stakeholders to inform and/or consult on progress and other related decisions. This will require having a clear annual workplan and budget; and a simple but comprehensive format for activity, progress and annual reporting.
- 5.2 *Annual planning meetings:* Annual rolling action plan will be formulated from a planning meeting that will be attended by all stakeholders to review progress and chart a new direction. This will also be a basis for annual reviews and evaluation and reporting.
- 5.3 *Annual audit:* While the Forum will delve into participatory impact monitoring methodology, a firm will be hired to conduct annual audit that will merge both financial, physical and community views – for use in the annual planning process.
- 5.4 *Accountability to the population:* Beneficiary MOs will be involved in planning meetings and annual review /feedback meetings in addition to regular discussions during the course of the plan implementation. These are sessions where lessons are learned and avenues explored to ensure maximum beneficiary satisfaction within the constraints faced by the plan. Involving other key stakeholder such as Local Government in these sessions will provide a wider networking and acceptance for the association.

**ANNEX I: MONITORING FRAMEWORK**

Activities	Output	Effects	Verifiable Indicators	Tools
<p><b>Theme 1: Advocacy and lobbying</b>  <i>Objective: CSO advocate and lobby development partners</i></p>				
<ul style="list-style-type: none"> <li>• Training in advocacy and lobbying skills</li> <li>• Conduct advocacy information gathering and dissemination</li> <li>• Hold advocacy and lobbying workshops</li> <li>• Hold dialogue meetings</li> <li>• Conduct advocacy and lobbying follow ups</li> </ul>	<ul style="list-style-type: none"> <li>• 250 people trained</li> <li>• 7 policy issues studied</li> <li>• 15,000 posters, 10500 leaflets and brochures, 36 radio talk shows, 18 radio spots, 6 radio drama, 60 mobile drama, and 200 copies of each study publications produced</li> <li>• 120 people and 1995 people participate in district and sub county advocacy workshops respectively</li> <li>• 240 participate in dialogue meetings</li> <li>• 57 policy follow-ups conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Friendly policies adopted that mainstream CSOs and gives priority to community needs.</li> <li>• Increased participation of CSO's in local development activities.</li> <li>• Adequate resources mobilized.</li> <li>• Increased partnership with development stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Joint agenda setting in the 7 core policy issues</li> <li>• Policy friendliness</li> <li>• People's participation in public policy</li> </ul>	<ul style="list-style-type: none"> <li>• Review of local government plan document and planning process</li> </ul>
<p><b>Theme 2: Networking and linkages</b>  <i>Objective: Improved networking and linkages among MO's and between CSO's and development partners.</i></p>				
<ul style="list-style-type: none"> <li>• Radio talk shows</li> <li>• Plant sign post and bill boards</li> <li>• Produce Forum calendar and T-shirts and caps</li> <li>• Participate in annual events</li> <li>• Mobilize and sensitize CSOs</li> <li>• Training in networking and linkages</li> <li>• Form 4 networks</li> <li>• Facilitate internal and external exposure visits</li> <li>• Link MOs to development partners</li> </ul>	<ul style="list-style-type: none"> <li>• 12 radio talk shows produced</li> <li>• 20 sign post and 4 bill board planted</li> <li>• 3000 calendars and 1800 T-shirts and caps produced</li> <li>• Annually participate in independence, labour, women, education and AIDS days</li> <li>• 630 people mobilized and sensitized</li> <li>• 500 people trained</li> <li>• 4 networks formed</li> <li>• 1250 participated in internal visits and 60 people in external exposures</li> <li>• Linkages of MOs done</li> </ul>	<ul style="list-style-type: none"> <li>• Increased resource sharing among CSOs.</li> <li>• Reduced duplication of services among CSOs and other development partners.</li> <li>• Increased cohesion between CSO's.</li> <li>• Improved quality of services.</li> </ul>	<ul style="list-style-type: none"> <li>• # of CSOs in any networks</li> <li>• CSO competency in the various thematic issues</li> <li>• # of MOs linked</li> </ul>	<ul style="list-style-type: none"> <li>• Period reviews</li> </ul>

Activities	Output	Effects	Verifiable Indicators	Tools
<b>Theme 3: Information sharing</b> <i>Objective: Adequate, timely, relevant and reliable information shared among MO's and between CSO's and partners.</i>				
<ul style="list-style-type: none"> <li>• Documentation of best practices</li> <li>• Conduct information sharing meetings</li> <li>• Produce local IECs</li> <li>• Run radio programmes</li> </ul>	<ul style="list-style-type: none"> <li>• 7 documentaries produced</li> <li>• 2520 people participated in meetings</li> <li>• see theme I above</li> </ul>	<ul style="list-style-type: none"> <li>• Informed decision-making at all levels.</li> <li>• Improved transparency and accountability.</li> <li>• Reduced conflicts.</li> <li>• Increased participation and team spirit.</li> <li>• Increased knowledge and skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability to the population by both government and CSOs</li> </ul>	<ul style="list-style-type: none"> <li>• Annual report</li> <li>• Review of local government development plans</li> </ul>
<b>Theme 4: Organisational strengthening</b> <i>Objective: Improved institutional capacity of the Forum and MO's</i>				
<ul style="list-style-type: none"> <li>• Establish operational guidelines</li> <li>• Rent and equip office</li> <li>• Hold regular meetings</li> <li>• Produce training manual</li> <li>• Train MOs in various management skills</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative manual produced</li> <li>• Office space hired; office equipped; and 4 personnel hired</li> <li>• 3 GA, 12 executive meetings, 57 sub committee and 36 management meetings held</li> <li>• 3750 people trained in financial management, action planning, and participatory M+E and 2250 in fundraising skills</li> </ul>	<ul style="list-style-type: none"> <li>• Functional secretariat established with operating guidelines, tools, and personnel</li> <li>• Effective committees at all levels.</li> <li>• Coordinated MO activities.</li> <li>• Improved quality of services.</li> <li>• Improved public image and CSO confidence.</li> <li>• Improved recognition and acceptance of CSOs</li> <li>• CSO's adhering to code of conduct</li> </ul>	<ul style="list-style-type: none"> <li>• Availability, quality, approval and adherence to annual plan and budget</li> <li>• Beneficiary satisfaction</li> <li>• Regularity of meetings</li> <li>• Thematic areas Vs skills competency</li> <li>• Funding strategy stabled</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic reviews of plans, budgets, and reports</li> <li>• Annual audit</li> <li>• Organisational self assessment</li> </ul>