

Country Programme Plan Uganda

I. ANALYSIS

1.0 Country Context Analysis

1.1 Brief overview

Uganda is ranked as a medium human development index country at 145 out of 177 ranking higher than its two Eastern Africa counterparts Kenya and Tanzania¹. Uganda has a mixed economy, but agriculture is the main backbone of the economy. Uganda has maintained² an agricultural growth rate of 3.8% between 1987 – 2005, which is higher than in most developing countries. The poverty eradication action plan (PEAP)³ has the overall goal of developing policies and for resources allocations that will reduce poverty in Uganda from 44% in 1997 to 10% or less by 2017. In addition to this the country has a number of policies and regulations that are aimed at benefiting and enhancing the economic empowerment of the poor and marginalized women and men. The micro finance regulation framework, for example, is aimed at benefiting poor women and men. The implementation of the policies and regulations, however, have resulted in skewed results with the poor and marginalized being left at the mercy of unregulated lending institutions – this being especially so in the rural areas.

Uganda is a multi party democracy with several registered political parties. The strongest of these, however, is the dominant National Resistance Movement (NRM). The principle of affirmative action is enshrined in the National Constitution guaranteeing more equitable and representative political governance structure with women forming 28.8% of the Ugandan Parliament. Ugandan Parliament also has representatives for different vulnerable and marginalized groups like youths, children, and people living with disabilities. The percentage of women's representation in other decision-making structures is enhanced. For example the Deputy Speaker of the National Assembly is a woman, the chair of the Uganda Human rights commission is also a woman.

The conflict and insecurity in the North continues to pose a major challenge to protection, particularly for the most marginalized women and men. This has resulted in a lot of internally uprooted and displaced families, who have had their livelihoods disrupted and are facing food and nutritional insecurities. Gender based violence among the displaced women and girls in the form of rape; abductions etc continue to pose a major challenge. There is, however, some hope in the on going peace talks between the Government and the Lord's Resistance Army (LRA) which might result in longer term and sustainable peace building.

There are high prevalence rates of HIV and AIDS particularly among the most poor and vulnerable. Uganda spends over US dollars 18.8 Million of national funds for AIDS⁴. The HIV and AIDS prevalence rates for women and men between the ages 15 -49 stands 6.7%, but there are fears that the gains made in reducing the prevalence rates may in fact be getting eroded and that the rates may be much higher than this. Negative cultural practices continue to perpetuate gender and other social inequalities including unequal property ownership and distribution of resources, and stigma and discrimination of vulnerable social categories like PLHIV.

¹ UNDP Human Development Report 2006

² IDA - Tracking Spending to reach development goals : available at <http://siteresources.worldbank.org/IDA/Resources/IDA-Uganda.pdf>

³ Abbreviations see page 29

⁴ 2006 Report of the Global Aids Epidemic Pg. 549

1.2 Participation deficit

Everyone in Uganda is entitled to equal and fair representation under Clause IV of the Ugandan Constitution, which guarantees gender balance and fair representation of marginalized groups in all constitutional and other bodies. The constitution provides for the representation of marginalised groups like women, children, people with disabilities and youth from the district to the national level. Women constitute 28.8% of the current Ugandan Parliament. Despite these special efforts or affirmative action to provide for participation of marginalized groups, there is still lack of effective participation by majority of citizens in the governance of the country. Women and youth continue to be largely excluded from key decisions made on governance due to negative traditional norms and practices and unequal power relations based on gender and age. This is also notable in the lack of women representation in the on going peace talks between the Government and the LRA in the North. This is despite the many violations that women and girls have particularly faced in the conflicts.

Long drawn out conflicts in the Northern part of the country has led to increased suffering and lack of basic rights of the majority of the women, men, youth and children from the government of the country. Low levels of access to relevant information on governance, domination of the Parliament by the Movement and domination by the executive of the other arms of governance; and lack of tolerance to dissenting political views and opinions continue to constrain the right of participation for a majority of the populace.

There is a vibrant civil society involved mainly in service delivery and to a smaller extent in advocacy work. The environment, within which civil society Organizations (CSOs) operate, however, is disabling rather than enabling⁵. This is linked to the constrained space for democratic engagement and the negative perception and intolerance to dissenting or differing views from those of the ruling movement. The new Law to regulate the operations of Non Governmental Organizations threatens their independence and will limit even further the democratic space for engagement. There is poor and low representation of women in FBO structures and practice that discriminate against women's equitable participation in the church. There is also no clear policy on HIV and AIDS within the church, and there have been instances of exclusion and stigmatization of PLHIV especially the pastors and clergy who have declared their HIV and AIDS positive status.

1.3 Equity deficit

Clause IX of the Ugandan Constitution recognizes the right of all Ugandans to development and prescribes the role of the state to enact legislation establishing measures that protect and enhance the right of the people to equal opportunities in development. The biggest challenge as far as equity is concerned is the widening poverty gap particularly among most vulnerable and marginalized women and men in the marginal areas. The main cause of this is the unfair and inequitable distribution of wealth and natural resources. Although Uganda has been ranked as a medium development index country (at 145 out of 177 countries) and there is improved services performance, efforts to eradicate poverty and create wealth will be impacted negatively by constricted democratic space, rampant electricity shortages amongst other challenges. Real GDP is expected to be below potential at 5.6% for 2007. Women are doubly affected in that they have unequal property ownership rights coupled with biased socialization that leads to unequal access to and control of economic resources by women.

⁵ Civicus Civil society Index Report for Uganda 2006 puts the Environment score at 1.4 which is seen more as being disabling than enabling.

The inequalities are compounded by the continued high expenditure on defence at the expense of basic rights like water, health and education services. There is lack of adequate mechanisms to ensure effective regulation of Micro Finance Institutions (MFIs) in the country – especially in the more rural areas where the more unscrupulous MFIs take undue advantage of the rural folk by charging them exorbitant interest rates.

The conflict in the Northern part of the country has affected one of the country's primary food baskets leading to the impoverishment of the women and men of Northern Uganda, who are forced to live in camps for internally displaced people. Uganda continues to have high levels of unemployment and underemployment – often resorting to charcoal burning as a livelihood option. This can partly be attributed to the type of education that does not impart relevant skills resulting in job seekers and not job creators. There is also a limited capacity of government to absorb existing skills and human resources coupled with lack of awareness of Rights Holders and thus low demand for government as the primary duty bearers to create conducive environment for people to create wealth. The HIV and AIDS scourge, malaria and TB continue to exert pressure on government resources due to the high expenditure on medical services. Uganda spends over US dollars 18.8 Million of national funds for AIDS⁶. The AIDS pandemic has resulted in reduced productivity in the agricultural as well as the industrial sector⁷. The home based care is particularly onerous on women and girls and has resulted in an increase of an already heavy workload.

1.4 Protection deficit

The family as the basic unit of the society has been specifically distinguished as requiring protection under clause XIX of the constitution. The reality on the ground, however; is that a lot of Ugandan Citizens have the right to adequate protection violated on a daily basis. The war in the Northern Part of the country has claimed many lives. Women and girls have additionally suffered gender specific violence in the conflicts as many have suffered rape and defilement, abductions by the militias. Citizens have been forced to live in deplorable conditions in IDP camps, which are over-crowded and lack adequate basic facilities necessary to enable citizens live a life of dignity. The government, as the primary duty bearer, has failed to bring the conflict in the North to an end with the current peace negotiations threatened with collapse. In any event, the interests of women and other marginalised groups are likely to be left out of the negotiated peace agreement as the government has no women in its negotiation team. The Western region also suffers bouts of conflicts related to distribution or sharing of scarce resources like cattle and pasture among the Karamajong people. Children also suffer violations like defilement and abduction

1.5 The role of civil society and NCA partners

1.5.1 The role of civil society

Civil societies in Uganda are regulated under Non-governmental Organization's Registration Statute. There is generally space and freedom for civil society organizations to organize and contribute to the general development in the country as stipulated under the law. However, recent amendments to the NGO registration statute are likely to constrain this space and put NGO's under serious and limiting government scrutiny. The civil society in Uganda has been very active in the area of service delivery, particularly to the very poor and marginalised. FBOs have however not been very active in advocacy issues though it is a role the church is presently considering under the auspices of the Uganda Joint Council of Churches (UJCC).

⁶ 2006 Report of the Global Aids Epidemic Pg. 549

⁷ due to the death of workers as well as loss time as those infected and the care givers take time off for medical services and for home based care

The CSOs are involved and address a myriad of social, economic and political issues including service delivery of basic social services; agriculture and mining; trade and industry and supply of energy among others. CSOs are more concentrated in the urban parts of the country than the more remote rural areas. FBOs, however, have a broader outreach and are particularly well represented in the rural areas especially in the course of performing their religious role, but all responding to the demands for service delivery by the rural poor.

NCA's historic partners in Uganda have been faith-based organizations. These remain NCA'S core partners. The main reason for retaining FBOs as NCA core partners is the shared values and vision of NCA and FBOs of addressing the plight of the voiceless, poor and marginalised women and men particularly in areas of conflicts or very remote and neglected zones. The FBOs also have the mandate and constituency to mobilize and reach the masses through their elaborate faith networks that reach to the household level. Due to this mandate and constituency, the FBOs have the untapped potential of advocating on behalf of the poor and on being effective government watch dogs – a capacity NCA would like to enable the Church in Uganda realise during this planning period.

2.0 NCA's added value

The Vision and Mission statements of NCA form the basis for our engagement in Uganda. NCA's long experience as a civil society actor in Uganda is the foundation of our understanding and competence in empowering people as citizens; participating in the delivery of social and economic rights; influencing decisions by amplifying the voice of the poor and vulnerable and, exposing/redressing injustice. Such experience and competence is invaluable to our partners in our pursuits of global justice.

With the reconfiguration of the Regional Office that took place in 2006, a new Area Office for Kenya, Somalia and Uganda was created. The overall management of these three countries lies with the new position of the Area Representative. However, the Representative for Regional Programs is still located in Nairobi and housed by the Area Office, and the Area Representative has the full financial responsibility for the AO as well as giving financial and administrative support to the Regional Representative function.

The Regional Representative has two thematic advisors; one advisor on Gender and Right Based Approach and one advisor for communication and advocacy. The proximity of the regional programs have made it easier for NCA staff and partners to develop their capacity within NCA's thematic areas as well as core competencies defined in GSP; The potentials for building synergy both thematically and geographically with the partners in Eastern Africa are areas will be further explored between the Regional and Area Offices during the remainder of the planning period.

NCA has strong ties with Church of Uganda and has recently established links with Uganda Joint Christian Council (UJCC). These relationships inform NCA's value and agenda and provide the foundation of the legitimacy of our interventions.

II. NCA INTERVENTION STRATEGY

3.0 Thematic Focus

3.1 Specific rights to be addressed by the program

A number of rights violations emerge from the analysis of participation, equity and protection deficits in Chapter 1. NCA does not have the capacity to work effectively on all these, important as they may be. We have therefore identified the following rights claims as priorities for NCA's work in Uganda during this plan period. While we make evident that each right is supported by normative rights framework such as international human rights conventions, and that some are backed up by United Nations Millennium Development Goals, NCA'S starting point is poor people's own lived experiences of poverty and exclusion, an understanding that these rights reflect real felt needs. The following rights will be prioritised in the plan period.

Participation and accountable governance: This area will address the right of women, men and youths to participate in economic and political governance of the country as provided for under Clause IV of the Ugandan Constitution, which guarantees gender balance and fair representation of marginalized groups in all constitutional and other bodies. Further Article 38 (1) of the constitution states that every Ugandan has a right to participate in the affairs of the government either individually or through his or her representative in accordance with the law. Secondly the right to security of the person and to be free from violence; right to livelihood, food security as provided for under Article XXII of the constitution and right to clean environment and proper environmental management by the government as provided for under Article XIII of the constitution and the right to equality and non discrimination. Women are given a particular priority for their participation in development in article 14 of the Convention on the Elimination of all forms of Discrimination against Women (CEDAW) which Uganda has ratified as well as under Art. XV of the constitution which calls for the equal valuing of women in society.

HIV and AIDS: The focus of this area is on PLHIV's and OVCs right to sustainable livelihood and the right to equality and non discrimination as specified in the Ugandan law on Prevention and Control of HIV and AIDS.

3.2 Thematic priorities

The overall aim for NCA's program in Uganda is to promote human dignity for the poor and marginalized women and men, girls and boys by supporting partners and programs that contribute to the increased participation, equity and protection.

NCA's Ugandan program for the plan period will have the following thematic priorities:

- Civil society for accountable governance
- Faith communities addressing HIV and AIDS

In addition the following will be prioritised as crosscutting issues:

- Religions for conflict transformation and peace
- Capacity building of civil society

3.2.1 Civil society for accountable governance

The Uganda country program seeks to enhance the capacities of women and men (girls and boys) to engage in governance at all levels, starting at the community to the national level. The areas of work described below seek to address the rights of all citizens

– women, men, girls and boys to participate in the economic and political governance and address the deficits in equity and protection; increase poor and marginalised people (particularly PLHIV) access to basic services; increase the capacity of Faith communities to engage in economic governance and address issues of exclusion and inequalities and address Gender Based Violence in conflict prone zones.

The Church of Uganda and Uganda Joint Christian Council, the core partners of NCA in Uganda are seen to have the mandate and reach to mobilise women and men (girls and boys) from the diocesan level (Church of Uganda) all the way up to the national Level (UJCC) to effectively demand their right to effectively participate in economic and political governance of their country - Uganda. The partners will challenge their church based constituencies to mainstream gender and re-address the internal inequalities and practices and structures existing within the Churches that lead to the exclusion of women, youths, PLHIV and other marginalised and vulnerable communities.

The elaborate structure of the CoU that spreads from the national to the diocesan level coupled with the strong national membership and credibility of UJCC, this will serve to link community level advocacy for good governance with relevant and effective national level policy advocacy initiatives.

NCA will work in the following key areas to address the question of Accountable Governance:

Participation and accountable governance: The key component for this program will be to enhance the participation of women, men, and youths in both the economic and political governance of their country. Further the women, men, boys and girls particularly in the war ravaged north will be engaged to equip them with information and space to engage the peace process and contribute to the rebuilding of the region. Women, PLHIV and other vulnerable groups will be specifically mobilized to engage in governance process. The churches being the core partners of NCA will be targeted to specifically address internal theological underpinnings and or policies that hinder women's participation in church structures and decision making.

a. Churches engaged to address accountable and good governance

Although Uganda is a multiparty democracy the space for citizens to engage in good and accountable governance has been very limited. This has mostly been contributed to by political intolerance of views that are divergent from the ruling party's views. It is generally perceived that there is undue influence of the executive on the other arms of government and this doesn't augur well for adherence to the principle of separation of powers. NCA will, through the Church of Uganda and UJCC, mobilise and empower through citizen forums - women, men and youth, and uprooted communities to enable them engage in and monitor Government's policy formulation. Through capacity building and information dissemination, women, men and youths will be enabled to monitor government resource use and allocations through budget monitoring at community, district and national levels. As a way of enhancing internal accountability and reducing inequalities Women, PLHIV and other marginalised groups within the churches will be mobilised and capacitated to participate in decision making structures and processes of the church. Existing enabling frameworks on family rights i.e. Resolution 1331 of the church will be used to mobilise the women, children and other vulnerable members within the church to demand their entitlements. The women and girls will be mobilized through the churches to participate in peace building and address GBV by use of SCR 1325. The church leadership will be capacitated through holding of forums and information provision to enhance their capacity to fulfil their obligations to vulnerable groups within the church. Women will be specifically targeted within the partners' organizations to be mobilised and empowered for effective leadership.

b. Churches partners capacity to act as watch dogs and for advocacy on governance issues enhanced

NCA partners UJCC and CoU have limited capacity for advocacy particularly in issues of Accountable Governance. This has translated to limited capacities of the church partners to use their elaborate structures and broad constituencies to monitor governance issues at different levels and pro-actively engage respective government structures. NCA will invest in giving capacity to its core partners through training, information sharing and linking the core partners to resource organizations. NCA will further seek to strengthen the FBO networks for advocacy purposes.

c. Education program for Sudanese refugees

NCA will continue to work through CoU to facilitate educational support to enhance the capacity of women and men from conflict prone zones to be able to participate in formal peace building processes by enhancing their access to formal education. It is expected that the women and men who benefit from this formal education will also be better equipped to demand participation in peace building processes. It is also believed that acquisition of employment will in the long run enhance the economic empowerment of the women and men and thereby change the unequal gender power relations in their lives. The main focus of the education program is on development of technical skills that would enable them to contribute towards the reconstruction of their home country. The program is specifically targeting Sudanese women refugees as right holders as a way of addressing unequal access to education among women and men in refugee camps.

3.2.2 Faith communities address HIV and AIDS

Uganda continues to have high HIV and AIDS prevalence rates for women and men between the ages 15 -49, which stands at 6.7%. The rights of PLHIV to live a dignified life free of stigma and discrimination and with access to basic rights continue to be violated. This state of affairs is caused by the continued stigma and discrimination against PLHIV as well as the failure by the government as duty bearer to fulfil the rights of PLHIV.

To meet the thematic objective above NCA together with its core partners CoU will employ the following strategies:

a. Provision of community based services and support

PLHIV capacity to access basic rights and services are compromised due to loss of livelihoods, poor health and pervasive poverty among the poor and vulnerable PLHIV. The situation is made worse by the failure of the government to deliver basic services to PLHIV. The longer term strategy is for NCA core partner CoU to create space, mobilise and give voice to PLHIV within the church and beyond, to demand for the fulfilment of their rights. In the shorter term NCA will assist the CoU to supplement the efforts of the government by providing community based care, education and support. Community mobilization through drama, songs and media outreaches to reduce stigma and increase the safety net for PLHIV within the communities where they live, will be funded. Orphans and Vulnerable Children (OVCs) and poor PLHIV will specifically be targeted for empowerment with economic resources to be able to sustain and enhance their capacity to improve their livelihoods. CoU will also empower the PLHIV with information and networks on where to access available services.

Due to the reduction in the TV campaigns funds, networking and linkage building with existing HIV and AIDS networks will be particularly encouraged. NCA hopes to enhance linkages with the ICW and ANARELA as well as encouraging the creation of ecumenical networks that can be used to access alternative funds.

b. Churches addressing stigma and discrimination against PLHIV

Stigma and discrimination against PLHIV continues to be very high within the faith communities due to a culture of silence and bias against people infected by HIV and AIDS. The situation is worse for clergy who contract the disease. These end up being progressively isolated and have in some cases led to their exclusion from church related activities. Efforts will go towards linking the partner organizations with regional ecumenical networks that seek to make the churches a haven for PLHIV like ANARELLA – the regional African network of religious leaders living with or personally affected by HIV and AIDS, together with country chapters of the same networks in Kenya and Tanzania. Church partners will be linked up with EHAIA the regional NCA resource organization on HIV and AIDS for capacity enhancement in addressing HIV and AIDS as well as for information sharing and dissemination.

3.2.3 Capacity building

NCA main partners in Uganda are Church of Uganda and the UJCC. The partners' capacity in programming is low in certain aspects like Rights Based Approach, Gender Planning, HIV and AIDS mainstreaming; Do no Harm and in reporting for results. To ensure effective programming and implementation NCA will concentrate its efforts in strengthening these capacities within the partners. As a long term and more sustainable strategy NCA will link the partners with resource organisations from within the country in various programmatic areas.

Training and capacity building will be conducted in:

- a. Conflict sensitive planning monitoring and evaluation
- b. Financial and narrative reporting
- c. Rights based programming including gender planning and analysis and advocacy
- d. HIV and AIDS internal and external mainstreaming.

4.0 Strategies for Rights Holders and Duty bearers

In NCA's rights based approach, we seek to engage with poor women and men as citizens – as people who are equally entitled to human dignity and basic human rights by virtue of being human. NCA RBA entails a two pronged strategy. A vital component of our strategy is to resource poor and excluded groups as rights holders. By claiming abstract rights as tangible entitlements, poor women and men (girls and boys) improve their lives. At the same time we recognise that social relations and institutions both formal and informal within society can pose serious barriers to poor women and men who try to claim their rights. NCA rights based approach will also entail the identification of key duty bearers and strategies to engage them to transform these institutional barriers and mechanisms of exclusion. A particular role for NCA and partners will be to facilitate linkages between prioritized rights holders and the most relevant duty bearers.

4.2 Rights Holders

The prioritized rights holders and the corresponding strategies for each thematic focus area are:

Theme	Right Holders	Strategies
Participation and Accountable Governance	<ul style="list-style-type: none"> • Women, men and youth community members in NCA intervention areas. • Most Vulnerable and requiring special 	<ul style="list-style-type: none"> • Mobilization and empowerment through provision of information to engage in governance issues from the community to the national level. • Mobilization and given skills for budget monitoring at the community level through the grassroots

Theme	Right Holders	Strategies
	<p>attention: Women, youth, uprooted and displaced women, men, boys and girls and PLHIV</p> <ul style="list-style-type: none"> • Sudanese women beneficiaries of the scholarship 	<p>structures i.e. citizen forums etc.</p> <ul style="list-style-type: none"> • Special efforts and strategies will be employed to overcome barriers to the participation of the most vulnerable in the community governance forums. • Community-level citizens forums to discuss policy issues and monitoring budgets • Information and awareness raising forums for policy engagement • Use of radio including faith based radios and community radios for awareness raising on governance issues • Use of community notice boards for accountability at the local level • Provision of scholarships to Sudanese women will continue
	<ul style="list-style-type: none"> • Congregants of COU and UJCC, • Emphasise will be laid on youths, women congregants • Uprooted people in the Northern Uganda • PLHIV 	<ul style="list-style-type: none"> • Women only forums within the churches to mobilize them to participate in church structures from national to local levels • Youths, women, PLHIV, children and People with disabilities within COU and member churches of UJCC will be provided with information on existing policies and frameworks that guarantee them rights to participate in church leadership • Develop and implement gender policies for member churches • COU and UJCC will equip their congregants with information and capacity to participate in community / national governance – Anglican Church Resolution 1331 and the United Nations Resolution 1325. • Use of community media •
HIV and AIDS	<ul style="list-style-type: none"> • PLHIV 	<ul style="list-style-type: none"> • Provision of basic medical services and home based care for PLHIV • PLHIV provided with information and networked with service providers so as access existing services. • Psychosocial support and life skills development. • Provision of economic resource support and training for community care givers. • Forums and awareness raising for PLHIV, OVC and church members targeted at reduction of stigma and discrimination. • Networking with regional bodies working in areas of HIV and AIDS within ecumenical bodies in the region.
	<ul style="list-style-type: none"> • Orphaned and Vulnerable Children 	<ul style="list-style-type: none"> • Education support for OVCs and awareness raising for OVCS and PLHIV through drama, songs and videos. • Enable OVCs to stay in school through reducing stigma and discrimination and giving them skills to develop a healthy life style. • Address livelihoods and care requirements of home based caregivers
	<ul style="list-style-type: none"> • Children and youth 	<ul style="list-style-type: none"> • Empower children and youth to protect themselves from HIV through providing life skills education • Use of church youth organizations to pass the message on HIV and AIDS

4.3 Duty bearers

The state and state actors are the main or primary duty bearers. The program in Uganda will thus seek to engage and influence the state as the primary duty bearer in fulfilling its obligations to the vulnerable rights holders identified above. The Church of Uganda, UJCC and NCA are considered as intermediary duty bearers, whose mandate is to enhance the capacities and empower the vulnerable rights holders to demand their entitlements.

The prioritized duty bearers and NCA's corresponding strategies for each thematic focus area are:

Theme	Duty Bearers	Strategies
Participation and Accountable Governance	<ul style="list-style-type: none"> Local government authorities 	<ul style="list-style-type: none"> Empower through building capacity and ability to raise governance issues of concern towards government authorities. Support with strengthening networking with ecumenical networks at local to national levels.
	<ul style="list-style-type: none"> Church Leadership in COU and UJCC 	<ul style="list-style-type: none"> Church leaders engaged through dialogue and persuasion to enhance and increase representation of women within church decision making structures Create space through forums that bring together local communities and local government leaders to discuss issues of good governance.
HIV and AIDS	<ul style="list-style-type: none"> Health Authorities from local to national levels 	<ul style="list-style-type: none"> Connect with right-holders through trainings, meetings and referral system Build capacity to improve effectiveness in service delivery Advocate for policy support, sustainable services, a grassroots focus, and effective resource mobilization and allocation. Partner for sharing information.
	<ul style="list-style-type: none"> Church leaders Congregants in COU and member Churches of UJCC as intermediary duty bearers will be engaged to reduce stigma against PLHIV and to reduce the marginalization of women from church leadership. 	<ul style="list-style-type: none"> Raise awareness of social issues around HIV and AIDS Build HIV and AIDS, project management and resource mobilization skills. Support with initial services and learning. Connect with right-holders, health authorities and the FBO. Mobilize human and local financial resources Advocate for interfaith cooperation and FBOs' role in social work. Training and information dissemination on HIV and AIDS to Church leaders to Holding joint forums for congregants and church leaders on HIV and AIDS to demand action from church leaders on PLHIV within the churches. Capacity to access alternative funds will be enhanced through networking and linkages with other actors in the region including the United Nations, Global funds etc UJCC and COU will initially accompany and offer assistance in provision of affordable, accessible drugs and livelihood opportunities.

	<ul style="list-style-type: none"> • PLHIV and FBO community home based caregivers 	<ul style="list-style-type: none"> • Build HIV and AIDS and advocacy capacity and skills. • Help organize networks of care providers and provide them with home based care provision kits • Connect with FBOs and other duty-bearers. • Community based caregivers trained to give home based care to PLHIV. • IGA and other economic resources provided to Care givers to enhance their capacity to provide care and support to sustain their lives.
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5.0 Geographic focus

NCA's country program will mainly be concentrated in the following regions - Kitgum and Diocese of Central Buganda for the HIV and AIDS programs. However, CoU is running a National Programme for Capacity Building to enable each Diocese to benefit from the knowledge and skills imparted.

The accountable governance program will, however, have a wider reach and will be guided along the structures of the churches at the community level. The advocacy work of UJCC will also link community advocacy work with national level efforts.

NCA's plan, depending on funding and government approvals, is to continue or expand its work in or to the following provinces.

	District	Program	Status
Uganda:	Central Buganda	<ul style="list-style-type: none"> • HIV and AIDS: → CoU 	Continue 08
	Kitgum	<ul style="list-style-type: none"> • Peace and Conflict: → CoU • Accountable Governance: → CoU 	Continue 08 Continue 08
	National	<ul style="list-style-type: none"> • Accountable Governance: → UJCC → BEACON 	Start 07 / Continue 08 Continue 08

III. PROGRAMME IMPLEMENTATION

6.0 Program objectives per thematic focus area

6.1 Accountable Governance

Overall Goal: Women, men and youths in communities in NCA intervention areas enabled to engage with leadership to ensure accountable governance at all levels

Objective/Result	Indicators	Sources of Verification
<p>Specific Objective 1 Women and men (Boys and girls) in NCA intervention areas empowered with information and capacities to exercise their right to participate in leadership and governance structures at all levels</p>	<p>Percentage increase in the participation of women, men, girls, boys, PLHIV in governance activities at all levels by 2009.</p> <p>Enhanced awareness and claiming of rights and entitlements amongst women, men, boy and girls in targeted communities.</p>	<p>Focus Group discussions with RH. Community based monitoring reports. Partner reports, evaluations. Citizens accountability forum reports.</p>
<p>Expected Results RH including women, youths, PLHIV are organized and given skills to enable them to engage church leaders and state actors to demand accountability</p> <p>Women, men, PLHIV, OVCs and youth are mobilized and assisted to equitably claim their rights / entitlements⁸</p>	<p>Increase in the NO. , of men, women, youth knowledgeable about their entitlements/rights.</p> <p>Women, youth, men, and all marginalized groups publicly claiming / exercising their rights.</p> <p>Increase in the number of women in leadership within the church structure and in partner organizations.</p>	<p>Partner reports, monitoring visits, media reports / articles, memoranda.</p>
<p>Specific Objective 2 Men, women, PLHIV and youth – in NCA intervention areas, are mobilized and equitably participate in monitoring of public expenditure at all levels by the end of 2009</p>	<p>Enhanced participation of women, men, youth, PLHIV in public expenditure planning and monitoring by 2009.</p> <p>Increase in the number of public accountability forums held between the RH and DB in target communities.</p>	<p>Partner reports, monitoring visits, meeting minutes, Government of Uganda budget/s.</p>

⁸ i.e. the rights to health and protection for women, men and youths and vulnerable children living with HIV and AIDS, the rights of citizens i.e. women, men and youths, to participate in the economic and political governance of their country, the right to equal protection from violence and insecurity, the right to equality and non discrimination, the right to livelihood, food security and clean environment.

<p>Expected Results RH are enabled to engage duty bearers at all levels and to demand accountability</p> <p>Community members, equipped with skills to participate in planning, budgeting and monitoring government expenditure</p> <p>Men, youth and women equipped and information to influence service delivery plans and budgets of local and national governments in target areas.</p>	<p>No of community level engagements with local leadership and relevant state actors</p> <p>Percentage of budgetary allocations responding to identified practical and strategic gender needs at all levels.</p> <p>Number of women, men, youth, PLHIV participating in the budgeting and monitoring process.</p> <p>Community driven equitable service delivery.</p> <p>No. of community priorities reflected in respective local government i.e. L3 / L5, budgets</p>	<p>Partner reports, monitoring visits, meeting minutes, Community service delivery surveys, local Government budget/s</p>
<p>Specific Objective 3 Strengthened capacities of relevant religious/community/district leaders and state actors in NCA intervention areas to ensure accountable governance</p>	<p>Types of capacity enhancement activities for the duty bearers carried out by 2009.</p> <p>Percentage of duty bearers in target communities fulfilling their obligations to RH.</p> <p>Enhanced capacities amongst targeted leaders and state actors to ensure rights provision, protection and fulfilment.</p>	<p>Partner reports, evaluations, Community rights fulfilment surveys, community visits and government policies.</p>
<p>Expected Results FBOS engaged to create and secure spaces for dialogue and feedback between communities, local leadership and relevant state actors to engage on accountable governance issues.</p> <p>FBOs are assisted to devise a sustainable lobby and advocacy mechanism that incorporates an effective MEDIA engagement strategy.</p>	<p>No of engagements between community members and leaders. Community district and national displaying publicly approved budgets and other relevant information.</p> <p>Availability of budget performance reports at different levels.</p> <p>No of dialogue meetings and feedback meetings with leaders on budget performance.</p>	<p>Partner reports, monitoring visits</p>

Risks:

- National and international good governance efforts complement local initiatives
- Stakeholders willing to participate in local, national and regional good governance initiatives
- Timely disbursement of project funds
- Radio stations willing and free to broadcast accountable governance content
- Conducive environment prevails for implementation of accountable governance programmes

Links between partners and program objectives:

Core Partners	Type of Organisation	Geographic Focus	Intervention
Church of Uganda	Religious Congregational Organization	National	Mobilization & Advocacy
Uganda Joint Church Commission (UJCC)	National Faith Based Membership Organisation	National	Information sharing, capacity Building, advocacy and coordination
Resource Organisations			
BEACON	Regional NGO	National	Advocacy and Capacity building
Fellowship of Christian Churches and Councils in Great Lakes and Horn of Africa (FECCLAHA)	Regional Faith Based Membership Organization	Regional	Information sharing and advocacy
Strategic Alliances			
Uganda Debt Network	NGO coalition on Debt	National	Resource on budget and public monitoring

62. Faith communities address HIV and AIDS

Overall Goal: Women, men, girls and boys PLHIV secure and live a dignified life
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Objective/Results	Indicators	Sources of Verification
Specific Objectives Sustainable provision of care and support for PLHIV strengthened.	Increased number of PLHIV and OVCs accessing service and care in NCA project areas. Increased advocacy initiatives on HIV and AIDS by COU and UJCC	Records from UJCC and COU Oral testimonies Partner reports, Evaluations, community/field visits

<p>Expected Results UJCC and COU provide information to women, men and youths in NCA intervention areas to reduce stigma and discrimination</p> <p>UJCC and COU give skills to women, men and youths in NCA intervention areas to provide care and support for PLHIV</p> <p>PLHIV in NCA intervention areas equipped with life skills and assisted to reduce stigma and discrimination and access livelihood opportunities</p>	<p>At least 50% of targeted female and male HBC service providers trained and equipped with KITS</p> <p>No. of HBCs i.e. women, men, youth supported to initiate IGAs and levels of income realized from the IGAs</p> <p>Inventory of other organizations and types of services they are offering that NCA partners are collaborating with</p>	<p>Partners reports, monitoring visits</p>
<p>Expected Results PLHIV in NCA intervention areas equipped with life skills and assisted to reduce stigma and discrimination and access livelihood opportunities</p> <p>Increased capacity and willingness for state actor to provide medication/treatment nutritional support</p>		<p>Partners reports, monitoring visits</p>
<p>Specific Objectives Reduced stigma/discrimination and enhanced acceptance of PLHIV within FBOS realized by 2009</p>	<p>Positive attitude towards from clergy, laity and congregations in FBOs.</p> <p>Clergy living with HIV and AIDS publicly declaring their status in the churches.</p>	<p>PLHIV testimonials, Partner reports, Evaluations, church sermons</p>

<p>Expected Results FBOS lobbied and engaged to be more inclusive and openly accept PLHIV without discrimination or exclusion.</p> <p>FBO leaders and staff have developed capacities to address issues of HIV and AIDS within their institutions.</p> <p>FBOS are assisted to form and support PLHIV and OVC empowerment groups.</p>	<p>FBOS mobilizing and addressing HIV and AIDS and plight of PLHIV openly.</p> <p>Positive change of attitude among clergy and FBO leadership towards PLHIV. Increased desire within congregations and amongst FBO leadership to know own HIV status.</p> <p>No of persons from FBO seeking VCT services.</p> <p>N. of post test group established and are functional within FBO and congregational structures.</p> <p>Number of FBO leaders and staff trained and empowered reduce stigma and enhance acceptance of PLHIV and concrete initiatives facilitated to realize this.</p> <p>No. of PLHIV / OVC empowerment group established and operational.</p>	<p>VCT records, Partner / activity reports including church sermons / theological reflections etc, Monitoring visits, Sermons</p>
<p>Specific Objective The feminization of the HIV and AIDS scourge addressed and the spread of the scourge reversed in target areas by 2009</p>	<p>Demonstrated behavioural change and reduction in prevalence rates</p> <p>The high rates of infections among women and girls reversed</p>	<p>National Prevalence statistics, Partner Reports, Evaluation</p>
<p>Expected Results Women and girls are specifically mobilized and given life skills and information to protect themselves from HIV and AIDS.</p> <p>Men and boys are mobilized and given information as duty bearers for behaviour change to reduce the spread of the disease.</p> <p>FBOS and congregations are mobilized and equipped to support and HIV and AIDS at relevant levels.</p>	<p>No. of functional women and girls community groups.</p> <p>Quality and quantity of IEC produced and distributed in target areas.</p> <p>No. of community / Congregational Support groups established and are active.</p>	<p>Partner and activity reports, monitoring visits</p>

Risks:

- Strong internal and external support for faith based HIV and AIDS interventions in Kenya secured
- Community / Church will drop discriminative practices that demean PLHIVs.
- Community and Religious leaders cooperate and support programme objectives
- Capacity to train beneficiaries on identified skills exists locally

- Timely availability of funds.

Links between partners and program objectives:

Core Partners	Type of Organisation	Geographic Focus	Intervention
Church of Uganda	Religious Congregational Organization	National	HIV and AIDS response focusing on Home Based Care
Religious Leaders	formal and / or informal association of Religious leaders e.g. UJCC	National	Involvement in non discrimination / non-stigmatization campaigns
Resource Organizations			
Ecumenical HIV and AIDS Initiative in Africa - EHAIHA	World Council of Churches organisation on HIV and AIDS	Regional	Capacity Building and Information Sharing
National Aids Control Council - NACC	National Aids Body	National	National coordination of HIV and AIDS interventions
IWSF	International Association of Women Living Positively with HIV and AIDS	International / Regional	PLHIV responsive programming
Strategic Alliances			
Global Fund	International Funding framework	International	Funding support and coordination through sectoral and cluster committees

6.3 Capacity building

Overall Goal: Core partners' advocacy and programming capacities strengthened to enhance programming for realization of rights

Specific Objectives NCA partner capacities strengthened to ensure effective and efficient programming geared towards sustainability.	Quality or reports and proposals enhanced by end of 2008. Improved planning for and reporting on results. Retention of funding levels	Partner proposals / reports, NCA reports, evaluation.
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<p>Expected Results NCA partners with enhanced skills in planning, M & E, financial management.</p> <p>NCA partners equipped with Gender, RBA, HIV and AIDS and conflict sensitive planning skills and competencies.</p>	<p>Number and quality of proposals written and submitted by partners.</p> <p>Quality, timeliness and accuracy of donor reports and annual plans / budgets.</p> <p>No. of staff with requisite planning and M & E skills.</p> <p>No. of partner staff participating in gender and RBA training.</p> <p>Gender and rights impact of all programs assessed by 2009.</p> <p>N of activities being implemented as planned within time and resource budgets.</p>	<p>Partner / activity reports, monitoring visits, evaluation TOR</p>
<p>Specific Objectives Church leaders & FBO staff equipped with skills and capacities for rights advocacy.</p>	<p>Effective FBO engagement with state actor/s on rights advocacy and governance.</p>	<p>Media reports, Partner / Activity reports, campaign reports / pamphlets, Evaluations.</p>
<p>Expected Results FBO leadership and staff have competent skills in articulating rights advocacy and governance issues</p> <p>Rights, advocacy and governance issues incorporated in theological training</p> <p>Effective capacities and coherent media strategies for FBOs to hold duty bearers i.e. state actors in governance and service delivery, accountable</p>	<p>Collaboration / coordination mechanism / structures for rights monitoring & advocacy between CoU and UJCC established.</p> <p>FBOS adopt gender and HIV and AIDS mainstreaming within their organizational structures.</p> <p>Coherent Media strategy to facilitate rights advocacy at local, regional and national level established.</p> <p>Rights advocacy and governance themes incorporated into theological training curriculums</p>	<p>Partner reports, Coordination structures ToRs, Monitoring reports, and Theological college curriculum.</p>

Risks:

- Staff willing to adopt best practices and mainstreaming of DNH and gender.
- Community and religious leaders, women, men and youth will cooperate and support adoption of best practices and mainstreaming of gender.
- Capacity to train beneficiaries on identified skills exists locally
- Timely availability of funds.

7.0 Rationale and choice of core partners, resource organizations and strategic alliances

7.1 Capacity of NCA partners

NCA's core partners in Uganda are UJCC and the CoU. The two are church based civil society organizations whose mandate and value base match those of NCA. The core partners have been involved in giving voice and support to the poorest and marginalised women and men (girls and boys) in the Ugandan communities. The CoU has been involved for a long time in service delivery to the poor and has elaborate structures that reach to the lowest and remotest areas in the country through their dioceses. The CoU has legitimacy and can mobilise a large constituency of the very poor and marginalised.

The UJCC is a joint council bringing together protestant, catholic and Orthodox churches in Uganda and has a national reach and mandate. The UJCC will be an invaluable partner in mobilising and empowering women and men through membership churches to engage in governance issues from the community to the national level.

7.2 Partnership strategy

NCA's partnership strategy is informed by the need to link NCA'S objectives with those of the core partners. NCA however also aims at linking resource organizations that have knowledge with the core partners who have a constituency and mandate, but may not have all the requisite skills and capacities to deliver in all the areas of the program.

7.3 Overview of Partners

Core Partners

Name of partner	Church of Uganda / Planning Development and Rehabilitation (CoU/PDR)
Year of foundation	1974
Mission	To work with the People and Communities in the Dioceses in order to improve their quality of life.
Geographical focus	National Coverage
Constituency	Communities served by the 32 Dioceses of the Church of Uganda
Thematic focus	Food and Nutrition Security, Capacity Enhancement, HIV and AIDS, Relief and Emergency and Peace Building
Strategies	<ul style="list-style-type: none"> • Capacity Building for Church and Community leaders • Awareness and Sensitization of Community members on thematic issues • Civic and Human Rights education • Provision of Relief and Emergency supply to Displaced people • Improvement of Food Security at Household level • Provision of Care and Support to People Infected and affected by HIV and AIDS • Peace Building and Conflict
Role in civil society.	CoU/PDR is a member of the Uganda Debt Relief network and continues to be an active member of the Uganda Joint Council of Churches which has played a strong advocacy role on governance and the LRA conflict.

Particular achievement	<p>The Church of Uganda PDR has trained Church leaders at Diocesan level in the 32 Dioceses of Uganda on various skills.</p> <p>At Grassroots level, community members have been provided life skills and income generating opportunities which include provision of household inputs such as dairy animals and agricultural inputs.</p> <p>In the war torn Northern Region, PDR has extended Emergency Relief Items to people living in IDP camps.</p> <p>A number of Sudanese refugees living in Uganda have been educated under the NCA supported Sudanese Scholarship Programme. This has enabled them to secure jobs back home in their country.</p> <p>Under the Care and Support Programme, PDR has trained Home Based Care providers who are presently attending to the needs of families of people living with HIV and AIDS.</p> <p>In the Northern Uganda - where infrastructure has been destroyed by the LRA conflict, PDR through the Diocese of Kitgum has constructed an office block which will be used as a centre for rebuilding initiatives in the Kitgum area.</p>
Relationship with NCA	Core partner
Start of co-operation	1984
NCA rationale for relationship.	Given its long involvement in facilitating development and humanitarian activities in Uganda, CoU / PDR has established strong links with local communities and government structures and this provides a basis for the proposed enrichment of the Uganda programme to include accountable governance.
Planned increase ; decrease: phase out	Increased cooperation
Strategic potential for future co-operation.	NCA would like to build onto the CoU / PDR's established grassroots network in Kitgum to facilitate community based budget performance monitoring in collaboration with the Uganda Joint Council of Churches. The focus of the proposed initiative will be on Social Economic Justice, Gender, Good Governance
Partners, other than NCA	Bread for the World, EED, Church of Sweden, DanChurchAid, FinChurchAid, Diakonia Sweden, Christian World Service USA, Christian World Service New Zealand, Christian Aid Anglican Church of Canada and Actions by Churches Together

Name of partner	Uganda Joint Council of Churches. (UJCC)
Year of foundation	1963
Mission	To promote unity amongst member-churches and to work together towards a peaceful and just society in Uganda.
Geographical focus	National Coverage
Constituency	Member-churches and their respective congregations and the communities they serve.
Thematic focus	Civil society for Accountable Governance
Strategies	<ul style="list-style-type: none"> • Policy advocacy through its Parliamentary liaison program • Empowering communities for conflict transformation • Capacity building • Networking and advocacy
Role in civil society.	As an umbrella Membership organization that brings together the three mainstream churches in Uganda i.e. the Anglican Church of Uganda, the Roman Catholic Church and the Orthodox Church, UJCC as the network node for the joint activities of its member churches. It has also be the liaison with other key national networks e.g. Uganda Debt Relief Network etc.
Particular achievement	<p>UJCC has being the key player in the lobby for the Uganda government to enter into negotiations with the LRA to resolve the conflict in northern Uganda.</p> <p>UJCC has also played a key role in national initiatives to secure greater accountability from political leadership in Uganda.</p>

	UJCC has taken part in monitoring elections in Uganda and was also enlisted to accompany the Burundi Council of Churches to monitor national elections. The UJCC secretariat has had representations in various radio and TV talk-shows in which key governance issues were debated to a wide audience.
Relationship with NCA	Core partner
Start of co-operation	2007
NCA rationale for relationship.	Tapping into UJCC's experiences and competencies in national advocacy, NCA sees value in entering into a partnership with UJCC to facilitate the development and implementation of effective governance initiatives at the national level.
Planned increase ; decrease: phase out	Increased cooperation
Strategic potential for future co-operation.	UJCC offers a suitable forum to mount national-level advocacy activities as a follow through to the grassroots performance monitoring initiatives NCA proposes to implement with the Church of Uganda / PDR.
Partners, other than NCA	Bread for the World, EED, Church of Sweden, DanChurchAid, FinnChurchAid, Diakonia Sweden, Christian World Service EA

Resource Organisations

Name of partner	Building East African Community Network (BEACON)
Year of Foundation	1996
Mission	BEACON's mission is to facilitate the attainment of a just, peaceful and sustainable society in Eastern Africa through capacity development, policy research, analysis and advocacy
Constituency	Faith Based Organizations and there respective constituencies in the region.
Geographic Focus	Regional East-Africa
Thematic Focus	Accountable Governance especially economic justice
Strategies	Capacity building, Advocacy and lobbying, Research
Role in Civil Society	BEACON's role in the civil society is that of providing information and capacity to the churches and church related organizations on economic policies with a view to enhance their participation and visibility on these issues. BEACON is viewed to be strategically placed to coordinate and focus energies on key matters of economic justice and sustainable development amongst the faith communities from a faith perspective.
Particular Achievements	BEACON has emerged as an ecumenical and civil society platform committed to securing social and economic justice, human rights, and good governance through capacity building, advocacy and information. BEACON has emerged as a strong voice of faith communities in issues of justice, good governance and human rights. Thus through its work, the organization is now viewed as a vehicle for empowering communities to understand their role and rights in society; an ecumenical entity for churches to advocate for justice; and a vehicle to disseminate information
Relationship with NCA	Resource Partner
Start of Cooperation	2003
NCA's rationale for relationship	Resource partner for development of core partners capacities on Economic, social and cultural rights with a focus on economic justice and accountable governance
Planned increase; decrease; phase-out	Increased cooperation
Strategic Potential for Future Cooperation	BEACON remains a suitable platform to mobilise FBO involvement in regional and international economic justice advocacy. This is a potential NCA would like to explore further

Partners, other than NCA	Church Development Service (EED), Primates World Relief Development Fund (PWRDF) of the Anglican Church of Canada and Diakonia (Sweden)
Name of partner	Ecumenical HIV and AIDS initiative for Africa (EHAIA)
Year of Foundation	2001
Mission	EHAIA's mission is to slow down and eventually halt the progression of the AIDS epidemic in Africa
Constituency	Faith and Interfaith based organizations in the region
Geographic Focus	Continental Africa/ EHAIA EA region; Eastern Africa and Great Lakes
Thematic Focus	Faith Communities address HIV and AIDS
Strategies	Building the capacity of religious leaders through training, consultations and exposure visits; Production of material for both training and education at all levels; Building capacities of religious institutions and communities to support people living with and affected by HIV and AIDS; Promoting networking and collaboration at local, national and international levels; Advocacy and promoting treatment literacy.
Role in Civil Society	To bring the role of Faith Based Organization at the table with governments, Africa Union and UN agencies; scaling up the active participation of religious bodies in prevention, care & support, advocacy and elimination of stigma, discrimination and denial; supplementing and complementing government effort where and where necessary
Particular Achievements	More religious leaders are becoming aware of their role in responding to the challenges of HIV and AIDS in Africa through their respective institution; More religious leaders have gone public about their HIV+ status and have become peer educators and advocacy activists; More people living with HIV and Aids or affected by the same are seeking services i.e. joining support groups and accessing ARVs/ART; Availability of a variety of resource materials produced by EHAIA for various cadres and in various languages.
Relationship with NCA	Resource Partner
Start of Cooperation	June 2006
NCA's rationale for relationship	EHAIA remains a strategic resource partner to compliment and support the NCA country-based HIV and Aids interventions. This has been mainly in the areas of competence development, networking and compiling and sharing of best practices.
Planned increase; decrease; phase-out	Increased cooperation
Strategic Potential for Future Cooperation	Continued engagement with EHAIA especially in relation to ongoing HIV and AIDS initiatives in Uganda will continue to be strategic value especially on the Uganda experience and best practice in its successful application for Global Funds. This will inform the Kenyan inter-faith application to Global Fund.
Partners, other than NCA	WCC Geneva

Strategic Alliances

Name of partner	Fellowship of Christian Churches and Councils in Great Lakes and Horn of Africa (FECCLAHA)
Year of Foundation	Officially registered in 1997
Mission	The vision of FECCLAHA is the creation of communities that are inclusive, harmonious and living an abundant life in the Great Lakes and Horn of Africa. Its mission is to enhance peace and reconciliation in the Great Lakes and Horn of Africa Region by facilitating ecumenical co-operation and fellowship within the framework of holistic Christian ministry.
Constituency	National Faith Based Organizations in the region e.g. National Councils of Churches etc
Geographic Focus	Regional East Africa & Great Lakes
Thematic Focus	Peace and reconciliation, Human security, Gender Based Violence Information sharing and advocacy
Strategies	FECCLAHA addresses the above strategic issues of focus through the following five broad strategic responses: <ul style="list-style-type: none"> • Advocacy Lobbying • Capacity Building of members • Theological Reflection • Research and Documentation • Gender Mainstreaming
Role in Civil Society	Primary constituency: Member councils and churches in the Great Lakes and Horn of Africa (Christian Councils or Churches of: Tanzania, Congo, Eritrea, Mekanu Yesus/Ethiopia, Burundi, Kenya, Sudan, Rwanda, and Uganda), and secondarily their respective governments and civil societies.
Particular Achievements	Results Achieved: <ul style="list-style-type: none"> • Having participated in 15 Inter Ministerial Committees of the International Conference in the Great Lakes Region (IC/GLR) at the national and regional level, 2 Heads of States Summits, 14 preparatory meetings and some 13 other continental processes of the AU, the Common Market of Eastern and Southern Africa (COMESA), Inter-Governmental Authority on Development (IGAD), and East Africa Action Network on Small Arms (EAANSA) this resulted in over 60 sessions of networking with other ecumenical entities, national and regional CSOs regarding monitoring mechanisms for peace and security. • Great Lakes Ecumenical Forum (GLEF) was established and provided a platform to articulate the issues of peace and security in the Great Lakes Region after a series of 5 consultative meetings of over 200 church leaders, ecumenical partners, policy makers and members of parliament. • FECCLAHA solidarity, pastoral and fact finding visits to areas of conflict included Somalia, Ethiopia, Eritrea, Northern Uganda, Burundi, DRC, Rwanda, Somalia and Tanzania as well as work with Intergovernmental organizations and regional processes related to local processes in advocacy for peace through national focal points of FECCLAHA's 11 member councils and churches and involved about 20 cross border initiatives that covered a range of issues including small arms and light weapons, regional policy issues, healing and reconciliation in a post conflict situation, and gender based violence. • 15 capacity building workshops and seminars for FECCLAHA members in conflict transformation and peace building, including issues of democracy and good governance, gender based violence, psychosocial intervention in a post conflict situation, Demobilization, Disarmament and Reintegration of ex-combatants, election monitoring and observation, advocacy

	<p>techniques.</p> <ul style="list-style-type: none"> • Youth camps for about 60 youth from the Great Lakes Region and accompaniment of members and observing general elections in Uganda, Burundi, Ethiopia, Tanzania and DRC also exemplified local processes of peace advocacy. • FECCLAHA organized 10 cross border dialogue forums, 15 local consultative forums, 7 roundtables with key Members of Parliament and relevant parliamentary select committees, accompany media to affected areas to raise the profile of the problem, held 36 working group meetings, 3 public debates/symposia jointly hosted with the police and community policing agents, 5 consultative meeting to discuss the authenticity and adoption of the Karamoja cluster protocol, 70 church meetings on illegal small arms and light weapons, represented EAANSA through the working group in the Nairobi secretariat, undertook relevant studies, and advocated for the adoption of the Nairobi Protocol on Small Arms and Light Weapons and toolkit translation into French and Kiswahili in 4 meetings. • FECCLAHA held 15 regional workshops and meetings bringing together about a total of 600 theological educators, church leaders/members and service providers and launched the Tamar Campaign in Kenya, Rwanda, Uganda and DRC addressing gender based violence on women and children in the region. Gender desks in about 25 member councils and churches in the region proactively took up the gender-based violence concerns and churches' voices augmented 16 days of activism against gender based violence. • Through its research and communications programme, FECCLAHA produced video advocacy and educational commentaries on Nairobi Protocol on Small Arms and Light Weapons, Tsunami Response in Somalia, newsletters and reports on conflict transformation and peace building, theological literature on Gender Based Violence and benchmarks on regional policies which are being used by more than 60 member councils and churches. • Policy/advocacy capacity/network relationships: FECCLAHA offers a platform where 9 member councils and churches share perspectives on issues of common concern and map out ways of addressing them. It fosters strong ecumenical co-operation in taking ownership and responsibility for problems in the region and proactively seeking solutions to them. FECCLAHA raises awareness on the problems of conflict and violence in the region among its constituency and advocates for their peaceful resolution. It continues to work at developing an ecumenical platform for contribution to the peace process in Somalia. • Gender awareness/integration: FECCLAHA promotes gender awareness and integration into its mainstream programming. For example, FECCLAHA organized with Nairobi Peace Initiative (NPI) a Regional Consultation for Women Working in Peace Through Faith-Based Institutions with recommendations for the UNIFEM-coordinated Regional Meeting of Women's Organization in 2004. FECCLAHA along with NPI was also able to make a technical representation based on its earlier women's consultation to the International Conference of the Great Lakes Region's Technical Meeting on Gender Dimensions of Conflict, Peace and Security. FECCLAHA also launched the Tamar campaign to counteract violence against women and children.
Relationship with NCA	Strategic Alliance
Start of Cooperation	FECCLAHA became NCA's partner in 1999 at its launch. Prior to this NCA was part of the formation consultations.

NCA's rationale for relationship	FECCLAHA's core business falls within NCA's thematic focus areas of (i) Civil Society for accountable governance (ii) Men and women address gender based violence (iii) Religions for Conflict Transformation and Peace Building.
Planned increase; decrease; phase-out	Increased cooperation
Strategic Potential for Future Cooperation	Mobilization of constituency/faith based organizations in the region for issues of peace and reconciliation, interfaith dialogue, gender based violence and accountable governance
Partners, other than NCA	Canadian Ecumenical Justice Initiatives (KAIROS), Christian Aid, Church World Service, Church of Sweden, Dan Church Aid, Inter Church Organization for Development Cooperation (ICCO), Lott Carey Baptist Mission, Pax Christi-Netherlands, World Council of Churches

Name of partner	All African Council of Churches (AACC)
Year of Foundation	20th April 1963 in Kampala, Uganda
Mission	The All Africa Conference of Churches is a fellowship of churches and institutions working together in their common witness to the Gospel by: <ul style="list-style-type: none"> • Mobilizing to faithfully live the message of God's love; • Nurturing a common understanding of the faith; • Interpreting and responding to challenges to human dignity; and • Acting prophetically in Word, Life and Service for healing.
Constituency	The All Africa Conference of Churches (AACC) is a fellowship of Christian churches in Africa. AACC remains the largest association of Protestant, Anglican, Orthodox and Indigenous churches in Africa and is a member of the worldwide ecumenical network. The fellowship has 169 members in 40 African countries. The membership comprises Churches, National Christian Councils, Theological and Lay Training Institutions, and other Christian organizations.
Geographic Focus	AACC entire focus is the continent of Africa which is divided into five sub-regions mainly for administrative purposes. <ul style="list-style-type: none"> • Northern Africa (5 countries) • Eastern Africa and Indian Ocean (7 countries) • Southern Africa (10 countries) • Central Africa (8 countries) • Western Africa (10 countries)
Thematic Focus	Governance, Peace and Reconciliation, Information sharing and Advocacy
Strategies	Owing to its strategic position and being the largest ecumenical association in Africa, AACC works with member churches, National Christian Councils and other Christian organizations as channels to fulfil its mission.
Role in Civil Society	AACC plays a pivotal role in civil society where it coordinates activities and serves as Africa's voice especially on advocacy and governance issues within the ecumenical fraternity and also seeks to strengthen interfaith relations.
Particular Achievements	AACC participated in election observation for DRC in 2006. The AACC Ecumenical Observer Mission comprised of 22 observers from 7 African countries who were deployed in 9 out of (11) eleven provinces The elections which were held on 30th July 2006 were conducted in a peaceful, free and transparent manner. Norwegian Church Aid financially supported the venture. AACC and CARITA crafted a strong common platform for rooted African advocacy during the 2007 World Social Forum.
Relationship with NCA	Core Partner / strategic Alliance
Start of Cooperation	January 1996

NCA's rationale for relationship	Strategic partner focussing on advocacy within the themes of Civil Society for Accountable Governance and religions for Peace and Reconciliation
Planned increase; decrease; phase-out	There are clear indications that partnership between NCA and AACC is taking an upward trend due to its continental focus on the areas of governance, peace and reconciliation, information sharing and advocacy.
Strategic Potential for Future Cooperation	Economic Justice /Accountable Governance/Peace and Reconciliation
Partners, other than NCA	Being a continental body, AACC has global partners drawn for churches and church councils world wide. Such are found in the following countries: Australia, Belgium, Canada, Denmark, Finland, Germany, The Netherlands, Norway, Switzerland, Sweden, Thailand, UK and USA

8.0 NCA contribution

Traditionally NCA has always been more than just a funding organization to our partners. NCA will build the capacities of the core partners for sustainable program to reduce dependency on NCA's funds, but to also ensure that the gains made from the programs can be owned and sustained by the partners even after NCA's exit.

NCA will build the capacity of CoU and UJCC in rights based programming, conflict sensitive programming and in qualitative financial and narrative planning. A lot of emphasis will be put on building the capacities of CoU and UJCC partners in the area of advocacy and human rights, who are key players in this area, and therefore NCA feels that the program in Uganda will go a long way in addressing the rights of the disadvantaged in the Ugandan society.

NCA will identify and link core partners with resource organizations in the region who can provide both financial and technical support to the core partners. NCA will also as much as is practical organize learning missions and exchange visits between partners in the region dealing with similar developmental issues.

NCA will mobilise the core partners, resource partners and strategic partners working under the HIV and AIDS theme to access alternative funds through PEFAR and Global funds. The partners will also be linked up with resource organizations to enhance their capacity for HIV and AIDS mainstreaming.

9.0 Monitoring and evaluation

In view of the challenges NCA has experienced regarding quality of project monitoring, reporting and evaluation in Kenya, high priority will be accorded to enhancing the capacities of partners and further, NCA commits itself to closer accompaniment of partners to allow for pro-active inputs to the project processes. Thus, though the partners will be responsible for day-to-day implementation, NCA staff will be expected to maintain closer links with the respective partner staff-person. This will be geared towards providing strategic inputs and support for assurance of quality with regards to project, monitoring, reporting and evaluation.

Annual work-plans and budgets will form the basis upon which monitoring will be effected. Ideally, these should be developed in a participatory manner – i.e. including NCA staff, and progress reports outlining achievements and deviations to the agreed upon plans / budgets would be verified and addressed during the monitoring visits.

Partners will be encouraged to undertake regular reviews on their own with a view of enhancing their own capacity to self-critic and self-develop through an active reflection and learning cycle. Such reviews will be geared towards addressing both programming and institutional development issues including gender-mainstreaming etc.

Project monitoring and evaluation will take place at two different levels:

At partners' level: The partner will participate in project planning. Partners and NCA program staff will participate in identification of project priorities, inspect project sites, oversee certain aspects of project implementation and participate in evaluation sessions. NCA AO will facilitate the participatory process; document the work at field level. NCA staff shall undertake routine field monitoring visits to track project activities and results. The respective officers will apply M&E tools (observation checklists, questionnaires)

NCA Area Office Level: AO will prepare quarterly reports. Through its visit to the field the Nairobi office will review assumptions/risks, assess results and impacts through observations and holding consultations with partners and other stakeholders. NCA will prepare 3 quarterly reports, in line with existing guidelines. The project log frame will be used as a monitoring tool, from which monitoring checklists and report writing formats will be developed on the basis of identified indicators using the provided sources of verification. The overall quality control of the program is undertaken from the Area office, and based on inputs from the field, project narrative and financial reports will be prepared and submitted to HO as per NCA requirements.

In addition to the above, NCA commits itself to supporting partners to develop and strengthen their competencies as regards to project planning, monitoring and evaluation. Further, building of partner capacities for conflict sensitive planning, Gender and Rights Based approach will also be undertaken to ensure coherence and compliance to the rights and gender commitment NCA has taken.

10.0 Assessments

10.1 Assessment of relevance of program in relation to national plans and priorities

The program objectives of empowering communities to engage in good governance particularly on economic governance is in congruent with Uganda's National poverty eradication action plan (PEAP), the scholarship Program is complementing the government strategy of providing universal free secondary education. Support for HIV and AIDS is linked to implementation of Uganda government's strategy for combating the spread of HIV and AIDS and to the Norwegian Ministry of Foreign Affairs (MFA) policy on HIV and AIDS 2006. Efforts towards addressing the conflict in the North and reaching a lasting peace complement Government's efforts of realizing lasting peace and development in Northern Uganda. The efforts to address gender disparities and exclusion of women from leadership structures will complement the government's effort on Affirmative action.

10.2 Assessment of relevance to Norwegian development assistant objectives

The program objectives of empowering communities to engage in good governance respond to the efforts and focus of Norwegian development assistance to contribute to nurturing democracies and contributing to good governance world wide. The scholarship program for refugees and IDPs, promotes access to quality basic and secondary education for Ugandans and Sudanese, thus contributing to the goals of Norwegian Development assistance objectives of poverty reduction and achievement of the MDGS. By supporting peace and development activities in Kitgum through the local diocese of

CoU, NCA is promoting good governance in Uganda and contributing to the implementation of the United Nations Resolution 1325 which is a key commitment by the Government of Norway. CoU HIV and AIDS programs seek to address gender inequalities in provision of HBC for PLHIV.

10.3 Assessment of expected risks

The primary risk the programme faces is a continued increase in political intolerance, this further constricting the already reduced democratic space and ultimately impeding the implementation of the proposed community empowerment, rights advocacy and governance interventions.

The inability of the NCA partners to implement the proposed programme due to capacity constraints poses another risk - keeping in mind that all NCA partners in Uganda are churches / FBOs.

Losses in terms of productivity due to the effects of HIV and AIDS accord the programme another level of risk that could affect outcomes, if these losses are experienced directly by the programme implementers.

10.4 Assessment of sustainability

Toward contributing to the long-term sustainability of the programme, it is critical that the following aspects are addressed;

- Strategic competency development of NCA partners and target communities,
- Promotion / strengthening of strategic alliances especially amongst FBOs,
- Sustained and reliable levels of funding support to build and consolidate the rights claiming regimes linking grassroots communities and relevant advocacy channels at regional and national levels.

11.0 Budget estimates for 2007-2009

Year	2007	2008 (estimates)	2009 (estimates)
Amount (NOK)	1 million	1 million	1 million

ABBREVIATIONS

ACT	Action by Churches Together International
AIDS	Acquired Immunity Deficiency Syndrome
CBO	Community-Based Organization
DNH	Do-No-Harm
FGM	Female Genital Mutilation
GSP	Global Strategic Plan
HH	Household
HIV	Human Immunodeficiency Virus
IDPS	Internally Displaced Persons
IGA	Income Generation Activities
Lts	Litres
MFA	Ministry of Foreign Affairs (Royal Norwegian)
MT	Metric Tonnes
NCA	Norwegian Church Aid
NGO	Non-Governmental Organization
CBO	Community Based Organization
FBO	Faith Based Organization
NORAD	Norwegian Agency for Development Cooperation
OCHA	Office for Coordination of Humanitarian Affairs
PLHIV	People living with HIV
RBA	Rights Based Approach
UN	United Nations
UNESCO	United Nations Economic and Social Cultural Organization
UNICEF	United Nations International Children Education Fund
USD	Dollars (United States of America)
WATSAN	Water and Sanitation
WFP	World Food Program