

UGANDA CLIMATE CHANGE CHAMPIONS NETWORK (UCCCN)

STRATEGIC PLAN

2018 – 2020

May 2018

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1.0 BACKGROUND TO THE STRATEGIC PLAN 2018-2020

1.1 Introduction

Climate change is one of the key challenges facing the humanity today due to the increased emissions of greenhouse gases such as carbon dioxide, methane and nitrous acid (IPCC, 2001). According to the UNFCCC (2006), the prevailing climate changes are predominantly human induced. Increasingly the global debate on climate change is primarily focusing on mitigation and adaptation strategies. Mitigation involves reducing greenhouse gas (GHG) emissions to slow or stop climate change and adaptation. It involves learning to cope with the impacts of climate change especially among the poor (UNEP, 2001).

Over one billion people world over (two thirds of them women) live in extreme poverty. Climate change compounds the dire living conditions of those living in poverty. 96% of the poor in Uganda live in the rural areas. However, there is a growing phenomenon of urban poverty. Therefore, community-based initiatives provide best possible options against climate change and its negative impact of the livelihood of communities.

With the support from USAID Feed the Future (FtF): Enabling Environment for Agriculture (EEA) and the Education and Research to Improve Climate Change Adaptation (ERICCA) of Makerere University Centre for Climate Change Research and Innovation (MUCRRI), a network of Climate Change Champions was established called “Uganda Climate Change Champions Network” (UCCCN)”. The Network was established to promote community-based responses to climate change through practical adaptation and mitigation strategies national and local levels.

1.2 Rationale for the Strategic Plan 2018 - 2020

With the establishment of the UCCCN as an organisation operating in a very dynamic environment, members of the National Executive Committee (NEC) thought it wise to adopt a more strategic approach to the management of UCCCN to maintain its relevance and remain efficient and effective in meeting the needs of its members and other stakeholders in the agricultural sector.

Considering the emphasis by the government of Uganda on a private sector led agricultural sector development and the recognition of the agriculture sector as a primary driver of socio-economic transformation of the Ugandan society, this strategic plan 2018 - 2020 seeks to align UCCCN's strategic direction in such a way that it becomes more responsive to the needs of its members and various stakeholders.

1.4 The Strategic Planning Process

This strategic plan 2018-2020 was developed through a highly participatory process. This involved stakeholder consultations to identify key issues to focus on, review of relevant documents, setting the strategic direction for the Network, developing a result, monitoring and evaluation frameworks, developing a draft strategic plan and eventual validation and approval of the three-year strategic plan for the Network. The process was facilitated by Andama Felix Adiburu, USAID Feed the Future Uganda: Enabling Environment for Agriculture Activity Consultant.

1.5 Situational Analysis

INTERNAL ENVIRONMENT	EXTERNAL ENVIRONMENT
Strengths:	Opportunities:
<ul style="list-style-type: none"> i. Committed members ii. Competent human resource iii. Diversity of members iv. A committed National Executive Committee 	<ul style="list-style-type: none"> i. Local and International support towards climate change mitigation and adaptation ii. Existence of committed partners iii. Supportive national policy, legal and regulatory frameworks iv. Good will from communities
Weaknesses:	Threats:
<ul style="list-style-type: none"> i. No functional secretariat staffing ii. Being hosted by a partner iii. Dependency on donor funding iv. Limited number of climate change champions in all the districts in Uganda, thus limiting coverage by the Network 	<ul style="list-style-type: none"> i. Weak enforcement of regulations ii. Global and regional political trends that do not support climate change mitigate iii. Poor attitude of communities towards adaptation and mitigation of climate change.

2.0 STRATEGIC DIRECTION

2.1 Strategic Positioning

UCCCN seeks to position itself as a leader in innovative community-based strategies in climate change mitigation and adaptation for sustainable development.

2.2 Strategic Framework

2.2.1 Vision: *Climate Smart and Resilient Communities*

2.2.2 Mission: *UCCCN exists to promote innovative, coordinated and harmonized community-based strategies for climate change mitigation and adaptation.*

2.2.3 Strategic Objectives:

- i. To enhance the resilience of communities to mitigate and adapt to the impact of climate change.
- ii. To strengthen institutional leadership and management capacity for effective and efficient implementation of programmes.
- iii. To conduct research and advocacy in the field of climate change mitigation and adaptation.
- iv. To enhance the institutional capacity for sustainable resource mobilisation and management.
- v. To enhance the support services for efficient and effective implementation of climate change mitigation and adaptation strategies.

2.3 Core Values

- i. **Professionalism:** demonstrating high levels of competencies in all activities.
- ii. **Partnership:** working with all stakeholders to deliver on the mission of UCCCN.
- iii. **Ethics and Integrity:** upholding good and right practices in all operations of UCCCN.
- iv. **Commitment:** dedication to the fulfillment of UCCCN's Vision, Mission and core values.

2.4 Key Success Factors for Strategic Plan

- i. Commitment of stakeholders to the implementation of the strategic plan.
- ii. Supportive policy, legal and regulatory frameworks.
- iii. Generation of adequate and sustainable resources.
- iv. Establishment and maintenance of effective partnerships.
- v. Innovation and flexibility to adapt to emerging issues in the sector.
- vi. Effective and efficient institutional structures and systems.

3.0 STRATEGIC PLAN 2018-2020 IMPLEMENTATION FRAMEWORK

Strategic Objective (SO)	Strategic Actions	Key Outputs	Performance Indicators	Estimated Cost (UGX)	Year of Implementation		
					2018	2019	2020
SO1: To enhance the resilience of communities to mitigate and adapt to the impact of climate change	<ul style="list-style-type: none"> Conduct trainings on climate change mitigation and adaptation strategies 	<ul style="list-style-type: none"> Trainings conducted 	<ul style="list-style-type: none"> Number of trainings conducted New knowledge and skills developed Level of knowledge sharing and dissemination by community level Adaption rate of knowledge and skills by community members 				
	<ul style="list-style-type: none"> Conduct media campaigns on climate change mitigation and adaptation strategies 	<ul style="list-style-type: none"> Media campaigns conducted 	<ul style="list-style-type: none"> Number of campaigns conducted Frequency of campaigns Level of awareness created Level of adoption of information 				
	<ul style="list-style-type: none"> Promote appropriate technologies for climate smart agriculture 	<ul style="list-style-type: none"> Climate smart agriculture promoted 	<ul style="list-style-type: none"> Level of adoption and adaption of climate smart agriculture Level of improvement in agriculture productivity 				

Strategic Objective (SO)	Strategic Actions	Key Outputs	Performance Indicators	Estimated Cost (UGX)	Year of Implementation		
					2018	2019	2020
	<ul style="list-style-type: none"> Establish community-based groups for climate change mitigation and adaptation 	<ul style="list-style-type: none"> Community Based groups formed 	<ul style="list-style-type: none"> Number of climate change champion groups formed at community level Functionality of the formed groups Rate of growth in the number of groups formed Effect of the groups on the local environment 				
	<ul style="list-style-type: none"> Develop of IEC resources for community use on climate change mitigation and adaptation 	<ul style="list-style-type: none"> IEC resources developed and distributed 	<ul style="list-style-type: none"> Number of IEC materials developed Level of use of IEC materials Coverage of IEC materials 				
SO2: To strengthen institutional leadership and management capacity for effective and efficient implementation of programmes	<ul style="list-style-type: none"> Undertake Legal registration of UCCCN as an organisation 	<ul style="list-style-type: none"> UCCCN registered with relevant authorities 	<ul style="list-style-type: none"> Legal recognition of UCCCN 				
	<ul style="list-style-type: none"> Establish governing and management structures and systems 	<ul style="list-style-type: none"> Governance and Management structures established 	<ul style="list-style-type: none"> Functionality of governance and management structures 				
	<ul style="list-style-type: none"> Conduct capacity building trainings for Board, Management and members 	<ul style="list-style-type: none"> Capacity building trainings conducted 	<ul style="list-style-type: none"> Number of capacity building trainings conducted 				

Strategic Objective (SO)	Strategic Actions	Key Outputs	Performance Indicators	Estimated Cost (UGX)	Year of Implementation		
					2018	2019	2020
	<ul style="list-style-type: none"> Recruit, develop and retain competent staffing 	<ul style="list-style-type: none"> Staff recruited Staff developed Staff retained 	<ul style="list-style-type: none"> Number of staff appointed Level of new knowledge and skills acquired Staff retention rate 				
	<ul style="list-style-type: none"> Develop operational policies and guidelines 	<ul style="list-style-type: none"> Policies developed Manuals developed Guidelines developed 	<ul style="list-style-type: none"> Number of policies developed Number of manuals developed Number of guidelines developed Effectiveness of the policies, manuals and guidelines developed 				
SO3: To conduct research and advocacy in the field of climate change mitigation and adaptation	<ul style="list-style-type: none"> Conduct research on climate change mitigation and adaptation 	<ul style="list-style-type: none"> Research conducted 	<ul style="list-style-type: none"> Number of research conducted Level of uptake of research outputs 				
	<ul style="list-style-type: none"> Disseminate research findings 	<ul style="list-style-type: none"> Research findings disseminated 	<ul style="list-style-type: none"> Number and type of dissemination activities conducted 				
	<ul style="list-style-type: none"> Conduct advocacy activities 	<ul style="list-style-type: none"> Advocacy activities carried out 	<ul style="list-style-type: none"> Number of advocacy activities conducted Level of influence achieved by advocacy activities 				

Strategic Objective (SO)	Strategic Actions	Key Outputs	Performance Indicators	Estimated Cost (UGX)	Year of Implementation		
					2018	2019	2020
SO4: To enhance the institutional capacity for sustainable mobilisation and management of resources	• Conduct fundraising drives	• Fundraising drives conducted	• Amount of funds and other resources generated				
	• Write fundable proposals	• Funding proposals developed	• Number of funded proposals				
	• Strengthen financial management capacity	• Financial management capacity developed	• Level of effectiveness and efficiency in financial management				
	• Develop partnerships and collaborations	• Partnerships and collaborations established	• Number and types of partnerships and collaborations developed				
SO5: To enhance the support services for efficient and effective implementation of climate change mitigation and adaptation strategies	• Procure motor vehicles	• Vehicles procured	• Number of vehicles procured • Cost of procurement of vehicles • Level of functionality of vehicles				
	• Procure ICT equipment and services	• ICT equipment and services procured	• Number of ICT facilities procured • Cost of procurement of ICT facilities • Level of functionality of ICT facilities				
	• Establish systems and procedures	• Operational systems and procedures developed	• Quality of operations and maintenance procedures				
	• Develop risk management strategies	• Risk management strategies developed	• level of occurrence of risks reduced				
	• Operate and Maintain Network facilities	• Operation and Maintenance of facilities conducted	• Cost effectiveness of operations and maintenance of facilities				

4.0

STRATEGIC PLAN 2018-2020 MONITORING AND EVALUATION FRAMEWORK

Strategic Objective (SO)	Strategic Actions	Key Outputs	Performance Indicators	Means of Verification	Responsible Officer
SO1: To enhance the resilience of communities to mitigate and adapt to the impact of climate change	<ul style="list-style-type: none"> Conduct trainings on climate change mitigation and adaptation strategies 	<ul style="list-style-type: none"> Trainings conducted 	<ul style="list-style-type: none"> Number of trainings conducted New knowledge and skills developed Level of knowledge sharing and dissemination by community level Adaption rate of knowledge and skills by community members 	<ul style="list-style-type: none"> Training reports List of training participants 	
	<ul style="list-style-type: none"> Conduct media campaigns on climate change 	<ul style="list-style-type: none"> Media campaigns conducted 	<ul style="list-style-type: none"> Number of campaigns conducted Frequency of campaigns Level of awareness created and attitude change 	<ul style="list-style-type: none"> Reports Documentaries Photos IEC Materials 	
	<ul style="list-style-type: none"> Promote appropriate climate smart agriculture technologies 	<ul style="list-style-type: none"> Climate smart agriculture promoted 	<ul style="list-style-type: none"> Level of adoption and adaption of climate smart agriculture Level agriculture productivity 	<ul style="list-style-type: none"> Reports Demonstration fields Trails reports Photos Physical presence of technologies 	
	<ul style="list-style-type: none"> Establish functional community based groups for climate change issues 	<ul style="list-style-type: none"> Community based groups formed 	<ul style="list-style-type: none"> Number of climate change champion groups formed at community level Functionality of the formed groups Groups impact on communities 	<ul style="list-style-type: none"> Reports Group records Documentaries on group activities 	

Strategic Objective (SO)	Strategic Actions	Key Outputs	Performance Indicators	Means of Verification	Responsible Officer
	<ul style="list-style-type: none"> Develop Information Education and Communication (IEC) resources for community use 	<ul style="list-style-type: none"> IEC resources developed and distributed 	<ul style="list-style-type: none"> Number of IEC materials developed Level of use of IEC materials Coverage of IEC materials Change in the level of knowledge and skills of communities 	<ul style="list-style-type: none"> Posters Fliers Banners Photos Documentaries Reports 	
SO2: To strengthen institutional capacity for effective implementation of climate change mitigation and adaptation strategies	<ul style="list-style-type: none"> Undertake the Legal registration of UCCCN as an organisation 	<ul style="list-style-type: none"> UCCCN registered with relevant authorities 	<ul style="list-style-type: none"> Legal recognition of UCCCN 	<ul style="list-style-type: none"> Certificate of registration Approved constitution Approved logo 	
	<ul style="list-style-type: none"> Establish governing and management structures and systems 	<ul style="list-style-type: none"> Governance and Management structures established 	<ul style="list-style-type: none"> Functionality of governance and management structures 	<ul style="list-style-type: none"> Minutes of meetings Reports Working documents 	
	<ul style="list-style-type: none"> Conduct capacity building trainings for Board and Management 	<ul style="list-style-type: none"> Capacity building trainings conducted 	<ul style="list-style-type: none"> Number of capacity building trainings conducted 	<ul style="list-style-type: none"> Enhanced skills and knowledge levels Application of knowledge and skills Reports 	
	<ul style="list-style-type: none"> Recruit, develop and retain competent staffing 	<ul style="list-style-type: none"> Staff recruited Staff developed Staff retained 	<ul style="list-style-type: none"> Number of staff appointed Level of new knowledge and skills acquired Staff retention rate 	<ul style="list-style-type: none"> Number of staff recruited Staff retention rate Training reports Staff promotions 	

Strategic Objective (SO)	Strategic Actions	Key Outputs	Performance Indicators	Means of Verification	Responsible Officer
	<ul style="list-style-type: none"> Develop operational policies and guidelines 	<ul style="list-style-type: none"> Policies developed Manuals developed Guidelines developed 	<ul style="list-style-type: none"> Number of policies, manuals and guidelines developed Effectiveness of the policies, manuals and guidelines developed 	<ul style="list-style-type: none"> Physical presence of policies, manuals and guidelines 	
SO3: To conduct research and advocacy in the field of climate change mitigation and adaptation	<ul style="list-style-type: none"> Conduct research on climate change mitigation and adaptation 	<ul style="list-style-type: none"> Research conducted 	<ul style="list-style-type: none"> Number of research conducted Level of uptake of research outputs 	<ul style="list-style-type: none"> Research reports Policy briefs News feeds on research outputs 	
	<ul style="list-style-type: none"> Disseminate research findings 	<ul style="list-style-type: none"> Research findings disseminated 	<ul style="list-style-type: none"> Number and type of dissemination activities conducted 	<ul style="list-style-type: none"> Report News feeds on research dissemination activities 	
	<ul style="list-style-type: none"> Conduct advocacy activities 	<ul style="list-style-type: none"> Advocacy activities carried out 	<ul style="list-style-type: none"> Number of advocacy activities conducted Level of influence of advocacy activities 	<ul style="list-style-type: none"> Reports News feeds on advocacy activities 	
SO4: To enhance the institutional capacity for sustainable mobilisation and management of resources	<ul style="list-style-type: none"> Conduct fundraising drives 	<ul style="list-style-type: none"> Fundraising drives conducted 	<ul style="list-style-type: none"> Amount of many generated 	<ul style="list-style-type: none"> Financial reports 	
	<ul style="list-style-type: none"> Write funding proposals 	<ul style="list-style-type: none"> Funding proposals developed 	<ul style="list-style-type: none"> Number of funded proposals 	<ul style="list-style-type: none"> Reports Financial reports 	
	<ul style="list-style-type: none"> Strengthen financial management capacity 	<ul style="list-style-type: none"> Financial management capacity developed 	<ul style="list-style-type: none"> Level of effectiveness and efficiency in financial management 	<ul style="list-style-type: none"> Audit reports 	
	<ul style="list-style-type: none"> Develop partnerships and collaborations 	<ul style="list-style-type: none"> Partnerships and collaborations established 	<ul style="list-style-type: none"> Number and types of partnerships and collaborations developed 	<ul style="list-style-type: none"> Reports 	

Strategic Objective (SO)	Strategic Actions	Key Outputs	Performance Indicators	Means of Verification	Responsible Officer
SO5: To enhance the support services for efficient and effective implementation of climate change mitigation and adaption strategies	<ul style="list-style-type: none"> Procure motor vehicles 	<ul style="list-style-type: none"> Vehicles procured 	<ul style="list-style-type: none"> Number of vehicles procured Cost of procurement of vehicles Level of functionality of vehicles 	<ul style="list-style-type: none"> Inventory books Budgetary performance reports Mechanical and service reports 	
	<ul style="list-style-type: none"> Procure ICT Facilities 	<ul style="list-style-type: none"> ICT facilities procured 	<ul style="list-style-type: none"> Number of ICT facilities procured Cost of procurement of ICT facilities Level of functionality of ICT facilities 	<ul style="list-style-type: none"> ICT Inventory Audit reports Budget performance reports Technical reports of functionality of facilities 	
	<ul style="list-style-type: none"> Establish systems and procedures 	<ul style="list-style-type: none"> Operational systems and procedures developed 	<ul style="list-style-type: none"> Quality of operations and maintenance procedures 	<ul style="list-style-type: none"> Operational manuals Audit reports Compliance reports 	
	<ul style="list-style-type: none"> Develop risk management strategies 	<ul style="list-style-type: none"> Risk management strategies developed 	<ul style="list-style-type: none"> level of occurrence of risks 	<ul style="list-style-type: none"> Audit reports Incident reports 	
	<ul style="list-style-type: none"> Operation and Maintenance of facilities 	<ul style="list-style-type: none"> Operation and Maintenance of facilities conducted 	<ul style="list-style-type: none"> Cost effectiveness of operations and maintenance of facilities 	<ul style="list-style-type: none"> Budgetary performance reports Audit reports Activity reports 	