



KICK-U Multi-Year Strategic Plan 2016-2021

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List of Acronyms

AAI (U)	Action Aid International in Uganda
ACCU	Anti-corruption Coalition Uganda
AWP	Annual Work plan
CSOs	Civil Society Organisations
CSBAG	Civil Society Budget Advocacy Group
DDP	District Development Plan
DEI	Directorate of Ethics and Integrity
DENIVA	Development Network of Indigenous Voluntary Associations
DLG	District Local Government
DPRM	District Peer Review Mechanism
EOC	Equal Opportunities Commission
GDP	Gross Domestic Product
IGG	Inspector General of Government
KICK-U	Kick Corruption out of Uganda
KRA	Key Result Area
LG	Local Government
LGCS	Local Government Council Score Card
M&E	Monitoring and Evaluation
MO	Member Organisation
MoFPED	Ministry of Finance Planning and Economic Development
NDI	National Democratic Institute
UDN	Uganda Debt Network
UNNGOF	Uganda National NGO Forum

Foreword by Chairman Board of Directors
“ZERO CORRUPTION, 100% DEVELOPMENT”.

I write to usher the fraternity of KICK-U members to an era of renewed hope in the anti-corruption campaign in Kigezi in particular and Uganda in general. I call it renewed hope because now more than ever, the people of Kigezi and Uganda are more knowledgeable and conscious of corruption. One lesson we have learnt is that corrupt people are more astute today than they were before Impunity and “redundant law enforcement” is the new enemy in the anti-corruption campaign. Many Ugandans have given up and their only recourse in the near future will be conscientious objection and social action. Our clout should therefore be “the power of numbers”

Anti-corruption activism also needs to become more astute. While many Ugandans desire and deserve better service delivery, we still have duty bearers that understand their positions in society as power centers of loading it over others; generating more apathy than sympathy among our people. In order to do this sustainably, we need community based structures that enhance people participation. The creation of such structures requires explicit action through the use of tested strategies, institution of reliable policies, systems and procedures and management frameworks.

We need support from other Development partners like Democratic Governance Facility (DGF) to facilitate our strategic plan. In our renewed hope we will seek to promote more people participation in enhancing socio-economic and political accountability. Our focus is going to be a responsive secretariat with relevant expertise in handling the changing trends of corruption. We envisage becoming more instrumental in challenging practices that condone ineptness and impunity in service delivery.

In the next six years, Kick Corruption out of Uganda is looking forward to enabling people to identify, isolate and demand that leaders account. This calls for active anti-corruption agitation. This is going to be attained through public expenditure tracking surveys, socio-economic research and documentation, experiential training and grassroots accountability events. KICK-U will provide information that will spur “holy anger” and informed community participation for better service delivery. These processes are meant to make it hard for detractors to find it easy to derail informed people.

Rt. Rev. Fr. Gaetano Batanyenda

Forward by the Executive Director
“ZERO CORRUPTION, 100% DEVELOPMENT”

Kick Corruption out of Uganda (KICK-U) has talked and walked Transparency and Accountability under the direction of the old strategic plan and I would like to appreciate and recognize the support and Partnership with NDI, ACCU, UNNGOF and DENIVA, our Members, the core institutions of government, Private sector and the general community for associating with us in bringing success to our strategy over the last six years despite challenges. I would like to appreciate all those who made a negative contribution towards the success of our old strategic plan paving way for a new one. With constant commitment arising from the realization that the solutions to the problem of corruption needs concerted effort and collective social, political and technical action, I invite you once again to our new road for the next six years.

In the recent years, we have learnt that the problem of governance and accountability in Kigezi and Uganda as a whole is the question of Docile Citizenry and self-centered Leadership. These two when analyzed are centered into one “the citizenry question” The high rocketing levels of impunity is best checked when citizens know what to do, when and how to do it. The constant lack of citizens quest for better services has sent the leadership into slumber and take advantage of the docility to act with impunity at all levels of service delivery. In spite of all that, I am glad to note that, the people of Kigezi and Uganda at large have now gotten knowledge and consciousness to check these practices and need further deliverance from speaking democratic principles to applying them, thus forming the core of this new six year strategy. The cardinal role of igniting citizen based action in the promotion of good governance is well placed in the Civil Society Organizations and for us to achieve that, we need to keep and deliver the promise that accountability starts from and with us!.

Dear secretariat, members and followers of KICK-U now and in the future, the achievement of the aspirations of this strategy has been left to us with a belief that our commitment to good work remains steadily rising and improving by day. The prevailing working conditions internally and externally will in many ways enable or frustrate our abilities as has been in the past but I appeal to us to commit time carefully and believe in ourselves, coalition spirit, knowledge and skills to remain productive and be reminded that, the enactment of the necessary legal frame work in promoting transparency and Accountability in Uganda including the Anticorruption Act Whistle Blower’s Protection Act, Access to Information Act among others, is no guarantee or the existence of Transparency and Accountability in Kigezi and Uganda at large but a means to ensuring their supply.

We are presented with a situation in which the supply of these as key tenets of good governance is lacking without their demand; calling for a concrete definition of roles across the divide right from the accountability supply centers to those who are its beneficiaries. This remains a far reached dream without formation of a wide-reaching Coalition approach with the ability to rally big numbers of people to stand up and demand for change to the prevailing conditions and practices. Our Coalition should be built as a strong institution that can demand information, analyze it and ask questions, push for inclusion, claim for space and add voice to the decision making processes to direct priority setting and utilization of resources. The role of the community in planning, budgeting, monitoring, and reporting variations remains the key aspirations under this strategy as we believe in a strong citizenry for holding leaders accountable in delivering development.

The Time is now, Act against Corruption!

Byamugisha Kakuru Robert

Executive Director

Executive Summary

KICK-U is a registered anti-corruption coalition of indigenous Civil Society Organizations, special interest groups and individuals in Uganda, working in partnership with public and private institutions to fight against corruption and abuse of fundamental human Rights to access vital development services. KICK-U governance and management/administrative structure consists of: A General Assembly, a Board of Directors and Secretariat. The Secretariat is headed by Executive Director assisted by four program and two administrative staff. At the sub-national level, the coalition operates in the all the Kigezi region districts of Kabale, Kisoro, Kanungu, Rukungiri and Rubanda, at the national level the coalition links with national level advocacy organisations like ACCU, UDN, UNNGOF, AAI(U), CSBAG. The coalition also collaborates with accountability state institutions like IGG, OAG, EOC, and DEI.

Kick Corruption out of Uganda (KICK-U) is embarking on implementing a six year strategic plan that potentially changes the KICK-U focus of civic empowerment from basic sensitization to empowerment to take action in the demand for good governance and accountability. The plan revolves around innovative ways of working where emphasis is put on partnership building and constructive engagement with state and non-state actors at all levels. It draws its strength from putting citizens in the driver's seat while the coalition plays a central facilitator and intermediary role.

KICK-U has six core organizational objectives

- To sensitize and empower communities to effectively participate in the decision-making processes in the development agenda and demand for accountability from their leaders.
- To promote learning and experience sharing through partnerships, networking and synergy building for collective action against development challenges at the national and sub-national levels.
- To promote citizens' increased access to information to inform their evidence-based advocacy agenda that demands better responsiveness and accountability by the duty-bearers
- To advocate for protection and sustainability of natural resources to spur meaningful economic activity.
- To build a viable, sustainable and vibrant coalition with a technically competent and motivated Secretariat capable of furthering the civil society's development agenda and that of KICK-U in particular.

To achieve the above objectives and the overall organisational goal, KICK-U, over the next six years, will pursue nine Key Result Areas (KRAs). These will include:

- KRA1:** Enhanced Capacity of the KICK-U Secretariat to deliver on its core mandate and contribute to national development
- KRA2:** Better coordination among and improved functioning of civil society organisations in the Kigezi region.
- KRA3:** Increased civic awareness and effective participation of citizens in the Kigezi region in the local area development agenda
- KRA4:** Strong collaborative partnership between civil society and local governments within in the Kigezi region, with improved responsiveness of government to citizens' concerns
- KRA5:** Youth and women effectively participating in political leadership and in monitoring of development programs
- KRA6:** Effective anti-corruption mechanisms in place and citizens actively engaged in the anti-corruption agenda, corruption cases decisively resolved and general decline in corruption practices in both the public and private sector
- KRA7:** Mechanisms for resolving land conflicts in place and sound natural resources management and utilisation strategies in place
- KRA8:** Local empowerment through effective service delivery and mobilisation of poverty reduction by local civil society.

KRA9: Strengthened government mechanism for dialogue, communication, consultation and negotiation on key policies.

To implement this Strategic Plan, KICK-U will need a resource envelop amounting to UGX. 9,005,000,000 to cover all program and administrative costs.

Chapter One: Contextual Analysis

General Context

Uganda has made significant social and economic progress in the last two decades. Uganda's Gross Domestic Product grew at an average annual rate of 7.1% from 1992 to 2011 well above the Sub-Saharan average (African Development Bank 2013). The high rates of growth were attributed to the rise of a dynamic service sector. However, between 2011 and 2012 Uganda's GDP fell to 3.2% (African Development Bank 2013) due to a combination of internal and external factors (including high population growth, a decrease in export performance and high inflation) have affected the country reducing economic activity. The initial gains made in the 1990s are suffering reversals on account of the current runaway corruption that has eaten up the entire public service.

The situation is made worse by the seemingly total lack of tangible political will to address the scourge. Despite recognition of the gravity of corruption and the creation of laws and institutions to reduce corruption, Uganda's capacity to deal with it effectively has been hampered by an inability to implement and enforce existing laws and policies by relevant stakeholders, especially the executive and its related state accountability institutions. Corruption, therefore, continues to severely constrain public policy execution and public service delivery.

Gender

Gender equality and women's rights have been formally acknowledged by the government of Uganda as central to sustainable development. This commitment has translated in the establishment of national gender mechanisms and revision of its legal and policy framework (outlined below) to address gender inequality and violations of women's rights. The status of women in Uganda is affected by high poverty levels, low literacy rates, limited access to resources, inadequate institutional capacity of national gender mechanisms and law enforcement agencies and negative sociocultural practices that foster violation of women's rights.

Civil Society in Uganda

Uganda's legal and policy framework supports the existence and free operation of civil society organisations. Two key instruments regulate their activities: (1) the 1995 Constitution, which provides guarantees to the right of association and recognizes the existence and role of civil society organisations; and (2) the NGO Registration (Amendment) Bill, 2006, which introduced significant legal and administrative restrictions to the operations of civil society organisations.

Civil society in Uganda is shaped by the availability of funds and interests of funders/donors, with about 95% of all funding for CSOs in Uganda coming from external sources. Civil Society and in particular non-governmental organisations in Uganda have played a watchdog role and have been essential in fostering political participation in a restricted political space since the 1980s. The political environment of authoritarianism and repression of dissident voices has however restricted their freedom and the adoption of positions that explicitly challenge the authority and accountability of the government, as well as their ability to effectively influence the legal and policy agenda.

In recent years, the political environment for civil society voices and action has become less favorable. A report published by Human Rights Watch (2012) denounces harassment, intimidation and obstruction of civil society, particularly those that deal with controversial issues (such as democratization, governance, corruption, human rights/LGTB rights and accountability), by the government and the impact it is having on civil society activism and dynamism.

There are examples of research, advocacy and lobby initiatives led by women's organisations in Uganda. For instance, the National Association of Women Organisations in Uganda and the Uganda Gender Resource Centre was actively involved in the constitutional making process that culminated with the 1995 Constitution. They have also successfully campaigned for legal reforms for the abolishment of Female Genital Mutilation/Cutting, for the criminalization of domestic violence and for the approval of the Marriage and Divorce Bill.

The women's movement is considered by some as one of the most autonomous, active and coordinated social movements in Uganda. Women's organisations have become an important platform for the recruitment and training of new political leaders forging their entry into positions of formal political power and civil society has been an important space for the articulation and representations of women's interests and for collective action in Uganda. However these gains are not being sufficiently translated and reflected into grassroots women's emancipation. Women in rural areas remain brutally abused by their spouses.

The constitution of Uganda provides for recognition of the rights of women, promotes and protects social justice and equality of all Ugandans. Specific articles address the empowerment and encouragement of active participation of citizens, in governance at all levels, and gender balance and fair representation of marginalized groups. Although the Constitution has positive provisions, the laws in Uganda still discriminate against women and girls on matters of inheritance, marriage and divorce as well as property ownership. The situation is worse in regions like Kigezi where traditionally customary practices place women at serious disadvantages when it comes to access to and ownership of vital production resources like land and family capital assets.

Equal Opportunities Commission (EOC) has recently been established. Women's political representation in Parliament and at local council level is around 30%. Public presence of women is related directly to affirmative action policies. Affirmative action measures have also been applied to education and politics. These are however yet to be translated into real liberation of the poor rural women.

Kigezi Specific context

The Kigezi highlands are a region of high agricultural potential but with a high population density (about 300 per km²) and population growth of about 2.2% per annum (Ministry of Finance, Planning and Economic Development, (MFPED, 2004). The highlands lie in South Western Uganda at an altitude of 1500-2700 meters above sea level. The rainfall pattern is bimodal and ranges from 1000 to 1500 mm per annum. The temperatures are moderate with mean minimum of 13°C and mean maximum of 23°C. In Kigezi, soils are generally volcanic and were inherently fertile although some parts have less fertile Ferrasols and Andosols (Djimbe and Hoekstra, 1987).

Table 1: Population distribution by gender:

DISTRICT	MALE	FEMALE	TOTAL	Population density (Per square kilometers)
KABALE	250,249	277,982	528,231	314.6
KANUNGU	121,081	131,063	252,144	197.9
KISORO	126,055	155,650	281,705	370.8
RUKUNGIRI	150,016	164,678	314,694	206.5
TOTAL	647,401	729,373	1,376,774	1089.8

SOURCE: National Population and Housing Census (NPHC), 2014

Land fragmentation is rampant in Kigezi and is largely to the very high population density (approximately 272.5 people per square km). Fragmentation has permitted a breakdown of clan attachments to land, and has paved the way for private land ownership. It permits each farmer to have a variety of plots at different locations, with different soils, and different agricultural suitabilities. The disadvantages are: it takes time to walk to each plot; fragmentation inhibits provision of grazing land; fragmentation hinders a more scientific farming. If the land of Kigezi was not so fragmented possibly cash crop farming could be more easily promoted, and also mechanization. Land consolidation has been talked about for the area, but this would inevitably involve resettlement and the need for social and financial re-adjustments. In all this women and youth are the biggest losers. Domestic violence against women revolves around use and control

over land and a production factor

In Kigezi, it is a common phenomenon to learn about, or hear about incidences of rape, defilement, and forced marriages. When analysed it all boils down to use and control of land. It is therefore important that at least we have a referral to give to victims and survivors of war, which has not been the case in the past. Therefore on behalf of government, I plague our support in all your endeavors.

At the household level, oppression based on gender and age is experienced. Men dominate the political, social and economic life of the household. At the macro level, male elders dominate the political, social and economic affairs of their lineages.

Transparency and accountability

Corruption remains a serious problem in Kigezi region just like the rest of the country. The legal and regulatory framework for anti-corruption is largely in place, and includes progressive laws on access to information and a semi-autonomous Inspectorate of Government with a mandate to investigate and prosecute the corrupt in public office. But at the same time there are considerable political and procedural limitations for all-out and consistent measures and Uganda remains rated among the countries with a severe corruption problem. The issue of corruption and lack of accountable leadership in Uganda has reached endemic levels especially in the last six years. During this time; social accountability has reached an all-time low, directly affecting on the quality and levels of service delivery. Service delivery processes and poverty alleviation projects have left people more desperate than before they commenced.

Uganda has a serious corruption problem. Surveys of the private sector regularly report corruption as a major constraint on doing business. Service delivery surveys highlight that a high proportion of the public frequently pay bribes to access services in health, education and law and order. However, international indicators suggest some improvements in recent years. Uganda's score in Transparency International's perceptions of corruption index has improved from 1.9 in 2001 to 2.7 in 2006 and 2.8 in 2007 (scores range from 0 -10, where 10 represents no corruption). More so, under infrastructure there is an escalating problem of mismanagement of resources.

Progress has been made in creating the basic institutional framework required to fight corruption. Anticorruption policy is set out in a national strategy which was first launched in 2005 and is now being reversed. Special public institutions have been created. In particular an Inspectorate of Government acts as a semi-autonomous institution with a mandate to investigate and prosecute corruption culprits in public offices. A Directorate of Ethics and Integrity, with a Minister that sits in Cabinet, has a mandate to coordinate government policy on anti-corruption and promote ethics and integrity within the public sector. A Public Procurement and Disposal of Public Assets Authority has been established to implement a fundamental reform of government procurement systems.

In spite of these noble initiatives by government, corruption is becoming endemic and syndicate in nature. There is glaring lack of political will to fight corruption. This is demonstrated by the state's reluctance to pursue big corrupt official through decisive prosecutions and recovery of lost public funds. The state has also shown no commitment in ensuring the state accountability institutions established get adequate facilitation and the space and autonomy to execute their mandate effectively. Investigations into mega corruption scandals at both the local and national level are often botched and in all this the state machinery and top political leadership is suspect.

At the local government level governance and accountability systems are very weak. For instance, the district accountability committees are ineffective due to political interference and inadequate facilitation coupled by low competence levels of the members on these committees. Lack of adequate down-ward accountability is causing an ever-increasing disillusionment with decentralization and local governance at district levels: The gap between the citizens and their elected leaders at local government level has is simply widening and this has made the leaders more distant from their constituents. Local leaders have increasingly become autocratic and corrupt. The 'strong-unapproachable-man' syndrome is growing in local government structures and systems, posing a big challenge to local Governments' capacity to bring services closer to the people. Demanding for accountability in such a situation is getting more difficult.

Strategic Development Challenges

Going by KICK-U's decade long experience of working in the Kigezi region and from the above contextual analysis the following is summary of strategic development challenges KICK-U will strive to contribute towards addressing over the next six years.

- Inadequate citizens' popular participation in decision-making and in monitoring of development programs contributing to low quality and volume of service delivery
- Youth unemployment contributing to poor local area economic development and spurring increasing societal violence.
- Poor organisations and coordination of civil society coupled with their weak internal governance and managerial capacities undermining the ability of local CSOs to function and their credibility before authorities. Civil society in the region are unable to execute their watch-dog role effectively.
- Lack of effective natural resource governance strategies especially of land contributing to resource-related violence and further undermining efforts for local area economic development.
- Weak local government structures and systems undermining civil society-local government partnerships and promoting poor performance of local in service delivery.

But the largely challenges have revolved around organisational and institutional capacities, communication and sharing of information between the different stakeholders.

At KICK-U, we have learnt a number of lessons which I would like to share with you today;

- 1 The need for effective coordination and communication
- 2 Continuous Capacity development is critical. Society is dynamic and people constantly move, making it necessary to keep the capacity levels in tandem with changes in the environment
- 3 Realistic implementation time enhances chances for realization of desired outcomes and impact.
- 4 Common curriculum and materials enhances quality and sustainability of results, cuts down on costs and eliminates duplications and contradictions
- 5 The need to use community based facilitators

Chapter Two: Mandate and Structure of KICK-U

KICK-U is a registered Anti-corruption coalition of indigenous Civil Society Organizations, special interest groups and individuals in Uganda, working in partnership with public and private institutions to promote good governance, transparency and accountability. KICK-U does this through enhancing popular citizen participation, fighting against corruption, national and sub-national level advocacy for effective service delivery, raising citizens' awareness of their rights and responsibilities as citizens and promotion of basic human rights observance by those in positions of leadership.

KICK-U is a coalition of member organisations in the Kigezi region and its governance and management/administrative structure consists of a General Assembly (who are registered members of the Coalition), a Board of Directors and a Secretariat. The Secretariat is the technical arm of the coalition and is headed by an Executive Director, assisted by four core program (1 Head of Programs, and 3 Program Officers) and four administrative staff (1 Finance and Admin Manager, 1 Accounts Assistant, 1 Admin Assistant and 1 Driver). Currently the coalition operates in the entire Kigezi region in the districts of Kabale, Kisoro, Kanungu, Rukungiri and Rubanda.

The vision

KICK-U's vision is: *"A corruption free society"*

The Mission

KICK-U's mission is: *"Facilitating empowerment of communities in order to act independently, participating in society processes and advocate for their own interests"*

Overall Goal:

KICK's organisational goal is: *"To contribute to good governance for effective leadership and sustainable development"*

Organisational Values

KICK-U is a value-based organisation and all its work is anchored in and guided by five core values:

- Accountability
- People-centeredness
- Integrity
- Partnership
- Impartiality,

Organisational Program Portfolio

KICK-U implements programs revolving around four core work streams:

Work Stream I: Build a competent and vibrant civil society: Strengthening internal organisation and managerial capacities of civil society organisations in Kigezi and building strong sub-national to national linkages for effective policy advocacy

Work Stream II: Create an empowered citizen agency: Building a strong citizen agency capable of effectively engaging state institutions to deliver to citizens high quality and adequate services

Work Stream III: Advocate for respect for people's rights: Stimulating an emergence of effective responsive and accountable local government that is ever presence and respect the right of citizens

Work Stream IV: Promote collective action among stakeholders: Partnerships networking, synergy building, reflection and learning for sustainability and multiplier effect of registered achievements

Organisational Guiding Principles

The KICK-U Coalition’s programme design and implementation adopts and is guided by home-grown and culturally enshrined programming principles. These principles guide and facilitate fulfillment of the established vision and mission. They are as follows:

<p><u><i>Principle 1: Promote Empowerment</i></u> We stand in solidarity with poor and marginalized people, and support their efforts to take control of their own lives and fulfill their rights, responsibilities and aspirations. We ensure that key participants and organizations representing affected people are partners in the design, implementation, monitoring and evaluation of our programs.</p>
<p><u><i>Principle 2: Work with partners</i></u> We work with others to maximize the impact of our programs, building alliances and partnerships with those who offer complementary approaches, are able to adopt effective programming approaches on a larger scale, and/or who have responsibility to fulfill rights and reduce poverty through policy change and enforcement.</p>
<p><u><i>Principle 3: Ensure Accountability and Promote Responsibility</i></u> We seek ways to be held accountable to the voiceless poor and marginalized people whose rights are denied. We identify individuals and institutions with an obligation toward poor and marginalized people, and support and encourage their efforts to fulfill their responsibilities.</p>
<p><u><i>Principle 4: Address Discrimination</i></u> In our programs and offices we address discrimination and the denial of rights based on sex, race, nationality, ethnicity, class, religion, age, physical ability, caste, opinion or sexual orientation.</p>
<p><u><i>Principle 5: Promote the non-violent resolution of conflicts</i></u> We promote just and non-violent means for preventing and resolving conflicts at all levels, noting that such conflicts contribute to poverty and the denial of rights.</p>
<p><u><i>Principle 6: Seek Sustainable Results</i></u> As we address underlying causes of poverty and rights denial, we develop and use approaches that ensure our programs result in lasting and fundamental improvements in the lives of the poor and marginalized with whom we work.</p>

The Strategic Planning Process

This strategic plan was formulated through an intensive participatory and consultative approach involving KICK-U member organisations (MOs) and individuals, KICK-U Board members, Secretariat staff, local government officials, members of youth and women groups in Kigezi, representatives of development partners in the Kigezi region, religious leaders and representatives of the general community in the operational districts.

A series of meetings were then organized, to refine the vision and mission statement and the key values of the Strategic Plan including the broad strategic objectives and goals. Members of staff then held a workshop to discuss and critique the vision, mission and the set objectives. They also discussed the following in the second workshop the Strategies for reaching the strategic objectives: the KRAs coalition would seek to register against the stated strategic objectives; a budget for the activities; responsible persons and departments for all activities that are to be implemented; an M&E framework for implementation of the strategic plan.

Chapter Three: KICK-U Strategic Direction 2016-2021

In fulfillment of its core mandate, KICK-U will implement programs and projects aligned to its work streams that will revolve around the nine Key Result Areas. The focus will be on contributing towards building a culture and practice of transparency and accountability, enabling youth and women participation in economic activities and leadership, contributing to building strong effective local governments and contributing to building effective service delivery systems for improved service delivery to the local population.

Fighting Corruption, improving quality of service delivery

In response to the challenge of lack of accountability in the public service and private sector, KICK-U will undertake interventions that will employ the following strategies and approaches

- Strengthening and promoting community based monitoring systems to promote community appreciation, ownership and protection of all public resources.
- Facilitate and strengthen the District Integrity Promotion Forums (DIPFs) in each of the districts of operation. These will among others, undertake value for money public audits and processes in order to give the public and the civic population avenues to determine their destinies.
- Carrying out social research to generate evidence for effective evidence-based policy advocacy at the sub-national and national levels.

Building Civic Competence and Mobilizing Stakeholders for Collective Action

In response to the challenge of lack of a strong citizen agency that can hold leaders accountable and responsive KICK-U will, among others, undertake interventions that will employ the following approaches and strategies:

- Promotion of anticorruption campaigns for garnering of critical participation of the masses. This will be through special and symbolic events and even through active advocacy campaigns designed and tailored to suit strategic concerns.
- Increased use of creative and innovative means of civic mobilization and visibility of KICK-U actions and interventions.
- Massive civic education and civic empowerment in a participatory manner.
- Building of action teams to consolidate the mobilization efforts and to provide avenues for diversities in age, gender, education status and religion to enrich the anti corruption crusade.
- Promotion of legal aid services and increased use of judicial sanction to curb corruption by having a complaints referral system, victim support infrastructure in place and relevant interfaces with the JLOS.

Promoting Integrity and good Performance among leaders

The integrity of a leader will preclude the individual from engaging in conduct reflective of corrupt tendencies. A value system will dictate behavior and beliefs that the individual holds. Uganda as a nation has put in place a regime of law and policy to guide the conduct of leaders as individuals. There is the Leadership Code Act, the IGG Act and the establishment of the Directorate of Ethics and Integrity to be the custodian of morality in leadership. However the trends have been that this system has been inept in as far as realizing the critical element of leaders of integrity is concerned.

In response to this challenge, KICK-U will undertake interventions that will revolve around the following strategies and approaches:

- Promotion of citizen over sight of leaders' compliance to the national value system
- Encouragement of compliance by awards and public recognition of excellent behavior and also the public ridiculing of errant elements. Identifying and rewarding ***"Icons of Integrity"***
- Promotion of leadership development ventures in learning institutions and provision of role modeling avenues for intending leaders.
- Encouragement and support of institutions such as religious bodies and individuals to promote ethics and integrity in informal ways.
- Establishing and facilitating of platforms that encourage public debate on performance of leaders and the institutions that they are part of. These platforms will manifest in a variety of forms like public debates, citizen (grassroots) parliaments, face the citizen sessions, women pressure groups, youth pressure groups and others as KICK-U shall design from time to time basing on the needs.

Building Institutional Capacity of KICK-U

To effectively deliver on this strategic plan, KICK-U's institutional; capacity needs to be enhanced and bring it in line with the strategic and operational challenges that characterize civil society work in the context described in earlier chapters. This capacity enhancement will take the form of:

1. Staff development through mentorship, coaching, tailor-made skills specific, inter-partner exchange visits and staff targeted trainings
2. Board capacity development through tailor-made corporate governance trainings and exposure
3. Capital development to equip and hence office administrative capabilities, filed and office means of transport, ICT capability enhancement
4. Building and implementing a robust responsive M&E system that provides real0time data for effective decision-making in program management and generates informative reports for internal and external consumption

Key Results Areas for the Period 2016-2021

This strategic plan revolves around delivery against nine (9) well thought out and inter-linked key results areas:

- KRA1:** Enhanced Capacity of the KICK-U Secretariat to deliver on its core mandate and contribute to national development
- KRA2:** Better coordination among and improved functioning of civil society organisations in the Kigezi region.
- KRA3:** Increased civic awareness and effective participation of citizens in the Kigezi region in the local area development agenda
- KRA4:** Strong collaborative partnership between civil society and local governments within the Kigezi region, with improved responsiveness of government to citizens' concerns
- KRA5:** Youth and women effectively participating in political leadership and in monitoring of development programs
- KRA6:** Effective anti-corruption mechanisms in place and citizens actively engaged in the anti-corruption agenda, corruption cases decisively resolved and general decline in corruption practices in both the public and private sector
- KRA7:** Mechanisms for resolving land conflicts in place and sound natural resources management and utilisation strategies in place
- KRA8:** Local empowerment through effective service delivery and mobilisation of poverty reduction by local civil society.
- KRA9:** Strengthened government mechanism for dialogue, communication, consultation and negotiation on key policies.

Key New Innovative Approaches and Strategies

To effectively deliver on the above Key results Areas, KICK-U will, among others, employ an array of new innovative approaches and strategies.

The fight against corruption needs new innovative approaches as the corrupt have become bolder and use technology to hide their actions. It is no longer effective to target individuals as corruption has become a syndicate scourge involving entire structures and systems in government. The following innovations will inform much of KICK-U's interventions aimed at strengthening local government systems, strengthening citizens' participation and decisively dealing with the problem of corruption:

1. **The District Integrity Promotions forums:** Working with and through District Integrity Promotion forums (DIPFs). These structures bring together all key government agencies and civil society at the district level including: OAG, IGG, DPACs, CIID/Police, Internal Security, Civic Leaders, CAO, LC Leaders. It is envisaged that by bringing issues at the forum's meetings commitments from respective concerned departments can be swiftly secured, their actions monitored and compel them to follow up on issues as agreed at the meetings. KICK-U will work to strengthen the functionality of these structures
2. **The District Peer Review Mechanism:** Introducing, strengthening and promoting the District Peer review Mechanisms (DPRM). This is an inter- and intra-district self-assessment mechanism that promote peer learning within and between districts. Because it is managed within and by the districts teams themselves, there is higher sense of ownership of the process. Issues identified are quickly acknowledged and owned by the district officials themselves and action taken is more decisive and sustainable than when change is initiated by outsiders. KICK-U will use this approach to put responsibility for problem identification and problem solving in the hands of the district leadership.
3. **People-First Emphasis:** KICK-U will strive to put citizens in the driver's seat. Time will be taken to analyse issues on how they impact on local communities and seek community input in identifying solutions to those issues that are the center of their interests. In this way a strong local institution of empowered communities will be built to enhance long term sustainability
4. **Constructive Engagement:** KICK-U in all its work with local governments and other stakeholders will use the approach of constructive engagement as opposed to the traditional confrontational approach of most civil society organisations. The aim here is to build mutual trust and confidence so that local government does not view KICK-U as a "policing" agent but rather as a partner of choice out to contribute to the general betterment of local government performance. This will enable local government to open up and allow KICK-U into those otherwise once closed spaces.
5. **Local Government Council Score Card Initiative:** KICK-U will implement the LGCSC initiative as part of the overall strategy to stimulate change from within the government structures and systems. By making public the performance of political leaders through this initiative it is envisaged that KICK-U will be promoting a mechanism which spurs accountability and positive competition among leaders to demonstrate commitment to delivering services to the people. Like the DPRM, the LGCSC initiative will enhance internally driven change

Chapter Four: Monitoring and Evaluation Framework

For the success of all its programmes, KICK-U runs a robust M&E framework with an integral elaborate and comprehensive monitoring and evaluation system. A participatory planning and monitoring system has been developed involving all KICK-U MOs and strategic allies within and outside the Kigezi region.

Annual reviews of the strategic plan will be conducted basing on the key lessons learnt derived from progress reports made against set targets. A baseline status for each of the objectives and result areas has been established as a basis to set indicators of performance. The annual reviews will help to set new milestones for the coming year.

Monitoring, Evaluation and Learning (M&E + Learning) will be an integral part of the KICK-U development strategy involving cyclic processes geared towards achieving effectiveness and increasing impact of KICK-U's interventions aligned to the overall National Civil Society Goals and Objectives, Kigezi region's DLG's District Development Plans (DDPs) and the Uganda National Development Plan (NDP). Major emphasis will be placed in building a learning approach that uses achievements, lessons learnt and problem-solving for better decision making and accountability.

The M&E + Learning system will focus on helping; primary stakeholders, implementing partners and the KICK-U Coalition's technical staff and Board of Directors learn together and promote participation of the poor. This will be used to measure change and impact on socio-economic and political targets.

For the KICK-U Coalition's core programs, M&E +Learning processes and reflections will involve but not limited to the following (see table below);

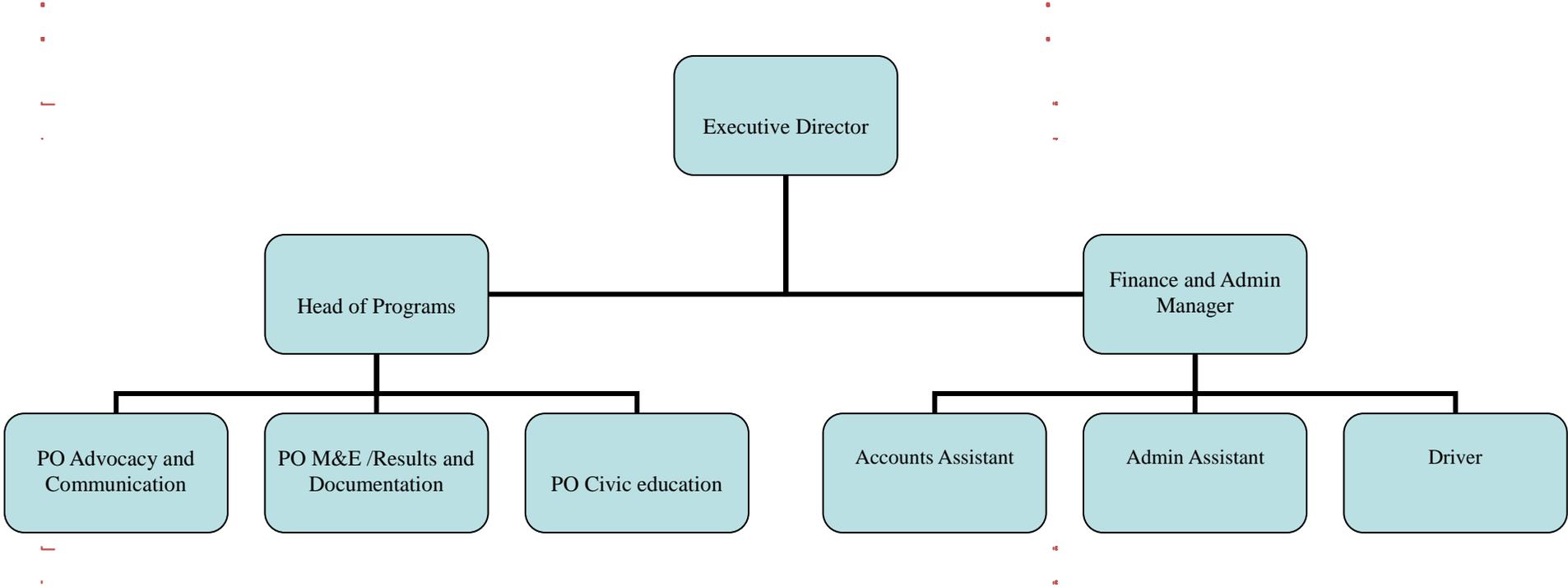
M&E + Learning process /event	Purpose and description	Who to involve	Time frame
Baseline survey	Establish benchmarks for subsequent measurements & identify key issues that inform programming and planning,	Secretariat Staff, partners, and other stakeholders, external consultant	2-3 weeks in field +workshops with partners in sampled areas
Review of strategy	Update situation analysis information; accommodate baseline issues, adjust objectives and assumptions	Partners, Secretariat staff and facilitator	2 days workshop
Fine tune M&E +Learning plan with stakeholders	Re-assess and analyze different information needs, identify major outcomes, take stock of who is committed to doing what, agree on priority areas for monitoring, develop and refine indicators, method for data collection, and agree on responsibilities and reporting periods	Partners, Secretariat staff , and facilitator	2-3 days workshop in first quarter of start.
Quarterly progress reviews with stakeholders	Discussions on key successes, lessons learnt and pitfalls, identify areas of improvement, adjustments in M&E +L plan	Staff , partner organizations and others	1-day meetings quarterly
Field visits	Keep track of what's happening, informal chats about how activities are progressing, observations and documentation	Community volunteers, sub-county committees, Secretariat staff and other stakeholders	weekly /monthly for sub-county committees and volunteers and quarterly for Secretariat core staff
Mid-term Review	Review progress towards achievement of strategic directions (SOs and KRAs) for KICK-U strategy Discussions on strategy operations, objectives and review of progress, lessons learnt, and M&E +learning adjustment,	Partners, Secretariat, staff, beneficiaries (MOs) and facilitator	Mid-strategy implementation (2 years from start of implementation)
Annual reviews	Summary of key successes, gaps, problems, ideas for change, review of Annual Work plans (AWPs) & M&E+ learning system.	Partners, Secretariat staff, KICK-U beneficiaries (MOs) and facilitator	Once every year.
Evaluation	Impact assessment considering; relevance, effectiveness, efficiency and sustainability of development initiatives Value for money;	All stakeholders, sampled communities, Secretariat staff, partners, done for re-strategizing and repositioning may involve services of external evaluator / facilitator	Mid-Last year of KICK-U strategy implementation.

Chapter Six: Implementation Budget Estimates

Key Result Area	Performance Year						Total UGX
	2016	2017	2018	2019	2020	2021	
KRA 1: Enhanced Capacity of the KICK-U Secretariat to deliver on its core mandate and contribute to national development	400,000,000	450,000,000	470,000,000	550,000,000	560,000,000	680,000,000	3,110,000,000
KRA 2: Better coordination among and improved functioning of civil society organisations in the Kigezi region.	75,000,000	95,000,000	105,000,000	125,000,000	130,000,000	130,000,000	660,000,000
KRA 3: Increased civic awareness and effective participation of citizens in the Kigezi region in the local area development agenda	105,000,000	160,000,000	175,000,000	215,000,000	220,000,000	260,000,000	1,135,000,000
KRA 4: Strong collaborative partnership between civil society and local governments within in the Kigezi region, with improved responsiveness of government to citizens' concerns	55,000,000	70,000,000	80,000,000	80,000,000	85,000,000	90,000,000	460,000,000
KRA 5: Youth and women effectively participating in political leadership and in monitoring of development programs	75,000,000	90,000,000	95,000,000	100,000,000	110,000,000	135,000,000	605,000,000
KRA 6: Effective anti-corruption mechanisms in place and citizens actively engaged in the anti-corruption agenda, corruption cases decisively resolved and general decline in corruption practices in both the public and private sector	95,000,000	150,000,000	200,000,000	250,000,000	250,000,000	320,000,000	1,265,000,000
KRA 7: Mechanisms for resolving land conflicts in place and sound natural resources management and utilisation strategies in place	65,000,000	85,000,000	89,000,000	91,000,000	95,000,000	120,000,000	545,000,000

KRA 8: Local empowerment through effective service delivery and mobilisation of poverty reduction by local civil society.	85,000,000	90,000,000	95,000,000	100,000,000	110,000,000	135,000,000	615,000,000
KRA 9: Strengthened government mechanism for dialogue, communication, consultation and negotiation on key policies.	70,000,000	80,000,000	85,000,000	120,000,000	125,000,000	130,000,000	610,000,000
Total UGX	1,025,000,000	1,270,000,000	1,394,000,000	1,631,000,000	1,685,000,000	2,000,000,000	9,005,000,000

Annex One: KICK-U Secretariat Organogram



Annex Two: KICK-U Board of Directors

S/N	NAME	TITLE	CONTACT	DISTRICT OF ORIGIN
1	Rev. Fr. Gaetano Batanyenda	Chairperson	0703212388	Kabale
2	Mrs. Lydia Mugisha	Vice Chairperson	0772303808	Kisoro
3	Mr. Frank Rwendeire	Secretary	0772830466	Rukungiri
4	Rev. Asimwe Micheal	Treasurer	0772651559	Kabale
5	Mrs. Annet Karooro	Committee Member	0772664077	Kanungu
6	Mrs. Ninsiima Hellen	Committee Member	0774136939	Kabale
7	Mr. Bannet Mwesigwa	Committee Member	0759888242	Kanungu
8	Mr. Byamugisha Kakuru Robert	Ex-official	0782472880	Kabale

Annex Three : KICK-U Development Partners – past and current

Name of the project	Donors to the project	Cost of the project	Duration of the project.
No vote buying/selling campaign.	Transparency International Uganda/ACFIM	UGX49Million	26 th June 2015- 15 th July 2016.
Voter Education	Development Network of Indigenous Voluntary Organizations(DENIVA)	UGX30Million	July 215- May 2016.
Citizens' Manifesto Campaign	Uganda National NGO Forum(UNNGOF)	UGX40Million	July 2014- May 2016.
Focus Group Discussions	National Democratic Institute (NDI)	UGX 10Million	17 th March 2015- 17 th January 2016
Anti-Corruption Caravan	Action Aid Uganda	UGX 12Million	November 2015- December 2015
Budget monitoring in Health and Education	Anti-Corruption Coalition Uganda (ACCU)	UGX 50Million	January 2015 -January 2017
Awareness rising of Model Mining Law and the Uganda Legal Framework specific to extractives.	Africa Freedom for Information Center (AFIC)	UGX50Million	03 rd June 2016- 03 rd August2016.
2016 Election Observation	Citizens Election Observers Network –Uganda (CEON-U)	UGX67.7million	August 2015-April 2016
Campaign Finance Monitoring	Transparency International Uganda (TIU/ACFIM)	UGX55Million	August 2015-March 2016
Annual Learning Assessment	TWAVEZA-UWEZO	UGX 45Million	September 2015- December 2015

Security Observation	Human Rights Network Uganda (HURINET-U)	UGX1 Million	February 2016
Disaster Risk Reduction	Development Network of Indigenous Voluntary Organizations (DENIVA)	UGX8 Million	July 2016- September 2016.
GRAND TOTAL		UGX417.7Million	