



VISION 2025

CHURCH OF UGANDA

PROVINCIAL MASTER STRATEGIC PLAN 2016 - 2025

Mobilizing the Church for work of service (Eph 4:12)



St. Janani Luwum Church House under construction



THE CHURCH OF UGANDA
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Acronyms

AACC	All Africa Council of Churches
CAPA	Council of Anglican Provinces of Africa
CBOs	Church Based Organizations
CC	Christian Children
CCHCL	Church Commissioners Holding Company Limited
CMS	Church Missionary Society
CoU	Church of Uganda
FBOs	Faith Based Organizations
FOCUS	Fellowship of Christians in Universities and Schools
FY	Financial Year
GAFCON	Global Anglican Future Conference
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome
HR	Human Resource
ICT	Information & Communication Technology
IRCU	Inter Religious Council of Uganda
M&E	Monitoring & Evaluation
NGOs	Non – Governmental Organizations
OCA	Organizational Capacity Assessment
PASC	Provincial Assembly Standing Committee
PAYE	Pay As You Earn
PDB	Planning Development & Rehabilitation Board
SWOT	Strengths, Weaknesses, Opportunities and Threats
TB	Tuberculosis
UCU	Uganda Christian University
UJCC	Uganda Joint Christian Council
WCC	World Council of Churches



*Most Reverend Stanley Ntagali
Archbishop of Church of Uganda August 2016*

Foreword

The Church of Uganda has since its establishment by the Church Missionary Society (CMS) in 1877 endeavored to pursue holistic ministry through missions and evangelism, establishment of education and health infrastructure to deliver the most desired services to the communities. These 140 years have been years of love in action responding to natural and man-made calamities and disasters such as floods and landslides, draught and famine situations, refugee crises and human displacements occasioned by wars, rebellions and civil strife. In all situations the CoU has given hope to the hopeless, home to the homeless, voice to the voiceless and sanctuary to the destitute and has stood out in situations of injustice. In its years of ministry, CoU's history has witnessed martyrdom of the Uganda Martyrs, Bishop Hannington and the Archbishop St Janani Luwum. They were also the years of the great East African revival in the 1930s-1950s. Through all the rough and tough years, the Church has expanded from a single Diocese of Uganda to cover the whole country with 36 Dioceses and its membership has grown to over 12million Christians.

The Church of Uganda Provincial Strategic Plan 2016-2025 is the first of its kind in the history of the Church. It has been developed to extensively cover the four broad areas for strategic change and impact, namely: The Missions Focus, the Socio-Economic Focus; the Community Engagement Focus and the Institutional Development Focus. The Plan aims at unifying the church in terms of its vision, mission and strategic actions. Three very specific Provincial objectives have been set to be pursued for the next 10 years: i) win souls for Christ; ii) nurture and equip Christians to maturity; and iii) promote holistic transformation among communities. These objectives will be incorporated in the Provincial and Diocesan Annual Plans and Budgets, Programmes, Projects and engagements at all levels of the Church. The Plan clearly outlines the Ministry, the Programmes, the implementation strategies and the resources generation strategies, and the delivery structures.

I commend this Provincial Strategic Plan 2016-2025 for adoption and action in the entire Province: to the Dioceses, the Archdeaconries, Parishes and

Sub-Parishes and Congregations, I also commend it to all CoU founded institutions: Schools, Colleges, Universities, Hospitals and health centers, Projects and Programmes.

I greatly appreciate the works of the Provincial Assembly Standing Committee (PASC) in delivering on the 22nd Provincial Assembly Resolution to develop a long-term strategic plan for the Church of Uganda. I extend appreciation to the Board of Trustees and the Provincial Boards for their enormous input into the Plan. I commend the Provincial Secretariat Team that traversed the country to gather relevant data and information and to all the Diocesan Secretaries, Treasurers, Planning and Development Officers, Heads of Laity

and all others who made significant contributions to this noble task. May God richly bless you all and reward you for your contributions to the building of His Church.

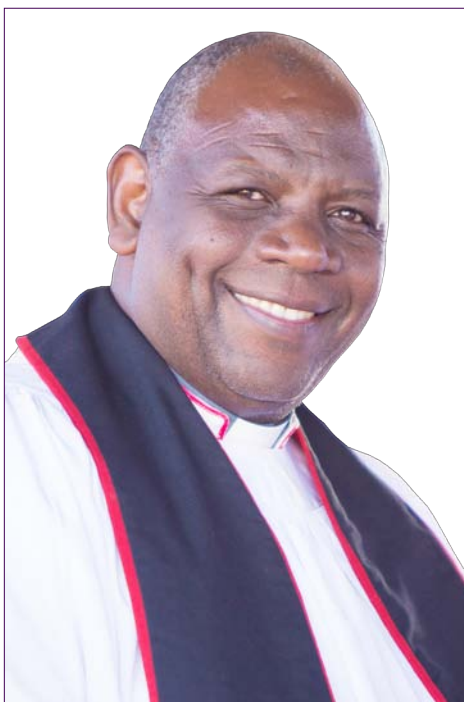
"Blessed in the nation whose God is the LORD, the people He has chosen as His inheritance" (Psalm 33:12).

To God be the Glory



**MOST REVEREND STANLEY NTAGALI
ARCHBISHOP OF CHURCH OF UGANDA
AUGUST 2016**

Acknowledgements



Rev. Canon Amos Magezi
PROVINCIAL SECRETARY

This Provincial Strategic Plan 2016-2025 is a result of a collective effort from all the critical stakeholders of the Church of Uganda (CoU). The cooperation from the whole church as a body; was immense and the teamwork commendable. The consultations involved national and regional workshops: The Diocesan Management Teams (Diocesan Secretaries, Treasurers and Planning Officers and Diocesan Heads of Laity and Diocesan Heads of Clergy) held Strategic Planning Retreats to review the strategic plan and give the Diocesan input. The CoU Bishops held a Strategic planning meeting to agree on the strategic direction the church should take during the planning period. Since the church respects all its constituents, Consensus was built through the various organs including; the Provincial Assembly Standing Committee (PASC), House of Bishops, Provincial Boards and Diocesan Management Teams (Diocesan Secretaries, Treasurers and

Heads of laity), and Uganda Christian University (UCU) Vice Chancellor, Faculty Deans and Heads of Department.

The Church therefore acknowledges the Dioceses for their invaluable contribution in the consultative processes. In particular, the Church appreciates the Diocesan Bishops, Secretaries and Treasures who were strategic representatives in all the meetings. They provided spaces and platforms for reflection in the various regions. The Church appreciates their contribution to the process.

The tireless efforts of the members of staff of the Provincial Secretariat cannot go without mention. The staff where involved in spear-heading consultations and documenting the whole process, and finally delivering the strategic plan. Particularly, the church appreciates the Provincial Secretary Rev. Canon Amos Magezi for his leadership and guidance in the process. He ably led the team

in the whole process. The Provincial Treasurer Canon Richard Obura who was the Chairperson of the team is acknowledged for his consistency and tireless efforts in ensuring that the process is finalized.

The Church is grateful to Mr. Edward Gaamuwa who freely offered his expertise as a Facilitator/Consultant. Edward is appreciated for sharing his experience and wisdom; he tirelessly led the management team at the Provincial Secretariat thorough crucial reflections, sacrificing a lot of time in the event. The church is greatly indebted to his contribution.

The Church greatly appreciates the Provincial Boards for setting a side time and giving guidance to the formation of the Vision, Mission, Strategies and Key Activities that are reflected in the Strategic Plan. Special thanks to the Board of Finance for spear-heading the whole process of formulating the Provincial Strategic Plan. The Board of Finance took the center stage in developing the first strategic plan for the CoU; this was an act of courage and strength for such a huge task. The Church is indeed grateful for its commitment to deliver on this enormous task.

This plan would not have been concluded without the approval of the Provincial Assembly Standing Committee (PASC). The Church is indebted to the PASC formed by the 22nd provincial Assembly. Their invaluable insights, guidance and commitment to the finalization of the Strategic Plan are laudable.

The Church is most cognizant of the Archbishop of the CoU; The Most Rev. Stanley Ntagali for his visionary leadership. He has delivered the first strategic plan of the Province of the Church of Uganda by the Grace of God and we as a church rejoice in this.

We acknowledge God without whom nothing is possible, His palpable presence and invisible hand in the process cannot go without mention. We commit this Plan into His guiding hand (Proverbs 16:3).

Glory, Laud and Honor be to Him Forever and Ever



Rev. Canon Amos Magezi
PROVINCIAL SECRETARY

Executive Summary

INTRODUCTION:

The 10-Year Strategic Plan (2016-2025) of the (CoU) is an outcome of the 22nd Provincial Assembly resolution (August 2014) that required the Church to come up with a long range strategic direction that would offer a systematic and yet holistic development road map to the Church. Hence the CoU Provincial Strategic Plan (2016-2025) is a comprehensive plan covering the entire CoU including the Provincial Secretariat.

LEGAL AND ADMINISTRATIVE STRUCTURE OF THE CHURCH OF UGANDA

Church of Uganda is governed by the Provincial Constitution (1972) as amended (1994) and the Provincial Canons (1997), and the relevant Laws of Uganda. In this regard the Archbishop is the head of the CoU. He is the Chief Overseer of the Provincial Secretariat in accordance with CoU Canon 1.3.3. while the Provincial Assembly is the supreme governing organ of the CoU.

The Provincial Assembly Standing Committee (PASC) is the Executive Committee appointed by the Provincial Assembly to act on its behalf in-between the periods of the Assembly's sitting. It generally deals with matters of policy of the Church. There are also Provincial Technical Boards and Commissions that propose policies for approval by the Provincial Assembly through the Provincial Assembly Standing Committee and monitor the implementation of the policies in force by the relevant technical departments. Currently the boards consist of the following: Board of Trustees, Board of Directors of Church Commissioners Holding Company Ltd, Board of Planning, Development and Rehabilitation while the Commissions include: Provincial Commission on Higher Education, Provincial Theological and Ministerial Formation Commission and Provisional Peace and Social Justice Commission. Similar Structures with same functions are replicated at the Diocesan level as Synod, Council and Boards.

CHURCH OF UGANDA STRATEGIC DIRECTION:

In designing the future it desires, the Church of Uganda has developed a Strategic Vision and Mission Statements, a set of Core Values and made a Strategic Choice that have guided the concept, context and focus of this Strategic Plan.

Vision Statement:

A faster growing sustainable Christ-centered Church

Mission Statement:

To proclaim the Gospel in accordance with Christ's commission to make disciples of all nations

Key Objectives of the Church of Uganda (based on Matt 9:35; 28:19-20)

The Strategic plan redefines the Key objectives of the CoU as below:

1. To win souls for Christ
2. To nurture and equip Christians to maturity
3. To promote holistic transformation for communities

Church Of Uganda Core Values

The CoU core values are derived from the Holy Scriptures, Theological Anglican traditions, and the CoU's history and leadership. Church of Uganda has seven Core Values that bind it together and constitute the philosophy of the Church. It is expected that the constituent Dioceses, Archdeaconries, Parishes, Secretariats and Partners demonstrate these values in their day to day work. These core values are: *Godliness, Faithfulness to Holy Scriptures, Integrity, Selfless service, Unconditional love, Unity in Christ, and Upholding Biblical Family Values*

STRATEGIC CHOICE:

A deliberate Strategic Choice that has to be adopted by the Church in order to achieve the set objectives in the Strategic Plan is **Mobilizing the Church for work of service (Eph 4:12)**

STRATEGIC FOCUS AREAS

The CoU Strategic Plan is premised on four (4) strategic focus areas namely: Mission Focus; Socio-Economic Development Focus; Community Engagement focus; and Institutional Development Focus.

Mission Focus: In proclaiming the Gospel of Jesus, CoU Mission Focus will be directed towards personal lives, Churches, Church Institutions and enterprises, private organizations and business enterprises to bring revival, salvation and transformation among the communities. Integration, inclusion and empowerment of the Youth and children in programming will be a primary priority.

Socio-Economic Focus: shall involve resource mobilization and productive investments; development of quality education and healthcare, advocacy, leadership capacity building, involvement and empowerment of the laity, effective stewardship and creation of maximum social impact among the communities.

Community Engagement Focus: will require CoU to engage with the Christians, professionals, organizations and other stakeholders at both local and global levels in order to enhance leadership and management capabilities; negotiate and influence policies enactments; and promote - Christian values in the society with sensitivity to culture.

Institutional Focus: aims at organizational integration to enhance a shared vision, mission and purpose by focusing attention and resources on the most critical issues in the communities.

STRATEGIC OBJECTIVES (BY FOCUS AREA)

Mission Focus Strategic objectives are: To Increase Church membership by at least 25% over the planned period; have 60% of the Church membership saved and confessing Christians (Rom 10:1; 9-11; John 3:3, 7); and ensure Church leaders

(Bishops, Clergy and Laity) identify and rely on spiritual gifts of members for ministry.

Socio-Economic Focus Strategic Objectives

include: Increasing CoU infrastructure (spiritual, social and economic) by at least 25% over the period; ensuring that CoU has legal ownership and full control over its educational, health and other facilities; Church generates funds locally; there is effective environmental management.

Community Engagement Strategic Objectives are

stated as: Church increases its influence in public engagement on both national and international scene; and to review and streamline the CoU governance and management structures.

Institutional Focus Strategic Objective is to see

COU: having adequate and effective policies and systems.

PLANNING METHODOLOGY AND PROCESS

The process involved undertaking Literature review: a number of documents and reports were reviewed in the process of developing the strategic plan, these included: *“Process Report for the Implementation of Restructuring, Refocusing and Reshaping of the Provincial Secretariat”* (CoU Provincial Secretariat, 2003); *“Renewing the Church of Uganda for effective Mission: A Review Report on personnel practices, financial resources and the structures of Church of Uganda”* (ACLAIM Africa Limited, June 1997); *“The Report of the Church of Uganda Service Commission, 1978 (commonly known as the Sarah Ntiro Report)”*; *Organization Capacity Assessment report 2008*; and *Organization Capacity Assessment report 2013*.

Other Methods involved:

Consultations with Dioceses in workshops and

retreats: Retreats and Workshops for Diocesan Management Teams Diocesan Secretaries, Treasurers and Planning Officers was conducted to review the strategic plan and give the diocesan input; and the CoU Bishops held a Strategic planning meeting in July 2015 to agree the strategic direction the church should take during the planning period.

Consensus building was key during the planning process for the purpose of ownership and

enrichment of the Strategic Plan: The zero draft was presented to and agreed with the following organs for purposes of consensus building: Provincial Assembly Standing Committee, House of Bishops, Provincial Boards and Diocesan Management Teams (Diocesan Secretaries, Treasurers and Heads of laity).

It is important to note that the Strategic Plan embraces the Global and National Trends that have significant influence and impact on the current and future operations of CoU as a whole and the Provincial Secretariat in particular. These global and national issues include: the 17 Global Sustainable Development Goals (2015-2030) that emphasise human needs and rights; some of the acceptable UN development agenda, the Macro-Economic Environment of Uganda; and Developments in the Faith Sector in Uganda. The SDGs set the tone and tempo for socio-economic development in developing countries like Uganda and they therefore have significant impact on the CoU Partnerships and operations.

Further more this, detailed gap analyses were done including PESTEL (Political, Economic, Social, Environmental and Legal), SWOT (Strength, Weakness, Opportunity and Threats) and Stakeholders Analyses.

In the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, the CoU Key Strengths and Weaknesses (internal environment) and Key Opportunities and Threats (external environment) were identified. This analysis was carried out in view of the Church's mandate to the nations and the Christians. CoU's achievements and challenges in the recent past also indicate the internal and external environment within which the Church operates.

IMPLEMENTATION STRATEGIES

Various approaches shall be adopted to ensure smooth and effective implementation of this Strategic plan. The strategies include: Drawing and rolling out Annual Work Plans and Budgets; Setting SMART Performance Targets and Performance Indicators; Attracting and retaining appropriate human resources in terms of knowledge, skills, talents and attitude (confidence, competence and commitment) hence the Provincial Secretariat

shall be restructured into 8 Directorates with streamlined mandates for it to deliver on the plan (Missions and Outreach, Education, Health, Household and Community Transformation, Land Management, Management Support Services), Finance, Planning and Investments and Audit and Assurance Services; Putting in place and implementing a comprehensive Communication Strategy; Establishing Strategic Partnerships, Networks, Alliances and Coalitions with key players in Government, Ecumenical and Development Partners, Donors, Anglican Communion, UJCC and IRCU, and other credible faith-based /like minded organizations

Monitoring and Evaluation

Monitoring and Evaluation (M&E) is a key cross-cutting component of the CoU Provincial Strategic plan. It is intended to progressively track achievement of set objectives, program performance and analyze activity implementation and foresee any difficulties so as to take timely corrective action. Systematic M&E is important in providing feedback on performance and also enhances the effective discharge of the stewardship and gives management capacity for effective decision making, control and accountability. M&E will ensure that CoU as a whole remains a learning organization.

Peer Review and Peer Evaluation Mechanisms

These will capture and share relevant lessons and learning experiences in the program areas with all stakeholders. The evaluation will be properly coordinated to encourage peer-learning, networking, teamwork and motivation. This will include information sharing through Periodic Reports, Annual Performance Evaluation through various level stakeholders review meetings; Conducting Surveys and Providing Feedback; Rolling Plans, by periodically reviewing the plan and making appropriate adjustments to reflect the factors and realities on the ground; Capacity Building: the M&E function will be strengthened through Staff capacity building to constantly guide the implementation process; and External Evaluation will be undertaken by an independent body and will target mid-term and exit evaluations of the plan. The evaluations shall, among others,

draw lessons learnt, achievements and challenges to be overcome in the next plan. In order to have objectivity in the evaluation reports, an External Evaluator will be engaged to undertake the assignment.

THE FINANCING STRATEGY

The success of the strategic plan is very much dependent on the availability of short-term and long-term funds to cover the needs identified in the strategic activities and the work plans for 2016-2025. The following financing strategies will be adopted over the planning period: Enhanced self-financing capacity, fundraising and effective stewardship of resources.

Key Strategic Planning Assumptions

The CoU Provincial Strategic Plan has been developed on the basis of four (4) major assumptions: Consensus shall be reached among

the CoU Leaders on key issues; there shall be commitment to implement the Plan; total co-operation shall be exhibited (total agreement among the CoU Leaders in moving forward) and all costs shall be met (mobilizing the requisite financial resources to implement the plan).

Key Assumptions for Financial Projections:

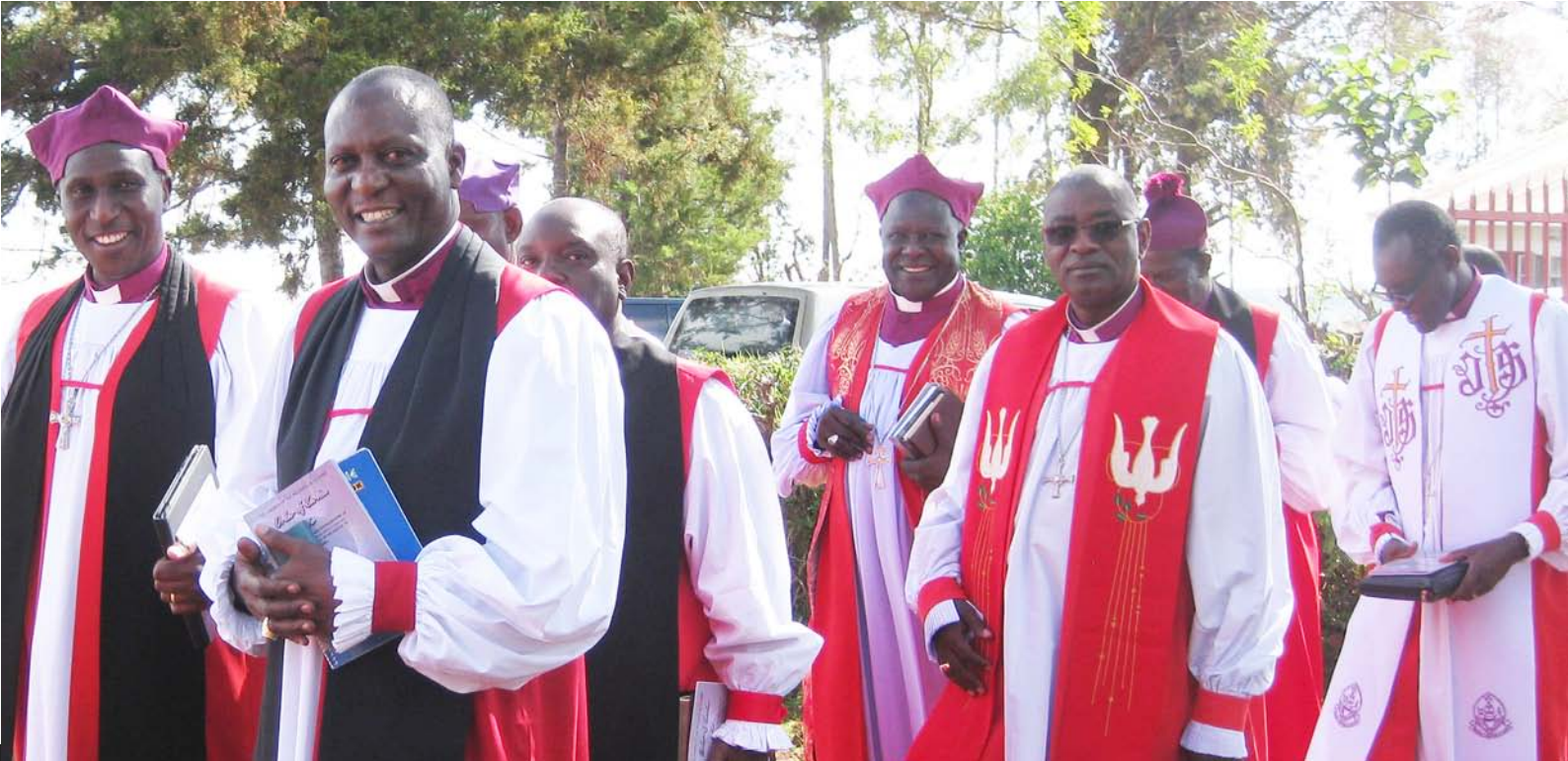
The following assumptions have been made as the basis for drawing financial projections: CoU and its constituent Dioceses will operate under a secure political environment throughout the period; the national economy will continue to grow at the rate of 7% p.a as projected by Ministry of Finance; Annual Inflation rate will stabilize at 5% pa; Foreign Exchange Rate of Dollar/Shillings will stabilize at Shs3600 during the planning period; and the international financial crisis will be under control and the donor contributions will be reduced to 10% by 2025.

TABLE 1: A CUMULATIVE SUMMARY OF THE BUDGET PROJECTION FOR THE 10 YEAR CoU PROVINCIAL SP (2016-2025)

NUMBER	STRATEGIC PLAN FOCUS	10 YEAR BUDGETARY PROJECTION '000 (USHS)	PERCENTAGE OF BUDGETARY PROJECTION
01	Mission	162,755,200	5%
02	Socio-Economic Development	3,155,217,800	94.45%
03	Community Engagement	17,492,000	0.5%
04	Institutional Development	1,234,000	0.05%
GRAND TOTAL		3,336,699,000	100%

TABLE 2: A 10-YEAR PROJECTED FUNDING BY SOURCE TOWARDS THE STRATEGIC PLAN (2016-2025)

S/NO	FUNDING SOURCE	AMOUNT	
		(Ugx'000'000)	PERCENTAGES
01	Giving by CoU Christians	203,925	5.93%
02	Education Institutions	26,849	0.78%
03	CoU Enterprises	22,644	0.66%
04	Land Use	46,463	1.35%
05	Funded Projects	113,201	3.29%
06	KIDO	1,332,775	38.73%
07	Provincial Budgets	785,000	22.81%
08	Diocesan Budgets	910,000	26.45%
TOTAL		3,440,858	100.00%



1. INTRODUCTION

The Strategic Plan is an outcome of a series of consultative and participatory high-level meetings and workshops, namely:

The Provincial Assembly, the Provincial Assembly Standing Committee, the Board of Trustees Meetings; the Joint Provincial Boards (Board of Finance; Board of Planning Development and Rehabilitation (PDB); Board of Education; Board of Health; Board of Mission and Evangelism); Diocesan Secretaries and Diocesan Planning Officers Retreat among others. It also involved interpretation of the Archbishop's charge, Organizational Assessment of the CoU (2008) and the CoU Organizational Capacity Assessment (OCA 2014). Reference is also made to the various reviews and studies undertaken on Church of Uganda and its various departments. The Strategic plan was also informed by the National Development plan (Vision 2040)

This 10-Year Strategic Plan (2016-2025) of the Church of the Province of Uganda (CoU) will cover a span of three (3) Provincial Assemblies: 22nd Provincial Assembly 2014-2018; 23rd Provincial Assembly 2018-2022; and 24th Provincial Assembly 2022-2026. The Performance of the Strategic

plan will be evaluated in each of the 5 Provincial Assemblies: 2016; 2018, 2020; 2022, 2024 and 2026.

The CoU Strategic Plan (2016-2025) is a comprehensive plan covering the entire Church of Uganda and the Provincial Secretariat (comprised of the five departments of the Secretariat (Planning, Development and Rehabilitation-PDR; Education; Mission and Evangelism; Health; and Treasury departments)

The purpose of this Strategic Plan is to make CoU and her Secretariat, Dioceses and Parishes efficient, effective and more responsive to needs of the community. The planning process questioned the direction the Church had taken over the years and considered major alternatives for the future.

1.1 Methodology and Process

a) The process involved undertaking Literature review: a number of documents and reports were reviewed in the process of developing the strategic plan, these included:

- i. "Process Report for the Implementation of Restructuring, Refocusing and Reshaping of the Provincial Secretariat" (CoU Provincial Secretariat, 2003);
- ii. "Renewing the CoU for Effective Mission: A Review Report on personnel practices, financial resources and the structures of Church of Uganda" (ACLAIM Africa Limited, June 1997);
- iii. "The Report of the Church of Uganda Service Commission, 1978 (commonly known as the Sarah Ntiro Report)); and others.
- iv. Organization Capacity Assessment report 2008
- v. Organization Capacity Assessment report 2013

b) Consultations with Dioceses in workshops and retreats:

- i. Retreats and Workshops: The Diocesan Management Teams (Diocesan Secretaries, Treasurers and Planning Officers) held a Strategic planning retreat on October-December 2015 to review the strategic plan and give the diocesan input
- ii. The CoU Bishops held a Strategic planning meeting on July 2015 to agree on the strategic direction the church should take during the planning period.

c) Consensus building: The zero draft was presented to the following audiences for purposes of consensus building:

- i. Provincial Assembly Standing Committee
- ii. House of Bishops
- iii. Provincial Boards
- iv. Diocesan Management Teams (Diocesan Secretaries, Treasurers and Heads of laity)

2. Organizational Background

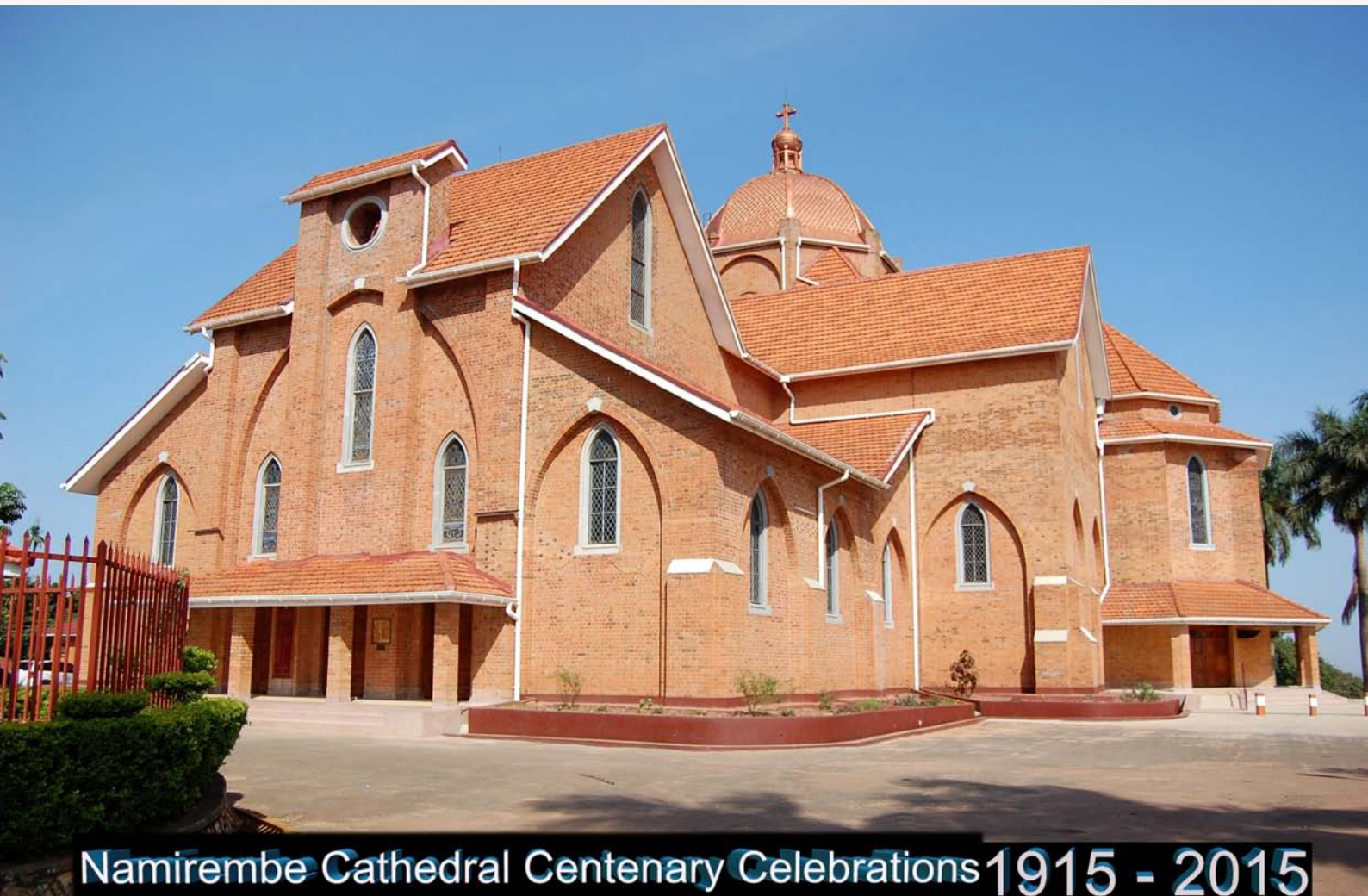
This section discusses the historical profile of CoU, the organizational structures, legislative environment and how the Church has performed in the past.

2.1 Brief History of CoU

The history of CoU (as it is known today) dates back to November 1875, when H.M Stanley's letter appeared in the daily Telegraph of London appealing for missionaries to come to Uganda at the request of Kabaka Mutesa 1, the King of Buganda. On the 30th of June 1877 the first missionaries, Lt. Shergold Smith and Rev. C.T Wilson of the Church Missionary Society arrived in Uganda in response to the Kabaka's appeal. The first seven Anglican converts were baptized on 18th March 1882. In 1897 the Diocese of Uganda was formed out of the Diocese of Eastern Equatorial Africa. In 1924 the Diocese of Upper Nile was

created from the Diocese of Uganda. In 1960 the Diocese of Uganda was further divided into five (5) Dioceses of Namirembe, West Buganda, Ankole-Kigezi, Ruwenzori and Rwanda-Burundi. In 1961 the Diocese of Upper Nile was sub-divided into three (3) to form Dioceses of Mbale, Northern Uganda and Soroti. In 1961 the Province of the Church of Uganda, Rwanda-Burundi was inaugurated and a fully fledged Provincial Secretariat was established under Bishop Leslie Brown as the first Archbishop to coordinate the various activities of the eight (8) Dioceses. The name of the Province was later changed to Church of Uganda Rwanda and Burundi.

In 1966 the Most Rev. Erica Sabiti was enthroned as the first Ugandan Archbishop of CoU, Rwanda, Burundi and Boga-Zaire and *CoU launched its first 10-year Development Plan in 1967*. In 1974 the Most Rev Janani Luwum was enthroned as Archbishop of



Uganda, Rwanda, Burundi and Boga-Zaire. He was murdered under the Idi Amin regime on the 16th February 1977. On the 30th June 1977 CoU marked its Centenary (100 years) Celebrations. The current Archbishop Stanley Ntagali was enthroned on 16th December 2012.

Church of Uganda currently has 36 Dioceses.

2.2 The Profile of Church of Uganda

- a) **Distinctiveness:** The historical growth and development outlined above makes it imperative for CoU to have an effective and focused Provincial Secretariat that is integrated, cost effective and financially sustainable. Lessons that the current and future Management of the Provincial Secretariat can learn are numerous:
- b) **Church Growth:** Church of Uganda has been in existence for 139 years (1877-2016). It has grown over the years to constitute 32% of the ugandan population according to the National Housing and Population census 2014. It was estimated that the membership of CoU is currently at 10.9million people.
- c) **Mission and Evangelism:** Church of Uganda has evangelized the Great Lakes region, especially Rwanda, Burundi, Congo and Southern Sudan. The Church shall continue with her mission work nationally and internationally.
- d) **Martyrdom:** The Church suffered persecution in her early days (1885-1887) when over 22 believers were killed for their faith at Namugongo. The Bishop of Equatorial Africa, Bishop James Hannington was martyred while spreading the gospel in Uganda. In recent times, (16 February 1977) the Archbishop Janani Luwum was killed by the
- e) **Holistic Ministry:** Throughout her history, CoU has offered holistic ministry in a non-discriminatory manner to her members and non-members alike:
 - i. In addition to opening worship centers, CoU has founded and established 1200 pre-primary schools, 5118 Primary Schools, 460 Secondary schools, 14theological colleges, 6 Universities, and 50 other tertiary institutions of learning. In May 1998 CoU established the Prestigious Uganda Christian University at Mukono to give quality University education to the youth. These CoU-founded educational institutions cater for a total enrolment of over 3.7 million pupils and students.
 - ii. The Church has established over 250 Health facilities including 12 Hospitals centers in every Dioceses and many districts of Uganda.
 - iii. Church of Uganda has Championed rural development and given hope to the marginalized and up-rooted persons in the Great Lakes Region- such as refugees from Rwanda, Southern Sudan, Congo and recently Kenya.
 - iv. The Church lived with and provided for the displaced people in the 20-year LRA rebel insurgency in the war-torn East and Northern Uganda in the Dioceses of Kitgum, Northern Uganda, Lango, Teso, and Madi-West Nile
 - v. The Church has given hope to the people infected and affected with HIV/AIDS
 - vi. The church has advocated for social transformation and development.
 - vii. The church has upheld sound doctrine in the Global Anglican Communion. She played a leading role in the Global Anglican Future Conference (GAFCON) and temporarily provided pastoral oversight to over 44 orthodox Parishes of the USA Episcopal Church.

Idi Amin regime for his faith and stand for justice. The government has since recognized the martyrs day and the Janani Luwum day by commemorating every 3rd June and 16th February respectively.

3. Church of Uganda context and Environmental Analysis



3.1 Legal and Administrative Structure of the Church of Uganda

Church of Uganda is governed by the Provincial Constitution (1972) as amended 1994 and the Provincial Canons (1997), and the relevant Laws of Uganda.

3.1.1 The Archbishop

The Archbishop is the head of the CoU. He is the Chief Overseer of the Provincial Secretariat in accordance with CoU Canon 1.3.3.

3.1.2 The Provincial Assembly

The Provincial Assembly is the supreme organ of the CoU. Article 6 (g) of the CoU Constitution provides that "The Provincial Assembly shall have responsibility for the overall direction of the CoU as a Province; have power to formulate broad policies and the right to require the Constituent Dioceses to ensure the smooth implementation of those policies".

3.1.3 The Provincial Assembly Standing Committee (PASC)

The PASC is the Executive Committee appointed by the Provincial Assembly to act on its behalf in-between the periods of the Assembly's sitting. It deals with matters of policy of the Church.

3.1.4 Provincial Boards and Commissions:

These propose policies and monitor their implementation by the departments. Currently the boards consist of the following;

Board of Trustees

Board of Directors of Church Commissioners Holding Company Ltd

Board of Planning, Development and Rehabilitation (PDR)

Board of Finance

Board of Mission and Evangelism

Board of Education

Board of Health

3.1.5 The Provincial Secretariat

The Provincial Secretary is the Chief Administration Officer of the Secretariat assisted by five (5) Heads of Department, namely

Provincial Treasurer

Provincial Education Coordinator

Provincial Health Coordinator

Provincial Mission and Evangelism Coordinator

PDR Coordinator

3.2 The Pastoral Structure

- i. **The Province** - is an ecclesiastical unit formed by a group of Dioceses under an Archbishop. Church of Uganda has one (1) Province
- ii. **A Diocese** - is an Ecclesiastic unit formed by a group of Parishes under the jurisdiction and pastoral care of a Bishop. CoU currently has 35 dioceses.
- iii. **An Archdeaconry** - is an Ecclesiastical unit consisting of a certain number of parishes. It is

under the jurisdiction of an Archdeacon. CoU currently has over 600 archdeaconries.

- iv. **A Parish** - consists of one or more congregations under the jurisdiction and pastoral care of an ordained and licensed clergy. CoU currently has over 4,000 parishes.
- v. **A Sub-Parish or Congregation** - is under the pastoral care of a lay leader who works under the supervision of a Parish Priest. The Church currently has over 25,000 sub-parishes/congregations.

3.3 Financial Performance of the CoU Secretariat

The 6-year financial performance of the Secretariat is shown in Table 3, below

Financial Performance of the CoU Secretariat

The 6-year financial performance of the Secretariat is shown in Table 3, below;

Table 3: Financial Performance of the Secretariat 2010-2015

	2010	2011	2012	2013	2014	2015	TOTAL
	Shs'm	Shs'm	Shs'm	Shs'm	Shs'm	Shs'm	Shs'm
Income:							
Local Income	1,721	1,406	1,453	1,588	1,471	3,529	11,168
Grants and Donations	3,268	5,328	4,963	4,908	4,737	4,574	27,778
AABC II	1,679	-	-	-	-	-	1,679
Total	6,668	6,734	6,416	6,496	6,208	8,103	40,625
Expenditure							
Program Expenditure	2,523	3,625	3,839	4,234	6,127	3,738	24,086
Staff Costs	1,156	1,423	1,279	1,001	1,093	1,750	7,702
Administrative Expenditure	778	933	530	426	434	1,887	4,988
Consecration of Bishops	14	160	344	20	20	21	
AABC II/Abp Instalation	1,617	-	-	-	-	-	1,617
Total Recurrent Expenditure	6,088	6,141	5,992	5,681	7,674	7,396	38,972
Capital Expenditure (Mukono Hostel)	-	-	-	21	1,262	663	1,946
Grand Total	6,088	6,141	5,992	5,702	8,936	8,059	40,918

(Source: Provincial Secretariat Audited Financial Statements FY2010-2015)

As can be observed from Table 3 above, two critical issues require serious attention:

- i. An enterprise approach in mobilization and generation of Local income and a long-term
- ii. Control of operating costs to free resources for program activities

strategy for sustainability to over-come donor dependency

3.4 The Religious Sector Competitive Analysis

There has been a proliferation of denominations and religious sects in the country in the last 10-15 years that has affected the growth of the main stream churches- the Catholic Church and the Anglican Church. The published results of the National Housing and Population Census 2014 indicates that the population share of the Anglican Faith; 10.9million might have reduced to 32% (2014) from 36.7% (2002) of the total national population of 34.6million. The numbers have been

redistributed to the Pentecostal and Born-Again denominations that have increased from 4.7% (2002) to 11.1% (2014). The Pentecostals have been fastest growing denomination during the period. The overall Christian population remain the majority at 85%. However, the Moslem faith is rapidly increasing, growing from 12.7% (2002) to 14% (2014) of the national population. The distribution of the various Religions is shown in Table 4 below and the absolute figures in Table 5:

Table 4: Percentage Distribution of Uganda's Population by Religion

Religious Group	2002	2014
Catholics	41.6	39.3
Anglicans	36.7	32.0
Moslems	12.4	13.7
Pentecostals/Born Again/Evangelicals	4.7	11.1
Seventh day Adventist	1.5	1.7
Traditional	1.0	0.1
Baptists	-	0.3
Orthodox	0.1	0.1
Others*	1.9	1.4
Non Religion	0.9	0.2

Source: UBOS: National Housing and Population Census, 2014

The above direct competitive forces on the Church affect its doctrines and teachings, resources and growth programmes. Various strategies and interventions have been developed in the Provincial Strategic plan to halt further decline and regenerate spiritual and socio-economic growth. Though there has been a general harmony among the various Religious denominations and faiths, there is a convergence of forces of wickedness and idolatry in Uganda in general such as: the gospel of prosperity, the gospel of grace, false teachings and false prophecies that have diminished personal repentance with less dependence and reference to the Holy Scriptures. This has give rise to rampant, corruption, witchcraft and sorcery,

sexual immorality and sexual perversion, human trafficking and human sacrifices.

Other negative forces include: radical *islamization* from the North; the dragon and other oriental religious practices from the Far East, particularly from China and India.

African renaissance and the resurgence of traditional religious practices based on faith and worship of ancestral spirits from the South; and humanism and idolatry from the West which downplays the importance of the Holy Scriptures, diminishes fidelity in marriage and family societal moral values.

Table 5: Population by Religion, Sex and Residence

Religion	Sex		Residence		Total
	Male	Female	Rural	Urban	
Non Religion	44,077	34,177	66,899	11,355	78,254
Anglican	5,372,527	5,568,741	8,843,368	2,097,900	10,941,268
Catholic	6,531,609	6,894,417	10,900,000	2,507,764	13,407,764
Muslim	2,302,707	2,360,497	3,239,201	1,424,003	4,663,204
Seventh Day Adventist	286,652	303,605	467,905	122,352	590,257
Orthodox	23,391	25,030	36,931	11,490	48,421
Pentecostal/Born Again/Evangelical	1,737,664	2,052,900	2,901,697	888,867	3,790,564
Baha'i	14,425	15,176	23,981	5,620	29,601
Baptist	50,623	55,157	95,374	10,406	105,780
Jews	3,511	3,678	5,544	1,645	7,189
Presbyterian	10,760	11,258	19,458	2,560	22,018
Mammon	3,963	4,232	6,368	1,827	8,195
Hindus	7,766	6,139	3,407	10,498	13,905
Buddhist	1,289	1,161	1,677	773	2,450
Jehovah's Witness	10,755	11,515	14,039	8,231	22,270
Salvation Army	12,613	13,449	23,164	2,898	26,062
Traditional	18,117	15,688	31,272	2,533	33,805
Others	162,565	170,583	296,401	36,747	333,148
Total	16,595,014	17,547,403	26,976,686	7,147,469	34,124,155

Source: National Housing and Population Census, UBOS 2014

Table 5 shows that the dormant Christian denominations in Uganda are the Catholics, Anglicans and Pentecostals (in that order) accounting for 82% of the Christian population. Therefore, partnerships collaboration and policy advocacy should be emphasized to for maintaining a Christian hold in the nation. In terms of Rural/ Urban areas, the major religious denominations maintain a strong hold in the rural with the female being in the majority as shown in table 6, below.

Table 6: Percentage Distribution of the Major Religious Organisations.

Religious Denomination	Gender		Residence	
	Male	Female	Rural	Urban
Anglican	49	51	81	19
Catholic	49	51	81	19
Pentecostal/ Born Again/ Evangelicals	46	54	77	23
Muslim	49	51	69	31

3.5 Environmental Issues

3.5.1 The Global and National Trends

The Global and National Trends have significant influence and impact on the current and future operations of CoU as whole and the Provincial Secretariat in particular. These global and national issues include: the Global Sustainable Development Goals; the Macro-Economic Environment of Uganda; Developments in the Faith Sector in Uganda.

The Sustainable Development Goals 2015-2030

The United Nations (UN) pronounced a Global Agenda for the 17 Sustainable Development Goals (SDGs) that were developed and agreed upon as successor to the Millennium Development Goals (MDGs). The 17 Sustainable Development Goals for the next 15-year period 2015-2030 are:

- 1. No Poverty:** End Poverty in all its forms everywhere
- 2. No Hunger:** End hunger, achieve food security and improve nutrition and promote sustainable agriculture

- 3. Good Health:** Ensure healthy lives and promote well-being for all at all ages
- 4. Quality Education:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- 5. Gender Equity:** Achieve gender equity and empower all women and girls
- 6. Clean Water and Sanitation for all**
- 7. Renewable Energy:** Ensure access to affordable, reliable, sustainable and modern energy for all
- 8. Good Jobs and Economic Growth:** Promote sustained inclusive and sustainable economic growth, full and productive employment and decent work for all
- 9. Innovation and Infrastructure:** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- 10. Reduced inequalities:** Reduce inequalities within and among countries
- 11. Sustainable Cities and Communities:** Make cities and human settlements inclusive, safe, resilient and sustainable
- 12. Responsible Consumption:** Ensure sustainable consumption and production patterns
- 13. Climate Action:** take urgent action to combat climate change and its impacts
- 14. Life below Water:** Conserve and sustainably use oceans, seas and marine resources for sustainable development
- 15. Life on Land:** Protect, Restore and Promote Sustainable Use of terrestrial ecosystems, sustainably managed forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- 16. Peace and Justice:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective ,accountable and inclusive institutions at all levels
- 17. Partnerships for the Goals:** Strengthen the means of implementation and revitalize the global partnership for sustainable development

These SDGs set the tone and tempo for socio-economic development in the developing countries like Uganda and have a significant impact on the CoU Partnerships and operations. The key elements of the SDGs have been incorporated into the 10-year CoU Provincial Strategic Plan 2016-2025.

The Demographic and Macro-Economic Environment in Uganda

The National Housing and Population Census (UBOS, 2014) is reference for all demographic and macro-economic indicators. The key indicators are show in Table 5, below:

Table 7: Highlights of the 2014 Census

Characteristics	Indicator
Population size	
Total population in 2014	34.6million
Female proportion of the population	51%
Population density	173 per sq km
Population composition	
Children below 18 years (as percentage of the popn.)	55%
Youths (persons 18-30 years of age)	23%
The Age Dependency Ratio	103%
Population Change	
Total Fertility Rate (children per woman)	5.8
Infant Mortality Rate (IMR)	53/1000 live births
The Average Annual Population Growth rate	3.0%
Population Characteristics	
Literacy rate of population aged 10 years and above	72.2%
Number of Orphans in the population	8%
Primary school age children (6-12 years) not attending school	12.5%
Persons with at least one disability	12.5%
Household Characteristics	
Urban population	25%
Mean household size	4.7 persons
Access to an improved water source	72%
No access to toilet facility	8%
With access to electricity	20%
Use firewood or charcoal for cooking	94%
Depends on subsistence farming as their main source of livelihood	69%
Population involved in agriculture	80%
Owned a bicycle as means of transport	32%

As in Table 7, above, the youth and children constitute 78% of total population and women make 51% of the national population of 34.6 million people. Involvement in Agriculture remains the main source of employment with 80% of the population engaged in it, and 69% dependant on subsistence farming as the main source of

livelihood. Ninety four percent (94%) of the population depends on firewood or charcoal for cooking. These factors have significant implications for the Provincial Strategy especially in the areas of Education, Health, Agriculture and Livelihoods and Environmental management. Sufficient attention has been given in the Strategic Log Frame on

critical interventions such as: children and youth in the areas of Education, Health care, Food and Nutrition, Spiritual nurturing; investments in income generating projects, and interventions in climate change and environmental protection, commercialized Agriculture and agricultural enterprises.

3.5.2 Stakeholder Analysis

The Provincial Secretariat undertook to analyze the key stakeholders and their expectations on the CoU. The results of this analysis are summarized in Table 2a, below:

Table 8: Stakeholders Analysis

Stakeholder	What the stakeholder expects from the CoU	What the CoU expects from the Stakeholder.
Christians	<ul style="list-style-type: none"> • Spiritual nourishment • Holistic Church Growth • Needs based social services • Effective Church Policies and systems • A transparent and accountable Church leadership 	<ul style="list-style-type: none"> • Financial and spiritual Support • Obedience to the word of God and the teachings of the church • Involvement in Church programmes and activities • Biblical lifestyle
Dioceses	<ul style="list-style-type: none"> • Appropriate and effective Church policies and systems • God fearing Leadership • Timely delivery of services • Transparency and accountability • Innovative ideas that lead to church growth • Active communication between the Provincial Secretariat and the Dioceses • Implementation of Provincial Assembly resolutions and other resolutions of Provincial boards and committees • Capacity building of Diocesan staff 	<ul style="list-style-type: none"> • Cooperation • Transparency and accountability • Policy implementation • Clear developmental plans • Avail Diocesan staff for capacity building
Heads of Department and Units	<ul style="list-style-type: none"> • Competitive and Sustainable remuneration • Fair human resource policies and systems • Staff training and development • A conducive working environment • Programme support 	<ul style="list-style-type: none"> • Build strong teams • Accountability • Good Stewardship • Implement plans • Time management • Effective coordination of programme activities • Role modeling • High level of integrity
Junior staff	<ul style="list-style-type: none"> • Sustainable remuneration • Fair human resource policies and systems • Staff training and development • A conducive working environment • Provision of working tools and logistics 	<ul style="list-style-type: none"> • Hard work and commitment • High level of integrity • Accountability • Time management • Good stewardship • Quality service

Volunteers including Missionaries	<ul style="list-style-type: none"> • Direction • Encouragement • Recognition of skills, knowledge and service/ministry • Training where necessary 	<ul style="list-style-type: none"> • High level of integrity and accountability • Passionate and quality service • Teamwork
Office of the Archbishop	<ul style="list-style-type: none"> • Facilitation for effective ministry • Adequate remuneration • Proper planning and management • Transparency and accountability • Teamwork 	<ul style="list-style-type: none"> • Exemplary and visionary Leadership • Motivation • Time management • Proper planning and accountability
Provincial Assembly	<ul style="list-style-type: none"> • Timely programming of meetings • Consistency with procedure • Transparency and accountability • Holistic Growth of the church • Proper management of resources • Active communication within the Province and with key stakeholders • Effective Provincial Assembly, Provincial Boards and Committees • Implementation of Provincial Assembly resolutions 	<ul style="list-style-type: none"> • Appropriate and effective policies and systems • Strategic direction • Support and guidance
Provincial Boards and Committees	<ul style="list-style-type: none"> • Transparency and accountability • Proper planning and management • Management reports • Timely meetings • Implementation of resolutions of Provincial boards and committees 	<ul style="list-style-type: none"> • Strategic guidance and direction • Policy formulation • Staff Motivation • Provide oversight of Secretariat programmes and activities • Availability for meetings
Government and local authorities	<ul style="list-style-type: none"> • Payment of all required taxes • Legal compliance • Support on government developmental programmes and plans • Involvement in government policy formulation • An accountable and transparent Secretariat and Church • Role modeling • Good governance • Stewardship 	<ul style="list-style-type: none"> • Freedom of worship • Security • Provision of social amenities e.g. roads, water, electricity etc • Sensitivity to the needs of the Church
Service providers	<ul style="list-style-type: none"> • Repeat business • Prompt payment for services rendered • Partnership 	<ul style="list-style-type: none"> • Value for money • Quality and efficient service delivery • Partnership

Other faith based institutions and ecumenical bodies e.g. UJCC, IRCU, WCC, AACC, CAPA and Para-church institutions e.g. scripture Union, FOCUS, Bible Society, CMS, etc	<ul style="list-style-type: none"> • Partnership • Information sharing • Sharing of resources • Joint advocacy • Cooperation in ministry 	<ul style="list-style-type: none"> • Partnership • Information sharing • Sharing of resources • Joint advocacy • Respect of church values • Cooperation in ministry
Donors/partners/friends	<ul style="list-style-type: none"> • Partnership • Strategic plans • Timely reports • High level of transparency and accountability • Faithfulness to Biblical scripture 	<ul style="list-style-type: none"> • Partnership • Financial, human and material support • Publicity • Opportunities to engage in ministry worldwide
Church of Uganda subsidiaries and income generating units e.g. Lweza, Biira, Mengo hospital, CCHCL,e.t.c	<ul style="list-style-type: none"> • Good governance • Direction and support • Effective communication • Involvement in planning • Good working relationship 	<ul style="list-style-type: none"> • Profitability for business units • Support to CoU ministry • Proper planning • Effective management • Team work • Reports • Transparency and accountability • Growth • Quality service that benefits the Communities
Civic and Cultural leaders	<ul style="list-style-type: none"> • Spiritual and moral guidance from the Church • Recognition • Role modeling • Partnership 	<ul style="list-style-type: none"> • Transparency and accountability • Recognition of the Church and its role within communities • Exemplary leadership • Cooperation
Private Sector, NGOs, CBOs, communities	<ul style="list-style-type: none"> • Support and spiritual guidance 	<ul style="list-style-type: none"> • Partnerships • Recognition of CoU contribution to the society • Financial and technical support
International agencies	<ul style="list-style-type: none"> • Accountability • Positive impact of programmes they support 	<ul style="list-style-type: none"> • Partnerships • Respect of CoU core values • Unconditional support to church programs

Church Commissioners Holding Company Limited	<ul style="list-style-type: none"> • Unity of purpose • Direction from the Archbishop and Board of Trustees • Innovative ideas on investment opportunities • Information sharing • Integrated planning • Collaboration • Transparency and accountability 	<ul style="list-style-type: none"> • Unity of purpose • Making profitable investments for the Church • Information sharing • Integrated planning • Collaboration • Transparency and accountability
Media	<ul style="list-style-type: none"> • News and information on the programmes and activities of the Church • Opinion of the Church on various current issues and events • Business 	<ul style="list-style-type: none"> • Partnership • Ethical reporting • Coverage of church programmes • Provide platform for dissemination of Church programmes

3.5.3 PESTEL Analysis

The Church analyzed the external environmental factors such as:

- i. Political
- ii. Economic
- iii. Socio-cultural
- iv. Technological
- v. Environmental/ecological
- vi. Legal

These environmental factors are likely to impact on the effectiveness of the CoU. The analysis also considered the possible strategies to respond to the challenges under each environmental factor. The analysis revealed that the CoU as a whole is susceptible to the dynamics taking place nationally and globally. There is therefore need for the Church in general to position herself to respond to the changes taking place proactively and without compromising her stand on the Holy Scriptures. Below in Table 3 is a summary of the PESTEL analysis:

Table 9: PESTEL Analysis

Environmental Factor	Concerns	Strategies
Political		
Policy	<ul style="list-style-type: none"> Existence of a National development framework to reduce poverty by creating wealth through a liberalized economy on foreign exchange; access to financial services through micro finance; and privatization The constitution recognizes the rights of individuals and CSOs to influence the policies and programmes of government 	<ul style="list-style-type: none"> Church of Uganda shall develop implementable investment strategies and undertake investment productive and profitable enterprises that create wealth and reduce poverty, especially in agriculture The Church shall be intentional in lobbying government for involvement in policy formulation and planning programmes for communities.
Political Stability	<ul style="list-style-type: none"> Existence of relative peace & political stability creating opportunity for programme implementation and initiation of recovery programmes. Environment of wars and other unresolved conflicts that threaten peaceful co-existence in some parts of the country 	<ul style="list-style-type: none"> Church of Uganda shall initiate implementation of innovative community based programmes. The Church shall be deliberate in lobbying government for resolving conflicts. Church of Uganda shall be intentional in initiating programmes that address the needs of victims of wars and other unresolved conflicts.
Freedom of worship and expression	<ul style="list-style-type: none"> Existence of freedom of worship in the country creating opportunity for effective ministry. Deteriorating societal morals and values 	<ul style="list-style-type: none"> The Church shall purposely be more vigorous in mission ministry. Church of Uganda should proactively speak out on deteriorating societal morals and values in all media
Economic		
Economic Development	<ul style="list-style-type: none"> High level of corruption. High levels of unemployment resulting in increasing poverty levels. Inadequate attention to the agricultural sector and yet over 80% of Uganda's population relies on agriculture. Unequal distribution of socioeconomic infrastructure and services in the country e.g. health facilities and services, power supply, all weather roads. Availability of a large human resource base that can be tapped for ministry and resource mobilization. Land grabbing and conflict 	<ul style="list-style-type: none"> The church shall model integrity and raise its prophetic voice on matters of corruption. Church of Uganda shall endeavor to create employment opportunities through its investments in agriculture to reduce on poverty levels. Church of Uganda shall build the capacities of communities to engage in agricultural related income generating activities that shall reduce poverty levels. Church of Uganda shall lobby and advocate for equal distribution of socio economic infrastructure and services. Church of Uganda shall develop strategies on how to increasingly involve the wider Church's human resource and professionals in ministry and resource mobilization. Church of Uganda will Secure and develop church land. Sensitize community on land issues. Create access to legal services.

Monetary and Fiscal Policies	<ul style="list-style-type: none"> • High inflation and interest rates. • High cost of living due to rising inflation rates. • Soaring taxes. • Volatile foreign exchange rates. 	<ul style="list-style-type: none"> • Church of Uganda shall increase her investments and develop other implementable fund raising strategies. • The church shall develop fundraising strategies to increase her revenue. • Church of Uganda will engage government on the country's economic life • The church will build forex reserves from its investments.
Employment concerns	<ul style="list-style-type: none"> • High levels of unemployment resulting in increasing poverty levels. • Other employers offering better employment terms than CoU. As a result the Church is not an attractive employer. 	<ul style="list-style-type: none"> • Church of Uganda shall create more employment opportunities through her investments. • Church of Uganda shall improve on her image as an employer through providing better employment terms for their workers
Donor Fatigue	<ul style="list-style-type: none"> • Reduced donor funding. 	<ul style="list-style-type: none"> • Church of Uganda shall reduce on donor dependency and develop investment strategies that shall increase her revenue.
Socio-cultural		
Policy	<ul style="list-style-type: none"> • Historical existence of goodwill from stakeholders e.g. government, development partners, communities and other key stakeholders for effective ministry. • Government liberal views on moral issues and political correctness resulting in increasing loss of societal grip on social values and culture leading to infiltration of vices like homosexuality and lesbianism and other forms of immorality and increasing witchcraft child sacrifices and syncretism. • Aggressive Islamisation strategies by Islamic extremists and fundamentalists 	<ul style="list-style-type: none"> • Church of Uganda to will strategically develop strategies to enhance the public image of the Church. • Church of Uganda shall proactively speak out on deteriorating societal morals and values in government fora and lobby government to formulate favorable policies. • Church of Uganda has established a Muslim-Relations Desk in every diocese and train select groups.
Freedom of worship and expression	<ul style="list-style-type: none"> • Liberalized theology, challenging the authority of the Bible • Prosperity Gospel being preached by some of the other faiths. • Growth of cults. • Increase in ministry strategies of other faiths that attract the youth and draw them away from CoU • Increased litigation in the Church 	<ul style="list-style-type: none"> • Church of Uganda shall initiate programmes for communities in discipleship • Church of Uganda shall be deliberate in teaching communities to interpret the Bible and understand Anglicanism • Church of Uganda shall develop strategies that shall retain her youth • Church of Uganda shall initiate development of relevant organizational policies and systems for the Church to minimize litigation in the Church

Health	<ul style="list-style-type: none"> Increasing disease outbreaks e.g. HIV/AIDS, Malaria, TB, Cholera Poor health services, with limited provision of Highly specialized services Lack of adequate infrastructure; out of 254 health facilities; 12 are hospitals, 5 HCIVs, 39 HCIIIs, and 179 HCIs, indicating the need to urgently upgrade HCIs to meet the needs of the population 	<ul style="list-style-type: none"> The Church shall initiate health related programmes to improve the health of the communities in the Province The church shall embark on infrastructure improvement for her Health Facilities and ensure appropriate upgrading within the national framework of health infrastructure growth plans The church to advocate for and deliver better health services through developing its Human Resources for Health and building on the leadership of her health system
Education	<ul style="list-style-type: none"> Deteriorating quality of Education Deteriorating Christian Values in CoU Schools. 	<ul style="list-style-type: none"> The church shall influence education policy for all levels of education The church shall be vigorous in the teaching of Christian values Church of Uganda shall collaborate with ministry of Education to articulate church concerns
Technological		
	<ul style="list-style-type: none"> Advancement of ICT to enhance communication Negative attitude towards social media 	<ul style="list-style-type: none"> Church of Uganda shall initiate the development of a communications policy for CoU and strategies for effective communication between the Church and its key stakeholders Church of Uganda shall initiate a capacity building programme in ICT for the entire Province The church shall embrace social media to enhance her visibility and use it to advance the gospel and Christian values.
Environmental/Ecological		
Climatic conditions	<ul style="list-style-type: none"> Good climate for implementation of agro based community development programmes Natural calamities e.g. Floods, Intense drought. Deforestation 	<ul style="list-style-type: none"> The Church shall initiate more needs based agro based community development programmes Church of Uganda shall initiate innovative programmes to meet the needs of victims of such natural disasters and initiate biblical teaching on environmental and ecological care Church of Uganda shall develop a strategy for reforestation
Legal		
Current legislations	<ul style="list-style-type: none"> Statutory compliance e.g. PAYE, NSSF Amendment and creation of new Parliamentary Bills 	<ul style="list-style-type: none"> COU shall develop strategies to improve remuneration of her employees Church of Uganda shall lobby Parliament to engage and influence amending and creating new Parliamentary Bills

3.5.4 SWOT Analysis

In the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, the CoU Key Strengths and Weaknesses (internal environment) and Key Opportunities and Threats (external environment) were identified. This analysis was

carried out in view of the Church's mandate to the nations and the Christians. CoU's achievements and challenges in the recent past also indicate the internal and external environment within which the Church operates.

Table 10: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> Strong Christian heritage Core values embedded in Biblical scripture Well defined ministry and administrative structures throughout the Province Endowment of resources i.e. human, land and infrastructure Programmes that have transformed communities Committed leadership 	<ul style="list-style-type: none"> Inadequate integrated planning and budgeting Inadequate Biblical teaching in churches Inadequate communication with stakeholders Poor documentation Poor at disciple making Donor dependence Inadequate leadership development Poor stewardship poor utilization of resources Gender irresponsiveness The Church is reactive not proactive Policy documents and structures that are in place are not regularly reviewed and updated Inadequate management and operational policies in place Limited creativity and innovation Inadequate ministry strategies to reach to the youth. Increased litigation in the Church Uncompetitive employment terms Failure to tap into the experience and wisdom of the elders in the church
Opportunities	Threats
<ul style="list-style-type: none"> Availability of a large human resource and skills base that can be tapped for ministry and resource mobilization Existence of freedom of worship and expression in the country. Existence of relative peace & political stability. Existence of good will from stakeholders e.g. government, development partners, communities and other key stakeholders. Existence of a National development framework to reduce poverty. Availability of strong partnerships and networks within the Anglican Communion, ecumenical and other organizations. Advancement of ICT Good and conducive climate. The Constitution of Uganda recognizes the rights of individuals and CSO to influence the policies and programs of government 	<ul style="list-style-type: none"> High level of corruption Liberal theology challenging the authority of the Bible Increasing disease outbreaks e.g. HIV/AIDS, malaria, TB, cholera Climate change and its effects on the environment Biting Poverty Inequitable distribution socioeconomic infrastructure and services in the country Conflicts that threaten peaceful co-existence Aggressive Islamisation strategies by Islamic extremists and fundamentalists Increasing loss of family, social and Biblical values and culture. Homosexuality Resurgence of traditional religion, witch craft, and sorcery High cost of living High levels of unemployment Government liberal views on moral issues and political correctness Inadequate attention to the agricultural sector Growth of cults and occults Negative influence of the media and entertainment industry

Key strengths of CoU are reflected in Table 8, above. These include a well established mission, administrative and governance structure that reached the families and congregations at the grassroots levels. These structures shall be utilized to build capacities and carry out spiritual and

socio economic interventions. Church of Uganda shall reposition itself in four major focus areas: Mission Focus, Socio-Economic Focus, Community engagement focus and institutional focus for ensure effectiveness of service delivery.

4. Church of Uganda Strategic Direction: Mission Statement, Vision Statement, Core Values and Overall Goal



In designing the future it desires, the CoU has developed a Strategic Vision and Mission Statement, a set of Core Values and made a Strategic Choice that will give direction to the implementation of the Plan.

4.1 Vision Statement:

A faster growing sustainable Christ-centred Church

4.2 Mission Statement:

To proclaim the Gospel in accordance with Christ's commission to make disciples of all nations

4.3 Key Objectives (based on Matt 9:35; 28:19-20)

1. To win souls for Christ
2. To nurture and equip Christians to maturity
3. To promote holistic transformation for communities

4.4 Church of Uganda Core Values

The CoU core values are derived from the Holy Scriptures, theological Anglican traditions, and the CoU's history and leadership. Church of Uganda *has* seven Core Values that bind it together and which the constituent Dioceses, Parishes, Secretariats and Partners are expected to demonstrate in their work. These core values are: *Godliness, Faithfulness*

to Holy Scriptures, Integrity, Selfless service, Unconditional love, Unity in Christ, and Upholding Biblical Family Values

a. Godliness

"For physical training is of some value, but godliness has value for all things, holding promise for both the present life and the life to come" (1 Timothy 4:8)

- We shall say no to ungodliness and worldly passion and endeavor to live self-controlled, upright and godly lives
- We shall pray for those in authority, that we may live peaceful and quiet live in all godliness and holiness
- We shall walk with God and endeavor to please Him
- We shall be devoted to God in all our actions

b. Faithfulness to Holy Scripture

"All scripture is God-breathed and is useful for teaching, rebuking, correcting and training in righteousness, so that the man of God may be equipped for every good work". (2 Timothy 3:16-17)

- We believe that the inspired Word of God is entirely authoritative and is our safeguard against false doctrine and provides guidance for our faith in Christ
- We believe that through the Holy Scriptures God revealed His person and plan for the Church and Christian believers
- We believe that the purpose of the Holy Scriptures is to equip us to do good in the communities
- We shall guard and defend the Holy Scriptures

c. Integrity

"May integrity and uprightness protect me, because my hope is in you" (Psalm 25:21)

- We believe in honesty in all our practices and relationships.
- We shall seek to walk in the light at all times in accordance with the command of our Lord and Savior Jesus Christ

- We shall conduct our activities in an open and transparent manner
- We shall speak out truthfully on all matters of common concern
- We shall endeavor to be accountable to the community we serve
- We shall share information with the community and other stakeholders as a basis for informed dialogue and resolution of all kinds of conflicts

d. Selfless Service

"Whatever you do, work at it with all your heart, as working for the Lord, not for men, since you know that you will receive an inheritance from the Lord as a reward. It is the Lord you are serving". (Colossians 3:23-24)

- We shall dedicate our time and resources to selfless service to God even as we promote our vision and mission
- We shall do everything possible to ensure the attainment of our goals and objectives in the spirit of selflessness
- We shall promote and encourage the spirit of volunteerism among all our Christians
- We shall carry out all our activities with enthusiasm and dedication

e. Unconditional Love

"Bear with each other and forgive whatever grievances you may have against one another. Forgive as the Lord forgave you. And over all these virtues put on love, which binds all together in perfect unity". (Colossians 3:13-14)

- Be believe that God's infinite love and forgiveness can help each of us love and forgive others.
- We shall treat all people equally and with due respect without necessarily compromising our mission and biblical agenda.
- We believe that all Christians are part of God's family and thus share equally in the transforming power of his love.
- We believe that Christ's love should motivate us to accept other people as they are and show love in the way we treat them.

f. Unity in Christ

"They devoted themselves to the apostles' teaching and to the fellowship, to the breaking of bread and prayer....All the believers were together and had everything in common" (Acts 2:40; 43)

- We believe our love and faith in Christ is the foundation on which the unity of the Church is built
- We believe that as members of God's family we may have different interests and gifts but we have a common goal of serving the Lord Jesus Christ
- We shall use our different gifts, to spread the good news of salvation

g. Upholding Biblical Family Values

"For this reason a man will leave his father and mother and be united to his wife and they will become one flesh" (Genesis 2:18)

- We believe that marriage is between man and woman in a special partnership that honors God
- We believe that God gave marriage as gift to man and woman for participation in the divine creation of the human race
- We believe men and women are formed and equipped for various tasks; but all these tasks lead to the goal of honoring God
- We believe that Christian parents and Christian children will relate to each other in thoughtfulness and love
- We believe that every parent will participate in raising children in a loving Christ-honoring manner.

4.5 Strategic Choice:

Mobilizing the Church for work of service (Eph 4:12)

4.6 Strategic Focus Areas

The CoU Strategic Plan is premised on four (4) strategic focus areas: namely:

1. Mission Focus
2. Socio-Economic Development Focus
3. Community Engagement focus
4. Institutional Development Focus.

Mission Focus: In proclaiming the Gospel of Jesus, CoU Mission Focus will be directed towards personal lives, Churches, Church Institutions and enterprises, private organizations and business enterprises to bring revival, salvation and transformation among the communities. Integration, inclusion and empowerment of the Youth and children in programming will be a primary priority.

Socio-Economic Focus: This shall involve resource mobilization and productive investments; development of quality Education and Healthcare, advocacy, leadership capacity building, involvement and empowerment of the laity, effective stewardship, creation of maximum social impact among the communities.

Community Engagement Focus: Church of Uganda will engage with the Christians, professionals, organizations and other stakeholders at local and global levels as well as with government. The church will enhance leadership and management capabilities: channeled through the promotion of Christian values with sensitivity to culture.

Institutional Focus: The CoU Provincial Plan aims at organizational integration to enhance a shared vision, mission and purpose by focusing attention and resources on the most critical issues in the communities. Operational efficiency and effectiveness is to be promoted as primary objectives of this strategic plan to ensure the limited resources are prudently utilized. The systems, programmes and processes will be re-engineered to make the Church relevant by creating and sustaining ongoing initiatives towards holistic wellbeing of the communities in and outside CoU.

4.7 Strategic objectives

Focus Area 1: Mission Focus

Strategic Objectives;

1. Increase Church membership by at least 25% over the period
2. 60% of the Church membership saved and confessing Christians (Rom 10:1; 9-11; John 3:3, 7)
3. Church leaders (Bishops, Clergy and Laity) identify and rely on spiritual gifts of members for ministry

Focus Area 2: Socio-Economic Focus

Strategic Objectives;

1. Increase CoU infrastructure (spiritual, social and economic) by at least 25% over the period
2. Church of Uganda has legal ownership and full control over its Educational, Health and other facilities

3. Church generates funds locally
4. Effective environmental management

Focus Area 3: Community Engagement

Strategic Objectives

1. Church increases its influence in public engagement on both national and international scene
2. Review and streamline the CoU governance and management structures

Focus Area 4: Institutional Focus

Strategic Objectives

1. Church of Uganda has adequate and effective policies and systems

5. Implementation Strategies



Various approaches shall be adopted to ensure smooth and effective implementation of this Strategic plan. The strategies are briefly discussed here below:

5.1 Annual Work Plans and Budgets

This Strategic Plan shall be rationalized through approved annual work-plans and budgets whose components will be premised on Departmental and Diocesan programs and strategic objectives. The Strategic Plan will be reviewed on an annual basis to reflect emerging changes in the operating environment.

5.2 Setting Performance Targets and Performance Indicators

Each Diocese/Department/Unit/Program will set Quarterly Targets and Performance Indicators in all area of performance. The activity centers will ensure that these targets are relevant, challenging but attainable and able to sustain the planned departmental objectives. The targets are also intended to ensure that the right inputs and services are being delivered to the right beneficiaries.

5.3 Human Resource Strategy

Human resources play a critical role in achieving strategic goals and objectives and individual performance drives organizational excellence. Therefore, the Secretariat must attract and retain appropriate human resources skills and talents and attitudes. The following HR strategies shall be adopted to address various issues causing poor organizational and staff performance:

- (i) Reorganize the Provincial Secretariat into 8 Directorates to deliver on streamlined mandates;
 - » Missions and Outreach
 - » Education
 - » Health
 - » Household and Community Transformation
 - » Land Management
 - » Management Support Services
 - » Finance, Planning and Investments
 - » Audit and Assurance Services

- (ii) Review of terms and conditions of service and establishing a CoU Salary Structure that reflects the market conditions
- (iii) Issuing appointment letters with clear terms of reference and job expectations
- (iv) Setting result-oriented management systems, such as:
 - » performance standards
 - » clear individual goals
 - » Giving performance feedback
- (v) Effective Staff development schemes and training programmes
- (vi) Performance-based rewards system
- (vii) Managing high individual stress levels and other performance related challenges shall be addressed using appropriate interventions.
- (viii) Promotion of organizational values
- (ix) Organization of flexible and more transparent interdepartmental information sharing system
- (x) A strong team spirit aimed at encouraging creativity and innovation will be practiced as a core organizational value.
- (xi) Establishment of clear coordination and communication mechanisms within the secretariat to minimize bureaucratic practices
- (xii) Enforcing and reviewing basic operational rules and regulations contained in the:
 - » HR policies and procedures manual
 - » Finance and accounting manual
 - » Procurement manual
 - » Conflict of Interest and Fraud Policies
 - » Board Policy manual
- (xiii) Grievance handling procedures shall be put in place to moderate working relationships.

5.4 Communication Strategy

In order to generate a shared vision within the Province, the following communication plan shall be adopted:

- (i) The Vision, Mission, Core value Statements shall be framed and hanged in conspicuous places (such as Diocesan Offices, Parishes, the Reception, Fellowship Hall, Archbishops Office, Provincial Secretary's Office, Executive Waiting Langue and others). Copies will also be reproduced on posters and brochures for distribution and display.
- ii. Copies of the plan shall be widely shared with partners, donors and other potential collaborators
- iii. Each Diocesan Secretary, Head of Department, Head of Unit and Head of Programme shall have a copy of the plan as a reference document
- iv. Every member of the House of Bishops and the Board of Trustees, the Board of Finance, Board of Planning development and rehabilitation, Board of Mission , Board of Education, Board of Health , Board of Church Commissioners Holding Company Ltd, Board of UCU Holding Company Ltd and others, shall have a copy of the Strategic Plan
- v. Each department shall develop a brochure for communication of departmental goals strategic objectives and key activities
- vi. Relevant portions of the plan shall be included in the policies (e.g. Financial Policy, Procurement, HR, Investment policies) and procedures of CoU

5.5 Partnership Strategies

In implementing its strategies, CoU will establish Strategic Partnerships, Networks, Alliances and Coalitions with key players in Government (especially Ministry of Education, Health, Finance, Gender, Youth and Children, Justice, Agriculture Animal Industry and Fisheries, Tourism and Cooperatives, Lands, Housing and Urban Development and others), Ecumenical and Development Partners, Donors, Anglican Communion, UJCC and IRCU, and other credible Faith-Based Organizations. This approach will provide the Secretariat with a critical mass of key institutions to channel social sector concerns and policy advocacy issues using a unified and greater voice. It will further create stakeholder ownership to ensure improvement in the effectiveness and the efficiency of our service delivery.

5.6 Monitoring and Evaluation Strategies

Monitoring and Evaluation (M&E) is a key cross-cutting component of the CoU Strategic planning. It is intended to progressively track program performance and analyze activity implementation and foresee any difficulties so as to take timely corrective action. Program monitoring will help to have information at hand for evidence based decision-making. Systematic M&E is important in providing feedback on performance and also enhances the effective discharge of the stewardship and gives management capacity for effective control and accountability. M&E will ensure that CoU as a whole remains a learning organization. This should help CoU determine whether resources are being used efficiently to create desired change in the target population and also assess whether program activities are still relevant or being implemented as intended.

Mechanisms will be developed for measuring key implementation parameters, such as:

- i. Input indicators (which include data on human, financial and material resources),
- ii. Process indicators (which includes data on activity levels)
- iii. Output indicators (which include data on coverage,utilization,results,quality,timeliness/ responsiveness, and value for money,
- iv. Outcomes and long term impact indicators.
- v. Several approaches will be used in Internal Monitoring Systems and External Evaluation.
- vi. The result of the M&E reviews will be fed into the decision-making organs of the Province. Such results are intended to inform and improve COU's practices.

5.7 Peer Review and Peer Evaluation Mechanisms

This is meant to capture and share relevant lessons and learning experiences in the program areas with all stakeholders. The evaluation should be properly coordinated to encourage peer-learning, networking, teamwork and motivation.

5.8 Periodic Reports

Departmental Quarterly and other periodic reports normally submitted to Partners will be concurrently submitted to the Provincial Secretary (with copies to relevant offices). This is to facilitate consistency in reporting to other CoU organs. These reports should be concise and timely to serve the desired managerial purpose of decision making, planning and control, and performance evaluation.

5.9 Annual Performance Evaluation

There shall be annual meetings and continuous consultations and meetings with the Provincial Secretary and Heads of Departments to assist in the implementation. The aim of these meetings will be to:

- i. Review of the annual budgets in line with the work plans and provide feedback to management
- ii. Analyze the Diocesan and Departmental performance vis a vis the planned performance
- iii. Compare CoU's overall performance vis a vis the annual budgets and plans

5.10 Conducting Surveys and Providing Feedback

For origination of pilot projects there shall be prior surveys among key stakeholders: implementers, users, beneficiaries and sponsors donors and partners. These surveys are meant to establish the real need to be fulfilled in the communities. The results of the surveys should inform the implementation plans.

Church of Uganda's commitment is to strengthen the feedback mechanisms to ensure that service delivery is improved.

5.11 Rolling Plans

A Plan is a roadmap and not a destination. Therefore, where it is not practical to implement the plan or parts of the plan, steps will be taken to review the plan and make appropriate adjustments to reflect the factors and realities on the ground.

CoU will also carry out:

- i. Strategic and budget planning sessions once every year
- ii. The Human Resource department will ensure that annual performance appraisal is undertaken for each staff member in the Dioceses and the Provincial Secretariat
- iii. Monthly Financial Statements are submitted to Management
- iv. Quarterly Financial Statements are submitted to the Executive of the Board of Finance

5.12 Capacity Building Strategies

The M&E function will be strengthened through Staff capacity Building to constantly guide the implementation process. Capacity building will also be undertaken in Programs and projects where it is deemed appropriate to enhance the execution and absorption capacity of the recipients or beneficiaries

5.13 External Evaluation

It is the intention of CoU to adopt a rolling plan approach. In that regard, there shall be a mid-term evaluation in December 2020 and end-term evaluation in March 2026 to determine the performance of the Strategic Plan. The evaluations shall, among others, draw lessons learnt, achievements and challenges to be overcome in the next plan. In order to have objectivity in the evaluation reports, an External Evaluator will be engaged to undertake the assignment.

6. The Financing Strategy

The success of this strategic plan is very much dependent on the availability of short-term and long-term funds to cover the needs identified in the strategic activities and the work plans for 2016-2025.

6.1 Long-term Financial Objectives:

- i. Expand the local income resource base from the current 20% to 91% by 2025
- ii. Meet 100% of the administrative costs from local income sources by 2018
- iii. Reduce the dependency on foreign donors from 80% to 10% by 2025

6.2 Financial Strategies

The following financing strategies will be adopted over the planning period: Enhanced self-financing capacity, fundraising, effective stewardship of resources.

6.2.1 Enhanced Self-financing capacity

Church of Uganda and the Provincial Secretariat must expand and strengthen its capacity for self-financing for a number of reasons:

- i. A beginning of the planning period, total Local Income accounts for only 20% of CoU and the Provincial Secretariat's operating funds, implying that the Provincial Secretariat is 80% dependent on donor grants and donations
- ii. High dependency rate has significant negative implications for the CoU:
 - » A Church that relies totally on outside support is usually complacent and less interested in the efforts of the Church
 - » The dependent Church is not able to make independent decisions about the Church's ministry or growth
- iii. Self-support opens doors for unlimited expansion which gives it the sense of accomplishment and added commitment to its mission and programs.



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6.2.2 Financial Targets for Self-financing

- i. Raise a total of sh3bn per annum from own sources
- ii. Consolidate the management of the non-current assets and investments under one Board and Management
- iii. Require each operating non-current asset to contribute at least 10% of its revenue to meet Provincial Secretariat operating costs ,
- iv. Retain 20% for maintenance and 70% to meet programme, operating and administration expenses of the respective department/unit
- v. Require every successful programme/project proposal to contribute at least 10% of the gross income towards Provincial Secretariat overhead costs

6.2.3 Fundraising

External donor funding account for 80% of the Secretariat's Budget and is likely to remain the main source of funding. However, given the worsening trends under the current credit crunch and resultant financial crisis, the Secretariat must diversify its funding base.

In order to finance the strategic objectives of the Secretariat, funding is required from funding sources both in-country and outside Uganda. Resource mobilization is a key element in ensuring that the identified priority activities can be undertaken. The various sources of income shall be tapped through proposal writing, networking and building strong inter-institutional linkages and partnerships.

Strategies:

- i. Train all programme staff on writing bankable proposals
- ii. Create 10 new partnerships per year beginning FY2016

6.2.4 Effective Stewardship

The various Provincial and Diocesan Boards and the Management Teams must maintain healthy financial position through adherence to the principles of good governance. There must be efforts at all levels to efficiently and effectively deploy resources adequately and to account for the same following established reporting standards.

6.2.7 Key Strategic Planning Assumptions

- i. The CoU Provincial Strategic Plan has been developed on the basis of 4 major assumptions:
- ii. Consensus (among the CoU Leaders on key issues)
- iii. Commitment (to implement the Plan)
- iv. Co-operation (agreement among the CoU Leaders in moving forward)
- v. Costs (mobilizing the requisite financial resources to implement the plan)

The following assumptions have been made as the basis for drawing financial projections:

- i. Church of Uganda and its constituent Dioceses will operate under a secure political environment throughout the period
- ii. The economy will continue to grow at the rate of 7% pa as projected by Ministry of Finance
- iii. Annual Inflation rate will stabilize at 5% pa
- iv. Foreign Exchange Rate of Dollar/Shillings will stabilize at Shs2600 during the planning period.
- v. The international financial crisis will be under control and the donor contributions will be reduced to 10% by 2025

ANNEX 1: Church of Uganda Vision 2025 Log Frame					
Activities	Outputs	OVI	Responsible Party	Time frame	Budget (Shs'000)
CoU VISION 2025 FOCUS 1: MISSION					
Strategic objective1: Increasing membership by at least 25% over the period					
Strategy 1.1: Establish functional children churches (CC) at all congregations					
1.1.1 Develop children church(CC)' planting guideline	CC planting guideline developed	Approved CC guideline	Provincial Children's coordinator	By December 2016	35,000
1.1.2 Develop CC curriculum	CC curriculum developed and approved	Approved curriculum	Provincial Children's coordinator	By December 2016	40,000
1.1.3 Train CC teachers	100% congregations have trained CC teachers in 10 years	% of congregations with trained CC teachers	Provincial Children's coordinator	ongoing	460,000
1.1.4 Sensitize church leaders and the church on CC	Church leader ² and churches sensitized on CC	No. of Church leaders and churches sensitized on CC	Children's coordinators (provincial and diocesan)	ongoing	475,000
1.1.5 Mobilize children to join CC	Children mobilized to join CC	No. of children mobilized to join CC	Children's coordinators (provincial and diocesan) Parish priests	ongoing	925,000
1.1.6 Plant CCs in every congregation	CCs planted in every congregation	No. of congregations with CCs	Parish priest	ongoing	1,375,000
Strategy 1.2: Establishing functional youth friendly church programs					
1.2.1 Review the CoU Youth Policy	CoU Youth policy reviewed	Approved CoU youth policy	Provincial Youth coordinator	By December 2016	160,000

1.2.2 Develop guidelines on Youth programs(e.g. all round counseling, entrepreneurship, MDDD and sports)	CoU youth program guidelines developed and approved	Approved CoU youth programs guidelines	Provincial Youth coordinator	By December 2016	160,000
1.2.3 Sensitize the church leaders and the Youth on the Youth policy	Church leaders and youth sensitized on youth policy	No. of church leaders and youth sensitized on youth policy	Youth coordinator (provincial and Diocesan)	ongoing	920,000
1.2.4 Set up youth worship services and fellowships in every congregations	Youth worship services and fellowships established	No. of Youth fellowships and services established and functional	Youth coordinator (provincial and Diocesan) Parish priest	ongoing	4,521,000
1.2.5 Set up youth friendly corners in congregations	Youth friendly corners set up at congregational level	No. of congregations with youth friendly corners	Youth coordinator (provincial and Diocesan)	ongoing	900,000
1.2.6 Set up youth friendly centre ³ at diocesan level	Youth friendly centre set up at dioceses	No. of Dioceses with functional youth friendly centers	Youth coordinator (provincial and Diocesan)	By December 2019	135,000
1.2.7 Develop a schedule for the youth friendly centers	Schedule for the youth friendly centers developed	Approved schedule for Youth friendly centers	Youth coordinator (provincial and Diocesan)	By December 2016	45,000
1.2.8 Develop transformation centers for alcohol and drug addicts	transformation centers for alcohol and drug addicts established	No. of transformation centers established	Youth coordinator (provincial and Diocesan)	By December 2020	180,000
1.2.9 Promote annual Youth conventions and conferences at Archdeaconry, Diocesan and Provincial level	Annual youth conventions and conferences conducted	No. of Annual Youth convention and conferences conducted	Youth coordinator (provincial and Diocesan)	ongoing	12,800,000
1.2.10 Train and mentor Youth leaders	Youth leaders trained and mentored	No. youth leaders trained and mentored	Youth coordinator (provincial and Diocesan)	ongoing	4,890,000

1.2.11 Revive and rebrand the Girls and Boys brigade	Boys and Girls brigade functional	No. of dioceses with active Boys and Girls brigade	Provincial Secretary	By December 2016	648,000
1.2.12 Establish youth mission groups at all levels	Youth mission groups established at all levels	No. of mission groups in dioceses	Youth coordinator (provincial and Diocesan)	ongoing	658,000
Strategy 1.3: Develop and use appropriate discipleship curriculum for the church (empowerment, mentorship, coaching, nurturing, counselling & evangelism).					
1.3.1 Develop an appropriate CoU curriculum and other materials for discipleship	CoU curriculum and other materials developed for discipleship	Approved curriculum and materials for discipleship	Provincial Mission and Evangelism coordinator	By December 2016	40,000
1.3.2 Run a TOTs in discipleship	TOTs trained in discipleship	No. of TOTs trained in discipleship	Provincial Mission and Evangelism coordinator	By December 2016	3,240,000
1.3.3 Avail discipleship curriculum and other materials to the Dioceses	Availability of discipleship curriculum and other materials at all levels	Approved discipleship curriculum and other material used at all levels	Provincial Mission and Evangelism coordinator	By December 2016	1,620,000
1.3.4 Encourage dioceses to translate materials in the local languages	Discipleship materials translated into local languages	No. of dioceses with materials in local languages	Provincial and Diocesan Mission and Evangelism Coordinators	ongoing	720,000
1.3.5 Encourage the establishment of fellowship meetings/bible study groups/home cells/work place fellowship/lunch hour prayer meetings/home visits	Functional Bible study groups and fellowships established	No. of functional bible study groups and fellowships No. of people attending bible study and fellowships	Provincial and Diocesan Mission and Evangelism Coordinators	ongoing	360,000
1.3.6 Periodically Integrate all discipleship groups (children, youth, adults) into Sunday church services and other engagements	Integrated church services conducted periodically	No. of Integrated church services conducted	Parish Priest	ongoing	1,800,000

1.3.7 Establish and strengthen prayer groups and prayer retreats	Prayer groups and prayer retreats established and strengthened	No. of congregations with prayer groups and prayer retreats	Parish Priest	ongoing	1,800,000
1.3.8 Establish Christian Counselling and guidance teams at congregation level	Christian Counselling and guidance teams established at congregation level	No. of congregations with Christian Counselling and guidance teams	Parish Priest	ongoing	2,160,000
1.3.9 Provide Christian deliverance, Counselling and guidance services at congregation level	Peoples problems and challenges addressed	No. of congregations with Christian deliverance Counselling and guidance services	Parish Priest	ongoing	2,160,000
Develop a baseline data base for membership(cross cutting)					
Strategy 1.4: Retooling clergy and the laity on discipleship					
1.4.1 Implement the CoU clergy in service and their spouses curriculum	The CoU clergy in service and their spouse's curriculum implemented	No. of dioceses implementing the CoU clergy in service and their spouse's curriculum	Provincial and Diocesan Education Coordinators	ongoing	40,000
1.4.2 Implement the CoU Harmonized lay readers curriculum	CoU Harmonized lay readers curriculum implemented	No. of dioceses implementing the CoU Harmonized lay readers curriculum	Provincial and Diocesan Education Coordinators	ongoing	40,000
1.4.3 Carryout refresher spiritual retreats for the clergy and their spouses	Refresher spiritual retreats for the clergy and their spouses conducted	No. of refresher retreats for the clergy and their spouses conducted at all levels	Provincial and Diocesan Mission and Evangelism Coordinator	ongoing	4,860,000
1.4.4 Conduct TOTs in biblical (expository) teaching	TOTs in biblical (expository) teaching conducted	No. of TOTs trained in biblical (expository) teaching	Provincial and Diocesan Mission and Evangelism Coordinator	ongoing	1,260,000

1.4.5 Reorient clergy and other church leaders on servant leadership, ministerial formation and seven spheres of influence	clergy and other church leaders reoriented on servant leadership, ministerial formation and seven spheres of influence	No. of clergy and other church leaders reoriented on servant leadership, ministerial formation and seven spheres of influence	Provincial and Diocesan Mission and Evangelism Coordinators, Prayer coordinators	ongoing	2,592,000
Strategy 1.5: Teaching about occults, cults practices, false teachings and idolatry					
1.5.1 Develop teaching materials on occults, cult's practices, false teachings, idolatry and prayer and intercession.	Teaching materials on occults, cults practices, false teachings, idolatry and prayer and intercession developed	Approved Teaching materials on occults, cult's practices, false teachings, idolatry and prayer and intercession.	Provincial Mission and Evangelism Coordinator (Prayer coordinators)	By December 2016	80,000
1.5.2 ToTs in the teaching on occults, cult practices, false teachings, idolatry and prayer and intercession .	ToTs in the teaching about occults, cult practices, false teachings, idolatry and prayer and intercession . conducted	No. of ToTs trained in the teaching on occults, cult practices, false teachings , idolatry and prayer and intercession.	Provincial and Diocesan Mission and Evangelism Coordinator (prayer coordinators)	By December 2017	1,080,000
1.5.3 Conduct teachings on occults, cult practices, false teachings, idolatry and prayer and intercession in congregations	Teachings on occults, cult practices, false teachings, idolatry and prayer and intercession. taught in congregations	No. of dioceses teaching on occults, cult practices, false teachings idolatry and prayer and intercession.	Parish Priests, prayer codinators	ongoing	678,000
Strategy 1.6: Church Planting Initiatives					
1.6.1 Map out existing churches	Mapping out of existing churches carried out	Data on existing churches	Provincial and Diocesan Secretaries	By December 2016	100,000
1.6.2 Develop a guideline for church planting	CoU guidelines for church planting developed	Approved CoU guidelines for church planting	Provincial Mission and Evangelism Coordinator	By June 2016	50,000
1.6.3 Run ToTs on church planting	Trainers	No. of trainers at Dioceses	Provincial and Diocesan Mission and Evangelism Coordinator	By December 2017	648,000

1.6.4 Conduct trainings for church plantings	Trainings for church plantings conducted	No. of Dioceses with church plantings	Diocesan Mission and Evangelism Coordinator	By December 2017	3,240,000
1.6.5 Sensitize the church leaders on church planting procedures and management	Church leaders sensitized on church planting procedures and management	No. of church leaders sensitized on church planting procedures and management	Provincial and Diocesan Mission and Evangelism Coordinator	ongoing	8,100,000
1.6.6 Allocate/obtain land or spaces for new congregations	Land/spaces secured for congregations	No. of new congregations with land/spaces secured	Diocesan Secretary	ongoing	145,000
1.6.7 Start congregations	New congregations started	No. of congregations started	Parish Priest	ongoing	100,000
1.6.8 Develop CoU guidelines and materials for home cells	CoU guidelines and materials for home cells Developed	Approved CoU guidelines and materials for home cells	Provincial Mission and Evangelism Coordinator	By June 2016	100,000
1.6.9 Run TOTs for home cell leadership	Trainers	No. of trainers in Dioceses	Provincial and Diocesan Mission and Evangelism Coordinator	By December 2016 and ongoing	360,000
1.6.10 Conduct training for home cell leaders	Home cell leaders	No. of trainings at diocesan level	Diocesan Mission and Evangelism Coordinator	By December 2016 and ongoing	100,000
1.6.11 Establish home cell fellowships at congregation level	Home cell fellowships established and functional at congregation level	No. of functional home cell fellowships established.	Parish Priest	ongoing	360,000
Strategy 1.7: Reach out to special needs⁴ persons					
1.7.1 Identify groups of people with special needs	Special needs groups identified	Identified special needs groups	Provincial Mission and Evangelism Coordinator	By December 2016	334,000
1.7.2 Identify the needs of the special needs groups	Identified needs	Identified special needs	Diocesan Mission and Evangelism Coordinator	ongoing	3,250,000
1.7.3 Develop appropriate inclusive discipleship and worship programs for the special needs groups	Appropriate inclusive discipleship and worship programs developed for special need groups	Approved inclusive discipleship and worship programs	Provincial Mission and Evangelism Coordinator	By December 2017	3,256,000

1.7.4 Train church leaders in ministry for people with special needs	Church leaders trained in ministry for people with special needs	No. of Church leaders trained in ministry for people with special needs	Provincial Mission and Evangelism Coordinator	By December 2018	720,000
1.7.5 Provide pastoral care and counseling in institutions of people with special needs	Needs of people with Special needs met	No. of institutions for people with special needs offering pastoral care and counseling	Parish priests/ school chaplains	ongoing	720,000
1.7.6 Equip people with special needs for ministry	People with special needs equipped for ministry	No. of People with special needs equipped for ministry	Parish Priests/ school chaplains	ongoing	720,000
Strategy 1.8: Outreach to the unreached⁵ in Uganda					
1.8.1 Map out categories of the unreached	Categories of the unreached people mapped out	No. of categories of unreached people mapped out	Provincial and Diocesan Mission and Evangelism Coordinator	By December 2016	100,000
1.8.2 Develop CoU guidelines on how to reach the unreached groups	CoU guidelines on how to reach the unreached groups developed	Approved CoU guideline	Provincial Mission and Evangelism Coordinator	By December 2016	50,000
1.8.3 Specialized training for clergy and laity to reach the unreached groups	Clergy and laity trained to reach the unreached groups	No. of clergy and laity trained to reach the unreached groups	Provincial and Diocesan Mission and Evangelism Coordinator	Ongoing	4,860,000
1.8.4 Establish Christian Counselling and guidance teams at archdeaconry level	Christian Counselling and guidance teams established at archdeaconry level	No. of archdeacons with Christian Counselling and guidance teams	Archdeacons	ongoing	648,000
1.8.5 Provide Christian Counselling and guidance services at archdeaconry level	Peoples problems and challenges addressed	No. of archdeacons with Christian Counselling and guidance services	Archdeacons	ongoing	648,000
1.8.6 Carry out personal (One on One) evangelism	The unreached people converted with the gospel	No. of unreached people converted	Diocesan Mission and Evangelism Coordinator	ongoing	648,000

1.8.7 Conduct special services for the unreached categories	Special services for the unreached categories conducted	No. of congregations conducting special services	Parish Priest	ongoing	195,000
1.8.8 Equip converts from the unreached groups to reach others	Converts from the unreached groups equipped with skills and knowledge to reach others	No. of converts from the unreached groups equipped with skills and knowledge to reach others	Parish Priest	ongoing	195,000
1.8.9 Organize special groups for peer evangelism and discipleship	Converts disciplined	No. of converts disciplined	Parish Priests	Ongoing	195,000
1.8.10 Introduce them to the congregation and give them opportunity to share their testimonies	Converts integrated into church life	No. of Converts integrated into church life	Parish Priests	Ongoing	195,000
1.8.11 Liaise with proprietors of private institutions to have CoU chaplaincy	CoU chaplaincy in private institutions	No. of private institutions with CoU chaplaincy	Provincial Secretary	Ongoing	100,000
1.8.11 Run follow up (discipleship program)			Priest Priests	Ongoing	100,000
Strategy 1.9: Mass evangelism					
1.9.1 Procure equipment for open door crusades at every diocese	Equipment for open door crusades procured at every diocese	No. of dioceses with equipment for open door evangelism	Provincial and Diocesan Mission and Evangelism Coordinator	By December 2017	5,400,000
1.9.2 Identify and form core teams of evangelists at all levels	Core teams of evangelists identified and formed at all levels	No. of core teams of evangelism identified and formed at all levels	Provincial and Diocesan Mission and Evangelism Coordinator	By December 2016 and ongoing	360,000
1.9.3 Form teams of choirs, intercessors, counselors for open air evangelism	Teams of choirs, intercessors, counselors for open air evangelism in place	No. of dioceses with teams of choirs, intercessors, counselors for open air evangelism	Provincial and Diocesan Mission and Evangelism Coordinator	By December 2016 and ongoing	360,000

1.9.4 Establish radio and television programs for ministry	Radio and television programs established	No. of dioceses with radio and television programs for ministry	Provincial Mission and Evangelism Coordinator	ongoing	360,000
1.9.5 Promote use of social media for ministry (Face book, twitter, whatsapp, U-tube etc)	social media for ministry promoted	No. of dioceses with social media for ministry	Communications specialist	ongoing	324,000
1.9.6 Promote altar calls after sermon,	Altar calls are made	No. of congregations making altar calls	Parish Priest	ongoing	180,000
1.9.7 Promote intercessions, healing, deliverance and sessions at congregations and families	Intercessions, healing, deliverance and sessions at congregations and families practices	No. of congregations practicing healing and deliverance in congregations and families	Parish priest	Ongoing	2,160,000
Strategy 1:10: Intentional Social gospel-(Institutional & Social Services⁶)					
1.10.1 Develop a policy on mainstreaming the gospel in all our social services/ programs	A policy on mainstreaming the gospel in all our social services/programs formulated	Approved policy	Provincial Secretary	By December 2016	70,000
1.10.2 Mainstream the gospel in all our social services/programs	The gospel mainstreamed in all social services	No. of programs with the gospel integrated	Program coordinators	ongoing	100,000
1.10.3 Develop biblically based IEC materials	Biblically based IEC materials developed	Approved biblically based material	Program coordinators	ongoing	5,400,000
1.10.4 Design an orientation program for church workers, professionals and practitioners in social services	an orientation program for church workers, professionals and practitioners in social services designed	Approved orientation program	Provincial Secretary	By December 2016	50,000

1.10.5 Induct professionals and church workers, practitioners in social services in the orientation programs	Church workers, professionals and practitioners in social services inducted in the orientation programs	No. of church workers, professionals and practitioners in social services inducted in the orientation programs	Provincial Secretary	ongoing	140,000
Liaise with Proprietors of private institutions to have CoU Chaplaincy					70,000
1.10.6 Develop a CoU policy on caring for the orphans, widows and the	CoU policy on caring for the orphans, widows and the aged developed	Approved CoU policy on caring for the orphans, widows and the aged	Provincial Mission and Evangelism Coordinator	By December 2016	360,000
Strategic objective 2: 60% of Church membership saved and Confessing Christians(Rom 10:1, 9-11, John 3:3, 7)					
Strategy 2.1: Enriched worship in all CoU congregations					
2.1.1 Develop a new CoU liturgy relevant to the contemporary society	A new CoU liturgy relevant to the contemporary society developed and approved	Approved new CoU liturgy relevant to the contemporary society	Provincial Education Coordinator	By December 2016	70,000
2.1.2 Review the ordination training curriculum on the new liturgy	Ordination training curriculum based on the new liturgy reviewed	Reviewed ordination training curriculum based on the new liturgy	Provincial Education Coordinator	By December 2016	1,620,000
2.1.3 Identify and train people with different gifts that enrich praise and worship and use them	People with different gifts that enrich praise and worship identified and trained	No. of people with different gifts that enrich praise and worship identified and trained	Parish Priest	ongoing	1,620,000
2.1.4 Conduct Annual gospel based music dance and drama festival at diocesan and provincial levels	Annual gospel based music dance and drama festival at diocesan and provincial levels conducted	No. of dioceses participating in the diocesan and provincial Annual gospel based music dance and drama festival	Provincial and Diocesan Mission and Evangelism Coordinators	Annually	900,000
2.1.5 Form Prayer and intercessory teams at congregational level	Prayer and intercessory teams formed at congregational level	No. of congregations with Prayer and intercessory teams	Parish Priest	ongoing	1,800,000

2.1.6 Carry out the Public reading of scriptures	Public reading of scriptures carried out	No. of congregations devoting time to Public reading of scriptures	Parish Priest	ongoing	1,500,000
2.1.7 Make the teaching/ preaching (sermon) the centre of worship services	The sermon in a services given at least 30 minutes	No. of congregations giving the sermon at least 30minutes	Parish Priest	ongoing	31,200,000
2.1.8 Orient service teams (Church wardens, worship leaders and ushers, e.t.c) on hospitality	service team (Church wardens, worship leaders and ushers, e.t.c) inducted on hospitality	No. of congregations with service team (Church wardens, worship leaders and ushers, e.t.c) inducted on hospitality	Parish priest	Ongoing	15,600,000
Strategy 2.2: Effective follow up and nurture of new converts					
2.2.1 Develop a data base of new converts	Data on new converts available	Data base on new converts	Parish Mission Coordinator	ongoing	360,000
2.2.2 Develop a follow up program with an appropriate follow up tool	Appropriate follow up Program developed	Approved follow up program for new converts	Provincial Mission and Evangelism Coordinator	By June 2016	360,000
2.2.3 Train church leaders on the following up of new converts	Church leaders trained on following up new converts	No. of church leaders trained on following up new programs	Diocesan Mission and Evangelism Coordinators	ongoing	360,000
2.2.4 (Follow the nurture program under discipline ship)					360,000

Strategy 2.3: Strengthening teaching on Christian marriages and family relations (<i>premarital, post marital, parenting, pastoral home visits, personal conflict resolutions and love</i>)						
2.3.1 Develop a CoU curriculum, guidelines and other materials for teaching on Christian marriages and family life	A CoU curriculum, guidelines and other material for teaching on Christian marriages and family life	No. of clergy using CoU curriculum, guidelines and other materials for teaching on Christian marriages and family life	Mother's Union coordinator	By December 2016	70,000	
2.3.2 Orient clergy and lay readers on how to use curriculum and guidelines for teaching on Christian marriages and family life	Clergy oriented on how to use curriculum and guidelines for teaching on Christian marriages and family life	No. of clergy oriented on how to use curriculum and guidelines for teaching on Christian marriages and family life	Mothers and Fathers Union Workers	ongoing	1,620,000	
2.3.3 Establish systems for linkages to counselors	Counselors easily assessed	No. of parishes offering linkages to counseling services.	Diocesan Mission and Evangelism Coordinator	By December 2016	162,000	
2.3.4 Establish counseling desk at congregation level	Counseling desk established at congregation level	No. of congregations with counseling desks	Parish Priest	By December 2017	540,000	
2.3.5 Develop guidelines and materials for training counselors	CoU guidelines and materials for training counselors developed	Approved CoU guidelines and materials for training counselors	Provincial Mission and Evangelism Coordinator	By December 2016	540,000	
2.3.6 Run ToTs for counsellors	Trainers	No. of trainers at Dioceses	Provincial Mission and Evangelism Coordinator	By December 2017	162,000	
2.3.7 Conduct training for counselors	Counselors	No. of congregations offering counselling by a trained counsellor	Parish priest	By June 2018	540,000	
2.3.8 Recognize and strengthen the family life groups in church e.g MU, FU, CWF, daughters of the kings e.t.c	Church special groups strengthened to support Christian family life	No. of special groups supporting family life at congregation level	Parish Family life worker	ongoing	540,000	

2.3.9 Establish conflict transformation teams at congregation level	Conflict transformation teams	No. of parishes with conflict transformation teams	Parish Priest	By December 2018	162,000
2.3.10 Provide conflict transformation for family life at congregation level	Conflicts in families resolved	No. of congregations offering conflict transformation for family life	Provincial Family life worker	ongoing	162,000
2.3.11 Conduct Mass church weddings	More couples ⁷ (man to woman) married in church	No. of marriages (man to woman) registered	Parish Priest	ongoing	162,000
2.3.12 Conduct teaching on the importance of church marriage	Teaching on the importance of church marriage conducted	No. of marriages (man to woman) registered	Parish Priest	ongoing	162,000
Strategy 2.4: strengthening the role of parents and guardians in family life					
2.4.1 Develop a CoU curriculum, guidelines and other materials for teaching on parenting	CoU curriculum, guidelines and other materials developed for teaching on parenting	Approved CoU curriculum, guidelines and other materials for teaching on parenting	Provincial Family life worker	By December 2016	70,000
2.4.2 Run ToTs on parenting	Trainers	No. of trainers in parenting at Diocesan level	Diocesan family Life Worker	June 2017	720,000
2.4.3 Conduct training for parenting couches	Parenting Couches	No. of parishes with parenting couches	Diocesan family Life Worker	December 2017	360,000
2.4.4 Hold parenting seminars	Parenting seminars conducted	No. of parishes holding parenting seminars	Diocesan Family Life Worker	ongoing	360,000
2.4.5 Hold parenting fellowships	Parenting fellowships held	No. congregations holding parenting fellowships	Parish priest	ongoing	720,000
2.4.6 Carry out Pastoral care and home visits	Pastoral care and home visits carried out	No. of homes visited and given pastoral care at parish level	Parish Priest	ongoing	70,000

2.4.7 Offer counseling services to families (parents guardians and children)	Counseling services to families offered	No. of families receiving counseling services at parish level	Parish Family Life Worker	ongoing	720,000
Strategy 2.5: strengthen baptism and confirmation teachings					
2.5.1 Develop/review the CoU baptism and confirmation curriculum, guidelines and other materials (include alter calls during training)	COU baptism and confirmation curriculum, guidelines and other materials developed	Approved curriculum, guidelines and other materials	Provincial Mission and Evangelism Coordinator	By June 2016	70,000
2.5.2 Sensitize congregations on the importance of confirmation and baptism	Congregations sensitized on the importance of confirmation and baptism	No. of congregations teaching on confirmation and baptism	Parish priest	Ongoing	70,000
2.5.3 Conduct confirmation classes for a minimum of 48 contact hours	Conformant have been thoroughly instructed in the Christian faith	No. of parishes conducting 48 contact hour confirmation classes	Parish priest	Ongoing	720,000
Strategic objective 3: Church Leaders Identify and rely on the spiritual gifts⁸ of members i.e. Bishops, the Clergy and the Laity for ministry.					
Strategy: 3.1 Utilisation of spiritual gifts in ministry of the church					
3.1.1 Identify and nurture people with spiritual gifts among the clergy and members of the congregation	People's spiritual gifts identified and nurtured	No. of congregations actively identifying and nurturing spiritual gifts and talents	Bishop Parish Priest	Ongoing	1,296,000
3.1.2 Teach on gifts of the holy spirit in ministry at congregations	Congregations taught in gifts of the holy spirit in ministry	No. of Congregations taught in gifts of the holy spirit in ministry	Parish priest	ongoing	180,000
3.1.3 Involve people in church leadership according to their spiritual gifts	People using their gifts	No. of congregations with People using their gifts	Parish priest	ongoing	180,000

3.1.4 Deploy people with various spiritual gifts appropriately	People with various spiritual gifts appropriately deployed	No. of congregations, parishes dioceses deploying people with various spiritual gifts appropriately	Bishop Parish Priest	ongoing	180,000
3.1.5 Mobilize and Form teams of people with different spiritual gifts at diocesan and provincial level	Spiritual gifts nurtured	No. of dioceses with teams of people with different spiritual gifts	Provincial and Diocesan Mission and Evangelism Coordinator	ongoing	180,000
3.1.6 Identify and encourage people with talents and skills (professionals, practitioners, e.t.c) to use them in church ministry	People with talents and skills identified and encouraged	talents and skills	Parish Priest	ongoing	180,000
3.1.7 Mobilize and Form teams of people with different talents and skills	Teams formed of people with different talents and skills	No. of teams formed of people with different talents and skills	Provincial and Diocesan Mission and Evangelism Coordinator	ongoing	180,000
3.1.8 Develop TOR for teams of people with different talents and skills	TOR for teams of people with different talents and skills developed	Approved TORs	Provincial Mission and Evangelism Coordinator	By December 2017	7,200
3.2 Establish Data bank of members and their corresponding gifts and or professions.					
CoU VISION 2025 FOCUS AREA 2: SOCIO-ECONOMIC FOCUS					
STRATEGIC OBJECTIVE 4: Improved social services⁹ (spiritual, social and economic) delivery in CoU					
Strategy 4.1: Increase Church infrastructure by at least 25% over the period.					
4.1.1 Develop an inventory of the current infrastructure	Inventory of current infrastructure developed	Infrastructure Inventory	Provincial and Diocesan Secretaries	By December 2016	540,000

4.1.2 Develop schedules of standard infrastructure at all levels	Schedules of standard infrastructure in place	Schedules of standard infrastructure	Provincial and Diocesan Secretaries	By December 2016	144,000
4.1.3 Close the infrastructure requirement gap	New facilities developed	No. of new facilities developed	Provincial and Diocesan Secretaries, CEO CCHCL	By December 2025	486,000,000
4.1.4 Develop generic designs of structures	Generic designs of structures in place	Approved generic designs	Provincial Secretary	By December 2017	100,000
4.1.5 Formulate and implement infrastructural development plans at all levels	Infrastructural development plans at all levels formulated and implemented	Approved infrastructural development plans No. of dioceses with Approved infrastructural development plans	Provincial and Diocesan Secretaries and CEO CCHCL	By December 2017 and ongoing	1,440,000
4.1.6 Develop and implement an operational and maintenance plan	Operational and maintenance plan developed and implemented	Approved operational and maintenance plan	Provincial and Diocesan Secretaries and CEO CCHCL	By December 2017 and ongoing	72,900,000
4.1.7 Sensitize the Bishops and other relevant officers on asset/property management	Bishops and other relevant officers sensitized on asset/property management	No. of Bishops and dioceses sensitized on asset/property management	Provincial Secretary Provincial Treasurer, CEO CCHCL	By December 2016 and ongoing	200,000
Strategy 4.2: Enhance the quality of infrastructure and facilities at theological education institutions					
4.2.1 Develop an inventory of the current infrastructure	Inventory of current infrastructure developed	Infrastructure Inventory	Provincial and Diocesan Secretaries, Provincial Treasurer and CEO CCHCL	By December 2017 and ongoing	10,000
4.2.2 Develop schedules of standard infrastructure	Schedules of standard infrastructure in place	Schedules of standard infrastructure	Provincial Secretary, provincial Treasurer and CEO CCHCL	By December 2016	10,000

4.2.3 Assess the current status of existing structures	Existing structures of theological education institutions assessed	Assessment report	Provincial and Diocesan Secretary	By December 2017	2,000
4.2.4 New facilities developed	No. of new facilities developed	Close the infrastructure requirement gap	Provincial and Diocesan Secretary	By December 2025	12,500,000
4.2.5 Develop and implement improvement and maintenance plans	Improvement and maintenance plans developed and implemented	Approved improvement and maintenance plans	Provincial and Diocesan Secretaries	By December 2016	3,000,000
4.2.6 Tool and retool theological education institutions	Theological education institutions adequately equipped and functional	No. of theological education institutions tooled/retooled	Provincial Education Coordinator	By December 2017 and ongoing	2,500,000
4.2.7 Sensitize principals and administrators on proper management and maintenance of theological education institutions	Principals and administrators sensitized on proper management and maintenance of theological education institutions	Availability of capacity building reports	Provincial and Diocesan Education Coordinators	Ongoing	324,000
4.2.8 Review the policy on theological education and training ¹⁰ and make recommendations to house of bishops	The policy on theological education and training reviewed and recommendations made to house of bishops	Approved revised policy on theological education and training	Provincial Education Coordinator	By December 2016	70,000

Strategy 4.3: Productive utilisation of land and land resources						
4.3.1 Review and operationalize the church land policy to ensure mapping surveying and registration	CoU land mapped out, surveyed and registered	Approved new CoU land policy	Provincial and Diocesan Secretaries & CEO CCHCL	By December 2016	147,600,000	
4.3.2 Disseminate the church policy and sensitize the church on land policy at all levels	CoU land policy popularized	No. of dioceses sensitized on CoU land policy	Provincial and Diocesan Secretaries & CEO CCHCL	Ongoing	14,760,000	
4.3.3 Develop CoU land inventory.	CoU land inventory developed	CoU land inventory	Provincial and Diocesan Secretaries & CEO CCHCL	By December 2016 and updated annually	14,760,000	

4.3.4 Develop a land use plan to ensure effective utilization of land resources by undertaking any of the following: <ul style="list-style-type: none"> • Establish large scale livestock and crop husbandry farms on CoU land • Forestry • Agro forestry development • Real estate development • Enter into short-term land leases with prospective tenants • Encourage public private partnerships • Develop tourist sites • Plant medicinal plants and botanical gardens • Aquaculture and apiary development • Establish irrigation schemes for increased and sustainable agriculture 	CoU land use plan developed	Approved CoU land use plan	Provincial and Diocesan Secretaries, CEO-CCHCL, Coordinator PDR	By December 2016 and Ongoing	4,320,000 49,950,000 33,300,000 33,330,000
4.3.5 Introduce and popularize new agricultural technologies and methods e.g Farming God's way (FGW)	Actual projects.	No. of projects established in dioceses No. of dioceses with established projects			486,000,000 24,000,000 24,000,000 37,000,000 29,600,000 14,800,000 25,200,000
4.3.5 Introduce and popularize new agricultural technologies and methods e.g Farming God's way (FGW)	New agricultural technologies and practices embraced by farmers	Types of agricultural technologies embraced by farmers No. of farmers embracing new agricultural practices and technologies No. of dioceses where new agricultural technologies are practiced	Coordinator PDR	By December 2015 & Ongoing	5,400,000

Strategy 4.4: Establish post harvest approaches and storage facilities						
4.4.1 Develop CoU guidelines on post harvest and storage techniques	CoU guidelines on post harvest and storage techniques developed	Approved CoU guidelines on post harvest and storage techniques	Coordinator PDR	By June 2016	70,000	
4.4.2 Train the farmers on post harvest and storage techniques to minimize losses	Farmers trained on post-harvest and storage techniques to minimize losses	No. of farmers trained on post harvest and storage technique	Coordinator PDR and DPDO's	Ongoing	9,000,000	
4.4.3 Develop capacity to manage strategic stores	Capacity to manage strategic stores developed	Well managed stores	Coordinator PDR and DPDO's	Ongoing	900,000	
4.4.4 Construct silos/stores for storage of produce for national and international markets	Silos/stores for storage of produce constructed for national and international markets	No. of silos/stores established	Provincial Secretary , CEO CCHCL , Coordinator PDR and DPDO's	By December 2025	15,120,000	
4.4.5 Establish strategic food reserves storage to enhance food security	Strategic storage food reserves established	No. of strategic food reserves storage established	Coordinator PDR and DPDO's	By December 2018	4,500,000	
Strategy 4.5: Increase and improve the quality of infrastructure and facilities of educational institutions to make them more accessible						
4.5.1 Develop an inventory of the current infrastructure	Inventory of current infrastructure developed	Infrastructure Inventory	Provincial Secretary, Provincial Treasurer and CEO CCHCL Provincial Education Coordinator	By June 2016	540,000	

4.5.2 Develop schedules of standard infrastructure	Schedules of standard infrastructure in place	Schedules of standard infrastructure	Provincial Secretary, Provincial Treasurer and CEO CCHCL Provincial Education Coordinator	By June 2016	144,000
4.5.3 Close the infrastructure requirement gap	New facilities developed	No. of new facilities developed	Provincial Secretary, Provincial Treasurer and CEO CCHCL Provincial Education Coordinator	By December 2025	486,000,000
4.5.4 Implement the generic designs of structures	Generic designs of structures in place	Approved generic designs	Provincial Secretary, Provincial Treasurer and CEO CCHCL Provincial Education Coordinator	By December 2020 and Ongoing	100,000
4.5.5 Adapt and implement infrastructural development plans	Infrastructural development plans in education institutions formulated and implemented	Approved infrastructural development plans No. of education institutions with Approved infrastructural development plans	Provincial Secretary, Provincial Treasurer and CEO CCHCL Provincial Education Coordinator	Ongoing	1,440,000
4.5.6 Establish additional model CoU education institutions in dioceses	Model CoU education institutions established in dioceses Special Needs Education(SNE) Institutions established	No. of Dioceses with model schools No. of SNE institutions established	Provincial and Diocesan Secretaries, Provincial Education Coordinator	By December 2025	72,900,000

4.5.7 Establish model CoU vocational schools in dioceses	Model CoU vocational schools established in dioceses Functional adult literacy conducted	No. of Dioceses with model vocational schools No. of dioceses conducting adult education	Provincial and Diocesan Secretaries, Provincial Education Coordinator	By December 2025	178,200,000
4.5.8 Develop and implement an operational and maintenance plan	operational and maintenance plan developed and implemented	Approved operational and maintenance plan	Provincial Education Coordinator and Diocesan Secretaries	By December 2017 & Ongoing	72,900,000
4.5.9 Sensitize the Bishops, Boards, SMC and school administrators on asset/property management	Bishops, Boards, SMC and school administrators sensitized on asset/property management	No. of Bishops, Boards, SMC and school administrators sensitized on asset/property management	Provincial Secretary and Provincial Education Coordinator	By December 2016	200,000
Strategy 4.6: Increase and improve the quality of infrastructure of health facilities and institutions to make them more accessible					
4.6.1 Develop an inventory of the current infrastructure	Inventory of current infrastructure developed	Infrastructure Inventory	Provincial Secretary, Provincial Treasurer and CEO CCHCL Provincial Health Coordinator	By June 2016	540,000
4.6.2 Develop schedules of standard infrastructure	Schedules of standard infrastructure in place	Schedules of standard infrastructure	Provincial Secretary, Provincial Treasurer and CEO CCHCL Provincial Health Coordinator	By June 2016	144,000
4.6.3 Close the infrastructure requirement gap	New facilities developed	No. of new facilities developed	Provincial Secretary, Provincial Treasurer and CEO CCHCL Provincial Health Coordinator	By December 2025	486,000,000

4.6.4 Implement the generic designs of structures	Generic designs of structures in place	Approved generic designs	Provincial Secretary, Provincial Treasurer and CEO CCHCL Provincial Health Coordinator	By December 2020 and Ongoing	100,000
4.6.5 Adapt and implement infrastructural development plans	Infrastructural development plans in education institutions formulated and implemented	Approved infrastructural development plans No. of education institutions with Approved infrastructural development plans	Provincial Secretary, Provincial Treasurer and CEO CCHCL Provincial Health Coordinator	Ongoing	1,440,000
4.6.6 Establish specialised CoU health facilities	Specialised CoU health facilities established	No. of specialised CoU health facilities established	Provincial and Diocesan Secretaries, Provincial Health Coordinator	By December 2025	72,900,000
4.6.7 Establish regional CoU centres of excellence in Health service delivery	CoU centres of excellence in Health service delivery established	No. of regional CoU centres of excellence in Health service delivery established	Provincial and Diocesan Secretaries, Provincial Health Coordinator	By December 2025	178,200,000
4.6.8 Establish training infrastructure for Nurses, midwives and paramedics in CoU hospitals	Nurses, midwives and paramedics trained in CoU hospitals	No. of hospitals training Nurses, midwives and paramedics	Provincial Secretary, Provincial Treasurer and CEO CCHCL Provincial Health Coordinator	By December 2025	99,000,000
4.6.9 Develop and implement an operational and maintenance plan	Operational and maintenance plan developed and implemented	Approved operational and maintenance plan	Provincial Health Coordinator and Diocesan Secretaries	By December 2017 & Ongoing	72,900,000
4.6.10 Sensitize the Bishops, Boards, HMC and hospital administrators on asset/property management	Bishops, Boards, HMC and hospital administrators sensitized on asset/property management	No. of Bishops, Boards, HMC and hospital administrators sensitized on asset/property management	Provincial Secretary and Provincial Health Coordinator	By December 2016	100,000

Specific objective 5: Church has legal ownership and full control of its education, health and other facilities						
Strategy 5.1: Register facilities in the names of Registered Trustees of CoU.						
5.1.1 Develop an inventory of CoU facilities	Inventory of CoU facilities developed	Inventory of CoU facilities	Provincial Secretary, Provincial Treasurer and CEO CCHCL	By June 2016	780,000	
5.1.2 Verify registration status of facilities at different level	Registration status of facilities verified	Report of registration status	Provincial Secretary and CEO CCHCL	By June 2017	360,000	
5.1.3 Formalize registration of all facilities	Registration of all facilities formalized	Copies of registration certificates at dioceses	Provincial Secretary, and CEO CCHCL	By December 2017 & Ongoing	180,000	
5.1.4 Put clear directions and sign posts to Identify CoU facilities	Clear directions and sign posts for CoU facilities	CoU facilities visible	Provincial programme coordinators and Diocesan Secretaries	By June 2016	7,500,000	
Strategy 5.2: Put governance organs in place and provide clear terms of reference.						
5.2.1 Develop an eligibility criteria for selection of CoU boards and management committees	CoU eligibility criteria for selection of boards and management committees developed	Approved eligibility criteria for selection of CoU boards and management committees	Provincial Secretary	By December 2015 & reviewed annually	129,600	
5.2.2 Review all board, commissions and management committee memberships against the eligibility criteria	New boards, commissions and management committees selected according to the criteria	Selection criteria Approval letter Appointment letters of new board members	Provincial Secretary and Diocesan Secretaries	By December 2015 & reviewed annually	129,600	
5.2.3 Disseminate, Popularize and operationalize the CoU governance policy	CoU governance policy implemented	No. of facilities utilizing the CoU governance policy	Provincial Secretary, Diocesan Secretaries and Provincial Human Resource Manager	Ongoing	1,080,000	

5.2.4 Develop church based ToRs and code of conduct for boards and management committees.	CoU ToRs and code of conduct for boards and management committees in place	No. of facilities utilizing ToRs and code of conduct for boards and management committees.	Provincial Secretary, Diocesan Secretaries and Provincial Human Resource Manager	By December 2015 and ongoing	10,000
Develop a tool for evaluating Performance of boards and management committee					583,200
Strategy 5.3: Capacity building on leadership, governance and management for all facility managers and governing bodies.					
5.3.1 Training needs and capacity gaps assessment at all levels and facilities of the CoU	CoU Training needs and capacity gaps assessment carried out	Assessment report	Provincial Human Resource Manager and Diocesan Secretaries	By June 2016	24,000
5.3.2 Develop a consolidated training and capacity building plan at all levels and facilities of the CoU	CoU consolidated training and capacity building plan in place	Approved training and capacity building plan	Provincial Human Resource Manager and Diocesan Secretaries	By December 2016	115,200
5.3.3 Develop the training curriculum and other materials	CoU training curriculum and other materials developed	Approved training curriculum and other materials	Provincial Human Resource Manager and Diocesan Secretaries	By December 2016	70,000
5.3.4 Identify resource persons and select service providers	CoU service providers in place	Service contracts	Provincial Human Resource Manager and Diocesan Secretaries	By June 2017	36,000
5.3.5 Conduct TOT session at provincial and diocesan level	Trainers at different levels	No. of trainers at different levels	Provincial Human Resource Manager and Diocesan Secretaries	By June 2017	324,000
5.3.6 Tool and retool ¹¹ facility managers	Equipment and procedural manuals in place	Equipment and systems	Provincial Human Resource Manager and Diocesan Secretaries	By June 2016 & ongoing	129,600

5.3.7 Carryout governance, management and leadership training for CoU boards, committees and managers	Governors, managers and leader equipment with skills and knowledge	Curriculum, training modules and number of people trained	Provincial Secretary Provincial Human Resource Manager and Diocesan Secretaries	By December 2017	129,600
conduct impact assessment of training and capacity building	Impact assessment of training and capacity building conducted	Impact assessment report			24,000,000
Strategy 5.4: Ensure that all leaders and managers of institutions are registered members of church of Uganda					
5.4.1 Develop a vetting system of CoU managers and leaders	Vetting system of CoU managers and leaders in place	Approved CoU Vetting system	Provincial Secretary and Provincial Human Resource Manager and Diocesan Secretaries	By December 2015	162,000
5.4.2 Develop an eligibility criteria for vetting teams at all levels	Eligibility criteria for vetting teams at all levels developed	Approved Eligibility criteria for selection teams	Provincial Secretary and Provincial Human Resource Manager and Diocesan Secretaries	By June 2016	162,000
5.4.3 Disseminate, popularize and operationalize the CoU eligibility criteria for vetting teams e.g staff boards at all levels	Professional and confessing Anglicans recruited in vetting teams at all levels	No. of dioceses utilizing the CoU eligibility criteria for vetting teams	Provincial Secretary and Provincial Human Resource Manager and Diocesan Secretaries	By December 2016	324,000
5.4.4 Develop recruitment and selection guidelines for CoU leaders and managers at all levels	Recruitment and selection guidelines for CoU leaders and managers developed	Approved recruitment and selection guidelines for CoU leaders and managers	Provincial Secretary and Provincial Human Resource Manager and Diocesan Secretaries	By June 2016	70,000
5.4.5 Develop an eligibility criteria for CoU leaders and managers at all levels	Eligibility criteria for CoU leaders and managers developed	Approved Eligibility criteria for CoU leaders and managers	Provincial Secretary and Provincial Human Resource Manager and Diocesan Secretaries	By June 2016	70,000

5.4.6 Disseminate, popularize and operationalize the CoU eligibility criteria for leaders and managers at all levels	Professional and confessing Anglicans recruited in management and leadership positions at all levels	No. of dioceses utilizing the CoU eligibility criteria	Provincial Secretary and Provincial Human Resource Manager and Diocesan Secretaries	By December 2016 & ongoing	324,000
Strategy 5.5: Ensure integration of CoU mission and values with the facility missions and programs.					
5.5.1 Mainstream CoU vision, mission and core values in facility policies, guidelines and strategic plans	CoU vision, mission and core values mainstreamed in facilities	Facility policies, guidelines and strategic plans reflect CoU mission vision and CoU core values	Programme Coordinators and Provincial Human Resource Manager and Diocesan Secretaries	Ongoing	26,000
5.5.2 Display CoU vision, mission and core values in all facilities	CoU vision, mission and core values displayed in all facilities	No. of facilities with CoU vision, mission and core values displayed	Programme Coordinators and Provincial Human Resource Manager and Diocesan Secretaries	Ongoing	72,000
5.5.3 Daily devotions encouraged in all facilities	Daily devotion conducted in Facilities	No. of facilities conducting Daily devotion	Programme Coordinators and Provincial Human Resource Manager and Diocesan Secretaries	Ongoing	175,000
5.5.4 Integrate CoU core values in all programs	CoU core values integrated in all programs	No. facilities with programs having CoU core values integrated	Programme Coordinators and Provincial Human Resource Manager and Diocesan Secretaries	Ongoing	360,000
5.5.5 Sensitize CoU leaders, managers and staff on CoU vision, mission and core values	CoU leaders, managers and staff sensitized on CoU vision, mission and core values	No. of facilities sensitized on CoU vision, mission and core values	Provincial and Diocesan Secretaries Programme Coordinators and Provincial Human Resource Manager	Ongoing	50,000

5.6.7 Provide the chaplains with clearly defined TOR e.g JDs and reporting lines	Chaplains with clearly defined TOR	No. of institutions with chaplains having clearly defined	Provincial Human Resource Manager, Programme coordinators and Diocesan Secretaries	By December 2017	162,000
5.6.8 Strengthen the Diocesan, regional and provincial chaplaincy associations	Diocesan, regional and provincial chaplaincy associations effective	Minutes of Diocesan, regional and provincial chaplaincy associations meetings	Provincial and Diocesan Secretaries and Programme Coordinators	Ongoing	324,000
Strategy 5.7: Establish an inspectorate system at all levels our institutions (Schools, churches, health facilities, projects)					
5.7.1 Develop a comprehensive inspectorate policy for CoU institutions	A comprehensive inspectorate policy for CoU institutions in place	Approved comprehensive inspectorate policy for CoU institutions	Provincial & Diocesan Secretaries and Programme Coordinators	By December 2017	70,000
5.7.2 Establish inspectorate function at diocesan and provincial levels for all facilities	Inspectorate function established at diocesan and provincial levels for all facilities	Inspectorate reports	Provincial & Diocesan Secretaries and Programme Coordinators	By December 2017	194,400
5.7.3 Develop inspection tools	Inspection tools developed	Approved inspection tools	Provincial & Diocesan Secretaries and Programme Coordinators	By December 2016	70,000
5.7.4 Develop a training curriculum for inspectors	Training curriculum for inspectors developed	Approved training curriculum for inspectors	Provincial & Diocesan Secretaries and Programme Coordinators	By June 2017	70,000
Conduct TOT	TOTs trained at diocesan and provincial levels	No. of TOTs at diocesan and provincial level	Provincial & Diocesan Secretaries and Programme Coordinators	By December 2017	108,000
5.7.5 Train the associate assessors (assistant inspectors)	Associate assessors trained at diocesan level	No. Of Associate assessors at diocesan levels	Provincial & Diocesan Secretaries and Programme Coordinators	By December 2017	194,000

5.7.6 Tool and retool the inspectorate	Equipment and procedural manuals in place	Availability of Inspection tools	Provincial & Diocesan Secretaries and Programme Coordinators	By December 2017	1,080,000
5.7.7 Conduct regular plenary conferences at diocesan regional and provincial levels	Regular plenary conferences conducted at diocesan regional and provincial levels	Reports	Provincial & Diocesan Secretaries and Programme Coordinators	Ongoing	194,400
5.7.8 Encourage team and twin inspections in CoU facilities	team and twin inspections in CoU facilities	reports	Provincial & Diocesan Secretaries and Programme Coordinators	Ongoing	648,000
Establish a functional integrated M&E system					
2,633,200					
Strategic objective 6: Church generates funds locally					
Strategy 6.1: Teach congregations on Stewardship, giving and financial literacy					
6.1.1 Develop CoU guidelines on teaching Stewardship, giving and financial literacy	CoU guidelines on teaching Stewardship, giving and financial literacy in place	Approved CoU guidelines on teaching Stewardship, giving and financial literacy	Provincial and Diocesan Treasurer Provincial Mission and Evangelism coordinator	By December 2016	70,000
6.1.2 Form stewardship teams to teach congregations on stewardship and giving	Stewardship Teams in place	Approved no. of teams	Provincial and Diocesan Mission and Evangelism coordinator	By December 2016	3,240,000
6.1.3 Run TOTs for teaching	TOTs at diocesan levels	No. of TOTs at diocesan level	Provincial and Diocesan Mission and Evangelism coordinator	Starting June 2017 and ongoing	(6.1.2&6.1.4)

6.1.4 Run workshops for CoU leaders on stewardship and giving	Workshops for CoU leaders on stewardship and giving	No. of workshops for CoU leaders on stewardship and giving	Stewardship teams	ongoing	540,000
6.1.5 Teach on giving and stewardship in congregations	Congregations taught on giving and stewardship	No. of congregations taught on giving and stewardship	Stewardship Teams and Parish Priest	ongoing	180,000
Strategy 6.2: prepare and operate annual Plans and budgets at all levels					
6.2.1 Develop guidelines on CoU annual plans and budgets	Guidelines on CoU annual plans and budgets developed	Approved guidelines on CoU annual plans and budgets	Provincial and Diocesan Treasurer	By December 2016	70,000
6.2.2 Train the clergy and leaders on principles of annual planning and budgeting	Annual plans and budgets	No. of clergy and leaders trained on principles of annual planning and budgeting Approved Annual plans and budgets	Provincial and Diocesan Treasurer	By June 2017 and ongoing	1,440,000
6.2.3 Implement the annual planning and budgeting cycle	Annual plans and budgets	No. of dioceses and congregations with implemented plans and budgets	Provincial, diocesan and parish level	By Jan 2018 and ongoing	64,800
6.2.4 Consolidate the annual plans and budgets at all levels	Consolidated annual plans and budget	No. of dioceses with consolidated annual plans and budgets Consolidated CoU master plan and budget	Provincial and Diocesan Treasurer	By December 2017 and ongoing	64,800
Strategy 6.3: Enhanced accountability and financial control system for CoU					
6.3.1 Popularize CoU financial policies and accounting guidelines at all levels	CoU financial policies and accounting guidelines used at all levels	No. of dioceses using financial policies and guidelines	Provincial and Diocesan Treasurer	By June 2016 and ongoing	1,296,000

6.3.2 Run TOT on CoU financial policies and accounting guidelines in dioceses	Skilled trainers to teach CoU financial policies and accounting guidelines	No. of trainers on CoU financial policies and accounting guidelines	Provincial and Diocesan Treasurer	By December 2016 and going	144,000
6.3.3 Prepare books of accounts on monthly basis at all levels	Monthly management accounts produced at all levels	Monthly management accounts produced at all levels	Provincial and Diocesan Treasurer	By January 2017 and ongoing	0
6.3.4 Produce accounts and submit them to relevant boards and councils on a quarterly basis	Quarterly accounts produced and submitted to relevant boards and council for discussions	Quarterly accounts Minutes of board/ council meetings	Provincial and Diocesan Treasurer	By April 2017 and ongoing	540,000
6.3.5 Produce and submit audited financial statements to the boards and councils on an annual basis	Audited financial statements submitted to the boards and councils on an annual basis	Audited annual financial statements. Minutes of board/ council meetings	Provincial and Diocesan Treasurer	By April of every year	540,000
Strategy 6.4: Increase and improve the church enterprises and manage them profitably					
6.4.1 Develop and implement a comprehensive CoU economic policy ¹²	A comprehensive CoU economic policy developed and implemented	An approved comprehensive CoU economic policy	Provincial and Diocesan Secretary Coordinator PDR	By December 2016	140,000
6.4.2 Map out and value the existing church investments and land as capital reserve/ equity for big investments.	Church investments and land mapped out and valued	Assessment report	Provincial Secretary, Provincial Treasurer and CEO CCHCL	By December 2018	400,000
6.4.3 Rebrand Church Commissioner Holding Company into a management company	New brand of Church commissioner holding company	Registration papers of a new brand	Provincial Secretary, Provincial Treasurer and CEO CCHCL	By December 2016	99,000

6.4.4 Develop a CoU investment plan to guide the various investment initiatives at all levels	CoU investment plan developed	Approved CoU investment plan	Provincial Secretary, Provincial Treasurer and CEO CCHCL	By December 2016	128,000
6.4.5 Invest in housing apartments and office blocks	Housing apartments and office blocks established	No. of housing apartments and office blocks established	Provincial Secretary, Provincial Treasurer and CEO CCHCL	Start January 2017 and ongoing	90,000,000
6.4.6 Establish leadership Development Institutes	Leadership Development Institutes established	No. of institutes established	Provincial and diocesan Secretary and CEO CCHCL	start January 2017 and ongoing	20,015,000
6.4.7 Establish a CoU owned Bank	CoU owned Bank established	CoU owned bank	Provincial Secretary, Provincial Treasurer and CEO CCHCL	By December 2020	176,030,000
6.4.8 Establish a CoU owned Insurance enterprise	CoU owned Insurance enterprise established	CoU owned Insurance enterprise	Provincial Secretary, Provincial Treasurer and CEO CCHCL	By December 2020	10,020,000
6.4.9 Revive and capitalise the Uganda Bookshop and establish branches in major towns	Uganda Bookshop operating	Branches established in various towns	Provincial Secretary, Provincial Treasurer and CEO CCHCL	By June 2016	17,010,000
6.4.10 Establish a CoU printery	CoU printery established	CoU printery	Provincial Secretary, Provincial Treasurer and CEO CCHCL	By December 2017	12,010,000
6.4.11 Professionalise the governance and management of the CoU enterprises	Well governed and managed enterprises	No. of enterprises with professionals boards and managers	Provincial Secretary, Provincial Treasurer, coordinator PDR and CEO CCHCL	By June 2016	198,000
6.4.12 Boards given power to manage the enterprises in business like manners	Revised board mandates	Bottom line ¹³	Provincial Secretary, Provincial Treasurer and CEO CCHCL	By June 2016	0

6.4.13 Re engineer and restructure the current enterprises to make them profitable	Quality service	Utilization rate	Provincial Secretary, Provincial Treasurer, coordinator PDR and CEO CCHCL	By December 2017	0
6.4.14 Market CoU enterprises	CoU enterprises visible and meeting customer needs	Growth in revenue and customer base	Coordinator PDR, CEO CCHCL and enterprise managers	ongoing	160,000
Strategic objective 7: Effective environmental management					
Strategy 7.1: CoU promotes effective environmental management					
7.1.1 Develop CoU environmental management policy, guidelines and other materials on environmental protection	CoU environmental management policy, guidelines and other materials on environmental protection	Approved CoU environmental management policy, guidelines and other materials on environmental protection	Provincial Secretary and Coordinator PDR	By December 2016	32,400,000
7.1.2 Disseminate and Popularize the CoU environmental management policy, guidelines on environmental protection	CoU environmental management policy, guidelines on environmental protection utilized	No. of dioceses utilizing the environmental management policy, guidelines on environmental protection	Provincial and Diocesan Secretary and Coordinator PDR	By June 2017 and ongoing	323,000
7.1.3 Run a TOT on environmental management policy, guidelines on environmental protection	Trainers in place	No. of dioceses with TOTs on environmental management policy, guidelines on environmental protection	Coordinator PDR and DPDOs	By June 2017 and ongoing	288,000
7.1.4 Identify and form environmental management teams at all levels	Functional environmental management teams formed at all levels	No. of dioceses with environmental management teams	Coordinator PDR and DPDOs	By June 2017	288,000
7.1.5 Teach congregations on environmental protection	Congregations taught on environmental protection	No. of congregations taught on environmental protection	Provincial and Diocesan Mission and Evangelism coordinators, Environmental Management Teams	By December 2017 and ongoing	720,000

7.1.6 Develop and Implement the CoU environmental management action plan	CoU environmental management action plan implemented	No. of dioceses implementing the CoU environmental management action plan	Provincial and Diocesan Secretary, coordinator PDR and DPDOs	By June 2017 and going	288,000
M and E					370,000
Strategy 7.2: CoU effectively mitigates the effects of climate change					
7.2.1 Roll out the Disaster Risk reduction(DRR) policy	DRR policy implemented and applied	No. of dioceses implementing the DRR policy	Coordinator PDR and DPDOs	January 2016 and ongoing	370,000
7.2.2 Develop a CoU DRR strategy	CoU DRR strategy developed	Approved CoU DRR strategy	Coordinator PDR	By December 2016	30,000
7.2.3 Disseminate popularise and operationalize DRR strategy	CoU DRR strategy utilised	No. of Dioceses implementing the DRR strategy	Coordinator PDR and DPDOs	By June 2017 and ongoing	30,000
7.2.4 Develop and implement a DRR action plan	DRR action plan developed	No. of Dioceses implementing the DRR action plan	Coordinator PDR and DPDOs	ongoing	30,000
7.2.5 Identify and form climate change teams at all levels	climate change teams formed at all levels	No. of dioceses with climate change teams	Coordinator PDR and DPDOs	By January 2016	288,000
7.2.6 Run a TOT on climate change response	Trainers in place	No. of dioceses with trainers in climate change response	Coordinator PDR and DPDOs	By June 2017	288,000
7.2.7 Mainstream climate change interventions into CoU work	climate change interventions incorporated into CoU programs	No. of programs with climate change interventions	Program coordinators, Diocesan Secretaries, Parish Priests	By January 2017 and Ongoing	370,000

COU VISION 2025 FOCUS AREA 3: COMMUNITY ENGAGEMENT FOCUS ¹⁴					
Strategic objective 8: Church Increases its influence in public engagements on both the national and international scene					
Strategy 8.1: CoU increases its visibility and network locally and internationally					
8.1.1 Develop a CoU comprehensive communication policy and strategy	CoU comprehensive communication policy and strategy developed	Approved CoU comprehensive communication policy and strategy	Provincial Secretary	By December 2016	1,160,000
8.1.2 Set up an effective communications department	communications unit in place	communications unit	Provincial Secretary	By June 2016	1,620,000
8.1.3 Proactively engage relevant authorities on critical issues affecting society.	Relevant authorities engaged on critical issues affecting society.	No. of relevant authorities engaged	Provincial, Diocesan Secretaries, Communications coordinator	ongoing	450,000
8.1.4 Review, update and maintain a robust interactive CoU website	Robust CoU website in place	Upgraded and updated CoU website	Communications coordinator	ongoing	1,620,000
8.1.5 Mainstream use of media in CoU work	media mainstreamed in CoU work	Types of media used in CoU work	Program coordinators	ongoing	450,000
8.1.6 Establish News agency to include CoU Television, Radio stations, and print media	CoU Vision and programs popularised	CoU Television and Radio stations	Provincial Secretary Communications coordinator	By December 2018	1,620,000
Strategy 8.2: Strengthen CoU collaboration and partnerships					
8.2.1 Develop and implement a CoU partnership policy to guide relationships with partners	CoU partnership policy developed to guide relationships with partners	Approved CoU partnership policy to guide relationships with partners	Provincial and Diocesan Secretary	By December 2016 and ongoing	70,000

8.2.2 Establish linkages and collaboration with provinces and dioceses and other likeminded organisations locally and internationally	Linkages and collaboration established with provinces and dioceses and other likeminded organisations	No. of provinces and dioceses and other likeminded organisations in partnership with CoU No. of partnership agreements	Provincial Secretary	Ongoing	200,000
8.2.3 Set up a coordinating desk for international relations e.g GAFCON, CAPA, Global south, etc	Coordinating desk for international relations set up	A coordinating desk for international relations	Provincial Secretary	By June 2016	200,000
8.2.4 Conduct partner conferences and dialogues at diocesan and provincial levels	Partner conferences and dialogues conducted at diocesan and provincial levels	No. of partner conferences and dialogues at diocesan and provincial levels	Provincial and Diocesan Secretaries, program coordinators	Starting 2017 Ongoing at least once a year	216,000
Strategy 8.3: Harness CoU strength to influence government policy formulation and resource allocation at all level					
8.3.1 Development of a comprehensive Advocacy policy and strategy for entire province.	CoU comprehensive Advocacy policy and strategy in place	Approved CoU Advocacy policy and strategy	Provincial and diocesan Secretaries, Communications coordinator	By December 2016	140,000
8.3.2 Disseminate, popularize and operationalize the CoU advocacy policy	CoU advocacy policy utilised	No. of dioceses implementing the CoU advocacy policy No. of advocacy engagements conducted by the provincial secretariat	Provincial and diocesan Secretaries, Communications coordinator	By June 2017 and ongoing	288,000
8.3.3 Hold dialogue meetings with government stakeholders at all levels	Dialogue Meetings held with government stakeholders at all levels	No. of Dialogue Meetings held with government stakeholders	Provincial and diocesan Secretaries, Communications coordinator	By June 2017 ongoing	200,000

8.3.4 Lobby ¹⁵ to influence national policy formulation, planning and budgeting processes at all levels.	CoU is recognized for what it stands for and participates in various national policy formulation, planning and budgeting processes at all levels	No. of fora CoU participates in	Provincial and Diocesan Secretaries, Program coordinators	By June 2017 and ongoing	1,080,000
8.3.5 Strengthen collaboration with other FBOs in civic education (e.g national and local elections)	CoU supports UJCC programs	No. of programs the church participates in.	Provincial and Diocesan Secretaries, Communications coordinator, Coordinator PDR	ongoing	199,800
8.3.6 Encourage and support qualified CoU members to seek leadership positions	CoU members elected/appointed in leadership positions in government	No. of CoU members in leadership positions in government	Provincial and Diocesan Secretaries,	By December 2015 and ongoing	199,800
COU VISION 2025 FOCUS AREA 4: INSTITUTIONAL FOCUS					
Strategic objective 9: Review and streamline the CoU governance and management structures					
Strategy 9.1: Ensure effective coordination between the various governance structures					
9.1.1 Develop a CoU policy, procedure and guidelines on operation and function of committees, boards and commissions	A CoU policy, procedure and guidelines developed on operation and function of committees, boards and commissions	Approved CoU policy, procedure and guidelines on operation and function of committees, boards and commissions	Provincial and Diocesan Secretaries, program coordinators and Human Resource Manager	By December 2016	58,000

9.1.2 Disseminate popularize and operationalize CoU policy, procedure and guidelines on operation and function of committees, boards and commissions	CoU policy, procedure and guidelines on operation and function of committees, boards and commissions utilized at all levels	No. of dioceses utilizing the CoU policy, procedure and guidelines on operation and function of committees, boards and commissions	Provincial and Diocesan Secretaries, program coordinators and Human Resource Manager	By June 2017 and ongoing	69,000
9.1.3 Restructure governance of CoU	New CoU governance	Approved New CoU governance	Provincial Secretary	By December 2016	50,000
9.1.4 Define the mandates of the various governance organs	Mandates of the various governance organs in place	Approved mandates of the various governance organs	Provincial and Diocesan Secretaries, program coordinators and Human Resource Manager	By December 2016	20,000
9.1.5 Develop clear TORs for various committees, boards and commissions	TORs for various committees, boards and commissions developed	Approved CoU TORs for various committees, boards and commissions	Provincial and Diocesan Secretaries, program coordinators and Human Resource Manager	By December 2016	20,000
9.1.6 Develop tools for evaluation of committees, boards and commissions	Tools for evaluation of committees, boards and commissions approved	Approved tools for evaluation of committees, boards and commissions	Provincial and Diocesan Secretaries, program coordinators and Human Resource Manager	By December 2016	35,000
9.1.7 Review the titles and acronyms of various governance units(standing committee and boards)	Titles and acronyms of various governance units reviewed	Approved titles and acronyms of various governance units	Provincial and Diocesan Secretaries, program coordinators and Human Resource Manager	By December 2016	20,000
9.1.8 Midterm review of the master strategic plan	Master Strategic plan reviewed	Midterm review report	Provincial Secretary	By December 2021	20,000
9.1.9 End review and roll out of plan 2026-2035	CoU 2 nd Master strategic plan Developed.	End term review report Approved Master strategic plan 2026-2035	Provincial Secretary	By December 2025	15,000
Strategy 9.2: enhance harmony and synchronize CoU governance policies, guidelines and procedures					

9.2.1 Review the CoU constitution and accommodate: <ul style="list-style-type: none"> • The apparent autonomy of the dioceses • harmonize the powers of the Archbishop and Bishops • Checks and balances in governance of CoU • Agree on the name and symbols of the CoU and gazette them 	New CoU constitution	Approved CoU constitution	Provincial Secretary and constitutional Review Committee	By December 2016	62,000
9.2.2 Carry out a Peer review of the CoU every 5 years	Perceptions , views and recommendations on the CoU	Peer review reports	Provincial and Diocesan Secretary	By December 2017 and ongoing	20,000
9.2.3 Disseminate the peer review findings	Review findings shared with the wider public	No. of people receiving the reports	Provincial and Diocesan Secretary	By December 2021	20,000
Strategy 9.3: Enhance the performance of the Secretariat of COU					
9.3.1 Restructure CoU provincial secretariat <ul style="list-style-type: none"> • Communications Department • HR department • M&E • internal audit • review Job titles • reporting relationships 	New CoU provincial secretariat	Approved CoU provincial secretariat structure	Provincial Secretariat	By December 2016	87,000

9.3.2 Rebrand PDR	PDR rebranded	New name for PDR	Provincial and Diocesan Secretaries, Coordinator PDR and HR Manager	By December 2016	15,000
9.3.3 Re-define mandates of the departments	Departmental mandates redefined	Departmental mandates	Provincial Secretary and HR manager	By June 2016	12,000
9.3.4 Review/develop JDs and specifications	JDs and specifications in place	JDs and specifications	Provincial Secretary and HR manager	By June 2016	11,000
9.3.5 Undertake joint planning and budgeting	Consolidated annual work plans and budgets in place	annual work plans and budgets	Provincial and Diocesan Treasurer and Program coordinators	By December 2015 and ongoing	15,000
9.3.6 Set up integrated MIS	Integrated MIS set up	Integrated MIS	M&E coordinator and coordinator PDR	By December 2015	505,000
9.3.7 Development a performance management system	performance management system in place	performance management system	Provincial and Diocesan Secretaries and HR manager	By December 2015	80,000
9.3.8 Review the CoU Human Resource policy and procedural manual ¹⁶	CoU HR and procedural manual	Approved CoU Human resource policy	Provincial Secretary and HR manager	By December 2016	17,000
9.3.9 Develop a CoU Succession policy	CoU Succession policy	CoU Succession policy	Provincial and Diocesan Secretaries and HR manager	By December 2016	15,000
Strategic objective 10: CoU has adequate and effective policies and systems					
Strategy 10.1: Ensure harmonized, consistent and functional policies and systems for adequacy and effectiveness within the CoU					
10.1.1 Consolidate and document all policies into a manual	Policy manual in place	Policy manual	Provincial secretary	By June 2017	6,000
GRAND TOTAL					3,336,699,000

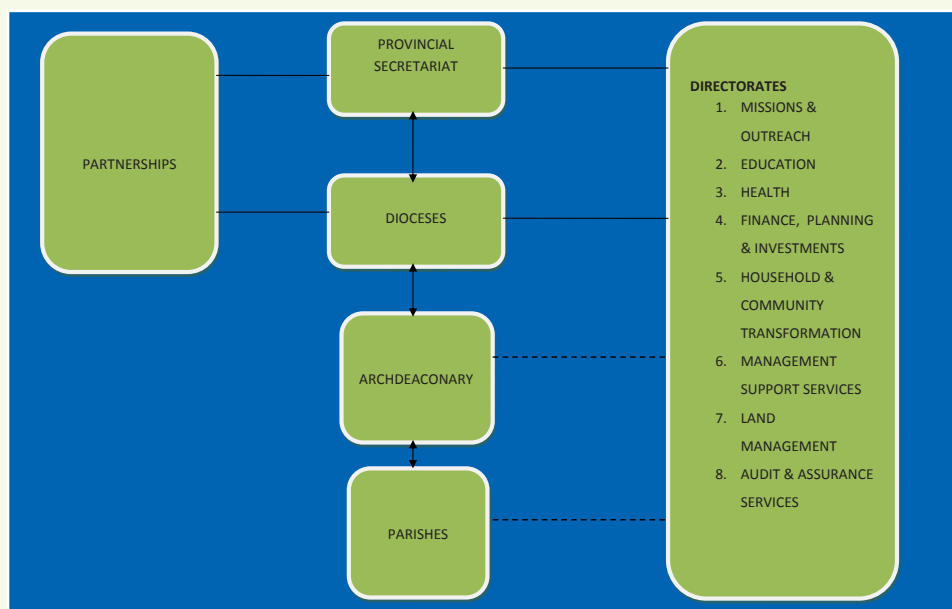
Log frame Endnotes

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| <p>1 Children's church, Sunday school</p> <p>2 Church leaders; includes all clergy and laity at leadership positions</p> <p>3 The schedule for the youth center shall include elements e.g; a hall, resource centre or space and equipment for activities like MDD, bible study, discipleship classes, counseling services</p> <p>4 Special needs; Disabled, widows orphans, single parents</p> <p>5 Unreached; international community, homosexuals, prostitutes, boda boda riders, etc.</p> <p>6 Social services; schools, hospitals, community development programs</p> <p>7 Marriage is recognized between man and woman as expressed in Genesis 2:24</p> <p>8 Spiritual gifts are reflected in the context of Acts 6:3,4, Eph 4:11-13</p> <p>9 Sector strategic plans are developed by individual sectors to address sector specific issues.</p> | <p>10 The policy on theological education and training should consider separating seminary schools from regular schools in order to respect their mandates.</p> <p>11 Tool and retool will involve equipping offices with office equipment, computers, transport means, etc</p> <p>12 Include in the economic policy, mechanisms to regulate users/customers of the enterprise for example, a policy on church schools to procure stationary and books only from Uganda book shop</p> <p>13 Bottom line; the net profits realized from an enterprise.</p> <p>14 Human rights, Child protection and peace, justice and social protection will be used as guiding principles</p> <p>15 Lobbying: is the act of attempting to influence decisions made by officials in the government, most often legislators or members of regulatory agencies</p> <p>16 Review HR policy to reflect terms and conditions of service, salary structure, recruitment procedures, grievance handling and disciplinary and safety procedures.</p> |
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Annex 2: Church of Uganda Organisation Structure

CHURCH OF UGANDA ORGANOGRAM

CoU OPERATIONAL STRUCTURE



The macro organizational structure of the CoU consists of the following Ecclesiastical units:-

Province formed by a group of Dioceses. It is under the jurisdiction and pastoral care of the Archbishop.

Diocese formed by a group of parishes. It is under the jurisdiction and Pastoral care of a Bishop.

Archdeaconry consists of a number of parishes. It is under the jurisdiction of an Archdeacon.

Parish consists of one or more congregations. It is under the jurisdiction and pastoral care of an ordained and licensed Parish Priest.

Sub-Parish is the same as a Parish but with fewer congregations. It is under the pastoral care of a lay reader or church teacher/catechist/curate who works under the supervision of a Parish Priest.

Management

The two (2) support service centres in place to manage and coordinate the day to day operations of the Church of Uganda as directed by the Provincial Assembly and the Diocesan Synod respectively, are namely the Provincial Secretariat at the Provincial level and the Diocesan Secretariat at the Diocesan Level.

This proposed operational structure seeks to strengthen critical operational linkages and reducing on the semi-autonomous functioning in the Province. The structure should improve responsiveness (planning, reporting and accounting) and cohesion within the province.

Province ↔ Dioceses ↔ Archdeaconry ↔ Parish

a) The Provincial Secretariat

The Provincial Secretariat shall be the directing unit for the Province. It is mandated to:-

- i. Ensure implementation of Provincial Assembly and Provincial Assembly Standing Committee resolutions
- ii. Ensure effective communication of information between the Provincial Secretariat and the Dioceses
- iii. Advise and build capacity of Diocesan Staff for effective ministry
- iv. Design Institutional Frameworks of operation for the Church including guidelines and policies

The Archbishop is the overseer of the Provincial Secretariat. Operations at the Provincial Secretariat are managed by the Provincial Secretary assisted by Sector (Directorate) Heads.

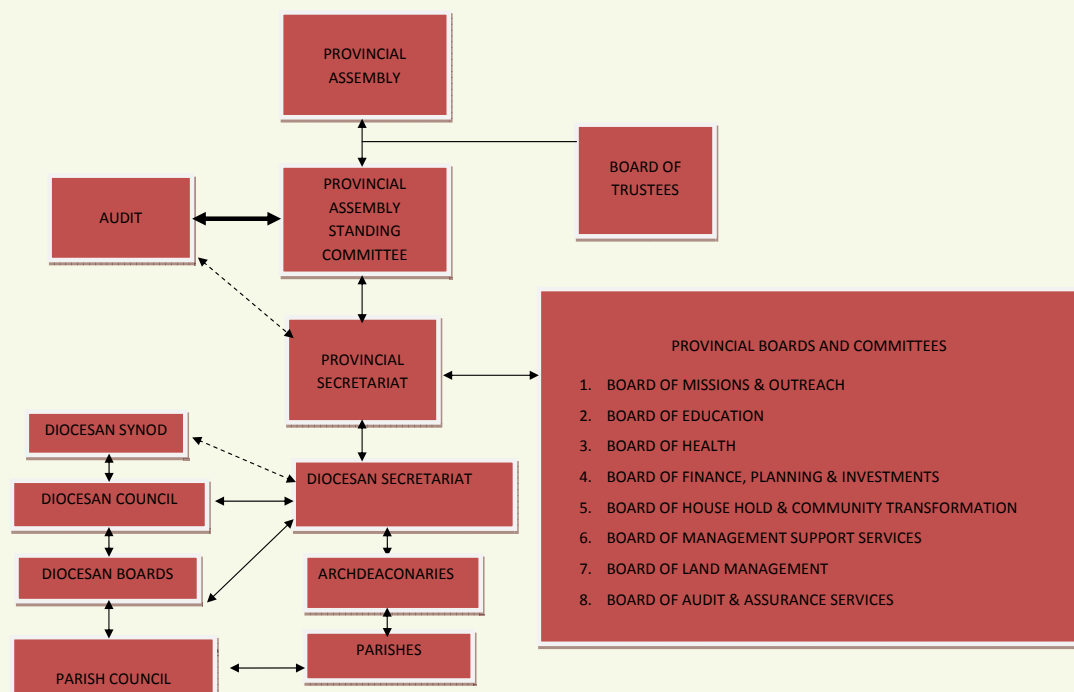
b) The Diocesan Secretariat

The Diocesan Secretariat is the administrative and coordinating unit for a Diocese. It is mandated to:-

- i. Ensure implementation of Diocesan Synod and Council resolutions
- ii. Ensure effective communication of information between the Diocese and the Provincial Secretariat
- iii. Ensure effective communication of information between the Diocese and the Parishes
- iv. Advise and build capacity of Parish Staff and ministry teams for effective ministry
- v. Design Institutional Frameworks of operation for the Diocese including Diocesan Constitutions and other guidelines and policy documents that are in line with the Provincial Constitution and other Provincial institutional frameworks of operation approved by the Provincial Assembly.

The Diocesan Bishop is the overseer of the Diocesan Secretariat. Operations at the Diocesan Secretariat are managed by the Diocesan Secretary assisted by Sector Heads.

Church of Uganda Governance Structure



Organs of Governance

The Church of Uganda is episcopally led and synodically governed both at Provincial and Diocesan levels. The life of the CoU is in the congregations. The Provincial Assembly has put in place the following organs of governance to carry out its work on its behalf at the different levels of the Church of Uganda.

a) Provincial Level

i. Provincial Assembly

The Provincial Assembly (PA) is the supreme governing authority of the Church of Uganda. It speaks and acts on behalf of the Church of Uganda. Among its responsibilities is to provide overall direction of the CoU and formulate broad, basic policies for the CoU and the right to require Constituent Dioceses to ensure the smooth implementation of these policies. The Provincial Assembly under the leadership of the Archbishop comprises the House of Bishops, The House of Clergy and The House of Laity respectively. The House of Bishops consists of the Diocesan Bishops and all other Bishops holding office in the Province; providing that the Provincial Assembly may elect up to two (2) of the retired Bishops to this House as full members.

The House of Clergy consists of clerical representatives from each Diocese of the Province elected from the clergy of the Province together with such other clergy (if any) as may from time to time be added to the House of Clergy by decision of the Provincial Assembly and provided that the number so added shall not exceed the number of elected members of any one diocese. The House of Laity consists of lay communicant members of the Church of Uganda, not less than twenty one (21) years of age from each Diocese of the Province, together with such other persons (if any) being under twenty-one (21) years of age as may from time to time be added to the House of Laity by decision of the Provincial Assembly, provided that the number added shall not exceed the number of elected members of any one diocese.

ii. Provincial Assembly Standing Committee

The Provincial Assembly Standing Committee (PASC) is an Executive Committee appointed by the Provincial Assembly, to act on its behalf between the periods of its sitting. The PASC examines policy proposals for submission to the Provincial Assembly and implements the decisions of the Provincial Assembly. The PASC also coordinates the Church activities between the Dioceses, and carries out any function lawfully vested upon it by the CoU Constitution or by the Provincial Assembly. The PASC consists of the Archbishop as the chair, Dean of the Province, Provincial Secretary as the secretary, Provincial Treasurer, three Bishops, four representatives from the House of Clergy, eight representatives from the House of Laity and six other members nominated by the Provincial Assembly including representation of women and youth.

iii. Board of Trustees of the Church of Uganda

The Board of Trustees of the Church of Uganda comprises all Diocesan Bishops of the Church of Uganda. The Trustees are authorised by the Provincial Assembly to hold all land, property, funds, and endowments lawfully entrusted to them for any purpose of the Church in the Province or any part thereof and shall give effect to any trusts whether general or special attaching thereto or to any part or parts thereof. In so far as any such trust may be for the general purposes of the Province the Trustees shall be guided by the Provincial Assembly. In so far as any such trust may be for the general purposes of any Diocese or area the Trustees shall be guided by the Diocesan Synod or Synods concerned.

iv. Provincial Boards and Committees

The following Provincial Boards will be set up by the Provincial Assembly to enable CoU carry out its mission and service:- Provincial Board of Finance, Planning and Investments, Provincial Board of Missions and Outreach, Provincial Board of Education, Provincial Board of Health, Provincial Board of Household & Community Transformation, Provincial Board

of Land Management, Provincial Board of Management Support Services and Provincial Board of Audit & Assurance Services. A number of working committees will be set up to support the Boards.

v. The Role of the Archbishop in Governance matters of the Province

The Archbishop is the presiding Bishop of the CoU as well as the Diocesan Bishop of Kampala Diocese. The Archbishop has a pastoral relationship and authority over the whole Province. He has among his duties the mandate to speak and act in the name of the Church, after consultation with, or in accordance with the policies of the Provincial Assembly. The Archbishop is also charged with giving leadership in initiating and developing policies and strategies of COU, including implementation of decisions of the Provincial Assembly throughout the Province. In addition he is the chief overseer of the Provincial Secretariat staff and presides over the Provincial Assembly, Provincial Assembly Standing Committee, the House of Bishops and the Board of Trustees of the Church of Uganda.

b) Diocesan level

i Diocesan Synod

The Diocesan Synod is the supreme governing body in the Diocese. It is responsible for making a constitution for the governance and administration of a Diocese that shall be formally approved by the Provincial Assembly. It also provides overall direction of the Diocese and formulates broad, basic policies for the Diocese. The Diocesan Synod under the leadership of the Diocesan Bishop comprises the Bishops holding office in the Diocese and adequate representation of the clergy and laity within the Diocese. The Diocesan Synod shall put in place the following organs to carry out its work on its behalf:- The Diocesan Council, Diocesan Boards and Diocesan Committees.

ii Diocesan Council

The Diocesan Council is an Executive Committee appointed by the Diocesan Synod,

to act on its behalf between the periods of its sitting. The Diocesan Council examines policy proposals for submission to the Diocesan Synod and implements the decisions of the Diocesan Synod.

iii Diocesan Boards and Committees

The Diocesan Synod is mandated to set up Diocesan Boards and Committees to enable the Diocese carry out its mission and service.

iv The Role of the Diocesan Bishop in Governance matters of the Diocese

The Diocesan Bishop has general pastoral, leadership and supervisory responsibilities over the whole Diocese. In addition he is the chief overseer of the Diocesan Secretariat staff and presides over the Diocesan Synod, Diocesan Council and the House of Bishops in the Diocese.

c) Parish Level

i Parish Council

The Parish Council is the supreme governing body in the Parish. It is responsible for making a constitution for the governance and administration of a Parish that shall be formally approved by the Diocesan Synod. It also provides overall direction of the Parish and formulates broad, basic policies for the Parish. The Parish Council under the chairmanship of the Parish Priest comprises two (2) chief wardens namely the peoples' warden and the parish priest/vicar's warden and adequate representation of the laity in their ministries within the Parish. The peoples' warden is responsible for the mobilisation of Christians and stewardship of physical and material resources of the parish. The parish priest/vicar's warden is responsible for the care and support of the ordained leadership in the parish.

The Parish Council shall put in place the following organs to carry out its work on its behalf:- Parish Working Committees and Ministry Teams. These organs are diagrammatically depicted below:-

Parish Council constituting the peoples' warden, the parish priest/vicar's warden and adequate representation of the laity in their ministries

Parish Working Committees

Ministry Teams

ii Parish Working Committees

Parish Working Committees are established to implement resolutions of the Parish Council for effective ministry.

iii Ministry Teams

Ministry Teams are put together to ease the implementation of parish programmes and activities agreed upon by the parish working committee meetings.

iv The Role of the Parish Priest in Governance matters of the Parish

The Parish Priest represents the Diocesan Bishop in the Parish. He has general pastoral, leadership and supervisory responsibilities

over the entire Parish under the guidance of the Diocesan Bishop. In addition he is the chief overseer of the Parish staff and presides over the Parish Council and is the ex-officio member of Parish Working Committees and Ministry Teams.

Structure Mandates and Functions:

PROVINCIAL SECRETARY / DIOCESAN SECRETARIES

DIRECTORATES:

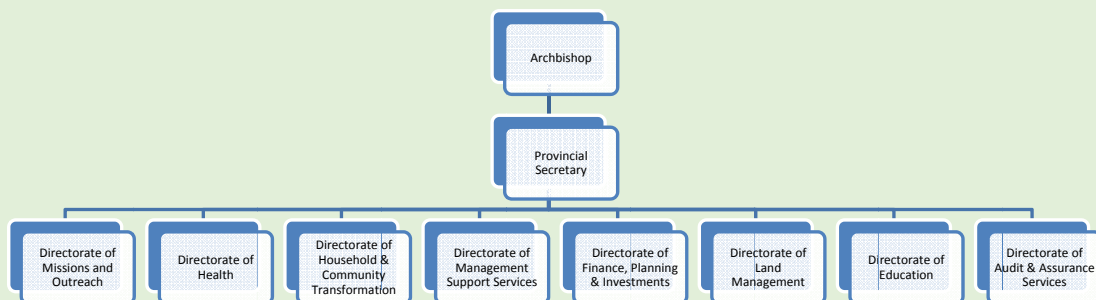
1. Missions and Outreach
2. Health
3. Education
4. Household and Community Transformation
5. Management Support Services
6. Finance, Planning and Investments
7. Land Management
8. Audit and assurance services

DEPARTMENTS

UNITS

WORKERS

Organisational Structure Over-View



Mandates and Functions:

Education:	Health:	Management services:
<p>To provide, direct, support, guide, regulate and promote accessible, equitable quality Education service and enhance theological education and ministerial formation in CoU.</p> <p>Thematic units:</p> <ul style="list-style-type: none"> Education Main that includes Pre-primary, Primary, Secondary, Business, Technical, Vocational Education and Training (BTNET), Tertiary and University Education plus Inspectorate/Quality Assurance. While Children's Ministry and Literature embraces: Sunday School Teaching to children, Chaplaincy, Life Skills and Psycho -Social Support, Counseling and guidance, Book supply and establishment of Libraries and or Resource Centers. Theological Education and Ministerial Formation which involve Formal, Non-Formal, Informal, Pre-Service, In-service, Distance/Extension Theological, Biblical Understanding In-service Leadership Development and Continuing Education for the clergy and their wives. The affiliate investment that is jointly run by both the Mission and Education Departments is Namirembe Resource Center (NAREC) that provides for a safe environment for girl child education and other guests. 	<p>To offer overall direction, leadership and development of all health related activities in CoU at various levels</p> <p>Core functions:</p> <ul style="list-style-type: none"> Public Health - Health education/ HIV/AIDS/ Malaria/WASH/ SRH/Epidemics/ Family health / Communicable disease management Inspection/quality assurance in health facilities Medical logistics and supply chain management Health system strengthening (Leadership & Governance, HRH, HMIS, health infrastructure) Clinical services Health research and documentation 	<ul style="list-style-type: none"> To support the provision of overall leadership/management in CoU and promotion of good governance To develop and manage enabling policies, laws and regulations Guide and provide effective technical support, supervision, monitoring and evaluation to various directorates To provide effective legal counsel and representation of CoU To provide effective and efficient Human Resource and administration interventions to Directorates. To develop and implement a Communication Strategy to create greater awareness of the Church Vision, Mission, Core Values and work/programs Staff capacity building

Core Functions:		Core Functions:
<ul style="list-style-type: none"> ▪ Curriculum development and management ▪ Inspectorate ▪ Quality and standards management in CoU education institutions at all levels ▪ Governance and leadership development in CoU education ▪ Ensure appropriate resourcing ▪ Schools /colleges/tertiary institutions and university establishment and ownership (and branding of 'CoU') ▪ Education infrastructure development ▪ Education policies development and implementation ▪ Promotion of CoU values in education institutions ▪ Education Information Management Systems development and management ▪ Support Theological Education, Training and Ministerial Formation ▪ Education matters advocacy ▪ Enhance BUILD training for clergy and laity 		<ul style="list-style-type: none"> • Legal and CoU trustees services ▪ Human Resource Management – Recruitment and retention procedures/ performance management /welfare / Succession planning/ Continuous Professional Development ▪ Support supervision / Monitoring and Evaluation ▪ Data management ▪ Procurement and logistics ▪ Administration services (record keeping/archives/secretarial) ▪ Fleet management ▪ Security management ▪ Communication and media ▪ ICT and MIS development and management ▪ Partnership management (Government/ Para-church organizations / umbrella organizations / FBO/ NGOs/ Friends of CoU/ ▪ Provincial /Diocesan Secretariat relationships ▪ Peace and social justice

Land Management:	Household and Community Transformation:	Missions and outreach:
<ul style="list-style-type: none"> CoU land protection - survey and mapping Formulate, review and implement policies, strategies and programmes in the land sectors Set land development standards Manage and plan for the sustainable use of church land Ensure sustainable and effective use and management of land for socio-economic gain of the church 	<ul style="list-style-type: none"> To empower and facilitate households and communities to realize and harness their potential for sustainable development. To promote and ensure sustainable utilization, development and effective management of natural resources for socio-economic development in the Province Develop policies on natural resources, food security(income), DRM 	<p>To fulfill Christ's mission through holistic teaching, evangelism, discipleship and healing for healthy and Godly nations.</p>
Core Functions:	Core Functions:	Core Functions:
<ul style="list-style-type: none"> Land survey and mapping (registration and titling) Land and property evaluation Land and property management (CCHCL) 	<ul style="list-style-type: none"> Enhance Food and income security Promote Agriculture and forestry Natural resource management (water,minerals, oil and gas, land conservation) in an integrated and sustainable matter Climate change and environmental management Disaster risk management and rehabilitation Displaced persons support 	<ul style="list-style-type: none"> Baptism and confirmation Marriage – pre and post marital counseling Church ministers empowerment Family life ministries- parenting / family counseling and guidance/ (MU / FU/ CWF/ CMF / Newly weds / Young couples) Evangelism and discipleship – Clergy and lay reader empowerment / Church planting and growth / stewardship / liturgy and Christian literature development and review Youth ministry (in and out of formal school) -discipleship/ mentoring, economic empowerment Children church Christian Moslem Relations – Christian awareness / outreach to Muslims Promotion of CoU Christian values Prayer, healing and deliverance ministry

Finance, Planning and Investments:	Audit and assurance services:	
<ul style="list-style-type: none"> ▪ Mobilize financial resources both locally and externally for the province ▪ Provide overall management of CoU finances including preparation of CoU budget ,revenue and expenditure management ▪ Develop and roll out an efficient financial management system that supports CoU business ▪ Coordinate the development of CoU master strategic plan(s) ▪ Develop and monitor appropriate policies ▪ Develop, review and update of CoU Investment Plan ▪ Formulate policies and strategies aimed at generating revenue for the church ▪ Resource mobilization ▪ Develop, oversee and implement the Integrated Financial Management System (IFMS) 	<ul style="list-style-type: none"> ▪ To foster compliance to National and CoU regulations, policies, systems and procedures ▪ Ensure effectiveness of internal control systems and internal audit functions in CoU ▪ Improved and sustained quality in activities ▪ Report on Value for money procurements and in operations ▪ Risk management ▪ Fraud investigation 	
Core functions:	Core functions:	
<ul style="list-style-type: none"> ▪ Financial Management Capacity building ▪ Estates and buildings management ▪ Investment management - Financial institutions / Hospitality centers / Business enterprises ▪ Religious tourism ▪ Integrated planning and budgeting ▪ Accounting – Revenue and Expenditure ▪ Financial management capacity building ▪ Pension management ▪ Tax management ▪ Resource mobilization – Grants and donations / KIDO ▪ Financial reporting ▪ Financial information systems management 	<ul style="list-style-type: none"> ▪ Audit (internal and external) ▪ Compliance matters (statutory obligations, CoU policies, canons, regulations and national laws) ▪ Internal control processes and control level risks ▪ Risk management ▪ Frauds, investigations and spot checks ▪ Audit Capacity building 	

THE ROAD MAP FOR IMPLEMENTATION OF THE NEW CoU ORGANISATION STRUCTURE:

Upon approval of the Provincial Strategic plan and the new Church of Uganda Organization structure, the implementation shall be carried out using the following schedule;

- The changes will be adopted from Provincial to Diocesan level with immediate effect
- The 7 directorates will be created by Jan 2017
– Mission and Outreach, Health, Education, House Hold and Community Transformation, Management Support Services, Finance, Planning and Investments, Audit and assurance services
- The 8 directorates will be fully formed by Jan 2018 by bringing on board and fully establishing the Land Management Directorate.

Assumption: Provincial Directors will be empowered to work with diocesan staff as supervisors

ANNEX 3: CHURCH OF UGANDA VISION 2025 BUDGET

BUDGET PROJECTIONS 2016-2025										
OBJECTIVES, STRATEGIES & ACTIVITIES										
		2016	2017	2018	2019	2020	2021-2025	TOTAL		
		Shs'000	Shs'000	Shs'000	Shs'000	Shs'000	Shs'000	Shs'000		
FOCUS AREA 1: MISSION FOCUS										
1,0	Strategic Objective 1: Increase CoU membership by at least 25% over the period									
1.1	Establish functional children churches at all congregations	110,000	400,000	350,000	350,000	350,000	1,750,000	3,310,000		
1.2	Establish functional youth friendly church programs	1,401,000	2,784,000	2,704,000	2,704,000	2,784,000	13,640,000	26,017,000		
1.3	Develop and use appropriate discipleship curriculum for the church	828,000	1,393,000	1,743,000	1,368,000	1,368,000	7,200,000	13,900,000		
	(empowerment, mentorship, coaching, counseling, nurturing & evangelism)	-	-	-	-	-	-	-		
1.4	Retooling clergy and the laity on discipleship	-	1,058,000	1,038,000	1,008,000	1,008,000	5,040,000	9,152,000		
1.5	Teaching about occults, cult practices, false teachings and idolatry	30,000	362,000	92,000	342,000	72,000	940,000	1,838,000		
1.6	Church planting initiatives	86,000	1,458,000	1,403,000	1,403,000	1,403,000	7,090,000	12,843,000		
1.7	Reach out to special needs persons	108,000	828,000	828,000	828,000	828,000	4,140,000	7,560,000		
1.8	outreach to the unreached in Uganda	70,000	866,000	901,000	846,000	846,000	4,305,000	7,834,000		
1.9	Mass evangelism	342,000	2,250,000	2,142,000	2,142,000	450,000	1,818,000	9,144,000		
1.1	Intensional social gospel (Institutional & social services)	591,000	676,000	621,000	601,000	601,000	3,100,000	6,190,000		
	Strategic Objective 1: Increase CoU membership by at least 25% over the period	3,566,000	12,075,000	11,822,000	11,592,000	9,710,000	49,023,000	97,788,000		

4.3	Productive utilization of land and land resources	12,880,000	27,990,000	34,380,000	50,940,000	50,940,000	50,940,000	256,860,000	433,990,000
4.4	Establish post-harvest approaches and storage facilities	1,465,000	1,450,000	1,440,000	1,440,000	16,560,000	1,440,000	7,235,000	29,590,000
4.5	Increase and improve the quality of infrastructure of educational facilities and institutions to make them more accessible	124,000	90,866,000	90,074,000	90,074,000	90,074,000	90,074,000	451,212,000	812,424,000
		-	-	-	-	-	-	-	-
4.6	Increase and improve the quality of infrastructure of health facilities and institutions to make them more accessible	104,000	110,646,000	109,854,000	109,854,000	109,854,000	109,854,000	470,912,000	911,224,000
		14,708,000	294,729,000	301,218,000	332,888,000	318,018,000	1,505,407,000	2,766,968,000	
5.0	Strategic objective 5: Church has legal ownership and full control of its education, health and other facilities								
5.1	Register facilities in the names of registered Trustee of CoU	1,632,000	1,632,000	1,632,000	1,632,000	1,632,000	1,632,000	660,000	8,820,000
5.2	Put Governance organs in place and provide clear terms of reference	-	415,400	280,800	280,800	280,800	280,800	674,600	1,932,400
5.3	Capacity building on leadership, governance and management for all facility managers	202,800	105,400	78,400	3,600	68,400	393,800	852,400	
5.4	Ensuring that all leaders and managers of institutions are registered members of CoU	-	284,000	92,000	72,000	592,000	1,112,000		
5.5	Ensure integration of CoU mission and values with facility missions and programs	136,500	150,500	130,500	94,500	544,500	1,151,000		
5.6	Strengthening chaplaincy in CoU institutions (schools, health facilities)	10,000	313,000	93,600	93,600	662,400	1,266,200		
5.7	Establish an inspectorate system at all levels of CoU institutions (schools, health, churches)	-	471,800	145,200	396,800	1,504,200	2,633,200		
		1,981,300	3,372,100	2,452,500	2,573,300	5,031,500	17,767,200		

		768,000	1,906,000	1,861,000	1,831,000	1,866,000	9,260,000	17,492,000
	SUB TOTAL: FOCUS AREA 3	768,000	1,906,000	1,861,000	1,831,000	1,866,000	9,260,000	17,492,000
	FOCUS AREA 4: INSTITUTIONAL FOCUS							
9,0	Strategic objective 9: Review and streamline the CoU governance and management structures							
9.1	Ensure effective coordination between the various CoU governance structures	75,000	140,000	-	-	-	92,000	307,000
9.2	Enhanced harmony and synchronize CoU governance policies, guidelines and procedures	32,000	20,000	-	-	-	50,000	102,000
9.3	Enhance the performance of Provincial Secretariat of CoU	82,000	353,000	-	-	-	330,000	765,000
		189,000	513,000	-	702,000		472,000	1,174,000
10,0	Strategic Objective 10: CoU has adequate and effective policies and systems							
10.1	Ensure harmonized, consistent and functional policies and systems for adequacy and effectiveness within CoU	-	10,000	-	-	-	50,000	60,000
	SUB TOTAL FOCUS AREA 4	189,000	523,000	-	702,000	-	522,000	1,234,000
	GRAND TOTAL	26,038,200	330,935,600	351,552,600	450,326,600	389,055,600	1,771,725,200	3,336,699,000

FINANCING PLAN

POTENTIAL FUNDING SOURCES (Shs'000)

		2016	2017	2018	2019	2020	2021-2025	TOTAL	%
1	Giving by CoU Christians	7,871,200	8,067,980	9,681,576	12,586,049	18,879,073	146,840,004	203,925,882	6%
2	Educational Institutions	2,390,000	2,449,750	2,510,994	2,573,769	2,638,113	14,286,257	26,848,882	1%
3	CoU Enterprises	350,000	367,500	385,875	405,169	425,427	20,709,795	22,643,766	1%
4	Land Use	1,000,000	1,050,000	1,102,500	1,157,625	3,472,875	38,680,448	46,463,448	1%
	FUNS FROM LOCAL SOURCES	11,611,200	11,937,247	13,682,963	16,724,630	25,417,508	220,526,619	299,881,978	9%
5	Diocesan Budgets	50,000,000	50,000,000	60,000,000	80,000,000	100,000,000	570,000,000	910,000,000	26%
6	KIDO	70,200,000	77,220,000	84,942,000	89,189,100	93,648,555	917,575,271	1,332,774,926	39%
7	Current Funded Projects	9,000,000	9,450,000	9,922,500	10,418,625	10,939,556	63,470,352	113,201,033	3%
8	New Partnerships	5,000,000	20,000,000	40,000,000	60,000,000	80,000,000	580,000,000	785,000,000	23%
	PROJECTED INCOME	145,811,200	168,607,247	208,547,463	256,332,355	310,005,619	2,351,572,242	3,440,857,937	100%

Key Assumptions:

- 1 The KIDO Initiative will gain root in all Dioceses and will contribute 39% of the overall budget in 10 years 2016-2025, based on shs500 weekly contribution from 2.7m Christians
- 2 A policy that allows CoU educational institutions to directly contribute 5% (or more) toward the SP Budget will be upheld by the PASC and the BOT
- 3 The Dioceses and their Christians will willingly contribute 26% (or more) of the SP Budget in the 10 years
- 4 A policy will be passed to allow CoU Enterprises contribute 1% (or more) of their Gross Income towards the SP Budget
- 5 The Land Policy is implemented to allow a 1% (or more) contribution towards the SP Budget
- 6 Partnership Agreements with worthwhile Partners will attract a 23% (or more) contribution to the SP Budget
- 7 There is Peace and conducive environment within the Province, the country and the neighbouring countries to allow implementation of the SP
- 8 Stewardship teachings will raise the level of tithing and giving from the current 6% to 10%

9	Resource Centres:	No. of Facilities	No. of Employees/Christians
	CoU Educational Facilities:		
	Primary Schools	5,825	116,500
	Secondary Schools	672	15,840
	PTCs	20	690
	Universities	7	1,200
	Tertiary Institutions	55	800
	Total Enrollment		4,000,000
	Dioceses	36	3,835
	No. of Congregations	25,000	13,500,000
	Health Facilities	254	
	Land ownership	80 sq miles	



Mengo Hospital



UCU - Library



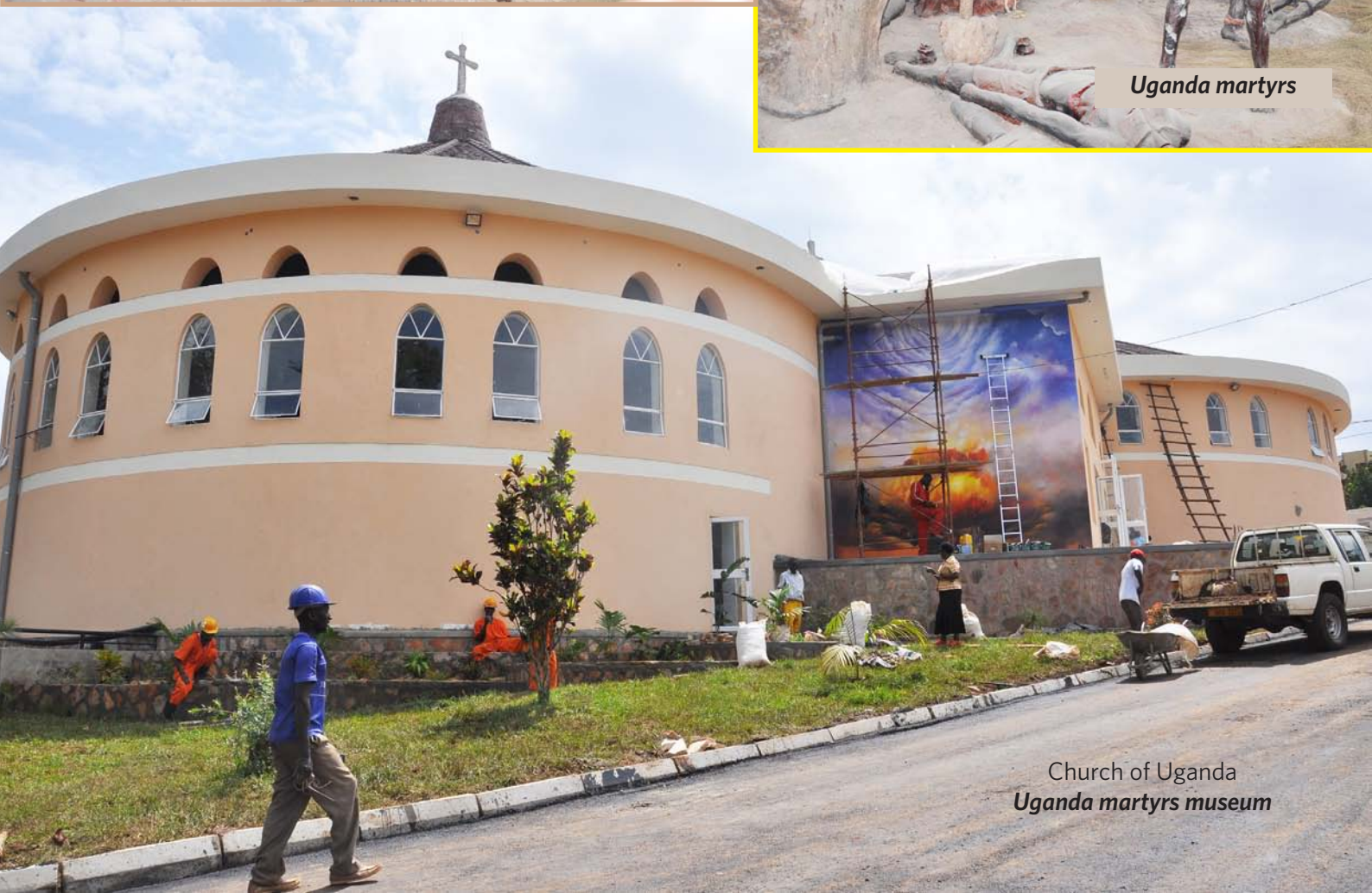
UCU Administrative Block



Uganda martyrs



Uganda martyrs



**Church of Uganda
Uganda martyrs museum**



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