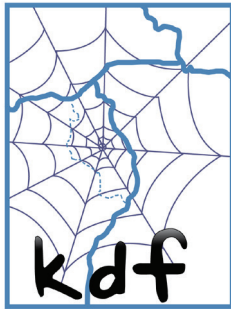


# Karamoja Development Forum

**FIVE YEAR STRATEGIC PLAN**



**2016 – 2021**



# **Karamoja Development Forum**

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**2016 – 2021**

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**Kotopoloi House P.O Box 21, Moroto  
Karamoja – UGANDA**



# Karamoja Development Forum

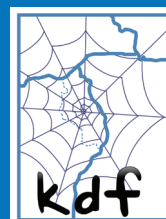
## FIVE YEAR STRATEGIC PLAN 2016 – 2021

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### ACRONYMS

ADF: Abim Development Forum

CLA: Communal Land Association

DLG: District Local Government

JIESTA: Jie Students Association

KDF: Karamoja Development Forum

LLG: Lower Local Government

MAIIF: Ministry of Agriculture, Animal Industry and Fisheries

MoU: Memorandum of Understanding

NDA: Nakapiripirit Development Forum

NFA: National Forestry Authority

NGO: Non-Governmental Organization

NGO: Non-Governmental Organization

PEST: Political, Economic and Environmental, Socio-Cultural, Technological

SWOT: Strengths, Weaknesses, Opportunities and threats

UWA: Uganda Wild Life Authority





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# EXECUTIVE SUMMARY

**K**D F envisions a Uganda where the needs of pastoralists are met and their rights respected. With advocacy as a core strategy, KDF shall endeavor to provide a platform within which Karamoja pastoralists can get involved in spearheading their own development in a bid to reduce the chronic poverty that has ravaged the sub-region for a very long time.

With the full awareness that pastoralism has received negative publicity for a long time and that their land is prone to grabbing due to the communal ownership system, coupled by the vulnerability brought by the growing mining industry in Karamoja, KDF recognizes that the thematic areas of Land, Pastoralism and Governance are the core aspects to guide operations.

Guided by the core values of accountability, transparency, integrity and equality, KDF shall seek to achieve the following strategic goals within the five year period 2016-2021:

- **Goal 1:** To provide information to Karamoja communities about their land rights and to propel their involvement in protecting, maintaining and utilizing their own land
- **Goal 2:** To build pastoralists networks that will spearhead protection of pastoralist rights

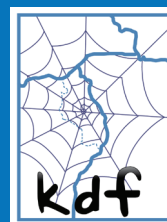
- **Goal 3:** To increase participation of local communities in governance systems in Karamoja

In achieving the strategic goals, KDF shall utilize the existing traditional and formal structures, partnerships shall be built with the relevant actors and government ministries that KDF deems will be of support. Within the five year period, KDF envisions that at least 2 pastoralist networks will be formed, 30 community miners associations fully functional, 10 dialogue stakeholder meetings held, at least 60% of the target population knowledgeable about land & pastoralist laws, a fully-fledged pastoralist information center in place, relevant policy and laws translated and printed in Ngakarimojong distributed to each parish in the Karamoja sub region.

In recognition of the fact that achieving good governance at community level requires the driver to be well governed and managed too, within the five year period, KDF shall strengthen its own governance and management structures too. There will be a deliberate effort to ensure the KDF settled in an equipped office with relevant logistical and human resources to manage the projects.

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## About KDF

### Background information

**K**aramoja Development Forum (KDF) is a four year old Non-Governmental, charity organization registered with the NGO board of Uganda. Operating in all the seven districts of the Karamoja sub region, KDF is reasonably embracing the fact that their target beneficiaries are scattered across the distant locations of Karamoja.

KDF is a membership organization comprising of a wide spectrum of people including members of parliament, district leaders, civil society organizations, practitioners, researchers and staff, working to shape policy and practice, and influence ways in which Karimojong pastoralists are served by government and the civil society.

KDF concentrates on three thematic areas of Land, Pastoralism and Governance. On land KDF concentrates at the land ownership, land use, land management, mineral resource utilization among Karamoja communities. On pastoralism KDF targets at developing networks to improve information sharing and policy engagement to improving pastoralists' risk management system and their ability to adapt to changing climatic conditions. The governance theme at KDF involves inclusion of pastoralists and local communities in decision making and favorable policy change, most importantly strengthening the existing traditional governance systems in Karamoja.

### KDF Vision

A Uganda where pastoralist's needs are met and their rights respected.

### KDF Mission

To give Karamoja pastoralists a platform through which they can get involved and spearhead their own development.

### KDFs core values

**Accountability:** KDF considers responsibility to stakeholders as paramount and promotes accountability at all levels.

**Transparency:** Information sharing is what KDF values and commits herself to. KDF endeavors to be transparent and clear to stakeholders in all engagements regardless of the stakeholders' literacy level.

**Integrity:** In all communications, commitments, dealings and all engagements, KDF upholds truth based on honesty and factual evidence without any form of bias.

**Equality:** KDF believes that all human beings are equal regardless of their religious affiliation, their livelihood option, their literacy level and their gender.



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# Rationale for the KDF five year Strategic Plan

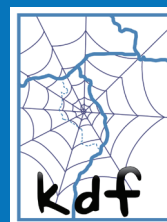
**K**DFs Five-year Strategic Plan is a tool for implementing the three (3) thematic areas that KDF has been engaged in i.e. land, pastoralism and governance. This Strategic Plan is an outcome of a string of activities ranging from online debates on the above mentioned topics, volunteer led research on cases of land grabbing and pastoralism, a regional agenda setting workshop held in Moroto in February 2015 and consultations with a selected number of experts.

Pastoralism, the major livelihood system in Karamoja, supports most of the 1.4 million Karimojong, and is a key source of food given the region's semi-arid environment characterized by below average and erratic rainfalls. In recent years, Karimojong pastoralists have faced a number of challenges including historical marginalization by government and development actors, and natural hazards resulting from climate change.

The problems affecting pastoralists in Karamoja and many other pastoralists in

the region are mainly related to natural resources, particularly mineral deposits and grabbing of grazing lands. Other challenges include exclusion from policy making processes, access to grazing resources as a result of increasing crop cultivation and problems related to herd migration. Above all, climate change has increased the incidence of risks Karimojong pastoralists face, most importantly, disease, and drought.

Founded on the passion for Karamoja and the rights of other communities, KDF has developed this Strategic Plan with the aim of mobilizing communities across the region to actively and meaningfully engage in the core issues i.e. land, pastoralism and governance. Unlike many other organizations in Karamoja, KDF is an advocacy based organization that is not afraid to actively take a stand if necessary in a bid to uphold the interests of the local communities.



# Situation Analysis

**A**n assessment was done concerning the internal and external environment within which KDF operates. Stakeholder analysis was also done to identify the key stakeholders relevant to the success of KDF strategic plan.

## Analysis of the external environment within which KDF Operates

### PEST analysis

#### Political situation

Karamoja traditionally was predominantly managed by the council of elders who dispensed decisions on how society was governed. The traditional governance system was more democratic and participatory. Decisions taken were more democratic and embraced by the entire population. With the advent of the Colonial modern Governance system, a parallel governance system was introduced; the council of elders continued informally to administer society, while the colonial administration introduced the political and civil governance which was less understood by the Karimojong people.

The traditional system of governance is premised on the common good for all the people. It is nested on the supernatural powers believed to be bestowed on the elders. However, the modern politically governance is foreign to the people and detached, hence the people are

not embracing this governance system wholly. This is responsible for the poor service delivery and abuse of government resources without recourse. There is therefore urgent need to address the political and governance issues in Karamoja by recognizing the traditional governance and creating a meeting point.

Apparently Karamoja has been split into seven (7) administrative units represented by nineteen (19) members of parliament. At the district level, there are district councils representing the people and they regularly meet to discuss policies and government programs. This provides KDF with an entry point to the political affairs to influence policy and also to take on the aspect of accountability to the Karimojong people. KDF is committed to get to the grass roots to mobilize masses to embrace workings of the modern political and administrative governance system too, in order to enlist good governance and change in the policy climate to favour the pastoralist people.

#### Economic situation

The economy of Uganda has been growing at a steady rate of 6% with some variations. However of this proportion Karamoja has increased dismally. Since independence Karamoja has remained the most underdeveloped part of the Country. The main economic activity of the Karimojong is pastoralism, minimal crop farming, gathering and recently mining.

For many years Karamoja was plagued by conflict which devastated the economy. Following





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the successful disarmament programme there is observable growth in karamoja population over the years, there is increase in state interest in Karamoja's land for investment, and the prevailing peace have significantly mounted pressure on the land resource. There is a projection of increased investment and growth, however, this has to be cognizant of the people's land rights and the traditional pastoralist economy. Karamoja has immense potential to economically develop because of the natural resource endowment especially the rich minerals, fertile land and the position of Karamoja neighboring Kenya and Southern Sudan.

### Environmental situation

Karamoja is semi-arid land covered mainly by shrubs and seasonal short grass. It is one of the regions in Uganda that has many seasonal rivers that dry up during dry season. The once lush green environment is now bare due to the human negative activity of bush burning, wood cutting and charcoal burning. The environmental deterioration in Karamoja is at an alarming levels and needs to be checked. The high poverty levels is exacerbating the problem. A number of people in Karamoja now burn charcoal for sale to traders coming all the way from the big towns of Uganda including Kampala City. There is therefore big devastation of the environment.

One of the reasons the Karimojong embraced pastoralism from time immemorial has been to cope with the changing weather conditions. The animals would be moved from the dry lands to places that had water and grass in a particular season then return later when the season changed. The reduction in the cattle population, the insecurity, the demonization of pastoralism has forced people to get into livelihoods options that do not support the envi-

ronment such as charcoal burning, brick laying. KDF seeks to restore the positive benefits of pastoralism in a bid to save the environment.

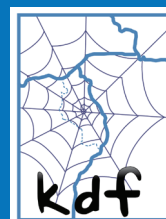
### Socio-cultural situation

Karamoja is endowed with a rich culture that promotes unity, dependability on each other. Connected by a number of clans and sub clans, Karamoja is proud to have people that have the same origin. Although there are 13 tribes in Karamoja, the majority of people speak and understand Ngakarimojong which is now the commonly used language for communication.

Karamoja culture is rich and by far still intact due to limited interaction with the outside world. However, the outsiders have tended to focus on the negative aspects of the culture rather than looking at the positive aspects like the good practices of skill in livestock rearing, rich dances, songs, the food and the like. The Karimojong community is easy to influence once the cultural aspects and domain are well understood and exploited. Karamoja can become the destination for tourism rather than contempt.

### Technological situation

The global technological advancement has not left Karamoja lagging, a number of youth have adopted to the use of phones to access social media such as facebook and whatsapp. Although the illiteracy rate in Karamoja has staggered at an alarming rate of 80%, this has not stopped Karamoja from adopting to new technology. The technological advancement will expose Karamoja to the rest of the World and hence attract meaningful investment. There will also be creation of opportunities for the Karamoja people outside.



# SWOT analysis of KDF

An assessment was carried out to identify the strengths, weaknesses, opportunities and threats of KDF and the findings were considered while developing this strategic plan. The table below provides a SWOT analysis of the KDF.

Strength	Weaknesses
<p>Expansive fast growing membership open to everyone. The KDF membership has been steadily growing over the last 4 years.</p> <p>Strong culture of voluntarism: KDF has maintained a strong culture of voluntarism. The willingness by members to volunteer at no cost to KDF, cannot be underestimated.</p> <p>The strong thematic areas of Land, pastoralism and governance: Land being a resource that everybody relies on, pastoralism being the main livelihoods the Karimojong seek to protect, and governance being the key to unlock community participation, KDF is on the spot because of those thematic areas.</p> <p>Karimojong perspective i.e. The KDFs respect for cultural norms and using values to transform society is a key tool to enjoy community acceptance.</p> <p>Local people as a target: KDF seeks the inclusion of grassroots at every level of implementation of projects. KDF embraces the local language and lifestyle of the Karimojong and therefore is identified by the people as their own.</p> <p>Ability to attract volunteers: With the strong thematic areas and the good values, KDF attracts both local, national and international volunteers.</p> <p>Online membership: The ease with which members can register and join online makes KDF one of the fast growing organizations in the region.</p>	<p>Limited financial resources as the membership is currently free of charge. KDF currently relies on donations from members and well-wishers and a few aid partners. These are not adequate to support all the desired projects.</p> <p>Limited research capacities among the KDF staff: The KDF staff are not research experts although they have the willingness to learn and deliver.</p> <p>Covering at least 1/3 of Uganda's land, Karamojasub region is an expansive area to cover for a starter organization, considering the limited logistical support currently.</p> <p>Pastoralism is considered stale and backward: Many literates and formal institutions have negative perception about pastoralism and so see KDF as irrelevant.</p> <p>Limited access to internet by many stakeholders and the fact that the local communities are far from the 'world of technology'</p>



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Opportunities	Threats
<p>Strong indigenous leadership and governance structure existing in Karamoja: although the leadership is manned by illiterate people, at least they exist and can serve as a starting point for KDF to advance its good governance agenda.</p> <p>Existence of district specific development fora such as JIESTA, ADF, NDF: The district specific associations/groups/organizations can be used by KDF to serve as a link to the target communities</p> <p>Existing government policies, laws such as the Land policies: There are policies in place but not known by the local people.</p> <p>Youth as a resource: the youth taking a huge portion of ugandas' population provides an opportunity for KDF to tap the energies that the youth bring. Particularly in Karamoja the disarmament exercise left a number of youth redundant.</p> <p>Land and pastoralism becoming of growing significance and importance to the development of Karamoja</p> <p>Not many youth led organizations in Karamoja: KDF respects and recognizes the role of elders but also directly engages the youth in its projects. Being a youth focused organization provides KDF with opportunity to benefit from the untapped youth resource.</p> <p>Technology driven media – whatsapp, skype and the existence of telecommunication networks</p> <p>Government/other stakeholders' narratives on Karamoja is devoid of local realities: KDF shall seize this opportunity and provide the narrative that is evidence based and in touch with reality, in a bid to solve the information gap.</p>	<p>Inadequate like-minded stakeholders</p> <p>Some KDF members have very strong political opinion impairing impartiality.</p> <p>Pastoralism is being fought by government and some stakeholders, it is an agenda which is expensive to pursue because it doesn't enjoy the goodwill of government and many literate individuals who view pastoralism as backward.</p> <p>Rigidity of most politicians to positive change</p> <p>Unfavorable government policies on land and pastoralism.</p> <p>Poverty amongst population: Poverty makes the population concentrate on basic needs rather than on issues such as governance and a longer term livelihood option. The preference of poor people for relief aid is higher compared to developmental interventions.</p>

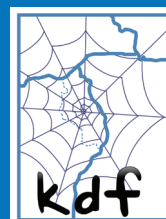
## Stakeholder analysis

KDF recognizes that a lot can be accomplished when the right institutions and the right individuals have been identified and are willing to support the same course. As a result KDF identified key stakeholders and their level of engagement as listed in the following table:

Stakeholder	Level of engagement
Government of Uganda	The government of Uganda, through DLGs and LLGs has provided a means through which communities can participate in governance
Kraal leaders	The Kraal leaders are people who govern the affairs of the Kraal. They determine the direction the pastoralists should follow. Due the passion to preserve the only drought resilient livelihood option- pastoralism, KDF acknowledges that Kraal leaders are key stakeholders in that regard.
Cultural leaders	The elders are still respected in Karamoja, although their functionality has to be improved. KDF recognizes that cultural leaders are key in spearheading behavioral change and promotion of best practices in Karamoja

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Stakeholder	Level of engagement
Local community	The local community is composed of people of all ages sharing values, resources and suffering together during difficult times. The local communities are the principal beneficiaries of KDFs interventions
KDF Staff	KDF is managed by 4 full time staff and over 5 volunteers from various disciplines. The KDF staff are the main implementers of the direct activities planned.
KDF members	KDF has membership of over 6,000 individuals and institutions
KDF Board	KDF has a 7 member board composed of people from different fields. The members are elected during the stakeholder meeting.

## STRATEGIC GOALS AND OBJECTIVES

Within the five year period (2016-2021) KDF seeks to achieve three strategic goals each for the thematic areas of Land, Pastoralism and Governance. The table below shows the strategic goals and objectives that will guide KDFs implementation during the period:

Thematic area	Goal	Objective
Land	Goal 1: To provide information to Karamoja communities about their land rights and to propel their involvement in protecting, maintaining and utilizing their own land	Objective 1: To increase awareness and debate on land tenure security, land laws, policies and other relevant legislation in Karamoja
		Objective 2: To strengthen indigenous land management structures
		Objective 3: To advocate for increased royalties, favorable labor relations, improved wages and welfare for local communities in the mining and natural resource extraction sector
Pastoralism	Goal 2: To build pastoralists networks that will spearhead protection of pastoralist rights.	Objective 4: To advocate for increased access of pastoralists to protected areas such as forest reserves and wildlife conservation areas
		Objective 5: To engage in policy advocacy for pastoralism as a viable production system
		Objective 6: To build capacity of pastoralist institutions such as <i>Alomar</i> , and to institutionalize pastoralists production systems
Governance	Goal 3: To increase participation of local communities in governance systems in Karamoja	Objective 7: To strengthen governance structures/systems operational in Karamoja
		Objective 8: To increase pastoralist's representation in various for a
		Objective 9: To Strengthen the KDF governance and management system





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## The strategies for achieving the strategic goals

**Goal 1: To provide information to Karamoja communities about their land rights and to propel their involvement in protecting, maintaining and utilizing their own land.**

**T**o achieve this goal, the following strategies shall be employed:

Lobby and Advocacy – The land policy and related legislation is yet to be rolled out in Uganda. KDF shall

therefore attempt to lobby among legislators and advocate for inclusion of community concerns in the policy briefs. KDF shall also advocate for inclusion of land and pastoralism issues into government planning processes at the DLG and LLG levels

Provision of legal aid services on land matters: where the only option available to the community is legal redress, KDF shall support certain cases in partnership with key legal aid partners

Mobilization and sensitization of the local communities on tenure security and pastoralism: KDF shall employ both local and advanced technologies to disseminate and seek for information from the relevant stakeholders. Local radios, cultural events, social media and KDF publications on the website shall be used to mobilize people.

**Goal 2: To build pastoralists networks that will spearhead protection of pastoralist rights**

To achieve this goal, the following strategies shall be adopted:

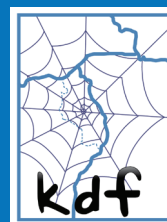
Research and documentation: KDF shall undertake extensive research and document key issues affecting the Karimojong communities in an attempt to find community led solutions to those challenges. Policy analysis and research shall also be deployed to identify areas of advocacy and protection of pastoralists' production systems.

Partnerships: KDF recognizes that not all work can be done by KDF alone and therefore will ensure partnerships are built and MoUs signed with key partners. In particular KDF shall work with DLGs, other NGOs on similar sectors, MAIF, UWA, NFA, DLGs neighboring Karamoja, and established cultural institutions. This will be done in a bid to strengthen resource sharing and learning for the Karamoja pastoralists

Advocacy: KDF shall advocate for establishment of functional livestock infrastructure and institution, and also advocate for pastoralists access to conservation areas i.e. forest and wildlife reserves. Relevant stakeholders shall be contacted and power centers identified so that accurate information is disseminated to the target segment in a bid to guarantee success of the advocacy initiative

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### Goal 3: To increase participation of local communities in governance systems in Karamoja

To achieve this goal, the following strategies shall be deployed

Strengthening pastoral governance structures/systems through learning from other pastoralists in East Africa. KDF acknowledges that there are opportunities to learn from other pastoralists and communities that have overcome similar challenges that Karamoja faces.

Akiriket-elders forum: KDF seeks to enjoy the benefits of the existing traditional governance system in Karamoja. The Akiriket is a traditional parliament of elders, each of the 9 big clans in Karamoja have their own Akiret. It is in Akiret where decisions are made that concern the community as a whole. KDF shall use Akiret gatherings to disseminate information and strengthen best practices

Associations: KDF recognizes that organized groups and associations can advocate better for their rights, can effectively protect and responsibly use their resources than when it is done at individual levels. The associations make it easy for linkages between indigenous and formal governance systems to happen. Associations such as communal land associations (CLA), Pastoralists Association, Kraal leaders Association, and Miners Association could help in making the local communities get involved in decision making.

Research and documentation: KDF shall research, document and disseminate analytical information clearly highlighting the links between effective leadership, governance and land, pastoralism, resource allocation, and service delivery.

Involve the KDF members in dialogues: KDF shall engage members in agenda setting meetings such that their ideas are captured in subsequent planning. A review of the members meetings shall be done on an annual basis, to ensure that the members are involved in the strategic decision making process within KDF.

Establish KDF physical and intellectual structures: KDF, being an indigenous organization envisions that KDF will remain in existence to the future, as a result KDF shall identify land for a permanent Office and identify resource persons willing to volunteer to ensure that the services to the communities are not interrupted by landlords and minor resource gaps. KDF shall also ensure that the board has regular meetings and is effective.



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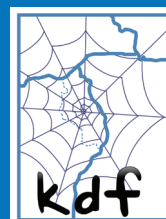
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### The implementation Work Plan

Objectives and Planned interventions		Key Input	Key output	Yr1	Yr2	Yr3	Yr4	Yr5	Responsibility center
<b>Objective 1:- To increase awareness and debate on land tenure security, land laws, policies and other relevant legislation in Karamoja</b>									
1.1	Carry out a study on land tenure security in pastoral areas	Researchers	documented research report on land tenure						
1.2	Conduct radio talk shows on land tenure security	Talk time	10 radio talk shows conducted						
1.3	Print policy documents on land tenure security	policy docs	A copy for each parish in Karamoja						
1.4	Translate laws, policies and relevant legislation into Nga-karimojong	translators	Translated version of policy						
1.5	Disseminate land laws, policies and relevant legislation to a broader audience	Local media	Relevant laws known by 80% of audience						
1.6	Facilitate public debates and dialogue on land laws, policies and relevant legislation	Consultants	5 debates						
1.7	Document case studies of communal lands at risk of land grabbing	Researcher	Evidence based reports & documentaries						
1.8	Support civil litigation processes for cases of land grabbing	Legal experts	communities supported						
<b>Objective 2:- To strengthen indigenous land management structures</b>									
2.1	Conduct a study on the functionality of customary land management structures	Researcher	Report on the customary land system						
2.2	Conduct radio talk shows on indigenous land management structures	Talk time	10 talk shows						
2.3	Strengthen capacities of local community land management structures	Trainer & materials	community land committees formed & trained at parish						

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Objectives and Planned interventions	Key Input	Key output	Yr1	Yr2	Yr3	Yr4	Yr5	Responsibility center
2.4 Organize community dialogue meetings on avenues for strengthening indigenous land management structures and systems	Moderator	21 community meetings						
<b>Objective 3:- To advocate for improved shares of royalties, favorable labor relations, improved wages for local communities in the mining and natural resource extraction sectors</b>								
3.1 Lobby for policy review on the mining and natural resource exploitation, particularly on the share of royalties for communities	Lobby experts	at least 5 policy briefs submitted to relevant offices						
3.2 Organize advocacy fora with members of parliament and civil society organizations	meetings	2 meetings with relevant legislators						
3.3 Contribute towards improved rates of royalties for the local communities through debates and conferences	meetings	3 meetings with relevant ministries						
3.4 Document the current status of the labour conditions related to wages, health obtainable in the mining and natural resource extraction sector	Consultants	Report						
3.5 Strengthen the formation/organization of artisanal miners associations	artisan experts	30 miners associations formed & supported						
3.6 Building capacity of community associations engaged mining and natural resources' extraction	Group dynamics experts	30 associations trained on good governance						
3.7 Organize dialogue meetings for local communities and companies engaged in mining and natural resource extraction	moderator	5 dialogue meetings held						
<b>Objective 4:- To advocate for increased access of pastoralists to protected areas such as forest reserves and wildlife conservation areas</b>								
4.1 Conduct a study on indigenous practices that promote community conservation of forest reserves and wildlife conservation areas	Researcher	Report						





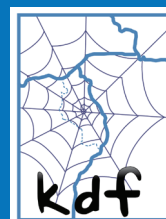
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Objectives and Planned interventions	Key Input	Key output	Yr1	Yr2	Yr3	Yr4	Yr5	Responsibility center
4.2 Organize dialogue meetings between the pastoralists and conservation authorities	Moderator	5 meeting						
4.3 Conduct exposure visits for the local communities to conservation projects	Logistics	2 visits						
4.4 Establish MoUs between conservation authorities and the local communities for access of pastoralists into conservation areas	Legal experts	7 collaboration agreements signed						
<b>Objective 5:- To engage in policy advocacy for pastoralism as a viable production system</b>								
5.1 Conduct a value chain analysis on pastoralism as a production system	Consultants	Report						
5.2 Carry out policy discussion meetings with herders	meetings	28 meetings with herders						
5.3 Undertake an evidence based advocacy on the viability of pastoralism	communication experts	30 press releases published						
5.4 Establish/set up focal points for herders in various location	Logistics	1 focal point per Kraal						
5.5 Develop climate change adaptation strategies/initiatives	Consultants	Report						
<b>Objective 6:- To build capacity of pastoralist institutions such as <i>alomar</i> , and to institutionalizes pastoralist production systems</b>								
6.1 Identify and strengthen indigenous/pastoralist institutions	Pastoralist expert	2 Pastoralist institutions supported						
6.2 Capacity building of pastoralist networks to engage in information sharing	Pastoralist expert	5 trainings for network members						
6.3 Create of linkages between indigenous/pastoral institutions and formal institutions	Focal person	5 kraal leaders identified to join the pastoralist networks						

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## FIVE YEAR STRATEGIC PLAN 2016 – 2021



Objectives and Planned interventions	Key Input	Key output	Yr1	Yr2	Yr3	Yr4	Yr5	Responsibility center
6.4 Support pastoralist institutions to participate during the planning process and gain recognition by formal institutions	meetings	2 meetings with NPA on involvement of pastoralists in the planning process						
6.5 Provide information sharing fora for pastoralist networks Conduct a study on markets and tracking of pastoralists products	information center	1 stop center created and functional						
6.6 Lobby and advocate for the development of livestock infrastructure i.e. investment in water	relevant leaders	influence 10 local leaders to communicate in meetings						
6.7 Support the production and implementation of MoU on herd mobility and resource use	Legal experts	10 MoUs signed						
6.8 Advocate for the establishment of pastoralists training institute	meetings	2 meetings with relevant legislators						

### Objective 7:- To strengthen governance structures/systems operational in Karamoja

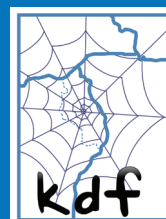
7.1 Carry out a rapid assessment of governance systems in Karamoja	Researcher	Assessment report						
7.2 Map communal land associations and provision of capacity building	Researcher	Report on existing CLAs						
7.3 Map and form traditional and formal leaders' networks	meetings	4 Networks formed						
7.4 Support exposure learning visits for local community governance structures	Travel logistics	2 visits						
7.5 Capacity building of governance structures on land and pastoralism	Consultants	5 trainings for leaders						
7.6 Organize monthly/quarterly meetings between formal and community leaders	meetings	4 meetings per district per year = 140 meetings						
7.7 Facilitate networking events for indigenous networks	Logistics	2 networking event per annum						



# Karamoja Development Forum

## FIVE YEAR STRATEGIC PLAN 2016 – 2021

Objectives and Planned interventions	Key Input	Key output	Yr1	Yr2	Yr3	Yr4	Yr5	Responsibility center
<b>Objective 8:- To increase pastoralist's representation in various fora</b>								
8.1 Mobilize and sensitize the local community on policies related to land and pastoralism	Logistics	21 community meetings						
8.2 Undertake a review of the current communication strategies to identify gaps	Consultants	communication strategy documented						
8.3 Support pastoralist events at community, national and international levels	Logistics	2 events supported per year						
8.4 Map out pastoralist networks and fora	Researcher	Report showing networks						
8.5 Production of annual publications (journal) on Karamoja pastoralism, showing trends, numbers of cattle and best practices	communication experts	1 journal per year						
<b>Objective 9: To strengthen the governance and management of KDF</b>								
9.1 Identify and acquire land to establish a permanent KDF office	Land	1 acr/plot Titled land in KDF name						
9.2 Board functionality	meetings	2 meetings per year						
9.3 Human resource	salaries & allowances	key positioned filled and staff paid accordingly						
9.4 Capacity building for KDF staff and the board	Consultants	2 trainings						
9.5 Office maintenance & Administration	Logistics	office supplies met						
9.6 Stakeholder meetings	Moderator	3 meetings						
9.7 Monitoring & Evaluation	Consultants	2 major evaluations						
9.8 Efficient transport and communication system in place	Logistics	1 Car, 4 motor cycles, internet service						



# The logical framework matrix for KDF strategic plan 2015-2017

Objectives	Indicators	Means of verification	Assumptions
<b>Objective 1.</b> To increase awareness and debate on land tenure security, land laws, policies and other relevant legislation in Karamoja Carry out a study on land tenure security in pastoral areas Conduct radio talk shows on land tenure security Publish policy documents on land tenure security Undertake the translation of Laws, Policies and Acts into Ngakarimojong Disseminate land laws, policies and Acts to the wider audience Facilitate public debates and dialogue on land laws, policies and Acts	Reduction in cases of land grab Increased local community participation in negotiations sales of communal lands Reduction in land conflicts Increased awareness and debate on tenure security Increased acreage per household Availability of communal grazing areas Increase in the number of Land laws, policies and relevant legislation available in Ngakarimojong language Printing of translated documents on land laws, policies and Acts compensation agreements in place Community initiated and supported land dialogues Increased engagement of the local communities in land matters Reduction in land-related conflicts Increased number of communal Land Associations	Number of radio talk shows held Monitoring reports Policy briefs Research reports Meeting reports District Local Government reports Meeting reports Recordings of radio talk shows Publications Translated version of land laws, policies and Acts Operationalization of the National Land Use Policy (NLUP) and National Land Policy (NLP) Reports of the dialogue meetings Copies of the translated laws, policies and Acts Dissemination reports Meeting reports	Communities participate in all activities Central government's support Wide coverage of radio waves Wider readership of the land Laws, Policies and Acts Increased literacy rates Conducive political environment Government support



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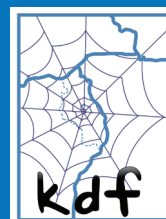
## FIVE YEAR STRATEGIC PLAN 2016 – 2021

Objectives	Indicators	Means of verification	Assumptions
Activities			
<p>Document case studies of insecure communal lands</p> <p>Disseminate study findings of case studies related to land grab</p> <p>Organize multi-stakeholder meetings on particular instances of land grab and tenure security</p> <p>Conduct radio talk shows/debates on tenure security</p> <p>Establish consent mechanisms for prospective investors and local communities</p> <p>Support civil litigation processes for cases of land grab</p>	<p>Information on insecure communal lands in the public domain</p> <p>Reduced cases of communal land grab</p> <p>Increased debate on the security of communal lands</p> <p>Cordial relationship between prospective investors and the local community</p>	<p>Research reports</p> <p>Court records</p> <p>MoUs</p> <p>Radio talk show recordings</p>	<p>Enforcement of laws</p> <p>Government support</p>
<p><b>Objective 2.</b></p> <p>To strengthen Indigenous land management structures</p> <p><b>Activities</b></p> <p>Conduct a study on the functionality of customary land management structures</p> <p>Disseminate research findings on customary land management structures</p> <p>Conduct radio talk shows on indigenous land management structures</p> <p>Strengthen capacities of local community land management structures</p> <p>Organize community dialogue meetings on avenues for strengthening indigenous land management structures and systems</p>	<p>Clan leaders have adequate knowledge on land acquisition and investment modalities and are able to advise community members on communal land rights</p> <p>Representation of Indigenous land management structures in land-related for a</p> <p>Appreciation of positive elements of Indigenous Land Management structures</p> <p>Mainstreaming of the positive elements of Indigenous land management into the formal systems</p> <p>Empowered community land management structures</p>	<p>Records of royalty remittances</p> <p>Research reports</p> <p>Indigenous land management structure meeting reports</p> <p>Research reports</p> <p>Radio talk show recordings</p> <p>Training reports</p> <p>Meeting reports</p>	<p>Government support towards indigenous land management structures</p> <p>Functioning and recognized Indigenous land management structures</p> <p>government support</p> <p>Increased KDF volunteer base</p>



# Karamoja Development Forum

## FIVE YEAR STRATEGIC PLAN 2016 – 2021



Objectives	Indicators	Means of verification	Assumptions
<b>Objective 3.</b> To advocate for improved earnings of royalties, favorable labor relations, improved wages and welfare for local communities	Communities are empowered and hold leaders accountable in relation to commensurate royalties  Increased royalty releases to the local community	Royalty earning records  Meeting reports	Cordial relationship between the local community and investors  Clear records of natural resources getting out of the region
Carry out policy engagement on the mining and natural resource exploitation  Organize advocacy fora with MPs, CSO's  Formation of Community conservation committees  Contribute towards improved rates of royalties for the local communities through debates and conferences  Document the current status of labour relations – wages, health obtainable in the mining and natural resource extraction sector  Strengthen the formation/organization of artisanal miners associations  Building capacity of community associations engaged mining and natural resources' extraction  Organize dialogue meetings for local communities and companies engaged in mining and natural resource extraction	Reduced cases of natural resource exploitation  Increased interface between the local communities and policy makers  Improved remittance of royalties  Good working conditions i.e. mining gear, better pay, for the local community  Improved local community welfare  Reduced natural resource conflicts  Increased number of local artisan miners associations  Documentaries on mining and natural resource extraction sector  Increased number of local artisanal miners' associations  Informed local communities on mining rights  Reduced natural resource and mining related conflicts	Policy meeting reports  Advocacy reports  Conference reports  Meeting reports  Annual reports Advocacy briefs  District Reports  Documentaries obtainable at resource centers  District quarterly and annual reports  Meeting reports	Government support  Enforcement of Mining Laws  Government support  Local communities actively and meaningfully engaged in decisions related to Natural resource extraction  Community friendly policies and regulations  Government support  Strong Civil Society



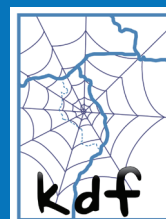
# Karamoja Development Forum

## FIVE YEAR STRATEGIC PLAN 2016 – 2021

Objectives	Indicators	Means of verification	Assumptions
<b>Objective 4.</b> To advocate for increased access of pastoralists to protected areas such as forest reserves and wildlife conservation areas  <b>Key activities include:</b> Conduct a study on indigenous practices that promote community conservation of forest reserves and wildlife conservation areas Disseminate study findings on indigenous mechanisms for conservation Organize dialogue meetings between the pastoralists and conservation authorities Conduct exposure visits for the local communities to conservation projects Establish Memoranda of Understanding between conservation authorities and the local communities for access of pastoralists into conservation areas	Reduced conflicts between pastoralists and conservation agencies  Local community's appreciation of the benefits of wildlife  MoUs between the local community and conservation agencies  Improved community conservation practices  Increased number of community wildlife committees  Cordial relationship between conservationists and pastoralists  Improved local community earnings from wildlife conservation	Meeting reports  MoUs between government agencies and local communities Signed MoUs  Meetings reports Conservation agreements  Meeting reports District reports	Government support  Government appreciates pastoralism as a livelihood
<b>Objective 5.</b> To engage in policy advocacy for pastoralism as a production system  <b>Key activities include:</b> Conduct a value chain analysis on pastoralism as a production system Carry out a policy engagement/herder meetings Undertake an evidence based advocacy on the viability of pastoralism Establish/set up focal points for herders in various location Develop climate change adaptation strategies/initiatives	Increased support towards pastoralism as livelihood Pastoralist friendly policies Different stakeholders recognizing and appreciating pastoralism as a viable production system Increased platforms for pastoralists Increased number of focal points for herders Existence of climate change adaptation strategies	Advocacy reports/briefs Policies Meeting reports Value chain reports Policy documents District data base	Local communities willingly sharing information  Development partners support towards pastoralism

# Karamoja Development Forum

## FIVE YEAR STRATEGIC PLAN 2016 – 2021



Objectives	Indicators	Means of verification	Assumptions
<b>Objective 6.</b> To build capacity of pastoralist institutions – ALOMAR, and To institutionalize pastoralist production systems  Identify/formation indigenous/pastoralist institutions Building capacity of pastoralist networks to engage in information sharing Creation of linkages between indigenous/pastoral institutions to formal institutions Support pastoralist institutions to participate during the planning process and to gain recognition by formal institutions Provide information sharing fora for pastoralist networks	Functional pastoralist institutions i.e. ALOMAR in place  Functional pastoralist institutions  Increased herds and improved quality of their products Improved pastoralist's welfare  Increased number of pastoralist institutions  Increased number of pastoralist networks  Improved relationship between indigenous and formal institutions  Strong and self-sustaining pastoralist institutions  Meaningful participation of pastoralist networks in various fora	District database Meeting reports  District records/database	Local community support towards the formation of networks/institutions  Government support
<b>Objective 7.</b> To strengthen governance structures/systems operational in Karamoja  Key activities include: Carry out an assessment of existing land and pastoral policies Develop policy briefs on land and pastoralism Organize radio talk shows and debates on land and pastoralism Support towards the participation of pastoralists in the district technical planning meetings and conferences	Increased voice and platforms for pastoralists to share their view Better representation of pastoralist on the global/national/regional levels Information-backed issues for pastoralist advocacy Meaningful engagement of pastoralists on policy debates Improved welfare of pastoralist communities	Meeting reports Policy briefs Radio talk show recordings Meeting/conference reports Policy briefs Assessment reports	Strong Civil Society Government support



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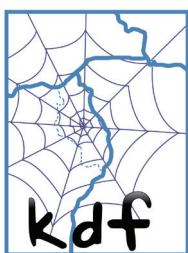
Objectives	Indicators	Means of verification	Assumptions
<b>Objective 8.</b> To increase pastoralist's representation in various for a  Key activities include: Mobilize and sensitize the local community on policies related to land and pastoralism Undertake a review of the current communication strategies to identify gaps Support pastoralist events at community, national and international levels Map out pastoralist networks and fora Production of publications on Karamoja pastoralism	Increased attention of pastoralists' issues at all levels – global, national and locally  Elected representative of pastoralist at district level  Meaningful participation of local communities on issues that affect them  Improved communication between pastoralists and policy makers  Contribution of pastoralists into the economy highlighted and recognized  Increased number of pastoralists networks	Meeting reports  District database Pastoralists publications  Meeting reports Communication reviews	Active community participation  Government and other stakeholders' support toward pastoralism
<b>Objective 9: To strengthen the KDF governance and management system</b>  Key activities Identify and acquire land to establish a permanent KDF office Regular board meetings Recruit staff with relevant skills as stipulated in the KDF structure Capacity building for KDF staff and the board Office maintenance & Administration Stakeholder meetings Efficient transport and communication system in place	KDF having relevant staffing with adequate working space and logistics to deliver	Minutes of meetings Management reports	That resources will be available and that members will support the strengthening of KDF



# Monitoring Plan Component

- a) This is a five year strategic plan and KDF intends to regularly monitor its implementation
- b) A mid-term review shall be conducted in the second year to verify whether the goals and objectives are being achieved
- c) Bi annual monitoring visits shall be conducted by the board and management to double check whether the outputs in that season are being achieved and whether the strategies deployed are adequate
- d) KDF shall ensure that a dedicated M&E office is maintained such that monitoring is not compromised
- e) KDF shall monitor quarterly to guarantee that the relevant stakeholders have received the required documents due to them
- f) The monitoring function shall be financed through the governance budget
- g) The members meetings shall also provide a platform through which members ask questions and get feedback about the performance of KDF
- h) A detailed monitoring plan shall be developed by the M&E office

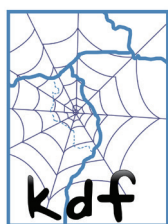




# Karamoja Development Forum

FIVE YEAR STRATEGIC PLAN





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