

DIOCESE OF KAMPALA



Strategic Plan 2026-2030

February 2026

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

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ACRONYMS

BAFFE	Born-Again Faith Federation
BSF	Bible Study Fellowship
CBOs	Community-Based Organisations
CBSD	Community-Based Services Departments
CoU	Church of Uganda
CPD	Continuous Professional Development
CWF	Christian Women Fellowship
DoK	Diocese of Kampala
FU	Fathers' Union
GBV	Gender Based Violence
GoU	Government of Uganda
HCT	Household and Community Transformation
HR	Human Resource
ICT	Information and Communication Technology
IGAs	Income-Generating Activities
IRBs	Institutionalised Religious Bodies
IRCU	Inter-Religious Council of Uganda
Karis FLM	Karis Family Link Ministry
KCCA	Kampala Capital City Authority
KIIs	Key Informant Interviews
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDAs	Ministries, Departments, and Agencies
MoEs	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoH	Ministry of Health
MoLHUD	Ministry of Lands, Housing and Urban Development
MTR	Mid-Term Review
MU	Mother's Union
NDP	National Development Plan
NEMA	National Environment Management Authority
NGOs	Non-Government Organisations
NIRA	National Identification and Registration Authority
NRD	Natural Resource Department
OPM	Office of the Prime Minister
PESTEL	Political, Economic, Socio-Cultural, Technological, Environmental and Legal
PWDs	Persons with Disabilities
SOPs	Standard Operating Procedures
SWOT	Strengths, Weaknesses, Opportunities and Threats
UCU	Uganda Christian University
UJCC	Uganda Joint Christian Council

FOREWORD

Grace and peace to you in the name of our Lord and Saviour Jesus Christ.

It is with great joy and thanksgiving that I present to you the Diocese of Kampala (DoK) Five-Year Strategic Plan (2026-2030). This plan is both a spiritual and strategic roadmap, guiding our mission to witness for Christ, nurture disciples, and transform communities in our vibrant, rapidly growing city.

Kampala stands at the crossroads of opportunity and challenge. It is a city full of youthful energy, innovation, and diversity, yet it also faces deep issues of urban poverty, unemployment, moral decay, misleading social media content and social inequality. As the Diocese located at the heart of the nation's capital, we are uniquely positioned to minister to God's people facing these realities. This Strategic Plan seeks to strengthen our positioning and focus to proclaim the Gospel in ways that are contextually relevant, digitally enabled, socially transformative, and inclusive of all people. This calls for harnessing our strengths, minimising our limitations, tapping into existing opportunities and strategically keeping the threats at bay.

The development of the plan started with the revise of the previous plan previous Strategic Plan 2017-2026, to appreciate our achievements, critically identify where we could do better and use the lessons learnt to strengthen the interventions in the new Strategic Plan (2026–2030), which is aligned to the Provincial Church of Uganda Strategic Planning Framework (2026–2030).

The Strategic Plan will contribute towards five focus areas:

1. Mission and Evangelism Focus
2. Socio-Economic Development Focus
3. Community Engagement Focus
4. Institutional Development Focus
5. Environmental Protection and Disaster Management Focus

The Diocese will seek to serve as a centre of excellence in urban ministry and a catalyst for spiritual, social, and economic transformation.

The development of this document involved extensive consultation and collaboration. I commend the inclusive process that engaged the Diocesan Council, Diocesan Departments, leaders

of various ministries, Archdeaconries, Parishes, congregants and other key stakeholders, including the business community and Kampala City Council Authority (KCCA). Your insights and contributions reflect our shared vision of a Church that listens, innovates, and serves faithfully in changing times. I express heartfelt appreciation to the Planning and Development Board for their leadership, technical expertise, and dedication in steering the formulation of this plan.

As we embark on this journey, I call upon all clergy, congregants, government partners, private sector actors, civil society, and the faithful to embrace this plan as a collective call to action. Together, let us build a Diocese that is Christ-centred, self-sustaining, digitally connected, and socially responsive. A Church that embodies God's love in both word and deed.

We take confidence in the promise of Scripture: *“He who began a good work in you will carry it on to completion until the day of Christ Jesus”* (Philippians 1:6). May this Strategic Plan bear lasting fruit for the glory of God and for the holistic transformation of Kampala.

**The Most Rev. Dr. Stephen Samuel Kazimba Mugalu,
Archbishop of the Church of Uganda**

EXECUTIVE SUMMARY

INTRODUCTION AND BACKGROUND

The Diocese of Kampala (DoK) Strategic Plan (2026–2030) builds upon the foundation of the first DoK Strategic Plan (2021–2025). This strategic plan aligns with the Church of Uganda’s (CoU) Strategic Planning Framework (2026–2030) and contributes to Uganda’s Vision 2040 and the National Development Plan (NDP IV), and the Sustainable Development Goals (SDGs), which emphasise sustainable wealth creation, digital innovation, inclusivity, and social transformation. Sub-parishes 20 in 2017.

Process of Developing the Strategic Plan

The development of the DoK Strategic Plan (2026–2030) was highly consultative and participatory. A mixed-methods approach combining quantitative and qualitative data collection was used to inform the new DoK Strategic Plan. The process involved a desk review of documents, consultative meetings across all archdeaconries, key informant interviews (KIIs) with key stakeholders, an online survey, and validation meetings. The process started by reviewing the achievements of the previous Strategic Plan and lessons learnt, and using them to shape the recommendations and focus areas for the new Plan. The review further identified DoK Strengths, Weaknesses, Opportunities, and Threats (SWOT), as well as Political, Economic, Socio-Cultural, Technological, Environmental, and Legal (PESTEL) factors that affect or are likely to affect DoK work.

KEY ACHIEVEMENTS OF THE DOK STRATEGIC PLAN 2017–2026

The key achievements of the previous strategic plan were identified through the endline evaluation conducted in October–November 2025. The highlights of the findings are organised according to the key objectives of the Strategic Plan areas discussed above.

Objective 1: Enhance the proclamation of the gospel and grow the church membership by at least 15% over the period

The gospel was actively proclaimed through various channels, including door-to-door evangelism, school ministries, parish and inter-church outreaches, crusades during mission week, and partnerships with para-church organisations. Many individuals gave their lives to Jesus Christ, reflecting successful evangelism, although record-keeping and data analysis were still wanting in most churches. However, up-to-date numbers were not readily available because some churches do not submit their numbers. Regular fellowships, home cells, youth programs, leadership workshops, and prayer events strengthened spiritual engagement. Churches also invested in holistic mission approaches, including camps, conferences, rallies, and community outreaches, leading many people to give their lives to Christ and to

increased participation in both main churches and fellowship groups.

Diocesan prayer activities, including overnights, prayer altars at the diocesan prayer mountain and reinforced spiritual growth and community connection. The DoK planted new churches, including Lweza, Entebbe Road (under All Saints Church), Kabanyoro, Gayaza Road (under St. Francis Chapel), the Kampala Community Chapel under the South Ankole Church of Uganda Bishopric (SACB), Kulambiro (under St. Luke’s Ntinda) and Kitala Gayaza and Kitala Buloba (under St. Stephen’s Kitala).

According to KIIs, progress was constrained by weak mission structures at the diocesan level, limited budgets for mission activities at the diocesan and parish levels, and an inward rather than outward focus on attracting people who do not regularly attend church. Additionally, limited coordination for missions between the dioceses and parishes was also reported.

Objective 2: Ensure that at least 15% of the church membership are saved, professing Christians and are on discipleship programs.

The church has made some progress toward achieving the objective, although most stakeholders believe it can do more. Some of the reported achievements by key stakeholders from the consultative meetings and other KIIs included revitalised children’s and teens’ ministries, weekly fellowships, and the establishment of multiple discipleship groups such as the Navigators and Bible study fellowships. However, it was reported that there was no standardised discipleship approach and manual across the diocese; each church does its own thing, and some hardly do anything. The KIIs also noted that the lack of an educated discipleship coordinator at DoK limited technical discipleship support to the parishes.

Objective 3: Improve and contextualise corporate worship to meet the dynamic needs of the people.

The church made notable strides toward improving and contextualising corporate worship to meet the dynamic needs of its members. Youth-focused services and youth Sundays were introduced. Worship teams with contemporary styles were introduced. Online worship services were widely adopted, and cultural services and worship are conducted in multiple local languages to promote greater inclusivity. Home fellowships, midweek services, prayer days, and special programs, such as seminars, conferences, and prayer gatherings, were organised.

The church also invested in worship instruments. Pastoral visits, counselling, and emotional and physical support, although less than demand, have strengthened Christian family life and deepened members’ sense of belonging. Retreats, corporate worship workshops, and

scripture-reading initiatives have deepened worshippers' spiritual lives. The DoK Strategic Plan 2017-2026 MTR Report notes the need for worship to cater to special-interest groups in the city, such as motorcycle riders (boda boda), the international community, the business community, professionals, different-language groups, and persons with disabilities (PWDs).

However, the inclusivity of PWDs remains very limited, as reported by the endline and MTR. The DoK MTR findings indicated that no church had hearing aids, and that only one church had a wheelchair. Only 3 of the 34 congregations had a sign language interpreter, and only 3 had a space that was convenient for people with special needs. Only 11 of 34 churches (less than one-third) had ramps. This calls for urgent action to increase inclusivity for PWDs and the elderly.

Objective 4: Revitalise Children and Youth ministries to appropriately address their unique needs

The DoK strengthened the children and youth ministry by offering separate children's services, hiring children's and youth pastors, establishing dedicated spaces for children and youth across several parishes, and providing avenues for engagement, discipleship, and nurturing spiritual growth. Youth and children's Sundays were introduced, along with contemporary worship teams with youth membership, creating dedicated opportunities for youth leadership, participation, and visibility in church life; however, members called for more regular engagement rather than just once a year. Youth ministry has been further strengthened through youth summits, conferences, sports, and youth mentorship talks facilitated by Mothers' Union (MU) and Fathers' Union (FU), which host topical discussions on youth-related issues and tours. The virtual "Morning Glory" church has expanded access, particularly for youths in the diaspora.

Training pastors in youth ministry management, introducing the Dream Wave curriculum, and implementing mentorship programs further enhanced capacity and sustainability.

According to the DoK Strategic Plan 2017- 2026 MTR Report, about 15 of the 34 churches had trained and facilitated Children's Pastors in 2017, but that number had dropped to 14 in 2019. About 36% (12 out of 34 in 2017) and 39% (13 out of 34 in 2019) had well-trained and well-facilitated Youth Pastors. The endline evaluation highlighted that many parishes still depend on voluntary children's workers, indicating significant staffing gaps. Infrastructure for children and youth ministry also remains inadequate.

Objective 5: Promote Christian Family Life

Interventions towards strengthening Christian family life included counselling services, pastoral visits, altar calls, married fellowships, couple retreats, parenting sessions, and MU, FU, and CWF, weekly MU meetings, joint MU-FU engagements, and annual events such as Mary's Day enhanced fellowship, couples' fellowships in most parishes harmonised pre-marital counselling manuals, structured premarital programmes, and cooperative wedding celebrations.

However, FU continues to struggle with low male participation, underscoring the need for more engaging approaches, such as integrating income-generating activities (IGAs) and sports into male activities. Data from the MTR show mixed progress across family-life indicators, mentorship programmes declined from 47% in 2017 to 44% in 2019, while pre-marital counselling improved (from 67% to 73%). Marital counselling is a big gap. Together, these trends underscore the need for innovation and greater engagement, especially among men, to sustain Christian family ministry within the diocese.

Objective 6: Generate, mobilise, and properly manage resources for the sustainability of the Diocese

The DoK made slight progress toward generating, mobilising, and managing resources for long-term sustainability. The diocese has strategic land and assets, but they generate minimal income and, in most cases, incur the expense of security guards.

Resource mobilisation was mainly through specific fundraising appeals and the introduction of alternative giving avenues. A dedicated team was appointed to explore investment opportunities and efforts to enhance financial stability. Some churches were reported to be actively running development projects, such as Bugolobi's Mission House, St. Francis Chapel, and Makerere Community Centre. New sanctuaries are being constructed in Lweza, Kabanyoro, Kitale Gayaza, and Buloba. According to KIIs, there have been a few efforts to improve financial stewardship. Additionally, teaching about giving has increased awareness and participation in supporting church activities, although parishioners feel overwhelmed by constant requests for funds from church leaders.

Similarly, the DoK Strategic Plan 2017-2026 MTR Report noted limited resource mobilisation: only 3 of 34 churches (9%) reported having an approved resource mobilisation policy, which increased slightly to 4 (12%) in 2019. Only 7 churches (21%) in 2017 had approved resource mobilisation strategies and plans.

Objective 7: Enhance Diocesan visibility and public engagement

According to respondents in the KIIs at the endline evaluation, the diocese made limited progress in communication and visibility initiatives. Key messages and guidance were provided by the Bishop/Archbishop, ensuring that leadership priorities and important updates reach the congregations. The churches are increasingly using Family TV and social media to share the gospel. This was particularly enhanced by the COVID-19 lockdown, where the Archbishop took the lead in the online church. The endline KIIs noted key challenges affecting communication: a lack of a full-time Communication Staff for DoK, limited visibility due to flooded media channels filled with false teachings and content from other denominations, and no regular updates on the website.

Objective 8: Expand social services and improve delivery

Social support: Two projects were implemented, KARIS Family Link and Compassion International, which specifically worked in a few parishes to enhance quality education, quality health, and quality livelihoods. Established chapels in educational institutions, conducted pastoral visits, prayers, and outreach to the sick, prisoners, barracks communities, and underprivileged groups demonstrate a comprehensive approach to serving diverse needs.

Health care: Efforts to enhance quality health activities included minimal sensitisation of Christians on primary healthcare programs; identifying people/institutions to collaborate with in primary healthcare delivery; running health camps throughout the Diocese; developing primary healthcare programs; setting up community health committees; developing terms of reference for the committees; and establishing. However, unlike other Dioceses, DOK does not own any health facilities, which limits its ability to provide health services.

The proportion of churches that conducted health camps (35%) remained the same in 2017 and 2019. The proportion of churches with a designated coordinator for health-related activities reduced from 18% in 2017 to 15% in 2019. The MTR report also indicated that the majority of churches (94%) had not developed any primary health care services in both 2017 and 2019, and the majority of churches (91%) had not sensitised their parishioners about primary health care in 2017 and 2019.

Education: The DOK was reported to own only Primary Schools (PS), including Kisugu CoU PS, Makerere PS (government-aided), and 3 private schools (Kiwuliriza PS, Waligalo COU Nursery, and All Saints Nursery). The Diocese doesn't own any Secondary schools or higher institutions of learning, which limits its

educational support. The KIIs also mentioned that Ministerial Formation, recruiting, and training the clergy received minimal focus, yet are crucial to the ministry.

Objective 9: Strengthen Diocesan governance, leadership, and management policies and structures

The Diocese made some progress in strengthening governance, leadership, and management structures, though much more remains to be done. The DoK has clear leadership structures, with well-defined roles for the clergy and the church councils, which further support stable governance. The DoK conducted workshops, council meetings, retreats, and subcommittee meetings to orient leaders on their roles and responsibilities. Over half of the churches (53%, 18 out of 34) reported that their staff had attended leadership training. Administrative policies were revised, demonstrating an effort to modernise governance frameworks. Additionally, the establishment of archdeaconries and the increase in the number of clergy enhanced effectiveness and expanded the reach of ministry.

The KII pointed out that a number of policies are in place; where they are missing, CoU policies apply. However, human resource (HR) manual development is still lacking. Staff welfare was a common complaint among endline KII respondents, with a lack of centralised salary payments and standard salary structures leading to significant salary disparities across parishes in the same diocese. Additionally, KIIs revealed governance and coordination challenges within the DoK, noting that some parishes operate independently of diocesan plans, do not attend diocesan meetings, and inconsistently submit the required 15% contribution. Weak governance was also cited as a barrier to strategic asset management. At the same time, the Diocese has made progress in strengthening its HR function, including recruiting its first professional HR Manager in 2024, who is beginning to professionalise HR practices, procedures, tools, and guidelines.

THE DOK STRATEGIC DIRECTION

The DoK's strategic direction is defined by its mission statement, vision, key objectives, and core values.

Vision: A Christ-centred and financially self-sustaining church.

Mission: To proclaim the Gospel of Jesus Christ in the City of Kampala. (Matthew 28:19-20).

Key Objectives: 1) To win souls for Christ. 2) Nurture and equip Christians to maturity. 3) Promote holistic transformation for communities.

Strategic Focus Areas

The DoK strategic plan has five focus areas, aligned with the CoU Strategic Planning Framework 2026-2030.

1. **Mission and Evangelism Focus:** Directed towards personal lives, churches, church institutions and enterprises, private organisations and business enterprises to bring revival, salvation and transformation among the communities.
2. **Socio-Economic Development Focus:** Involves resource mobilisation and productive investments, development of quality education and healthcare, advocacy, leadership capacity building, involvement and economic empowerment of the laity, and effective stewardship
3. **Community Engagement Focus:** Involves the DoK engaging with the Christians, professionals, organisations and other stakeholders at local and global levels, as well as with the government. It involves promoting Christian values with cultural sensitivity.
4. **Institutional Development Focus:** Working towards having adequate and effective administrative/governance policies and systems to promote operational efficiency, effectiveness and sustainability. The primary objective of this strategic plan is to ensure that the limited resources are utilised prudently.
5. **Environmental Protection and Disaster Management Focus:** Intends to increase awareness and step up the response towards environmental conservation, climate change adaptation and resilience, as well as adequate preparedness and response to disasters.

Strategic Objectives by Focus Area

Mission and Evangelism

- 1) Increase DoK membership by at least 15%
- 2) To revitalise children, youth and men's ministries to address their unique needs
- 3) To promote Christian family life

Socio-Economic Development

- 1) Increase DoK infrastructure by improving current income-generating structures and creating new ones.
- 2) Increase the percentage of DoK funds generated locally.
- 3) Increase household incomes by at least 10%.
- 4) Provide equitable, accessible and quality Education services in all DoK education institutions.
- 5) Support access to equitable, quality health services

- 6) Support economic and capacity strengthening for at least one parish in Karamoja Region as part of its corporate social responsibility.

Community Engagement

- 1) Strengthen families through interventions that promote stable, peaceful conflict resolution and harmony.
- 2) Strengthen the capacity of the men, women, youth and children ministries and their structures to realise their full potential and promote the kingdom of God.
- 3) Increase the participation of children, youth, and men in various church activities at all levels.
- 4) Advocate and lobby for support and protection of vulnerable groups (children, youth, women, persons with disabilities (PWDs), the elderly, refugees, etc.).

Institutional Development

- 1) Institute adequate and effective administrative/governance policies and systems.
- 2) Obtain legal ownership and full control over DoK land and facilities.
- 3) Strengthen the capacity for the clergy, other church workers, and DoK institutions in effective governance, accountability and resource utilisation, and other areas identified in the 2023 Training Needs Analysis.
- 4) Strengthen transparency and accountability at all levels.
- 5) Mobilise adequate resources to implement the DoK Strategic Plan.
- 6) To enhance ownership and control over church land.
- 7) Strengthen communication for effective implementation

Environmental Protection and Disaster Management Focus

- 1) Increase the adoption of practices that promote environmental protection and mitigate the impacts of climate change.
- 2) Promote the adoption of safe garbage disposal and utilisation
- 3) Strengthen the capacity of disadvantaged urban communities to handle emergencies with resilience.
- 4) Increase food production and food security within households and communities

Key Strategies to Support Achievement of the Strategic Plan: To achieve the objectives of the DoK Strategic Plan, key strategies must be in place to support the departments. These include human resources, communication, capacity building, sustainability, gender mainstreaming, and alignment of Archdeaconry, parish, and church Plans, Structures, and M&E strategies.

1. INTRODUCTION AND BACKGROUND

Under Section One, the introduction and background, the background of the Diocese of Kampala and the process of developing the Strategic Plan are presented.

1.1 Introduction

The Diocese of Kampala (DoK) Strategic Plan (2026-2030) builds upon the foundation of the first Strategic Plan (2017-2026), which guided the Diocese in nurturing a Christ-centred, self-sustaining, and transformative ministry within the capital city. This new Plan responds to emerging urban challenges and opportunities while strengthening the Diocese's commitment to evangelism, discipleship, social outreach, education, digital transformation, institutional growth, and community empowerment.

This Strategic Plan is organised into eight main sections:

1. Introduction and Background,
2. Situational and Context Analysis
3. Key Achievements of the Dok Strategic Plan 2017- 2026
4. Strategic Direction, Framework, and Implementation
5. Priority Interventions and Implementation Strategies
6. Planning, Monitoring, and Evaluation
7. Implementation And Coordination Framework
8. Financing Strategies For The Strategic Planning Framework

This Strategic Plan outlines the Diocese's strategic priorities, objectives, interventions, and monitoring mechanisms for the next five years. The Plan aligns with the Church of Uganda's (CoU) Strategic Planning Framework (2026-2030) and contributes to the National Development Plan (NDP IV), Uganda's Vision 2040 and Sustainable Development Goals (SDGs), which emphasise sustainable wealth creation, digital innovation, inclusivity, and social transformation, while protecting the environment.

1.2 Background of the Diocese of Kampala

The DoK was originally part of the Namirembe Diocese, and Bishop Leslie Brown was both the Archbishop of the Province and the Bishop of Namirembe. He presided over both the Province and the diocese smoothly because the two were together.

However, after the Most Rev. Eric Sabiiti was enthroned as the first African Archbishop, making Rwenzori Diocese the home diocese of the Archbishop, and the Right Rev. Dunstan Nsubuga was appointed Bishop of Namirembe Diocese, the seamless leadership of the Province and the Diocese ceased. It became practically impossible for the Archbishop to preside over the Provincial Office in Kampala from Fort Portal, and it was very expensive. Attempts were made to deal with this challenge, and three proposals were mooted:

1. That the Archbishop of the Church of the Province of Uganda, Rwanda, Burundi and Boga-Zaire shall also be the Bishop of Namirembe Diocese,
2. That there shall be the DoK, which shall be the Diocese of the Archbishop
3. That the Archbishop shall be an executive office, meaning that the Archbishop shall hold no other diocesan responsibilities.

Proposal 2 won the day, but it further required institutionalising it, which called for: (a) the creation of a “Diocese of Kampala ” and (b) the formulation of a “new Constitution” to replace that of 1961. Hence, the Diocese of Kampala was carved out of the Namirembe Diocese in 1972 to serve as the home diocese of the Archbishop of the Province of the CoU, Rwanda, Burundi, and Boga-Zaire. In 1970, the Provincial Assembly discussed the “Bikangaga Report” and the new constitution.

This new constitution was intended to address the relationship between the Archbishop and Namirembe Cathedral. The question raised was - “Would Namirembe Cathedral be a cathedral for the rest of the Province, or was it to remain a cathedral for Namirembe Diocese only? Finally, after extended negotiations, consultations, meetings and much prayer, it was resolved that:

1. All Saints Parish in Kampala is to be elevated to become a Cathedral of the new Diocese
2. The Diocese of Kampala would become the home diocese of the Archbishop.
3. Namirembe Cathedral would retain a dual role of being the diocesan Cathedral and Provincial Cathedral.

The demarcation of the new diocese was left to the discretion of the Namirembe Diocese, which decided to bring together the city suburbs of Nakasero, Mulago, Bukoto, Kamwokya, Ntinda, Kyambogo, Naguru, Kisugu, Bugolobi, Nsambya, Kiwuliriza, Luzira, Makerere, and Wandegeya to form the DoK.

The Bishops of the Diocese of Kampala in their succession are as follows:

1. The Most Rev Eric Sabiiti (1972-1974)
2. The Most Rev. Janan Luwum (1974-1977)
3. Most Rev. Silvanus Wani (1977-1984)
4. The Most Rev. Yona Okoth (1984-1995), who served with Rt Rev Gonahasa (1983-1998) as Assistant Bishop
5. The Most Rev. Mpalanyi Nkoyoyo (1995-2003), who served with Rt Rev Eliphaz Maari as Assistant Bishop
6. The Most Rev. Henry Luke Orombi (2003-2012), who served with Rt. Rev. Dr Zac Niringiye (2005-2012) as Assistant Bishop
7. The Most Rev. Stanley Ntagali (2012 to 2020), serving with Rt. Rev. Dr Hanington Mutebi (2014 - to 2020) as Assistant Bishop.
8. The Most Rev. Dr Stephen Samuel Kazimba Mugalu (2020 to date), serving with Rt. Rev. Dr Hanington Mutebi (2020-2024) as Assistant Bishop, and Rt. Rev. Fredrick Baalwa, as Assistant Bishop (2024 to date).

The Growth of the Diocese Over the Years

The largest growth was in the number of congregants, which increased from 303,510 in 2022 to 324,690 in 2024. Sub-parishes increased from 14 in 1972 to 20 in 2017 and to 28 in 2025. Parishes, which increased from 12 in 2016 to 13 in 2025. The Archdeaconries remained 3, but starting in January 2026, they will shift from a rotational to a permanent location at Ntinda (Eastern), Bugolobi (Southern), Makerere (Central) and All Saints (deanery). The DoK has now been in existence for more than 50 years. The number of male clergy increased from 18 in 1972 to 54 in 2016 and 69 in 2025. Similarly, the number of female Clergy increased from 2 in 1972 to 14 in 2016 and 28 in 2025, as shown in Table 1.

Table 1: Growth Trends of the Diocese

Category	1972	2016	2025	2026 (Feb)
Archdeaonries and deanery	None	3	3	4
Parishes	Not defined	12	13	13
Chaplaincies	3	7	7	7
Sub-parishes	14	20 (2017)	28	28
Male Clergy	18	54	69	69
Female clergy	2	14	28	28
Lay DoK Secretariat staff	2	16	18	18
Church-founded educational Institutions	4	7	7	7
Church-founded Health Units	0	0	0	0
Partners in Mission	Uncertain	5	10	10

1.3 Process of Developing the Strategic Plan

The development of the DoK Strategic Plan (2026–2030) was highly consultative and participatory. The process involved engagement with the Diocesan Synod, Council, Secretariat, Boards, Archdeaonries, Parish leaders, and representatives from the wider Christian community. The process started by reviewing the achievements of the previous DoK Strategic Plan 2017- 2026 and the lessons learnt, using them to shape the recommendations and focus areas for the new Plan. The review also included Strengths, Weaknesses, Opportunities, and Threats (SWOT) and Political, Economic, Socio-Cultural, Technological, Environmental, and Legal (PESTEL) Analyses, as well as stakeholder analysis, which were integrated into the consultative meetings and Key Informant Interviews (KIIs).

A mixed-methods approach combining quantitative and qualitative data collection was used to inform the new DoK Strategic Plan. The process involved a desk review of documents, consultative meetings across all archdeaonries, key informant interviews, an online survey, and validation meetings, as detailed below.

Desk Review of Documents

The exercise started with reviewing relevant documents, including the CoU Provincial Strategic Planning Framework, the Diocese of Kampala Constitution, and the National Development Plan (NDP IV), the DoK Strategic Plan (2017- 2026) Mid-Term Review (MTR) Report and other relevant documents, as presented in Annex 2.

Consultative Meetings

A consultative meeting was held with the DoK Strategic Planning task force. to present the Inception Report and agree on the approach and methodology, including the key stakeholders for consultation.

Additionally, three consultative meetings in three archdeaonries: Central Archdeaonry, Eastern Archdeaonry, and Southern Archdeaonry. The consultative meeting participants included the clergy, the Union, the Children’s ministry, the youth ministry, praise-and-worship youth representatives, and others.

The consultative meetings were held from 21st to 23rd October 2025. Figures 1 - 6 present a sample of participants in the group work from the Archdeaconries. The full list of participants in the consultative meetings is attached in Annex 5.



Figure 1: Central Archdeaconry Participants at the Consultative Meeting held at All Saints Cathedral



Figure 2: Central Archdeaconry Group Work at the Consultative Meeting held at All Saints' Cathedral



Figure 3: Southern Archdeaconry Consultative Meeting Participants held at the Church of the Resurrection, Bugolobi.



Figure 4: Southern Archdeaconry Group Work Discussion at the Consultative Meeting held at the Church of the Resurrection, Bugolobi.



Figure 5: Participants of the Eastern Archdeaconry during the Consultative Meeting held at St. Andrews Church, Bukoto



Figure 6: Participants during a Group Work Discussion at the Consultative Meeting held at St. Andrews Church, Bukoto

Key Informant Interviews

Key Informant Interviews (KIIs) were conducted among the DoK technical staff and senior officials, including the Archbishop, Assistant Bishop, the All-Saints Cathedral Provost, the Vicars for Bukoto and Bugolobi, the Chairpersons of Boards and the like, to gather feedback regarding the achievements of the previous strategic plan, the strengths, weaknesses, opportunities and threats, as well as proposed priorities for the new DoK Strategic Plan. The full list of KII respondents is attached Annex 6.

On-line Survey

An online survey was conducted among congregants across all DOK parishes to collect quantitative data using a structured questionnaire. The data collected included feedback on the achievements of the previous strategic plan, as well as strengths, weaknesses, opportunities, and threats, and proposed priorities for the new Plan.

Validation Meetings

A validation meeting will be held to consolidate feedback and validate the draft Plan. The meeting participants will include stakeholders from all the Archdeaconries, mirroring the representation at the consultative meetings.

1.5 Rationale for the Strategic Plan

The development of this Strategic Plan stems from the Diocese's desire to provide clear direction, accountability, and coordinated, holistic growth. Without the Strategic Plan, there is no clear guidance or focus, which would limit the diocese's success. This strategic plan was developed before the previous one expired to align with the CoU Provincial Strategic Plan (2026-2031), which serves as an overarching framework for diocesan strategic plans. The Diocese operates in an increasingly complex urban context characterised by:

1. Rapid population growth and urbanisation
2. Rising youth unemployment
3. Growing digital and social media influence
4. Moral and family disintegration
5. Inequality and urban poverty
6. Environmental degradation

These realities demand a renewed, strategic approach to ministry that addresses complex needs across spiritual, socio-economic, health, psychosocial, and environmental dimensions. The diocese's location at the heart of Kampala City also calls for customised approaches to urban evangelism that fit the context. The Diocese seeks to serve as a model of effective urban ministry that is spiritually vibrant, socially responsive, and economically sustainable.

The Strategic Plan also positions the Diocese to leverage emerging opportunities in technology, innovation, the political arena, private sector collaboration, and interfaith partnerships.

Ultimately, the Plan aims to guide the diocese in fulfilling its mission of proclaiming the gospel of Christ and holistically and inclusively transforming the lives of Ugandans living in the capital city, its peripherals and beyond. This Strategic Plan aligns with the Provincial Strategic Planning Framework 2026-2030 and the National Development Plan, launched by the Archbishop in April 2025.

2. SITUATIONAL AND CONTEXT ANALYSIS

Understanding the external context (urbanisation, policy shifts, socio-economic trends, religious and cultural factors) is crucial in shaping the Diocese's strategic direction for 2026-2030.

2.1 The Economic Context

The broader national economic environment inevitably shapes the DoK's operations, ministry priorities, and organisational sustainability. Uganda's economy recorded steady growth, with gross domestic product (GDP) increasing by 5.3% in FY 2022/2023, up from 4.6% in FY 2021/2022¹. The national economic expansion from UGX 168,883 billion to UGX 184,288 billion creates opportunities and pressures that directly affect diocesan activities, income streams, and community well-being.

Given the DoK's strategic location at the centre of Uganda's political, commercial, and financial hub, sector performance has specific implications for the diocese's activities. The service sector in Kampala accounts for 47%,² of Kampala's economy, which is heavily driven by services, finance, education, health, hospitality, Information and Communication Technology (ICT) and professional services. This positioning provides the Diocese with access to a large pool of professionals and skilled labour within its congregations, a stronger potential for partnerships with corporate entities, Non-Government Organisations (NGOs), and institutions, as well as opportunities to expand service-led ministry programs such as education, counselling, health outreach, financial literacy, and youth skilling. The presence of manufacturing, construction, and real estate activities in Kampala boosts employment and business opportunities for parishioners. The DoK operates in the country's most vibrant economic region. National economic growth presents opportunities for resource mobilisation, ministry expansion, and institutional strengthening. However, economic shocks such as inflation, high cost of living, and high levels of unemployment, particularly among the youth, continue to affect congregational welfare, necessitating robust diocesan social ministry and economic empowerment programs.

Uganda's broader economy and the church face declining external aid, which influences the operating environment for civil society and religious institutions. Additionally, in an economy where many congregants face financial hardship, offerings, tithes, and donations fluctuate with members' ability to contribute, posing a financial constraint on the church's operations. The broader economic strains, such as inflation and slow growth, reduce households' disposable income, thereby limiting church giving (The World Bank, Uganda Economic Update, 25th edition, September 2025).

2.2 Ecclesiastical Context

The DoK operates within the Ugandan religious landscape, which comprises multiple religious identities and formations. This Strategic Plan will operate within the Ugandan ecclesiastical context, including the diverse religious identities, the ecumenical context, and the interfaith context.

¹ Uganda Bureau of Statistics (UBOS) Annual Gross Domestic Product Report (2023)

² Uganda Bureau of Statistics (UBOS) Annual Gross Domestic Product Report (2023)

2.3 Uganda's Context

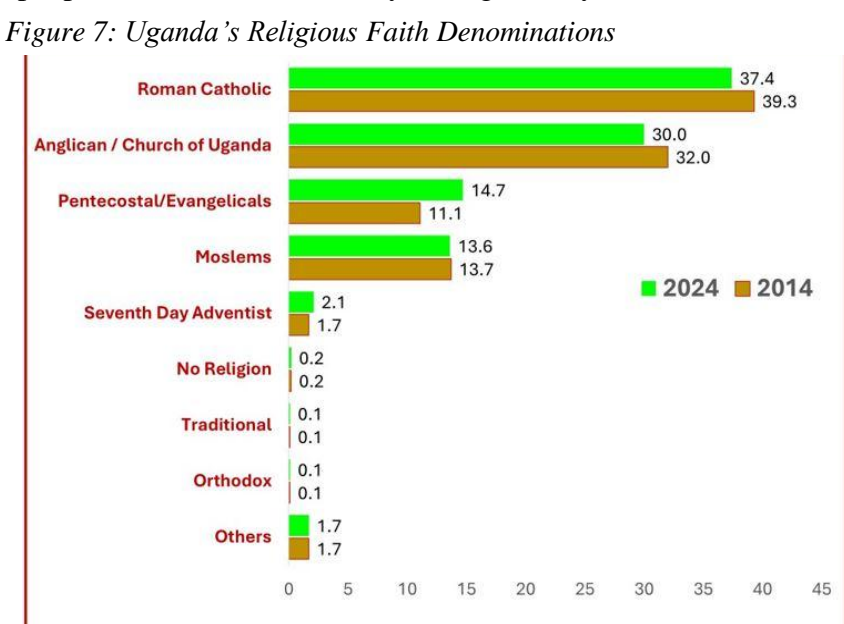
Uganda's religious landscape continues to evolve rapidly, with visible shifts in both urban and rural expressions of Christian faith. These changes are especially pronounced in Kampala, where the DoK operates at the centre of the country's most diverse and vibrant religious environment. The demographic changes, particularly the increasing proportion of young people and women actively participating in church life, are reshaping worship patterns, ministry needs, and leadership dynamics. Congregations are increasingly characterised by youthful energy, high expectations for participatory worship, and a desire for ministries that address contemporary social and economic challenges.

Technological adoption is also transforming worship. The growing use of ICT has enabled online worship, digital evangelism, livestreamed services, and social media-driven fellowship. These innovations have expanded the reach of churches, particularly in urban centres like Kampala, where digital platforms have become integral to communication and discipleship, but also pose a threat of widespread false doctrines targeting DoK congregants as potential new members. Worship styles continue to evolve, with more lively and contemporary forms emerging alongside traditional liturgical expressions. Churches across the diocese are embracing blended worship that incorporates music, drama, multimedia, and youth-led programmes.

Uganda's 1995 Constitution guarantees freedom of religion and expression, resulting in a wide diversity of denominations, sects, and spiritual movements. In Kampala, this diversity is even more pronounced, as the city hosts Catholic, Orthodox, Pentecostal, Evangelical, Charismatic, Muslim, Bahá'í, Seventh-day Adventist, and other faith communities. This pluralistic religious environment requires the DoK to maintain a strong Anglican identity while engaging respectfully and constructively with other religious expressions.

According to the 2024 Census of Population and Housing, the number of Anglicans increased from 10,900,000 in 2014 to 13,770,000 in 2024. Kampala Capital City has a population of [1,797,722](#), while the daytime population (people who come into the city during the day) is [2,503,174](#).

The percentage of Anglicans dropped from 32% to 30%. The Catholic faith has the biggest proportion of members (37%), which also dropped from 39%, followed by the Anglicans (30%), Moslems (13.6%), the Pentecostals/Born Again/Evangelical (14.7%), Seventh-day Adventist (2.1%), Traditional (0.1%), No religion (0.2%), the Orthodox (0.1%) and others (1.7%) as shown in Figure 7.



Source: Census 2024 National Housing and Population

The highest growth was among the Pentecostals, from 11% to 15%.

2.4 The Inter-faith Context

As the seat of national religious leadership and home to multiple faith headquarters, Kampala provides a unique platform for inter-faith engagement, dialogue, and collaborative action. The CoU, including DoK, through the Provincial Secretariat, is an active member of the Inter-Religious Council of Uganda (IRCU), a national body that brings together major faith institutions to jointly address common issues.

The IRCU membership comprises the Institutionalised Religious Bodies (IRBs), including:

1. The Roman Catholic Church
2. The Church of Uganda
3. The Uganda Muslim Supreme Council
4. The Uganda Orthodox Church
5. The Seventh-day Adventist Uganda Union
6. Born Again Faith in Uganda (BAF)
7. National Alliance of Pentecostal and Evangelical Churches in Uganda (NAPECU).

In Kampala, these institutions have a strong physical and programmatic presence, making collaboration both essential and practical. The DoK routinely interacts with these groups in areas such as community outreach, urban social ministry, disaster response, and peacebuilding.

The DoK is also an active member of the Uganda Joint Christian Council (UJCC), which brings together the Church of Uganda, the Roman Catholic Church, and the Uganda Orthodox Church. Given Kampala's centrality in national Christian leadership, the Diocese often plays a prominent role in UJCC initiatives on justice, peace, governance, family life, and social transformation.

As Uganda pursues middle-income status, the urban context of Kampala continues to witness the rapid expansion of Pentecostal, Evangelical, and "prosperity gospel" movements. These expressions of faith appeal especially to the city's youthful population and those striving for economic advancement. While they offer hope to many urban dwellers, they also present theological, pastoral, and discipleship challenges that the DoK must address through renewed emphasis on holistic ministry, sound teaching, and responsive engagement.

To remain relevant in this rapidly changing environment, the DoK must strengthen its holistic development programmes, integrating spiritual formation with socio-economic empowerment. This includes education, health, water and sanitation initiatives, child and youth development, gender inclusion, and climate-responsive ministry. Strong inter-faith partnerships and collaborative platforms such as IRCU and UJCC provide strategic opportunities for the Diocese to expand its impact, advocate for social justice, and contribute to peace and transformation in Kampala and the nation at large.

2.5 Key Assumptions

The DoK Strategic Plan has been developed based on the following major assumptions:

- 1) Consensus among diocesan and parish leaders on key priorities, goals, and interventions.

- 2) Commitment by the parishes to develop and implement action plans aligned with this DOK Strategic Plan.
- 3) Mobilisation and allocation of adequate financial, human and material resources towards the implementation of this DOC Strategic Plan.
- 4) Prudent management of diocesan assets, including land, buildings, and financial resources.
- 5) Stable political and security environment in Kampala city to ensure smooth implementation of diocesan programs.
- 6) Securing full ownership and legal control of diocesan land, properties, and other assets.
- 7) No occurrence of severe disasters or adverse climatic events that could negatively affect diocesan institutions, parishes, schools, or income-generating projects.

2.6 SWOT Analysis

The review analysed the internal factors (strengths and weaknesses) and external factors (opportunities and threats) that are likely to influence DoK plans and interventions, positively or negatively. The SWOT analysis is presented in **Table 2**.

This section presents an overview of the Diocese’s operating context and a SWOT Analysis summarising its key strengths, weaknesses, opportunities, and threats. The success of this Strategic Plan will depend on the DoK’s ability to build on its strengths, address weaknesses, seize opportunities, and effectively manage challenges within an increasingly complex urban and digital landscape.

Table 2: SWOT Analysis for the Diocese of Kampala

STRENGTHS – Internal Environment	WEAKNESSES – Internal Environment
1. Well-defined governance and administrative structures with established leadership systems.	1. The city’s fast-paced and transient lifestyle makes sustained discipleship and follow-up challenging.
2. Sound doctrinal teaching across DoK and emphasis on biblical teaching. Strong spiritual foundation.	2. Overreliance on offertory and limited income-generating activities (IGAs) for churches, parishes and diocese.
3. Availability of skilled staff at the Dioceses	3. Limited physical space for church expansion within the urban environment.
4. Strong children's ministry	4. Limited dissemination of the strategic plan, limited monitoring of its implementation and adherence to it
5. Diversity of congregations drawn from multiple cultural and socio-economic backgrounds, enriching worship and ministry.	5. Inadequate teamwork in some parishes and weak sense of fellowship and limited bonding among members due to mobility and urban individualism.
6. Most members are highly educated and professional, and some are influential individuals in government, academia, and the private sector.	6. Limited land for expansion and high real estate costs in Kampala.
7. Strong financial base and giving potential among parishioners.	7. Multi-cultural and denominational diversity sometimes causes misunderstandings and reduced cohesion.
8. Strategic geographical location at the heart of Uganda’s capital city, increasing visibility and influence.	8. Lack of a land registry to know the amount of property under the diocese.
9. Proximity to modern training, educational, and communication facilities (e.g. Uganda Christian University (UCU), Namugongo Seminary, other government and private universities and digital platforms).	9. Poor management of tenants, who sell property to other people not known by DOK.
	10. Limited streamlining of DoK groups, with each group having different constitutions, e.g. MU, FU, CWF
	11. Not having a sustainability plan for the schools run by the government
	12. Poor documentation and record keeping, and limited data for decision-making.

STRENGTHS – Internal Environment	WEAKNESSES – Internal Environment
<ul style="list-style-type: none"> 10. Well-trained clergy, staff, and ministry teams with the capacity to use digital tools for ministry. 11. Established ministries, chaplaincies, and outreach programmes serving diverse groups. 12. Strong institutional reputation, credibility and goodwill from government and development partners and the private sector. 13. Capacity to leverage technology for evangelism, communication, and administration. 14. Well-trained clergy and staff with digital capacity. 15. Internal conflicts within church structures. 16. Weak discipleship structures limiting member growth. 	<ul style="list-style-type: none"> 13. Some congregants have limited literacy or exposure, creating communication and engagement barriers. 14. Declining commitment and viewing ministry as employment rather than a calling. 15. Weak discipline systems for church workers when in the wrong. 16. Inadequate succession planning and weak handover systems. 17. Lack of some diocesan policies, e.g. regarding HR, financial management, resource mobilisation, and procurement. 18. Limited legal oversight capacity, yet numerous unresolved legal issues. 19. Organogram gaps key functions like audit, M&E, and estates lack independence. 20. Limited involvement of parishioners in major decisions. 21. Funding gaps for clergy welfare, including rent and medical. 22. Non-standardised clergy emoluments. 23. Poor prioritisation, e.g. clergy farewell cars versus clergy salaries and health insurance. 24. Mismanagement of tenants and undocumented property dealings. 25. Underutilisation of land and other resources. Idle properties increase the financial burden. 26. Weak supervision and monitoring between the diocese and parishes. 27. Limited teams and inactive committees slow down decision-making. 28. Limited knowledge on some technical issues, such as climate change, financial management, HR, etc. 29. Limited teaching materials and facilities for the children’s ministry planning and limited outreaches. 30. Leadership conflicts and institutional challenges. 31. No intentional building of mission teams and conducting missions 32. .Limited funding for some critical strategic plan interventions under evangelism and communication. 33. Slow adaptation to technological change and contemporary worship. 34. Low biblical grounding among congregants and some preachers.

STRENGTHS – Internal Environment	WEAKNESSES – Internal Environment
OPPORTUNITIES – External Environment	THREATS (External Environment)
<ol style="list-style-type: none"> 1. High availability of information technology enhances communication, discipleship, and outreach. 2. Strategic location in the capital city enables networking, partnerships, and collaboration with government, the private sector, and development agencies. 3. A large and diverse urban population presents evangelism and mission opportunities. 4. Expanding digital space and social media platforms for evangelism, online worship, and communication. 5. Growing youth population with creativity, energy, and potential for ministry innovation. 6. Freedom of worship and a favourable religious environment allowing open evangelism. 7. Exposure to training opportunities for clergy and laity through local and international networks. 8. Possibility for partnerships with media houses, universities, and marketplace ministries. 9. Partnership potential with universities, media, NGOs, and marketplace ministries. 10. Technology availability for ministry innovation. 11. National recognition and political influence 12. Many opportunities for IGAs and economic empowerment. 	<ol style="list-style-type: none"> 1. Cults and distorted doctrines competing for followers. 2. Economic pressures and unemployment are reducing giving and participation. 3. Growing secularism, moral relativism, and social media misinformation. 4. Strong competition from Pentecostal, Islamic, and other faith movements. 5. Global cultural shifts are challenging church doctrine. 6. Political uncertainty over power transition. 7. Urban poverty, congestion, and pollution are affecting the ministry's reach. 8. Rising compromise and doctrinal laxity. 9. Land wrangles and legal disputes. 10. Digital misinformation and false teachings are overshadowing the gospel. 11. Increased religious extremism. 12. Political influence attempting to direct church affairs. 13. Overcrowded religious field with many independent ministers.

2.7 PESTEL Analysis

The process of developing this strategic plan involved an analysis of the political, economic, socio-cultural, technological, environmental, and legal (PESTEL) factors that affect or are likely to affect DoK programmes, as presented in Table 3.

Table 3: PESTEL Analysis

Factor	Observations	Implication to DoK
Political	<p>Positive</p> <ul style="list-style-type: none"> • Consistent Leadership calls for peace, national unity, and respectful civic engagement. • Human rights engagement through senior leadership and structures, like in the Inter-Religious Council of Uganda, to advocate for justice and fairness within society. • Efforts of church officers to remain non-partisan and uphold integrity. <p>Negative</p> <ul style="list-style-type: none"> • Volatility in the political space, including the uncertainty of the transition of power. • Highly sensitive political environment affecting church operations. • Restriction on prophetic voices and sermons. • Political interference in leadership and donations. • Divisions in congregations based on political affiliations. • Political campaigns, demonstrations, and government regulations impacting church activities. • Lack of leadership grooming programs for Christians to enter public service or market sectors. 	<ul style="list-style-type: none"> • Reduces tensions and promotes stability within the community. • Advocacy for justice and fairness within society. • Reinforces trust and avoids divisive politics. • Creates uncertainty and fear among congregants. • Limits the independence of church operations. • Potential internal conflicts if political divisions are not managed. • Reduces the ability to influence society through leadership.
Economic	<p>Positive</p> <ul style="list-style-type: none"> • Ownership of strategic assets such as land and buildings in the city. • Strategic location at the centre of the capital city. • Many high-earning congregants. <p>Negative</p> <ul style="list-style-type: none"> • Economic challenges: inflation, high taxation, and high cost of living. • High unemployment rates, particularly among the youth and high-income disparities among members. • Reduced donor funding and project closures. • Poor resource management and prioritisation. Tendency to focus on individual projects rather than collective benefit. 	<ul style="list-style-type: none"> • High potential for investment returns. • Ability to support the DoK projects. • Financial vulnerability affecting long-term programs. • Limits church members' earning and giving capacity • Risk of unsustainable projects. • Limits DoK's self-reliance and sustainability.

Factor	Observations	Implication to DoK
Social	<p>Positive</p> <ul style="list-style-type: none"> • Efforts towards holistic community care. The Diocese runs Family Life, Karis Ministry and Compassion International ministries to support vulnerable families and children. • Inclusive sacraments such as Baptism and Holy Communion that reinforce belonging and spiritual formation. <p>Negative</p> <ul style="list-style-type: none"> • Urban lifestyle influencing congregation behaviour (e.g., dress codes, high dependency ratio). • Tribalism and social discrimination within congregations. • High social problems: drug/alcohol abuse, domestic violence, street children, and poverty. • Cultural diversity and foreign influences are impacting traditional Christian values. • Weak functional linkages between parish and diocese. 	<ul style="list-style-type: none"> • Efforts towards meeting the holistic needs of members. • Provides a sense of belonging and togetherness. • Potential fragmentation and lack of unity. • Difficulty in maintaining Christian values. • Challenges in implementing social and development programs.
Technological	<p>Positive</p> <ul style="list-style-type: none"> • Online platforms, such as social media • Family TV • Increased accessibility to gadgets such as phones and computers. <p>Negative</p> <ul style="list-style-type: none"> • Low capacity among clergy to use modern technology. • Social media influences congregations, sometimes negatively. • Reduced physical attendance due to online church. • Limited network infrastructure and slow adoption of digital tools. 	<ul style="list-style-type: none"> • Can be leveraged for sermons and mobile communications, and churches connect with congregants beyond physical walls. • Missed opportunities in digital evangelism. • Risk of negative influence from social media.
Environmental	<p>Positive</p> <ul style="list-style-type: none"> • Ownership of large pieces of land that could be harnessed to environmental conservation. • Environmental stewardship values: The Diocese explicitly practises conservation of nature and environmental protection among its core values <p>Negative</p> <ul style="list-style-type: none"> • Environmental degradation, pollution, and poor waste management. • Flooding and climate change are affecting church property and communities. • Limited environmental policies or programs at the parish/diocesan level. • Mismanaged garbage and littering from plastics, etc. 	<ul style="list-style-type: none"> • The land and institutions can be harnessed to environmental conservation, such as afforestation and rainwater harvesting. • Risk to properties and community health. • Missed opportunity to lead environmental stewardship. • Hygiene-related health issues

Factor	Observations	Implication to DoK
Legal	<p>Positive</p> <ul style="list-style-type: none"> • The province and dioceses each have a Chancellor who oversees legal issues. • The DoK strategic diocesan planning and leadership appointments reflect structured governance. <p>Negative</p> <ul style="list-style-type: none"> • Encroachment on church land and property disputes. • Limited access to legal expertise; diocesan legal support is reactive. No full-time legal officers. • Conflicts between secular laws and Christian values. • Need for compliance with national regulations. <ul style="list-style-type: none"> • The parishes are not legal entities 	<ul style="list-style-type: none"> • The Chancellor advises the province and dioceses on legal issues. • Risk of legal disputes and financial losses. • Some legal cases are not attended to on time, which leads to higher risks for the diocese. • Limited ability to protect church assets proactively. • Limits their returns on investment and legal transactions.

2.8 Emerging Issues from the Situational and Context Analysis

The situational and contextual analysis reveals a rapidly evolving economic, social, ecclesiastical, and institutional environment that presents both opportunities and challenges for the DoK as it prepares for the 2026–2030 strategic period. Operating at the centre of Uganda’s political, commercial, and religious centre, the Diocese is increasingly influenced by urbanisation, economic pressures, demographic shifts, technological change, and heightened religious pluralism.

Limited income generation and DoK financial sustainability. The Diocese’s continued reliance on offertory, fundraising collections from parishioners and limited IGAs, coupled with underutilised and now well-managed land and assets, exposes it to financial vulnerability and limits its ability to sustain long-term ministry, staff welfare and social support programmes. While national economic growth presents opportunities for partnership and investment, inflation, high cost of living, declining external aid, and high youth unemployment are constraining congregants’ disposable income and reducing the predictability of church giving.

The changing religious landscape in Kampala. Although the Anglican Church has grown numerically, its proportional share of adherents has declined, while Pentecostal, Evangelical, cultic and prosperity-oriented movements continue to expand rapidly, particularly among urban youth. This increasingly competitive and pluralistic environment, amplified by digital platforms, has led to the wide spread of distorted doctrines, misinformation, and weakened theological grounding among some congregants. Maintaining a clear Anglican identity while remaining relevant and engaging in ecumenical and interfaith collaboration is an ongoing challenge.

Limited church planting: Very few new churches were planted in the DoK despite the significant potential of its rapidly growing urban population. This remains an untapped potential for growth.

Weak and non-structured discipleship programs. While evangelistic activities have expanded and worship has become more contextualised, numerical growth has not consistently translated into deeper spiritual maturity, commitment, or active service. The absence of a standardised diocesan

discipleship framework and manual, limited monitoring, and the transient urban lifestyle hinder sustained faith formation and follow-up, particularly among young people and new converts.

Demographic and social transitions. A predominantly youthful population brings energy, creativity, and potential for ministry innovation, but also presents complex social challenges, including unemployment, substance abuse, family instability, and mental health concerns. Children and youth ministries have expanded, yet staffing gaps, inadequate facilities, and limited safe spaces remain significant constraints.

Inclusion challenges. Although the interventions often target all parishioners, certain groups are often left out due to a lack of deliberate strategies for broader inclusion that address their specific needs. The categories that are less involved and hence require direct targeting for greater inclusion are persons with disabilities, men to be engaged in regular ministry and fellowships, youth, children, and women's participation in church leadership.

Digital error and associated opportunities and risks. The increased use of online worship, social media, and digital communication has expanded the Diocese's reach and visibility, especially in urban contexts. However, limited digital capacity among some clergy, reduced physical attendance, digital addiction, and exposure to online misinformation threaten cohesion, discipleship, and doctrinal integrity. Weak institutional communication structures further limit the Diocese's ability to shape narratives and engage effectively in the public space.

Weak governance, leadership, and institutional capacity gaps. Weak policy enforcement, inconsistent alignment of parishes with diocesan plans, non-standardised clergy remuneration, inadequate staff welfare, and unresolved legal and land issues undermine accountability, morale, and sustainability. Poor documentation, weak monitoring, and evaluation of the strategic plan interventions further constrain evidence-based decision-making.

Urban social challenges and environmental risks. Urban poverty, congestion, pollution, climate-related flooding, and limited environmental programming affect both congregations and church assets. At the same time, there are rising parishioners' expectations for the Church to provide holistic social services, health, education, livelihoods, and family support, yet diocesan infrastructure and resources remain limited.

Weak human resource procedures and practices. The limited professionalisation of HR practices creates gaps in matching the right technical jobs with relevant competencies, poor staff remuneration and retirement support, limited staff development and other operational challenges. This calls for reviewing HR policies and procedures, restructuring staff, and filling vacant offices with relevant technical staff.

These emerging issues underscore the need for the DoK to reposition itself strategically by strengthening institutional systems, deepening discipleship, investing in youth and digital ministry, improving asset and resource management, and advancing holistic, inclusive, and sustainable urban ministry in an increasingly complex and competitive environment.

2.9 Stakeholder Mapping

Key stakeholders in the 3 Archdeaconries conducted a stakeholder mapping for the DoK. The key stakeholders mapped included allies/promoters, competitors, and adversaries. The mapping highlighted DoK expectations across key stakeholder categories and stakeholder expectations of DoK, as presented in Table 4.

Table 4: DoK Stakeholder Analysis Matrix

Stakeholder	Stakeholder Expectations from DoK	DoK Expectations from Stakeholders	Category
Media	Leadership, money, news content	Consume their news, accurate coverage, broadcasting DOK programs and sermons	Allies/adversaries
Health Institutions	Transparency, guidance, spiritual support	Professional support	Allies
The Provincial Secretariat	Alignment with CoU Strategic Framework. Compliance with the CoU constitution, policies and canons.	Development/review and dissemination of the CoU Strategic Planning Framework. Strategic direction and guidance. Instituting appropriate and effective policies and systems Technical support to the DoK staff	Allies
DoK Affiliate Schools / Education Institutions	Protection, manpower, oversight	Leadership roles, support partnerships, participation, accountability	Promoters /Allies
Parishioners	Spiritual nourishment, support services	Commitment, participation, and financial contributions	Promoters/Allies
Government (KCCA, NIRA, Ministries)	Ministry engagement, correct reporting	Compliance, branding, policy support	Allies/adversaries
Political Leaders	Political platform	Funding without compromising church values	Allies/adversaries
Commercial Institutions/Banks	The church takes loans	Partnerships, favourable financial terms	Allies/adversaries
Partners in Mission, e.g. Compassion, Life Ministry, Bible House, Navigators, Bible Study Fellowship (BSF)	Partnership in ministry, access to congregants	Partnership in ministry, collaboration. support in training and discipleship	Allies/Competitors
Business Community	Marketing platforms, prayers, guidance, and officiating at their functions	Collaboration, financial support	Promoters/Allies
Clergy	Fair remuneration, health insurance, capacity building, good leadership and justice.	Dedicated service above self, integrity, and accountability	Promoters/Allies
Support Staff	Recognition, fair remuneration, health insurance, capacity building, good leadership and justice.	Dedicated service, integrity and accountability	Promoters/Allies

2.10 Stakeholders for Implementation of the Strategic Planning Framework

Successful implementation of the DoK Strategic Plan by the Diocesan Secretariat with support from other stakeholders at all levels, including MDAs, KCCA, development partners, DoK-affiliated institutions, DoK organs, the media and the Christians. Below are the key actors and their roles in implementing the framework.

Diocesan Secretariat: The Diocesan Secretariat's role will include implementing Diocesan Synod and Council resolutions, communicating information effectively between the Diocese and Archdeaconries and Parishes, and advising and building the capacity of Parish Staff and ministry teams for effective ministry. The Secretariat also provides technical support for implementing the Strategic Plan and developing institutional operational frameworks, such as Diocesan Constitutions and other guidelines and policy documents aligned with the Provincial Constitution and other Provincial institutional frameworks.

The Secretariat will disseminate the DoK Strategic Plan to all Diocesan staff, Archdeaconries, and Parishes, and implement and oversee its implementation. The Secretariat, together with Archdeaconries and Parishes, shall mobilise resources for the implementation of the Plan, recruit competent technical staff and ensure good stewardship, transparency and accountability. The DoK will organise quarterly review meetings with key stakeholders at the diocesan level to review progress, understand challenges and lessons learnt and agree on priority activities for the next quarter.

Heads of Directorates, Departments and Units: The role of directors, heads of departments, and units is to provide effective management and coordination of programme activities within their respective departments and to serve as stewards of church resources. They will plan and provide for staff training and development.

Christians/Church Congregations: Christians/Church congregations, from the grassroots level of the Diocesan Strategic Plans, will actively participate in the design, implementation, and M&E of the plans. The Christians will support the dioceses by participating and providing technical input in their professional areas. The Christians will further provide financial support to boost the implementation of the Diocesan and church projects.

Faith-Based Institutions and Ecumenical Bodies: Faith-based institutions and ecumenical bodies, such as UJCC and IRCU, and Para-church institutions, like Scripture Union, FOCUS, Uganda Bible Society, and CMS, will be key partners and collaborators in joint advocacy, ministry, and information and resource sharing, as they respect DoK's core values.

Government and Local Authorities: Freedom of worship and congregation is provided for in the Constitution of the Republic of Uganda. The Government of Uganda is further responsible for upholding justice and the rule of law, ensuring security, and providing social amenities such as roads, water, and electricity. The DoK will collaborate with MDAs such as the OPM, MoH, MoGLSD, MOES, NIRA, and KCCA, as well as government programs such as Operation Wealth Creation and the Parish Development Model, to provide socio-economic services to households and communities.

Private Sector, NGOs, CBOs and Communities: The private sector, NGOs, and Community-Based Organisations (CBOs) are key partners in implementing DoK activities. Companies, corporations, foundations, and individuals, through their corporate social responsibility, shall be encouraged to galvanise resources to support church activities, including mission and evangelism, as well as support for vulnerable households, especially, during disasters and for refugee communities.

Development Partners: The DoK appreciates the partnership and collaboration of development partners in supporting various DoK institutions through financial, human, and material support. The partnerships further provide opportunities to engage in ministry worldwide.

Civic and Cultural Leaders: The DoK envisages partnering with communities to raise awareness of various developmental issues, implement development programmes, and address harmful traditional practices and GBV. The civic and cultural leaders will play a key role in mobilising communities for development and ministry activities.

The Media: The media shall play a key role in promoting DoK programmes and messages, disseminating information about the Church's programmes and activities, and in publicity and advocacy. The media is expected to provide accurate news and information and to report on and cover church programmes ethically.

The stakeholder analysis matrix in Table 5 presents a breakdown of stakeholders and their expectations of DoK, as well as those of key stakeholders.

Table 5: Key Stakeholder for DoK Strategic Plan Implementation and Their Roles

Stakeholder	Key Roles of the Stakeholder
Office of the Archbishop	<ul style="list-style-type: none"> • Strategic direction and guidance • Exemplary and visionary • Leadership • Spiritual and administrative oversight • Leadership in the selection and ordination of Bishops. • Administering sacraments • Enforcing church discipline • Fostering transparency, accountability and teamwork
The Provincial Secretariat	<ul style="list-style-type: none"> • Development/review and dissemination of the broader CoU Strategic Planning Framework, strategic direction and guidance, • instituting appropriate and effective policies and systems, capacity building of the Diocesan staff, and technical support to the DoK
Diocesan Secretariat	<ul style="list-style-type: none"> • Develop a DoK Strategic Plan aligned with CoU Strategic Planning Framework • Technical support to Archdeaconries and parishes for the implementation of the Strategic Plan • Regular tracking of the implementation of the Strategic Plan and periodic evaluations, such as baseline, midterm and end-term evaluations. • Timely reporting • Transparency and accountability • Policy implementation • Organise/mobilise the DoK staff for capacity building

Stakeholder	Key Roles of the Stakeholder
	<ul style="list-style-type: none"> • Staff motivation and fair remuneration • Convene annual review meetings • Co-facilitate Archdeaconry-level semi-annual and quarterly review meetings. • Coordinate reporting from the Archdeaconries • Timely reporting to the Provincial Secretariat
Diocesan Board	<ul style="list-style-type: none"> • Strategic guidance and direction of DoK • Diocese staff motivation • Provide oversight of diocesan programmes and activities
Archdeaconries	<ul style="list-style-type: none"> • Oversight for the day-to-day implementation of the annual workplans that are aligned to the DoK Strategic Plan. • Convene quarterly and semi-annual review meetings • Coordinate reporting from the parishes • Timely reporting to the Diocese
Parishes and Churches	<ul style="list-style-type: none"> • Main implementers of the DoK Strategic Plan • Develop an annual workplan and budget aligned to the DoK Strategic Plan • Accountability and transparency • Good stewardship of church resources • Timely reporting to the Archdeaconries
Heads of Department and Units	<ul style="list-style-type: none"> • Develop departmental annual workplan and budgets aligned to DoK Strategic Plan • Accountability and transparency • Good stewardship of church resources • Implementation of departmental plans • Effective coordination of programme activities
Christians	<ul style="list-style-type: none"> • Involvement in Church programmes and activities (design, implementation and M&E). • Financial support to church programs and leaders
Faith-based institutions and ecumenical bodies, e.g. UJCC, IRCU, etc.	<ul style="list-style-type: none"> • Respect for DoK core values • Partnerships and collaborations • Information and resource sharing • Joint advocacy and cooperation for the ministry
Service providers	<ul style="list-style-type: none"> • Value for money for the services and goods provided • Quality and efficient delivery of services and goods
MDAs (as OPM, MoH, MGLSD, NIRA, URA and KCCA, MoLHUD)	<ul style="list-style-type: none"> • Security • Freedom of worship • Support in processing DoK land titles • Provision of social amenities, e.g. roads, water, electricity, etc • Sensitivity to the needs of the • Church • Justice and rule of law
Partners in mission (Caritas and Compassion International)	<ul style="list-style-type: none"> • Partnership and collaboration • Financial, human and material Support • Opportunities to engage in ministry worldwide • Respect for DoK values and principles
Private Sector, NGOs, CBOs, communities	<ul style="list-style-type: none"> • Partnership and collaboration • Opportunities to engage in ministry
Civic and Cultural leaders	<ul style="list-style-type: none"> • Partnership and collaboration on development programmes and dispelling harmful traditional practices and GBV. • Transparency and accountability

Stakeholder	Key Roles of the Stakeholder
	<ul style="list-style-type: none"> • Recognition of the Church and its role within communities • Exemplary leadership
Media	<ul style="list-style-type: none"> • Accurate news and information on the programmes and activities of the DoK • Partnership and collaboration in communicating church programmes and the gospel. • Ethical Reporting and coverage of church programmes • Provide a platform for the dissemination of the Church programmes

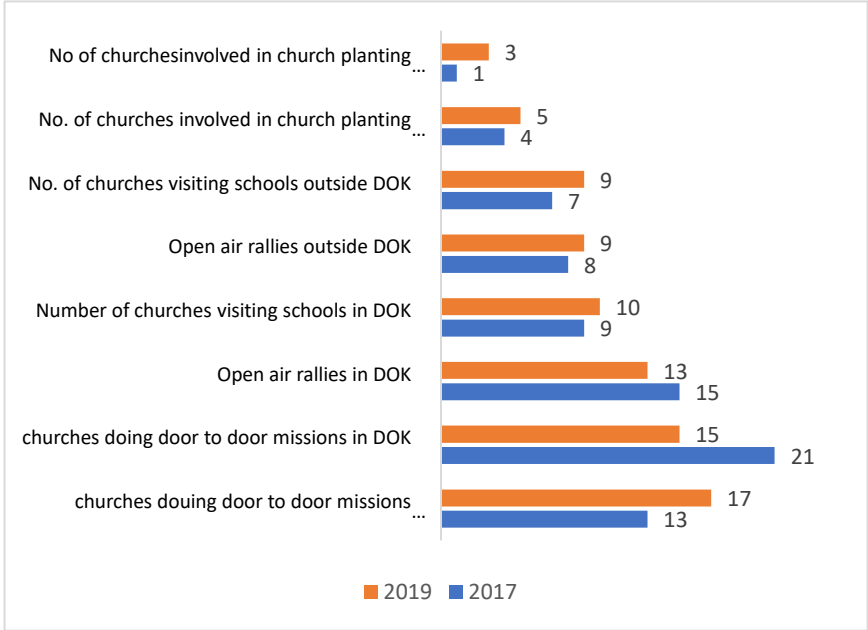
3.0 KEY ACHIEVEMENTS OF THE DOK STRATEGIC PLAN 2017- 2026

The key achievements of the previous Strategic Plan, as noted by respondents, are organised by its strategic objectives.

Objective 1: Enhance the proclamation of the gospel and grow the church membership by at least 50% over the period

According to KIIs and participants in consultative meetings, this objective was partially achieved. However, the exact growth figures were not available. The gospel was actively preached, and churches made strides in conducting outreaches, as shown in Figure 8. Findings from the consultative meetings revealed that the DoK facilitated extensive gospel outreach and community engagement. The gospel was actively proclaimed through various channels, including door-to-door evangelism, school ministries, parish and inter-church outreaches, crusades during mission week, and partnerships with para-church organisations. Many individuals reportedly gave their lives to Jesus Christ, reflecting successful evangelism, although record-keeping and data analysis were still wanting in most churches.

Figure 8: Key achievements under objective 1



Source: DoK Strategic Plan MTR Report

Church activities such as fellowships, home cell ministries, diocesan prayer events, leadership workshops, and youth programs contributed to sustained spiritual engagement and growth in both main churches and fellowship groups. Additionally, the churches invested in children and youth camps, conferences, rallies, overnights, and other community outreaches. These efforts show an intentional focus on reaching out to more youth, children, and other community members to meet their needs.

Churches also maintained regular fellowships for various groups from Monday to Saturday, home cell fellowships, leadership workshops, youth programs, and innovative initiatives such as the lunch-hour ministry at Kalerwe Market. Diocesan prayer activities, including prayer altars at the diocesan prayer mountain, reinforced spiritual growth and community connection. Regular altar calls expanded evangelistic outreach in homes and disadvantaged urban communities, and the use of online worship services has increased access to the gospel and encouraged spiritual growth across different age groups.

The DoK planted new churches, including Lweza, Entebbe Road (under All Saints Church), Kabanyoro, Gayaza Road (under St. Francis Chapel), the Kampala Community Chapel, Kulambiro (under St. Luke's Ntinda) and Kitala Gayaza and Kitala Buloba (Under St. Stephen's Kitala). There is no clear data on the number of converts or those who have backslidden.

According to KIIs, progress was constrained by weak mission structures at the diocesan level, limited budgets for mission activities at the diocesan and parish levels, and an inward rather than outward focus on attracting people who do not regularly attend church. Additionally, limited coordination for missions between the dioceses and parishes was also reported.

This was related to the DoK Strategic Plan MTR Report, 2021, which reported that by 2017, only 5 churches were involved in church planting, increasing to 8 in 2019, an increase of 38%. Within the DoK, 21 of the 34 churches conducted door-to-door missions, but only 15 reported doing so in 2019. Churches conducting door-to-door outreaches outside the DoK increased from 13 in 2017 to 17 in 2019. Open-air rallies were the second most commonly recorded approach, used by 15 (44%) of 34 churches in 2017, but this decreased to 13 (38%) in 2019, as shown in Figure 8.

Although a census was conducted to determine membership, the data remains unreliable because some churches, particularly hospital-based ones, had fluctuating attendance, and many priests do not keep accurate records. Baseline numbers were also missing, making it difficult to measure increases or progress.

Objective 2: Ensure that at least 60% of the church membership are saved, professing Christians and are on discipleship programs

The church has made some progress toward achieving the objective, although most stakeholders believe it can do more. Some of the achievements reported by key stakeholders from the consultative meetings and other KIIs included an altar call, where people give their lives to Christ; revitalised children's and teens' ministries; weekly fellowships; and the establishment of multiple discipleship groups, such as the Navigators and Bible study fellowships. The introduction of specific discipleship curricula has also strengthened the clergy's capacity to guide believers more effectively. However, the absence of a clear monitoring system makes it difficult to verify whether the 60% target has been met.

Discipleship within the diocese faces major challenges due to the absence of a standardised approach and manual. Different models, such as Navigators, Bible Study Fellowship, and Life Ministry couples' fellowships, are used inconsistently, and none are specifically designed for the diocese. Monitoring was described as minimal, and the Diocese of Kampala lacks a dedicated discipleship coordinator.

The review, however, noted that growth in numbers did not always reflect deeper spiritual growth or greater participation in ministries, such as evangelism. Future strategies would benefit from more systematic, standardised, and structured discipleship, as well as continued support for both spiritual and social outreach initiatives. Additionally, some models, such as navigators, were reported to have rigid structures that discouraged participants from returning to serve in ministry after completing courses. These gaps highlight the urgent need for DoK to develop a standard discipleship strategy for use across parishes.

Objective 3: Improve and contextualise corporate worship to meet the dynamic needs of the people.

The church made notable strides toward improving and contextualising corporate worship to meet the dynamic needs of its members. Youth-focused services were introduced, including youth Sundays and contemporary-style worship teams. Online worship services have been widely adopted, ensuring access for those unable to attend physically, while cultural services and worship conducted in multiple local languages have made the church more inclusive and relatable. Home fellowships, midweek services, prayer days, and special programs, such as seminars, conferences, and prayer gatherings, have expanded worship spaces beyond Sunday services.

The church also invested in worship instruments and youth and children's pastors, creating more opportunities for youth and children to participate creatively in ministry and contributing to more engaging, contextualised worship experiences. Pastoral visits, counselling, and emotional and physical support have strengthened Christian family life and deepened a sense of belonging among members, although more regular counselling services are needed. Retreats, corporate worship workshops, and scripture-reading initiatives have deepened worshippers' spiritual lives, while the active involvement of youth and the service of ministers have added vibrancy to worship.

The DoK Strategic Plan 2017-2026 MTR Report also noted that the strategies for contextualising worship to meet the dynamic needs of the people included establishing and strengthening worship for special interest groups in the city, such as boda-boda riders, the international community, the business community, the professionals, different language groups and PWD parishioners who feel overwhelmed.

However, inclusivity remains very limited, as reported by the endline and MTR. The DoK MTR findings indicated that no church had hearing aids, that one church had a wheelchair, and that sign language was used in only 3 of the 34 churches in DoK. Only 3 churches provided convenient space for people with special needs, up from 1 in 2017. Only 11 of 34 churches (less than one-third) had ramps.

Objective 4: Revitalise Children and Youth ministries to appropriately address their unique needs

The DoK strengthened the children and youth ministry through conducting separate children and youth camps, establishing separate spaces for children and youth services across several parishes, and providing avenues for engagement, discipleship, and nurturing spiritual growth. Youth and children's Sundays were introduced to create dedicated moments for youth leadership, participation, and visibility in church life, although members called for more regular engagement rather than just once a year.

Youth ministry has been further strengthened through youth summits, conferences, sports, and tours. Dedicated children and youth pastors have been deployed across most parishes, and most parishes now employ full-time children's ministers, demonstrating a strong commitment to age-specific spiritual development. The virtual "Morning Glory" church has expanded access, particularly for youths in the diaspora and those unable to attend in person.

Training pastors in youth ministry management, introducing the Dream Wave curriculum, and implementing mentorship programs further enhanced capacity and sustainability. Some churches, like St. Francis Chapel, organise youth mentorship talks where members of the Mothers' Union (MU) and Fathers' Union (FU) facilitate topical discussions on youth and provide guidance on careers and youth organisation. As a result, many young people have become more active in fellowships and church life, indicating a revitalised and vibrant children and youth ministry.

According to the DoK Strategic Plan 2017-2026 MTR Report, approximately 15 of the 34 churches had trained and facilitated children's pastors in 2017; however, that number had dropped to 14 by 2019. About 36% (12 out of 34 in 2017) and 39% (13 out of 34 in 2019) had well-trained and well-facilitated Youth Pastors.

The endline evaluation also noted that many parishes still rely on volunteer children's workers, indicating staffing gaps and the need to scale up the recruitment of well-trained, well-supported Youth Pastors in the DoK, as this affects the effectiveness of implementing youth and children's programs. Regarding establishing safe, secure, and attractive Church premises for children and youth, slightly over half (57%) of churches had adequate, safe rooms for youth services and programs, while half (50%) had adequate, safe rooms for children. This means 44% of the churches do not have secure premises for youth, and 50% do not have secure premises for children. The endline evaluation also found that most churches lack permanent structures to provide safe spaces for children to worship.

Additionally, the DoK strengthened the Boys' and Girls' Brigade by enhancing their organisational capacity, leadership structures, and programme delivery within parishes. This included providing structured faith-based mentorship, life-skills training, and child-protection-centred activities to nurture disciplined, confident, and morally grounded children and adolescents.

In parallel, the Diocese developed and produced a children's curriculum tailored for six-year-old learners, aligned with Christian values and age-appropriate learning standards. The curriculum focuses on foundational faith formation, basic moral teachings, social skills, and creative learning methods, including storytelling, songs, play, and visual aids.

Objective 5: Promote Christian Family Life

The DoK promoted Christian family life through a holistic blend of pastoral care, structured programs, and ministry coordination. Counselling services, pastoral visits, and altar calls supported families spiritually and emotionally, while discipleship classes and leadership training strengthened the capacity of family-oriented ministries. Active family participation in church activities, especially through married fellowships, couple retreats, and parenting sessions, helped nurture healthy, faith-centred homes. The MU, FU and Christian Women's Fellowships (CWF) played a central role in mobilising families and sustaining family-life interventions. Weekly MU meetings,

joint MU-FU engagements, and annual celebrations, such as Mary's Day, reinforced fellowship and collective identity. Couples' fellowships, introduced in most parishes, continue to thrive, providing structured support for marriage enrichment and relational well-being.

Structured tools such as harmonised pre-marital counselling manuals, premarital counselling programs, and cooperative wedding celebrations during family days enhanced consistency and quality in family-life support. Regular retreats, mentorship sessions, and integration of family-based ministries further strengthened Christian values at the household level and positioned the church as a key support system for family stability. However, FU was reportedly struggling, and most men do not regularly attend FU meetings, prompting calls for creative ways to attract more men, such as integrating IGAs and sports into FU activities.

The proportion of churches with mentorship programs decreased from 47% in 2017 to 44% in 2019. The proportion of churches with outreach programs decreased from 50% in 2017 to 47% in 2019, implying irregular outreach programmes. The proportion of churches that offered pre-marital counselling increased from 67% in 2017 to 73% in 2019. The proportion of churches that held capacity-building sessions was 44% in 2019, an increase from 38% in 2017. Capacity-building seminars were conducted on parenting, self-esteem, managing small enterprises, etiquette, and resilience. The proportion of churches with fellowships decreased from 77% in 2017 to 71% in 2019, implying that some fellowships could have closed.³

Objective 6: Generate, mobilise, and properly manage resources for the sustainability of the Diocese

The DoK made slight progress toward generating, mobilising, and managing resources for long-term sustainability. The diocese has strategic land and assets, but they are not generating income and, in most cases, are adding the expense of security guards.

The Diocese made some efforts to strengthen resource mobilisation through specific fundraising appeals and the introduction of alternative giving avenues. A dedicated team was appointed to explore investment opportunities, demonstrating strategic intent to enhance financial stability. Additionally, the diocese has made some notable progress in resource mobilisation and property management. Some churches were reported to be actively running development projects, such as Bugolobi's Mission House, St. Francis Chapel, and Makerere Community Centre, and new sanctuaries are being constructed in Lweza, Kabanyoro, Kitale Gayaza, and Buloba. According to KIIs, there have been a few efforts to improve financial stewardship and to explore investment opportunities. Additionally, teaching about giving has increased awareness and participation in supporting church activities, although parishioners feel overwhelmed by the constant requests for funds from churches, as quoted below.

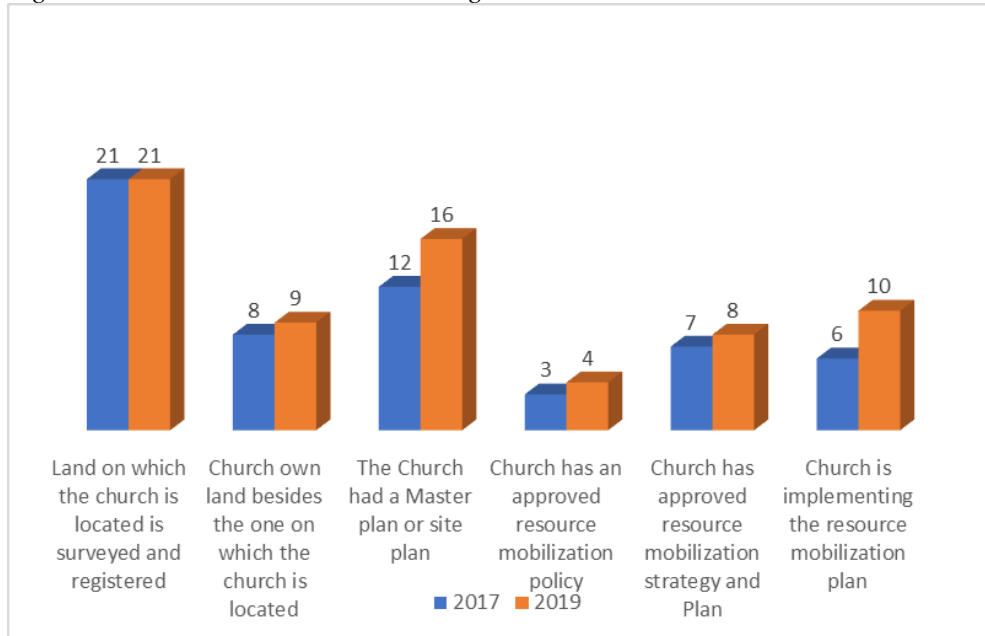
"Some people boycotted some churches for years and returned after the church construction was completed due to constant collection of funds for congregants," remarked one KII.

Similarly, the DoK Strategic Plan 2017-2026 MTR Report noted limited resource mobilisation: only 3 of 34 churches (9%) reported having an approved resource mobilisation policy. This slightly

³ DoK Strategic Plan 2017-2026 MTR Report

increased to 4 (12%) of the churches in 2019. Similarly, only 7 churches (21%) in 2017 had approved resource mobilisation strategies and plans. This increased to 8 in 2019, as presented in Figure 9.

Figure 9: Church Resources and Management



Source: DoK Strategic Plan 2017- 2026 MTR Report

Objective 7: Enhance Diocesan visibility and public engagement

According to respondents to the KIIs at the endline evaluation, the diocese made limited progress in communication and visibility initiatives. Key messages and guidance were provided by the Bishop/Archbishop, ensuring that leadership priorities and important updates reach the congregations. While formal strategies remain underdeveloped, these efforts represent a positive step toward more regular communication with congregations.

The churches are increasingly using Family TV and social media to share the gospel. This was particularly enhanced by the COVID-19 lockdown, where the Archbishop took the lead in the online church.

The endline KIIs noted key challenges affecting communication: a lack of a full-time Communication Staff for DoK, limited visibility due to flooded media channels filled with false teachings, and no regular updates on the website.

Similar challenges were noted in the DoK Strategic Plan MTR, which stated that the DoK established a communications desk staffed by a volunteer who may not be able to devote dedicated time to the diocese. At the parishes in 2017, only 9 of the 34 churches (35%) had a communications desk staffed with personnel who formulated and disseminated media messages. This increased slightly to 10 churches (39%) in 2019. There were visible improvements in media use to enhance communication between 2017 and 2020. Over half of the churches (55%, n=16) reported using the church bulletin. Only 3 churches used community radio (11%), while the majority used social media

(84%; 26 out of 34) to disseminate information to parishioners. Regarding networking and communication, 88% of churches (30 of 34) reported using social media platforms.

Objective 8: Expand social services and improve delivery

The Diocese made small strides in expanding social services and improving their delivery through strong outreach, partnerships, and compassionate ministry. The endline respondents mentioned some efforts, such as linking with schools and establishing chapels in educational institutions, that enhanced community engagement and widened access to spiritual and social support. Compassion initiatives and medical camps strengthened community well-being while increasing diocesan visibility. Pastoral visits, prayers, and outreach to the sick, prisoners, barracks communities, and underprivileged groups demonstrate a comprehensive approach to serving diverse needs.

Health care

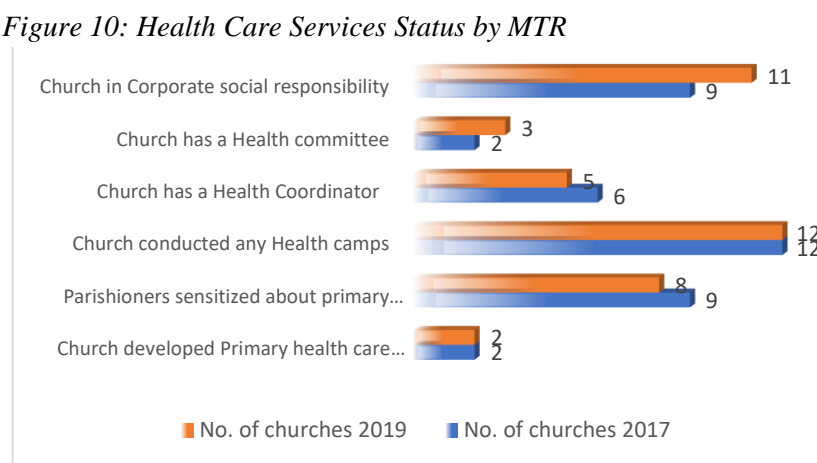
Efforts to enhance quality health activities included sensitising Christians on primary healthcare programs; identifying people/institutions to collaborate with in primary healthcare delivery; running health camps throughout the Diocese; developing primary healthcare programs; acquiring appropriate health equipment; setting up community health committees; and developing terms of reference for the committees. However, unlike other Dioceses, DOK does not own any health facilities, which limits its ability to provide health services.

“The Diocese does not own even a drug shop; the health services are wanting and urgently need to be planned for,” complained one KII respondent.

The proportion of churches that conducted health camps (35%) remained the same in 2017 and 2019. The proportion of churches with a designated coordinator for health-related activities reduced from 18% in 2017 to 15% in 2019. The proportion of churches involved in corporate social responsibility increased from 27% (9 churches) in 2017 to 32% (11 churches) in 2019, as presented in Figure 10.

Findings from the MTR report also indicated that the majority of churches (94%) had not developed any primary health care services in 2017 and 2019, and that the majority of churches (91%) had not sensitised their parishioners about primary health care in 2017 and 2019.

Figure 10: Health Care Services Status by MTR



Source: DoK Strategic Plan MTR report

Education and other socio-economic services

Regarding education services, the DOK was reported to own only Primary Schools (PS), including Kisugu CoU PS, Makerere PS (government-aided), and 3 private schools (St Pauls Kiwuliriza PS, Waligalo CoU Nursery, and All Saints Nursery).

“The Diocese doesn’t own any Secondary schools and higher institutions of learning, and has hence done limited work in education”, remarked one KII respondent.

The KIIs also mentioned that Ministerial Formation, recruiting, and training the clergy received minimal focus, yet are crucial to the ministry.

Additionally, construction projects to expand social service infrastructure are ongoing, indicating a clear commitment to long-term service delivery. Although respondents expected more from the dioceses, these engagements reflect a church that is actively responding to community needs beyond spiritual support by integrating social, emotional, and medical care into its ministry.

Two projects were implemented, namely KARIS Family Link⁴, Feed My Lamb, a faith formation and early childhood discipleship programme under DoK and Compassion International, specifically working in a few of the parishes to enhance quality education, quality health and quality livelihood. Karis Family Link Ministry (Karis FLM) is a specialised Ministry that supports needy families who care for vulnerable orphans and children in the Diocese of Kampala. With a vision to “transform vulnerable children into self-sustainability,” Karis was started in 2006 by DoK in partnership with Karis Kids, a UK-based charity. Karis supports 6 churches in DoK, where hundreds of children benefit from educational support and social services for families and their communities. The ministry has grown from supporting 10 families in 2006 to 105 families (600 beneficiaries) by 2017 across six churches of the Diocese. This decreased to 103 families (582 beneficiaries) in 2019, as 2 families had been weaned off.

Objective 9: Strengthen Diocesan governance, leadership, and management policies and structures

The Diocese has made some progress in strengthening governance, leadership, and management structures, though much more remains to be done. The DoK conducted workshops, council meetings, retreats, and subcommittee meetings to orient leaders on their roles and responsibilities. Over half of the churches (53%, 18 out of 34) reported that their staff had attended leadership training.

Administrative policies were revised, demonstrating an effort to modernise governance frameworks. Additionally, the establishment of archdeaconries and the increase in the number of clergy enhanced administrative efficiency and expanded the reach of ministry. The clear leadership structures, with well-defined roles for the clergy and the church councils, further support stable governance.

The KII pointed out that a number of policies are in place; where they are missing, CoU DoK policies apply. However, human resource (HR) development is still lacking. There is limited involvement of qualified, experienced, and skilled ordained staff and lay people in the management of DoK projects, yet they constitute a significant resource.

⁴ *KARIS Family Link (Karis FLM) is a specialized ministry under the DoK that supports vulnerable families, particularly those caring for orphaned or at-risk children. Its main aim is to promote self-sustainability and holistic development for children and their families by providing support in areas such as education, health, and social welfare.*

“Several policies are in place, but there is a need for more human resource-related policies on employing professionals, which is not done all the time,” remarked a KII respondent.

“The documents are in place, but most are due for review,” said one KII respondent.

Staff welfare was a common complaint among most endline KII respondents, with a lack of centralised salary payments and standard salary structures leading to significant salary disparities across parishes in the same diocese. Improving staff welfare calls for the right people for the right jobs

Most KIIs also pointed out that some parishes do their own thing without considering DOK plans, and some parishes do not cooperate well, even when it comes to attending diocesan meetings or submitting the 15% contribution.

“Governance is a big issue; some parishes behave like dioceses,” lamented one KII official.

KII also blamed weak governance for failing to strategically manage church assets to generate income, and for allowing many properties to deteriorate, requiring substantial sums for renovation. The KIIs further noted the lack of a comprehensive inventory of all DoK land and properties, although the evaluation indicated that DoK is in the final stages of developing one.

The HR function is being revamped and professionalised. The evaluation noted that the DoK recruited the first DOK Professional HR Manager in 2024, a position recommended in 1997 by the Synod. The HRM has identified existing policies and is working towards establishing an HR information system. Recommendations for reviewing structures and management have been made to guide the restructuring of systems and the diocese's positioning in the province, in line with the CoU Strategic Planning Framework. The job descriptions are being reviewed. The performance management tool is being developed. The training needs analysis conducted in 2023 will inform the development of a capacity development plan. The DoK also trained the clergy in leadership and management.

Recruitment and interview processes have been streamlined. The first induction and orientation checklist is being developed. The handover and the takeover forms were developed. The leave form has been introduced, and an electronic version is under development. The maiden diocesan leave roster is being rolled out so that the Archbishop/Bishop knows which clergy are on leave and when. The Professionals' profiles across all churches have been developed to help identify where to find specific skills. Data is being compiled on non-ordained staff.

4. THE DOK STRATEGIC DIRECTION

The DoK’s strategic direction is defined by its mission statement, vision, key objectives, and core values, presented below.

4.1 Vision Statement

A Christ-centred, self-sustaining church.

4.2 Mission Statement

To proclaim the Gospel of Jesus Christ in the City of Kampala and beyond.

4.3 Key Objectives

The DoK aligns with the CoU key objectives, which are based on Matt 9:35; 28:19-20. These are to:

- 1) Win souls for Christ
- 2) Nurture and equip Christians to maturity
- 3) Promote holistic transformation for communities

4.4 Church of Uganda Core Values


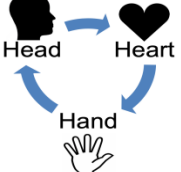
The DoK core values are:




- i. Upholding the bible as originally given
- ii. Upholding Biblical Family Values
- iii. Unit in Christ
- iv. Godliness
- v. Integrity
- vi. Excellence
- vii. Team spirit
- viii. Selfless service
- ix. Conservation of Nature and Protection of the Environment
- x. Responsibility and Accountability

4.5 Strategic Focus Areas

The DoK strategic plan focus areas align with the CoU Strategic Planning Framework 2026-2030, five strategic focus areas, as presented in Table 6:

Table 6: COU Strategic Plan Focus Areas

	<p>Mission and Evangelism Focus: Directed towards personal lives, churches, church institutions and enterprises, private organisations and business enterprises to bring salvation, transformation and revival in the communities</p>
	<p>Socio-Economic Development Focus: Involves resource mobilisation 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 in the communities</p>

	<p>Community Engagement Focus: Community engagement involves the Church engaging with Christians, professionals, organisations and other stakeholders at local and global levels, as well as with the government. The church will enhance its leadership and management capabilities by promoting Christian values with cultural sensitivity.</p>
	<p>Institutional Development Focus: Aims to ensure that the Church has adequate and effective policies and systems to promote operational efficiency and effectiveness. The focus here is to ensure that the church's limited resources are utilised prudently.</p>
	<p>Environmental Protection and Disaster Management Focus: Intends to increase awareness and strengthen responses to environmental conservation, climate change adaptation and resilience, and adequate preparedness and response to disasters.</p>

4.6 Strategic Objectives

The strategic objectives under each focus area are presented in Table 7.

Table 7: Focus Level Objectives

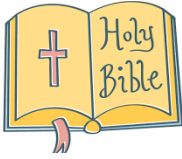
Focus Area	Focus Level Objectives
<p>1. Mission and Evangelism</p>	<ol style="list-style-type: none"> 1. Increase DoK membership by at least 15%. 2. To revitalise children, youth and men's ministries to address their unique needs 3. To promote Christian family life
<p>2. Socio-Economic Development</p>	<ol style="list-style-type: none"> 1. Increase DoK infrastructure by improving current income-generating structures and creating new ones. 2. Increase the percentage of DoK funds generated locally. 3. Increase household incomes by at least 10%. 4. Provide equitable, accessible and quality Education services in all DoK education institutions. 5. Support access to equitable, quality health services 6. Support economic and capacity strengthening for at least one parish in Karamoja Region as part of its corporate social responsibility in alignment with the CoU Strategic Planning Framework.
<p>3. Community Engagement</p>	<ol style="list-style-type: none"> 1. Strengthen families through interventions that promote stable, peaceful conflict resolution and harmony. 2. Strengthen the capacity of the men, women, youth and children ministries and their structures to realise their full potential and promote the kingdom of God. 3. Increase the participation of children, youth, and men in various church activities at all levels. 4. Organise corporate social responsibility activities to give back to communities 5. Advocate and lobby for support and protection of vulnerable groups (children, youth, women, persons with disabilities (PWDs), the elderly, refugees, etc.).
<p>4. Institutional Development</p>	<ol style="list-style-type: none"> 1. Institute adequate and effective administrative/governance policies and systems. 2. Obtain legal ownership and full control over DoK land and facilities. 3. Strengthen the capacity for the clergy, other church workers, and DoK institutions in effective governance, accountability and resource utilisation 4. Strengthen transparency and accountability at all levels. 5. Promote good financial management practices and accountability at all levels 6. Mobilise adequate resources to implement the DoK Strategic Plan. 7. Strengthen communication for effective implementation

Focus Area	Focus Level Objectives
5. Environmental Protection and Disaster Management Focus	<ol style="list-style-type: none"> 1. Increase the adoption of practices that promote environmental protection and mitigate the impacts of climate change. 2. Promote the adoption of safe garbage disposal and utilisation, including the disposal of plastic waste and polythene bags 3. Strengthen the capacity of disadvantaged urban communities to handle emergencies with resilience. 4. Increase food production and food security within households and communities

4.7 Diocese of Kampala Departments

Implementation of the Diocesan Strategic Plan will be carried out through its six departments as shown in Table 8.

Table 8: Recommended Diocese of Kampala Departments



1. Missions and Outreach- Evangelism and discipleship, Family Life (Children, youth, MU, FU, CWF and CMF)



2. Education



3. Health



4. Household and Community Transformation (HCT)



5. Finance and Investment



6. Management Support Services (HR, Planning and Development, ICT, Communications, Audit and Assurance Services), **Land and Estates**

5.0 PRIORITY INTERVENTIONS AND IMPLEMENTATION STRATEGIES

The priority interventions below for the DoK Strategic Plan were derived from analyses of feedback from archdeaconry consultative meetings, Key Informant interviews, lessons learnt from the previous Strategic Plan, and CoU priority interventions to identify which are relevant to DoK. *The detailed matrix of interventions, with respective indicators, implementation responsibility and the associated budget is presented in Annex 1.*

5.1 Priority Interventions per Department

The priority interventions are presented under each of the Five Focus Areas: (i) Mission and Evangelism, (ii) Socio-Economic Development (iii) Community Engagement, (iv) Institutional Development, (v) Environmental Protection and Disaster Management Focus

1.1.1 Mission and Evangelism Department

Strategic Objectives of the Mission and Evangelism Department

Mission and Evangelism are the core mandates of the Church and therefore crosscut across all the departments and institutions. The strategic objectives (SOs) for the Mission and Evangelism focus area are to:

- 1) Increase Church membership by at least 15% in the planning period
- 2) Strengthen institutional and individual capacity for missions
- 3) Revitalise children, youth and men's ministries to address their unique needs
- 4) Promote Christian family life

The priority interventions under the mission focus area are presented in Table 9, while the detailed planned activities are in Annex 1A.

Table 9: Mission and Evangelism Priority Interventions

Priority Interventions	Lead	Other Participating Agencies
SO 1.1: Increase Church membership by at least 15%		
<ol style="list-style-type: none"> 1. Conduct more targeted missions among the schools, other institutions, neighbouring suburbs, workplaces and marketplaces. 2. Allocate at least 20% of the diocesan budget toward mission activities. 3. Establish diocesan, archdeaconry and parish-level mission teams to ensure parish-level participation in mission activities. 4. Plant more churches and provide closer monitoring and pastoral support to new churches. Start chapels in institutions and areas where parishioners live (“taking church to the people”). 5. Utilise social media platforms to enhance mission outreach. 6. Develop and disseminate a diocesan discipleship manual and strengthen personal spiritual growth. This entails adopting discipleship tools such as BSF and Navigators. 7. Develop an evangelism strategy for the diocese. 	Missions and Outreach Department	Other departments, Church organs (MU, FU, CWF, CMF, etc), Partners
SO 1.2: Strengthen institutional and individual capacity for missions		
<ol style="list-style-type: none"> 1. Train and equip the clergy, lay evangelists and other members of mission teams on effective <i>urban</i> mission and evangelism. 2. Procure mission equipment and materials. 3. Identify strategic partners to work with and support mission initiatives. 	Missions and Outreach Department	Other departments, Church organs (MU, FU, CWF, CMF, etc), Partners
SO 1.3: To revitalise children, youth, and men’s ministries to address their unique needs social, and		
<ol style="list-style-type: none"> 1. Strengthen the children, youth and men ministries. 2. Integrate IGAs and sports in men’s ministries, e.g. FU 3. Organise regular age and gender-specific programs that actively involve children, youth, men, and women, e.g. fellowships, workshops, and retreats, at parish, archdeaconry, and diocesan levels. 4. Strengthen school chaplaincies and other youth-focused ministries by allocating more funds and human resources. 5. Promote lively services with greater youth involvement and include youth-led skits, poems and songs to convey sermons. 6. Recruit full-time youth and children ministers for every church. 7. Train the youth and children in faith-based leadership and playing musical instruments. Strengthen youth structures at all levels. 8. Form school ministry outreach programs to engage children and youth. 9. Scale up sports and recreational evangelism targeting the youth and men to attract more numbers and ensure regular interactions. 10. Encourage involvement in Bible studies, worship teams, and mission activities across all age groups. 	Missions and Outreach Department	Other departments, Church organs (MU, FU, CWF, CMF, etc), Partners

<p>11. Develop mentorship and discipleship programs linking experienced members with younger or new congregants.</p> <p>12. Strengthen and scale up family life ministry programs, such as teens and youth fellowships.</p>		
<p>SO 1.4: To promote Christian family life</p>		
<ol style="list-style-type: none"> 1. Conduct premarital, marital and general counselling sessions. 2. Encourage family reunions and prayer meetings. 3. Promote family devotions (praying, bible study). 4. Encourage members to join other church ministries (e.g. Mothers Union, Fathers Union, Marrieds fellowship, CWF, CMF, etc). 5. Support corporate and mass weddings for cohabiting couples. 6. Ensure that all marriages are registered with the Uganda Registration Services Bureau (URSB). 7. Conduct family counselling sessions for couples, parents, and children 8. Facilitate workshops on Christian values, household harmony, and godly parenting. 9. Promote marrieds fellowships in all churches where couples meet regularly to discuss topical marriage issues. 10. Engage families in church-led activities that foster unity and shared spiritual growth. 11. Provide mentorship programs linking experienced families with younger or struggling households. 12. Scale up advocacy against GBV and create more GBV awareness among the clergy and congregants by integrating GBV messages into sermons. Create safe spaces where GBV victims can be helped. 13. Address online and technology-facilitated gender-based Violence and other forms of GBV 14. Scale up to all churches the “<i>Becoming One programme under MU</i>”. 15. Customise the pre-marital manual for DoK or adopt the Provincial Secretariat’s pre-marital manual. 16. Engage the community in cleaning the surroundings during church events/celebrated church days. 	<p>Family Life</p>	<p>Missions and Outreach Other departments, Church organs (MU, FU, CWF, CMF, etc), Partners</p>

1.1.2 Socio-Economic Development Focus Area

The strategic objectives of the socio-economic development focus area are to:

- 1) Increase DoK infrastructure by improving current income-generating structures and creating new ones.
- 2) Increase the percentage of DoK funds generated locally.
- 3) Increase household incomes by at least 10%.
- 4) Provide equitable, accessible and quality Education services in all DoK education institutions.
- 5) Support access to equitable, quality health services
- 6) Support economic and capacity strengthening for at least one parish in Karamoja Region as part of its corporate social responsibility in alignment with the CoU Strategic Planning Framework.

The priority interventions under each objective are presented in Table 10, while the detailed planned activities are in Annexe 1B.

Table 10: Priority interventions by Strategic Objectives

Priority Interventions	Lead	Other Agencies
SO 2.1: 1 Increase DoK infrastructure by improving current income-generating structures and creating new ones.		
<p><i>Refurbish the Church’s physical facilities/assets for enhanced church income.</i></p> <ol style="list-style-type: none"> 1. Build/renovate DoK infrastructure, including priests’ houses, flats, schools and other buildings. 2. Hire a Business Development Specialist who is business-minded to develop a land and asset use business plan. 3. Maximally utilise church assets, especially land, to generate income. 4. Consider sub-contracting management of assets and facilities to credible professionals at an agreed monthly rate. 5. Promote savings and IGAs for the diocese and every parish, church, group and individual, such as parking lots, washing bays, rentals, canteens and Christian-owned abattoirs. 6. Strengthen partnerships with other churches and private developers for joint investment projects. 7. Collaborate with government agencies and organisations to support funding initiatives. 8. Develop and implement infrastructure improvement and maintenance plans. 9. Benchmark with the Anglican Church of Kenya, and Rwanda (ACK), on how they are managing their vast investments 	Finance and Investments Department	Management Support Services, other departments
SO 2.2: Increase the percentage of DoK funds generated locally		
<ol style="list-style-type: none"> 1. Strengthen financial stewardship and teachings on teaching congregations biblical giving, tithing, and generosity. 2. Expand IGAs at diocesan, archdeaconry, and parish levels to increase local funding. 3. Utilise diocesan land, buildings, and other assets strategically to generate sustainable income. 4. Engage development partners, private sector actors, and government agencies to support diocesan programs. 5. Train clergy, finance committees, and ministry leaders in fundraising, proposal writing, and partnership development. 6. Establish a diocesan database of professionals and potential donors to provide technical advice and support targeted mobilisation. 7. Promote church-to-church partnerships to co-develop income-generating ventures and mission initiatives. 8. Host annual fundraising events, charity drives, and mission-focused campaigns to raise dedicated funds. 9. Monitor progress of all IGA projects to ensure profitability, sustainability, and accountability. 10. Allocate a portion of the diocesan budget to support resource-mobilisation initiatives and structural improvements. 	Finance and Investments Department	Management Support Services, other departments
SO 2.3: Increase household incomes by at least 10%.		
<p><i>Promote interventions that increase household incomes</i></p> <ol style="list-style-type: none"> 1. Build the capacity of parishioners in financial literacy, budgeting, savings, investment and IGAs. 	HCT Department	Local government-production, Community-Based

Priority Interventions	Lead	Other Agencies
<ol style="list-style-type: none"> 2. Promote IGAs for the households. 3. Promote SACCOs and community-based financial groups. 4. Partner with government, private developers, and NGOs to support household income programs. 5. Monitor and evaluate the impact of programs to ensure at least a 10% increase in household incomes. 6. Link church members to KCCA and GoU development programs such as Parish Development Model (PDM), Grow Fund, Private Sector Foundation (PSFU) programmes and Emyoga, for increased access to inputs and seed capital. 7. Support exchange visits to other Dioceses, Parishes, and other development partners for cross-learning. 		<p>and Commercial departments.</p> <p>Other departments, Church organs (MU, FU, etc), Partners</p>
SO 2.4: Provide equitable, accessible and quality Education services in all DoK education institutions.		
<ol style="list-style-type: none"> 1. Promote safety and security in schools by installing firefighting equipment, wall fences, thunder arresters and security guards. 2. Uphold children’s rights, responsibilities and well-being in all CoU Education Institutions. 3. Strengthen positive parenting practices through positive parenting, skills building and psychosocial support. 4. Establish peer-to-peer support/learning mechanisms within and across better-performing and low-performing schools. 5. Conduct regular supervision and inspection of DoK-affiliated educational institutions. 6. Integrate Christian values and discipleship programs into the education curriculum in all DoK-affiliated schools. 7. Support Chaplaincies in schools with more financial and human resources. 8. Equip staff with skills on Child formation, growth, development and protection. 9. Implement interventions to prevent drug and alcohol abuse. <p>Implement interventions for strengthening access to education for vulnerable persons and communities</p> <ol style="list-style-type: none"> 1. Promote inclusive education in all educational institutions, particularly for the low-income earners and PWDs to enrol and stay in school. 2. Train and retool teachers and school management on inclusive education and other identified gaps. 3. Establish a bursary scheme to support the most vulnerable children in attaining their education dreams. 4. Scale up ongoing projects such as KARIS Family Link, Compassion International, and Feed My Lamb. <p>Promote efficiency and accountability in DoK education institutions</p> <ol style="list-style-type: none"> 1. Promote transparency, regular audits and accountability in schools. 2. Use of ICT in schools to promote efficiency in performance 3. Promote church/community engagement and ownership of DoK-affiliated schools 4. Support formation and training of School Management Committees (SMCs) and the Board of Governors in leadership and accountability <p>Improve the Education structures and facilities</p> <ol style="list-style-type: none"> 5. Register and title DoK school land 6. Strengthen governance structures and coordination for the Education institutions. 	<p>Education Department</p>	<p>MoES, MoGLSD, Mission Department, Education Department, Heads of Institutions, Development partners, NGOs, CSOs</p> <p>CCHL</p>

Priority Interventions	Lead	Other Agencies
<p>7. Partner with government, NGOs, and the private sector to enhance resources and services.</p> <p>8. Mobilise resources and partners to support the education interventions.</p> <p>9. Promote environmental protection education and interventions like the growing of trees on DoK land and rainwater harvesting in schools.</p> <p>10. Revitalise Boys’ and Girls’ Brigade activities in the Diocese to groom boys and girls in schools.</p> <p>11. Support a mentorship program to support teachers in taking up leadership positions.</p> <p>Complement government efforts in the provision and delivery of accessible, equitable and quality education services</p> <ol style="list-style-type: none"> 1. Integrate education promotion messages in sermons. 2. Improve the quality of education services at all levels. 3. Establish new DoK-owned private day care centres, primary and secondary schools. 4. Implement CoU policy of having at least an ECD per Sub Parish, at least a primary school per Parish, at least a secondary school per Archdeaconry and at least a BTVET per Diocese. 5. Implement the SMART Schools Model for a safe and Friendly School learning environment. 6. Promote Business, Technical and Vocational Education Training (BTVET) to skill more youth, women and men, especially those who dropped out of school. 7. Strengthen supervision and inspectorate, and the Education Management Information System (EMIS) at all levels of CoU Education institutions. 8. Promote competence-based education in all CoU education institutions. 9. Participate in national-level education-related policy discussions and other strategic meetings. 10. Promote Information Communication and Technology (ICT) and science education. 11. Promote sports, recreation, physical education and Music, Dance and Drama (MDD). 12. Promote efforts to retain children in schools. 13. Prioritise ministerial formation and attracting more professionals into ordained ministry and diocesan posts. 		
2.5 Provide equitable, accessible, quality Health services		
<p><i>Provide equitable and accessible Health services</i></p> <ol style="list-style-type: none"> 1. Establish a DoK Health facility 2. Conduct regular health outreaches and partner with government HCs to provide health services to the needy. 3. Promote medical camps, especially at church premises. 4. Promote the provision of youth-friendly health services. 5. Strengthen the health insurance under KIDO. 6. Participate in national-level health policy discussions and other strategic meetings. <p><i>Strengthen the provision of Primary Health Care (PHC) services</i></p> <ol style="list-style-type: none"> 1. Scale up health education for prevention of communicable and non-communicable diseases. 2. Scale up proper nutrition education for households. 	Health Department	Local government, Health Department, MoH, UNICEF.

Priority Interventions	Lead	Other Agencies
<ol style="list-style-type: none"> 3. Increase coverage and access to immunisation. 4. Improve on health-seeking behaviour, especially for men, by encouraging regular health checks. 5. Scale up community health insurance for church members. 6. Advocate for increased HIV testing, especially among men, who have been less proactive in getting tested. 7. Address stigma within the community for a more inclusive and supportive environment for those living positively with AIDS. <p><i>Strengthen prevention and response to disease outbreaks</i></p> <ol style="list-style-type: none"> 1. Integrate health and WASH promotion messages in sermons and promote water harvesting at DoK institutions and in homes. 2. Promote health education for improved health-seeking behaviour for children and adults. 3. Mainstream health promotion activities within the church programmes, including sermons. 4. Improve access to safe water and sanitation services. 5. Encourage those living with HIV to adhere to their medication. <p><i>Strengthen the technical and institutional capacity for health service delivery</i></p> <ol style="list-style-type: none"> 1. Support infrastructure development for health service delivery. 2. Strengthen networking with other service providers, including government health facilities. 3. Improve coordination, collaboration and communication. 4. Establish a DoK health care system. 5. Recruit a Health Specialist for the Diocese to spearhead health services. 6. Mobilise sufficient resources to enable the Health Department run effectively. 		
SO 2.6: Support economic and capacity strengthening for at least one parish in Karamoja Region as part of its corporate social responsibility in alignment with the CoU Strategic Planning Framework.		
<ol style="list-style-type: none"> 1. Support the Karamoja Diocese churches and parishes through contributing donations, technical support, such as capacity building of church leaders. 		

1.1.3 Community Engagement Focus

The strategic Objectives under community Engagement Focus area are:

- 1) Strengthen families through interventions that promote stable, peaceful conflict resolution and harmony.
- 2) Strengthen the capacity of the men, women, youth and children ministries and their structures to realise their full potential and promote the kingdom of God.
- 3) Increase the participation of children, youth, and men in various church activities at all levels.
- 4) Advocate and lobby for support and protection of vulnerable groups (children, youth, women, widowed, persons with disabilities (PWDs), the elderly, refugees, etc.).

The priority interventions under each objective are presented in Table 11, while the detailed planned activities are presented in Annexe 1.

Table 11: Community Engagement Priority Interventions by Strategic Objectives

Priority Interventions	Lead	Other Agencies
SO 3.1 Strengthen families through interventions that promote stable, peaceful conflict resolution and harmony.		
<p>Promote inclusion, gender harmony and economic justice at the household and community levels</p> <ol style="list-style-type: none"> 1. Disseminate the CoU Gender Policy. 2. Strengthen peaceful conflict resolution. Implement programs that teach conflict resolution and promote peaceful family relationships, and prevent and address gender-based violence. 3. Scale up awareness and advocacy against GBV among the clergy and congregants. Integrate GBV messages into sermons and at all church activities. 4. Create safe spaces where GBV victims can be helped. 5. Establish referral mechanisms within communities to handle gender related cases. 6. Promote gender mainstreaming in church activities to reduce the gap between males and females. 7. Identify and train gender champions from the Diocese to the grassroots level. 	HCT Department	Local government-production, Community-Based departments. CSOs, NGOs
SO 3.2 Strengthen the capacity of the men, women, youth and children ministries and their structures to realise their full potential and promote the kingdom of God		
And		
SO 3.3 Increase the participation of children, youth, and men in various church activities at all levels.		
<ol style="list-style-type: none"> 1. Organise regular age and gender-specific programs that actively involve children, youth, men, and women, e.g. fellowships, workshops, and retreats, at parish, archdeaconry, and diocesan levels. 2. Train children, youth, men, and women in leadership and provide platforms for participation in leadership. 3. Form school ministry outreach programs to engage children and youth. 4. Scale up sports and recreational evangelism targeting the youth and men to attract more numbers and ensure regular interactions. 5. Encourage involvement in church activities across all age groups. 6. Scale up mentorship and discipleship programs linking experienced members with younger or new congregants. 	Family life (Children, youth, Mothers Union, Fathers Union, Christian Women's Fellowship and Christian Men's Fellowship)	MGLSD, Other departments, parishes, churches, NGOs, partners, etc
SO 3.4 Advocate and lobby for support and protection of vulnerable groups (children, youth, women, persons with disabilities (PWDs), the elderly, refugees, etc.).		
<ol style="list-style-type: none"> 1. Advocate and lobby for support and protection of vulnerable groups (Children, youth, women, PWDs, the elderly, refugees, etc). <p>Strengthen PWD inclusivity</p> <ol style="list-style-type: none"> 2. Install ramps in all facilities, including churches, diocesan offices, classrooms, and toilets. 3. Attach sign language interpreters to churches and schools. Look out for PWDs and encourage them to attend regular church Programmes. 4. Include PWD representatives in church councils and ordain more PWD priests. 	HCT Department	Local government-production, Community Based departments. CSOs, NGOs

Priority Interventions	Lead	Other Agencies
<i>Support the elderly, widowed and other vulnerable people</i> 5. Conduct pastoral visits to the elderly and provide financial and medical support to the vulnerable elderly. 6. Conduct pastoral visits to the widowed and provide financial and medical support.		

1.1.4 Institutional Development

The strategic objectives under the institutional development area are to:

- 1) Institute adequate and effective administrative/governance policies and systems.
- 2) Obtain legal ownership and full control over DoK land and facilities.
- 3) Strengthen the capacity for the clergy, other church workers, and DoK institutions in effective governance, accountability and resource utilisation.
- 4) Strengthen transparency and accountability at all levels.
- 5) Promote good financial management practices and accountability at all levels
- 6) Mobilise adequate resources to implement the DoK Strategic Plan.
- 7) Strengthen communication for effective implementation.

The priority interventions under institutional development

The priority interventions under each objective are presented in Table 12, and the detailed planned activities are presented in Annex 1E.

Table 12: Priority interventions under institutional development

Priority Interventions	Lead	Other Participating
<i>SO 4.1 Institute adequate and effective administrative/governance policies and systems.</i>		
<i>Improve governance and stewardship.</i>	Management Support Services - Diocesan Secretary (DS),	Other Departments
1. Institute functional governance bodies and technical officers for all DoK offices and other institutions. Establish feedback mechanisms on their performance. Enhance supervision and inspection.		
2. Strengthen the institutional governance structure capacity through training boards, committees, and management teams.	DS	
3. Hold periodic evaluation, planning, and review meetings for archdeaconry ministry programs to strengthen accountability.	DS, Diocesan Planner (DP)	
4. Recruit a Diocesan M&E Officer and appoint an M&E focal person in each department and parish to support tracking progress and reporting on the strategic plan.	DS/ HRM	
5. Run regular new and refresher training programs for clergy and ministry teams to enhance leadership capacity.	HRM	
6. Create a registry for the legal docket and institute a team of paid lawyers to handle the numerous legal issues.	Diocesan Chancellor	
7. Develop standard operating procedures (SOPs) and operational guidelines for diocesan institutions to improve efficiency.	DS	
8. Reinforce diocesan cohesion.	Assis. Bishop, DS	
9. Develop/review essential church policies.	DS	
10. Support parishes to come up with their domesticated workplans.	DS	

Priority Interventions	Lead	Other Participating
11. Institute competent CoU-leaning leadership in DoK institutions. 12. Strengthen operationalisation of Diocesan tribunals to manage conflicts.	DS, Diocesan Chancellor	
<i>Strengthen human resource management for effective implementation</i> 1. Fast-track the construction of the pension house to improve the welfare of retired DoK workers. 2. Support the full implementation of the proposed reviews in HRM policies, tools and structures ⁵ . 3. Review and restructure the DOK organogram to match the Provincial one in the CoU Strategic Planning Framework 2026-2031. 4. Establish a minimum salary scale for all parishes, for various levels and qualifications. Centralise basic salary payment by the parishes. 5. Improve staff welfare by advocating for fair remuneration, health insurance, and psychosocial support. 6. Issue appointment letters with clear terms of reference and job expectations. 7. Deploy qualified and committed Christian professionals in Church-founded schools and administrative offices. 8. Use the newly developed professionals' database to assign congregants to different technical committees to supervise church projects. Update the database annually. 9. Establish continuous professional development (CPD) programs for all church workers. 10. Introduce mentorship and leadership development programs for emerging leaders within the clergy and laity. 11. Conduct annual performance reviews for clergy and staff to ensure accountability and service excellence. 12. Promote gender balance and inclusiveness in leadership and staffing across parishes and institutions.	Management Support Services (DS) HRM “ DS, DT “ HR Manager DS/HRM HRM	Diocesan Secretary, Diocesan Chancellor, Other Departments
SO 4.2 Obtain legal ownership and full control over DoK land and facilities.		
1. Finalise the asset and inventory register of all DoK properties and secure relevant land titles. 2. Survey and title church land at all Church centres 3. Finalise and regularly update the digital land registry/database for storing updated information on all church properties. 4. Strengthen legal capacity by engaging qualified professionals to handle land matters, boundary disputes, and lease renewals. 5. Develop a diocesan land management policy outlining acquisition, use, protection, and development guidelines. 6. Establish a Land Management Committee at diocesan and archdeaconry levels to oversee land issues and ensure compliance. 7. Resolve all existing land disputes through legal processes, dialogue, and structured negotiations.	Land, Finance and Investments Department	Lands and Housing MOLUD, CCHL

⁵ Review structures and organogram, restructure staff, recruit technical staff based on job descriptions, annual performance appraisals, developed a capacity development plan based on the capacity needs assessment, which was already conducted, utilise the induction and orientation forms, handover forms, leave forms and leave roster.

Priority Interventions	Lead	Other Participating
<ol style="list-style-type: none"> 8. Sensitise clergy, parish councils, and congregations on the importance of proper land documentation and stewardship. 9. Strengthen partnerships with government land offices, surveyors, and legal experts to expedite titling processes. 10. Develop land-use plans that promote sustainable development, income generation, and mission advancement. 11. Prevent/revoke unauthorised sales, leases, or transfers of church land by enforcing strict governance and accountability structures. 12. Monitor all church properties regularly to identify encroachment risks and take early corrective action. 13. Develop a work plan for legal and land management. 14. Obtain insurance for all key assets, including vehicles. 		
SO 4.3 Strengthen the capacity for the clergy, other church workers, and DoK institutions in effective governance, accountability and resource utilisation		
<ol style="list-style-type: none"> 1. Conduct continuous professional development (CPD) training for clergy, teachers, and all church workers, the 2023 and follow-on Training Needs Analysis. 2. Establish leadership development and mentorship programs to equip emerging leaders across the Diocese. 3. Strengthen management and administrative skills through targeted training in governance, financial management, and project planning. 4. Equip clergy and staff with digital literacy skills to support modern ministry and administrative work. 5. Provide regular refresher courses on pastoral care, discipleship, counselling, and mission work. 6. Build capacity for resource mobilisation, proposal writing, and partnership development within diocesan institutions. 	Management services	Education Department Health Department MoLHUD, MoH, KCCA Health Directorate, MoES
SO 4.4: Promote good financial management practices and accountability at all levels		
<ol style="list-style-type: none"> 1. Strengthen accountability systems, take advantage of ICT and minimise cash, and institute financial management controls. 2. Conduct annual audits at all levels and review audit reports. 3. Comply with applicable tax obligations. Conduct regular training of financial management Teams at the Diocese and in Churches 	Finance and Investments Department	
SO 4.5 Strengthen transparency and accountability at all levels.		
<ol style="list-style-type: none"> 1. Strengthen financial accountability through the Annual General Meetings and annual financial audits at parish, archdeaconry, and diocesan levels to ensure proper stewardship of resources. 2. Develop and enforce financial management policies and guidelines for all parishes and diocesan institutions. 3. Strengthen reporting systems by requiring regular financial, administrative, and ministry performance reports. 4. Train clergy, treasurers, council members, and finance committees in accountability and ethical financial management. 	Management Support Services	Other departments, NGOs, Partners, DoK affiliates

Priority Interventions	Lead	Other Participating
11. Engage congregants through feedback mechanisms such as surveys, suggestion boxes, and digital polls. Improve branding and visibility of the DoK activities, institutions, and ministries.		

4.1.5 Environmental Protection and Disaster Management Focus

The strategic objectives under the institutional development area are:

- 1) Increase the adoption of practices that promote environmental protection and mitigate the impacts of climate change.
- 2) Promote the adoption of safe garbage disposal and utilisation, including the disposal of plastic waste and polythene bags
- 3) Strengthen the capacity of disadvantaged urban communities to handle emergencies with resilience.
- 4) Increase food production and food security within households and communities

Priority Interventions	Lead	Other Agencies
SO 5.1 Increase the adoption of practices that promote environmental protection and mitigate the impacts of climate change.		
<ol style="list-style-type: none"> 1. Integrate teachings on waste management and environmental stewardship into sermons and other church programs. 2. Partner with solar companies to install solar panels so that the DoK institutions use renewable energy. 3. Integrate community clean-up interventions with other activities, such as a football match or preaching. 4. Train parishioners on various topics, e.g. urban farming, and establish demonstration urban farms. 5. Promote rainwater harvesting at DoK institutions and in homes for domestic and agricultural use. 6. Promote the use of alternative sources for cooking (electricity, energy-saving stoves, biogas, solar, etc.), and reduce charcoal and firewood use. 7. Promote the making of charcoal briquettes as an alternative source of energy. 8. Sensitise parishioners on the dangers of polythene bags on the soil and environment. 9. Raise environmental awareness among congregations, staff, and communities on sustainable practices. 10. Allocate a clear budget for environmental interventions and lobby Family TV for talk time on environmental issues. 11. Operationalise the CoU environmental protection policy by establishing a clear framework and ensuring its enforcement. 12. Promote urban afforestation initiatives to improve air quality, aesthetics, and environmental sustainability. 13. Earmark an environmental month that is followed from the grassroots to the top. 	HCT Department	Local government-production, Community-Based departments and Natural resource department CSOs, NGOs
SO 5.2 Promote the adoption of safe garbage disposal and utilisation, including the disposal of plastic waste and polythene bags		

Priority Interventions	Lead	Other Agencies
14. Promote recycling of plastic for money, from old plastic chairs, water bottles, etc. Promote proper waste management across parishes and diocesan institutions. 15. Promote proper waste management across parishes and diocesan institutions.	HCT Department	Local government-production, Community-Based departments and Natural resource department CSOs, NGOs
SO 5.3: Strengthen the capacity of communities to handle emergencies with resilience		
1. Conduct community risk assessments to identify hazards and vulnerabilities within parishes and diocesan institutions. 2. Develop a diocesan disaster preparedness and response plan with clear roles and responsibilities. 3. Train clergy and parish committees in emergency response, first aid, and disaster management. 4. Establish early warning systems and communication channels to alert communities about potential disasters. 5. Facilitate community-based disaster preparedness programs, including drills and simulations. 6. Create partnerships with government agencies, NGOs, and emergency response organisations for coordinated disaster management. 7. Integrate disaster risk reduction education into church programs, including schools and youth groups. 8. Promote resilience-building initiatives, such as climate-smart agriculture, safe shelter construction, and environmental conservation. 9. Monitor and evaluate disaster preparedness and response activities to improve future interventions.	HCT Department	Local government-Community-Based Departments. District Disaster Management Committee % of church land CSOs, NGOs

6. PLANNING, MONITORING AND EVALUATION

A strengthened planning function in the DoK is essential for the broader dissemination of the DoK Strategic Plan, for providing technical support to parishes and archdeaonries to align with the CoU Strategic Planning Framework, and for ensuring that costed plans cascade effectively to all levels.

The Monitoring and Evaluation (M&E) function is a key crosscutting component of the Strategic Plan. A robust M&E system enables:

- Routine tracking of the Strategic Plan implementation across parishes, archdeaonries, and diocesan institutions.
- Analysis of performance against targets to inform timely decision-making.
- Regular reporting within the Diocese and to the Provincial Secretariat.
- Evidence-based adjustments to interventions to enhance relevance, effectiveness, efficiency and sustainability.
- Accountability and learning to ensure resources are used effectively to achieve the intended impact on congregants and the wider community.

6.1 M&E Strategies

The following strategies will be implemented to strengthen the Planning and M&E system within DoK, at all levels:

- Provide technical support to parishes and archdeaonries to ensure adequate understanding and alignment with the DoK Strategic Plan, and oversee cascading costed plans to all levels.
- Produce abridged, user-friendly versions of the DoK Strategic Plan. Disseminate it widely to archdeacons, parish leaders, and congregations.
- Develop a detailed M&E plan with measurable, realistic, and strategic-level indicators to track implementation and performance.
- Define M&E indicators aligned with strategic objectives and diocesan targets.
- Develop standard data collection tools based on the DoK Strategic Plan indicators for use across churches and parishes.
- Develop an electronic reporting system to enable parishes and archdeaonries to report consistently against Strategic Plan indicators.
- Conduct baseline, mid-term, and end-term evaluations to assess the progress and impact of the Strategic Plan implementation.
- Organise regular review meetings: annual reviews at the diocesan level, semi-annual reviews at archdeaconry levels, and quarterly reviews at parish levels.
- Conduct field monitoring visits to ensure activities are implemented as planned, reach the right target groups, adhere to timelines, and use appropriate approaches and methodologies.
- Promote research, information sharing and evidence-based decision making.
- Establish a diocesan think tank to guide research priorities, generate a research agenda, and promote learning across parishes and institutions.
- Allocate at least 10% of the budget to M&E functions.
- Recruit a Diocesan M&E Officer and appoint an M&E focal person in each department and parish to support tracking progress and reporting on the strategic plan.
- Design a simple data collection tool to collect data on the number of converts/ saved (those who confess so publicly) and those who regularly attend different fellowships.

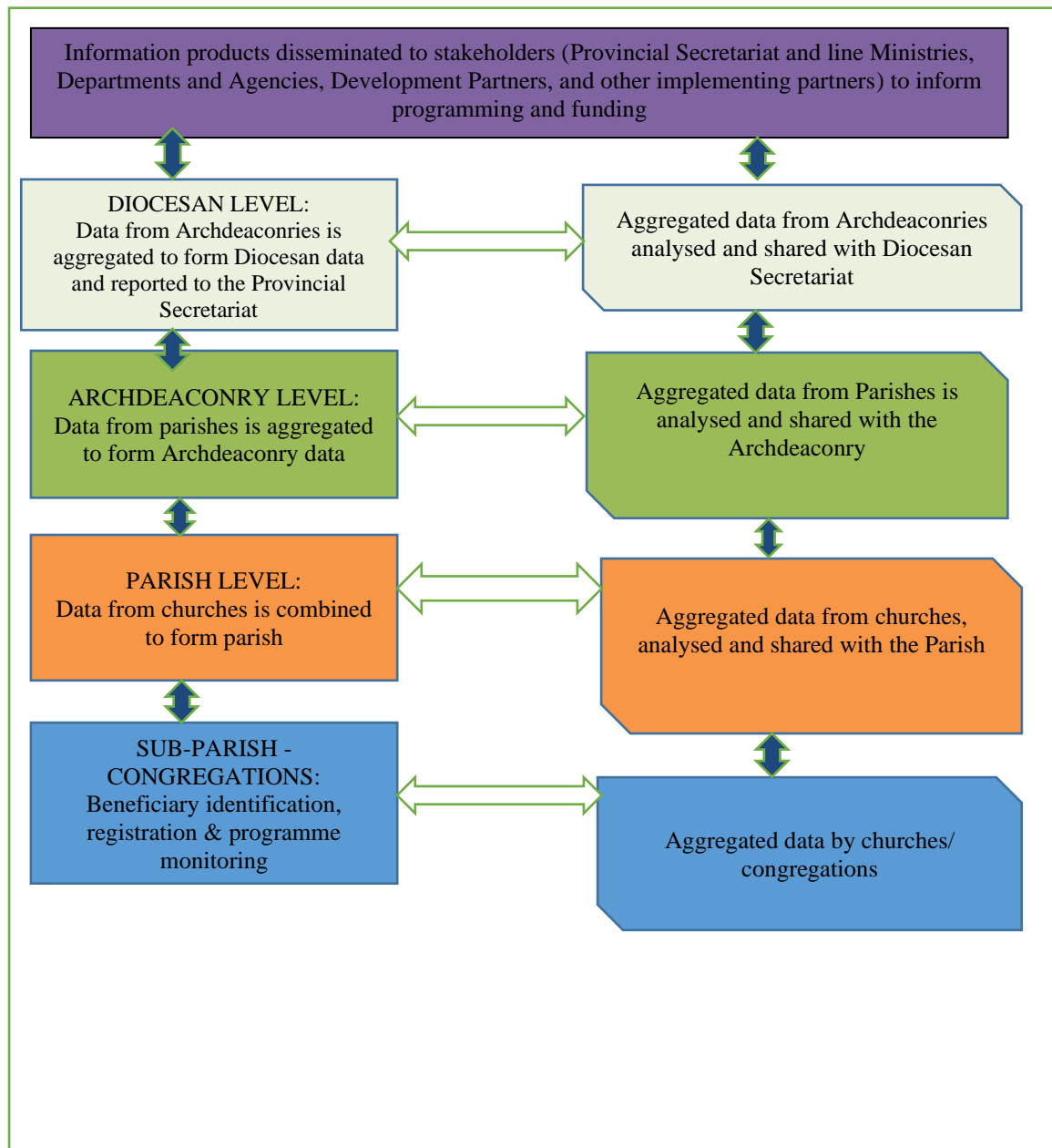
6.2 Tools for Monitoring the Strategic Plan

The DoK will adapt the CoU Monitoring Tool to track the implementation of the Diocesan Strategic Plan, as attached as Annex 2. The tool will be programmed to enable electronic reporting and instant analysis, producing dashboards for key indicators.

6.3 Data Flow and Transmission

Effective data transmission is as important as data collection; accordingly, the DoK will pay attention to data capture and transmission processes while maintaining data quality. Data will flow from the church/parish levels to the archdeaconries, and then to the diocese, after which the diocese will submit aggregate data to the Provincial Secretariat. It is important to ensure feedback, including regular analysis and data quality assessments, is provided to lower levels to enhance data use and improve data quality. Outcome and impact data will be collected through periodic surveys, research, and national databases to provide a comprehensive picture of progress. Since the Diocese collaborates with government efforts, relevant data will be reported to the appropriate government structures. Standard data-collection tools will be used to facilitate accurate data capture and reporting. Parish, archdeaconry, and diocesan levels. Figure 11 shows the data flow from parishes to archdeaconries and then to the diocesan office.

Figure 11: DoK Data Flow



7. IMPLEMENTATION AND COORDINATION FRAMEWORK

This chapter analyses the key strategies to support the achievement of the Strategic Plan and the key stakeholders required to implement it.

7.1 Governance Structure for Implementation of the Strategy

The DoK will coordinate the implementation of the Strategic Plan through six key departments, aligned with the Provincial Secretariat organogram: (i) Missions and Outreach, (ii) Education, (iii) Health, (iv) Household and Community Transformation (HCT), (v) Finance and Investment, and (vi) Management Support Services. The mandates and core functions of each department are detailed in Annex 4. The current DoK Organogram is attached as Annex 7.

Diocesan Synod: The Diocesan Synod is the supreme governing body in the Diocese. It is responsible for drafting a constitution for the governance and administration of a Diocese, which shall be formally approved by the Provincial Assembly. It also provides overall direction for the Diocese and formulates broad, basic policies for it. 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 work on behalf of the Diocesan Council, Diocesan Boards and Diocesan Committees.

The 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.

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

Archdeaconry, Parish and Sub Parish Levels

Councils: The Council is the supreme governing body in the Archdeaconry, Parish and Sub-parish level. It is responsible for drafting a constitution for the governance and administration of a Parish, which the Diocesan Synod shall formally approve. It also provides overall direction and formulates broad, basic policies for the church at that level.

Working Committees: Established to implement the resolutions of the Church Council for effective ministry.

Ministry Teams: Ministry Teams are formed to facilitate the implementation of parish programmes and activities agreed upon at parish working committee meetings.

The Pastoral Structure

The Province is an ecclesiastical unit formed by a group of Dioceses under the Archbishop. The Church of Uganda has one Province.

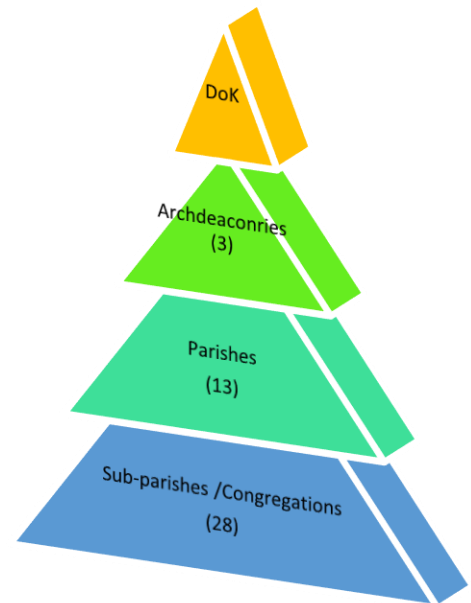
A Diocese is an Ecclesiastic unit formed by a group of Archdeacons under the jurisdiction and pastoral care of a Bishop.

An Archdeaconry is an Ecclesiastical unit consisting of a certain number of parishes. It is under the jurisdiction of an Archdeacon. The DoK currently has 3 archdeacons.

A Parish consists of one or more congregations under the jurisdiction and pastoral care of an ordained and licensed clergy. The DoK currently has 13 parishes.

Sub-parishes or congregations are under the supervision of a Parish Priest. The DoK currently has over 28 sub-parishes/ congregations across Uganda.

Church organs: These structures coordinate men, women, and youth; they include MU and FU, the Christian Women's Fellowship (CWF), the Christian Men's Fellowship (CMF), the youth ministry, and the children's ministry.



7.2 Key Strategies to Support Achieving the Strategic Plan

To achieve the objectives of the DoK Strategic Plan, key strategies must be in place to support the technical departments' operations. These include human resources, communication, capacity building, sustainability, gender mainstreaming, and alignment of Archdeaconry, parish, and church Plans, Structures, and M&E strategies.

7.2.1 Human Resource Strategy

Having the right calibre of human resources with the appropriate competencies in their respective positions is key to achieving strategic goals and institutional excellence.

The DoK will revamp and restructure the HR systems and strategies to strengthen organisational and staff performance. The Dioceses will recruit qualified staff to fill relevant technical and pastoral positions. The Diocese will further attract more professionals into ordained ministry and other diocesan positions. Develop staff competencies through continuous training, professional development, and refresher programs. Deploy personnel strategically to ensure the right skills/competencies and job matches for better results. Retain skilled and motivated staff through competitive incentives, recognition, and supportive work environments. Implement performance management systems to assess effectiveness, accountability, and achievement of performance objectives.

7.2.2 Communication Strategy

The Communication Strategy for the DoK will serve as a key tool to articulate the shared vision, mission, and core values and to streamline communication across all levels of the Diocese. Key elements include displaying vision, mission, and core value statements prominently in diocesan offices, parishes, fellowship halls, and leadership offices. Copies of the Strategic Plan and

related materials will be produced on posters, brochures, and other print media for distribution and display across parishes and archdeaconries. Digital platforms, including social media, diocesan radio and TV stations, CoU Family TV and other channels, will be used to support evangelism, share diocesan updates, and communicate church-related information. Additionally, copies of the Strategic Planning will be distributed to archdeacons, parishes, key diocesan stakeholders, development partners, and national-level partners to ensure consistent messaging, awareness, and alignment in implementing diocesan programs.

7.2.3 Information and Communication Technology

Information and Communication Technology (ICT) is a critical enabler for enhancing mission, evangelism, and overall diocesan operations. ICT encompasses the use of computers, telecommunications, and information distribution technologies such as TVs, telephones, social media platforms (Instagram, YouTube, WhatsApp, Email, Blogs, Zoom, and Google Meet) to store, retrieve, transmit, and manage data. The Diocese will invest in ICT infrastructure and strengthen the capacity of clergy and diocesan staff to use these tools effectively. These platforms will be leveraged to share sermons, hymns, Bible studies, Sunday school lessons, counselling sessions, and church announcements, thereby extending the reach of evangelism, improving communication within and beyond the Diocese, and supporting efficient administration and program monitoring.

7.2.4 Partnership Strategies

The DoK will establish strategic partnerships, networks, and alliances with key government Ministries, Departments, and Agencies (MDAs) operating in Kampala and surrounding areas, including the Office of the Prime Minister (OPM), Ministry of Gender, Labour and Social Development (MoGLSD), Ministry of Education and Sports (MoEs), Ministry of Health (MoH), Ministry of Finance, Planning and Economic Development (MoFPED), Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Ministry of Tourism, Ministry of Trade and Cooperatives (MoT&C), Ministry of Lands, Housing and Urban Development (MoLHUD), National Identification and Registration Authority (NIRA), Kampala Capital City Authority (KCCA), and other relevant agencies. The Diocese will also strengthen collaboration with local and international development partners, donors, the Anglican Communion, Uganda Joint Christian Council (UJCC), IRCU, credible faith-based organisations, NGOs, and the private sector within Kampala. These partnerships will support co-implementation of diocesan programs, enhance service delivery, expand outreach to urban and peri-urban communities, and ensure sustainable coverage of church initiatives across the Diocese of Kampala.

7.2.5 Capacity Building Strategies

Strengthening institutional and technical capacity is essential for enhanced performance. The human resources office of the Diocesan Secretariat will develop a capacity-building plan to enhance the skills, abilities, and processes of the Secretariat and its staff across the diocese. The following are the key capacity-building strategies.

1. *Assessment:* Conduct institutional and technical capacity assessments within the Diocese of Kampala to identify gaps in human resources, financial management, and infrastructure across parishes, archdeaconries, and diocesan institutions.
2. *Goal Setting:* Establish clear, measurable capacity-building objectives aligned with the Diocese's strategic priorities.
3. *Training and Development:* Provide relevant training, mentorship, and coaching for clergy and diocesan staff in areas such as fundraising, income-generating projects, accounting, auditing, and program management.

4. *Resource Mobilisation:* Allocate sufficient financial, human, and technological resources to support capacity-building initiatives across the Diocese.
5. *Partnership and Collaboration:* Foster strategic partnerships and collaborations with development partners, NGOs, government agencies, and other dioceses to enhance capacity-building efforts.
6. *Monitoring and Evaluation:* Regularly track progress in capacity-building initiatives and adjust strategies based on findings to ensure relevance and effectiveness.
7. *Leadership Support:* Encourage active commitment and involvement of diocesan leadership, archdeacons, and parish leaders in all capacity-building activities.
8. *Peer Review and Learning Mechanisms:* Facilitate periodic peer review meetings at parish, archdeaconry, and diocesan levels to review performance, share lessons learned, encourage peer learning, networking, and strengthen teamwork across the Diocese.

7.2.6 Sustainability Strategies

The DoK Strategic Plan emphasises both institutional and financial sustainability to ensure long-term viability, effective service delivery, and program continuity.

Institutional Sustainability: The DoK will focus on strengthening governance and administration by developing or reviewing diocesan policies, assessing decision-making processes, and ensuring they are relevant and effective. Transition and succession management processes will be intentionally institutionalised to maintain leadership continuity. Human capital will be creatively mobilised, and knowledge management systems established to capture, store, and use institutional expertise effectively.

Financial Sustainability: Financial sustainability will be promoted through sound stewardship practices, timely audits, and the strategic use of existing professional services to identify appropriate investment opportunities. Income-generating projects will be developed at parish, archdeaconry, and diocesan levels to supplement diocesan income. Cost-reduction strategies will be applied in program implementation to ensure efficiency. Key sustainability strategies for DoK:

1. Provide continuous capacity-building for clergy and diocesan staff to ensure institutional viability and continuity.
2. Utilise existing professionals within the Diocese to execute church programs, projects, and activities, while strengthening research and knowledge management systems.
3. Consolidate and optimise the use of diocesan assets, including land, buildings, and financial resources, to generate income.
4. Implement cost-reduction strategies to improve efficiency in program execution.
5. Establish IGAs across parishes, archdeaconries, and diocesan institutions.
6. Develop and maintain a database of ordained and lay professionals to support diocesan activities and programs.
7. Institutionalise professionalism in HR management to ensure accountability, performance, and long-term sustainability of the Diocese.

7.2.7 Gender Mainstreaming

According to KIIs, there are gender inequalities, with males heavily dominating most of the senior leadership roles, yet females constitute the majority of regular worshippers and volunteers in church activities. Additionally, gender related issues, such as Gender Based Violence (GBV) among the congregants, are common, which calls for more deliberate and targeted interventions. The following are proposed interventions to strengthen gender mainstreaming at the diocesan and parish levels.

1. Disseminate and operationalise DoK youth and gender policies across parishes and archdeaconries.
2. Conduct gender audits and gender budgeting within the Diocese to ensure equitable resource allocation.
3. Scale up advocacy against GBV and raise awareness among clergy and congregants.
4. Integrate GBV prevention and handling messages into sermons and church activities to sensitise the community.
5. Create safe spaces for GBV victims, including clergy, to report and receive support.
6. Strengthen marital and general counselling ministries, conducting regular couple seminars to promote marital harmony and peaceful conflict resolution.
7. Implement affirmative action to select more female church workers for capacity-building, scholarships, and career advancement opportunities.
8. Institutionalise a Diocese-level Women Clergy Fellowship (aligned with CoU Women Clergy Fellowship) to mentor and empower female clergy.

7.2.8 Continuous Learning and Benchmarking

The DoK will make deliberate efforts to integrate learning into implementation, benchmark against other Bible-based churches and dioceses, and excel in spiritual and holistic development. Additionally, the DoK will deliberately organise exchange visits across parishes, archdeaconries and dioceses to learn from those doing better, benchmarking improvements in projects, livelihoods, church services and other group activities.

7.2.9 Dissemination of the DoK Strategic Plan

The DoK will disseminate the Strategic Plan to the Archdeaconries, parishes and sub-parish levels. All heads of departments and technical staff will support lower-level structures in understanding the contents of the plan through face-to-face meetings/workshops, ensure they have copies (detailed and abridged versions), and have the plan posted on the official Diocesan communication platforms.

7.2.10 Development of Annual and Quarterly Work Plans and Budget

The DoK Strategic Plan will be broken down into departmental and parish annual and quarterly work plans and budgets to facilitate operationalisation and tracking of progress. This will help prioritise activities to be implemented each year and each quarter. The annual and quarterly work plans should include clear targets and timeframes to facilitate tracking of implementation progress. The Diocesan leadership will provide guidelines through the Planning and Monitoring and Evaluation Unit and the Archdeacons, and will develop work plans and budgets at all levels.

7.3 Strategic Plan Costing

Costing the DoK Strategic Plan will entail estimating the physical resources required for its implementation (labour, materials, services, capital items) and valuing them in monetary terms. This involves calculating the activity's financial costs by identifying the quantities and prices of all resources needed for its implementation. DoK will identify the activities.

The following cost categories could be included: cost of personnel (salaries, fringe benefits, taxes and other expenses related to human labour); cost of materials and services (office supplies, communication, fuel, accommodation, utilities, maintenance, rent, other services, and any other recurrent input); and cost of capital assets (land, building, equipment, vehicle,

software). Annex 5 presents the DoK Strategic Plan Costing. Parishes will also use this format to cost their annual work plans.

8. FINANCING STRATEGIES FOR THE STRATEGIC PLANNING FRAMEWORK

The successful implementation of the DoK will depend on the availability of both short- and long-term funds to meet identified needs and deliver the plan's key interventions.

8.1 Long-term Financial Objectives

The long-term financial objectives include:

1. Increase the DoK income from the current resource base by 50% by 2030
2. Meet 100% of the administrative costs from local income sources by 2030

8.2 Financial Strategies

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

8.2.1 Enhanced Self-financing Capacity

Enhanced self-financing requires optimal management of DoK assets and proceeds, as well as greater transparency and accountability for how generated resources are used. The DoK shall expand and strengthen its capacity for self-financing beyond congregational offerings.

8.2.2 Financial Targets for Self-financing

The DoK and parishes will cost the developed plans and aim to raise at least 80% of the required funds locally. The DoK will require each operating non-current asset/investment to contribute at least 15% of its revenue to meet DoK operating costs, retain 20% for maintenance, and allocate 65% to programme, operating, and administration expenses of the respective department/unit.

8.2.3 Resource Mobilisation and Diversification of Funding Sources

The DoK will implement a strategic fundraising approach by setting fundraising targets to finance the objectives. Resource mobilisation is a key element in ensuring that the identified priority activities can be undertaken. The DoK will implement the following resource mobilisation strategies:

1. Develop a DoK resource mobilisation strategy
2. Appoint a fundraising focal person at the Secretariat and for every parish and archdeaconry
3. Use the DoK plan as a tool for resource mobilisation from potential donors
4. Enhance networking and build strong inter-institutional linkages, partnerships and collaborations.
5. Create at least 10 new partnerships and collaboration opportunities per year

8.2.4 Effective Stewardship

The church will strengthen the culture of good financial stewardship throughout all levels, from the Parish to the Diocese. The diocesan board and management teams will maintain a healthy financial position by adhering to the principles of good governance. Efforts will be made at all levels to deploy resources efficiently and effectively, and to adequately account for them, in accordance with established reporting standards. The DoK Secretariat staff and the staff based in parishes will seek to prudently manage the finances entrusted to them and utilise them to the fullest, minimising costs while maximising results, without compromising quality. Transparency and accountability principles will be upheld, and annual audits will be conducted to ensure compliance. Parishioners must see transparency and accountability in the management of church resources, with income and expenditure clearly shown, to encourage them to support more church activities.

ANNEX 1A: MISSION AND EVANGELISM DEPARTMENT IMPLEMENTATION AND INDICATOR MATRIX

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
SO 1.1: Increase Church membership by at least 15%												
Conduct more targeted missions in schools, other institutions, neighbouring suburbs, workplaces, and marketplaces.	#/% of churches conducting missions (disaggregated by mission place, e.g. schools, marketplaces, etc). #/% of missions conducted									Mission, Management Support Services (MSS)	Parishes/churches	
Conduct a census of all DoK congregants and report monthly numbers of members and new converts/born again.	#/% of churches conducting a census #/% of churches submitting members and new converts/born again.									Parishes/churches	Mission, MSS	
Allocate at least 20% of the diocesan budget toward mission activities.	% budget allocation for mission by diocese and church									Mission, Finance and Investment (F&I), MSS	Parishes/churches	
Establish diocesan, archdeaconry and parish-level mission teams to ensure parish-level participation in mission activities.	#/% of churches with mission teams A diocesan mission team in place									Mission	Parishes/churches	
Plant more churches and provide closer monitoring and pastoral support to new churches. Start chapels in institutions and areas where parishioners live (“taking church to the people”).	# of new churches started/planted #/% of churches conducting pastoral visits									Mission, MSS	Parishes/churches	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
Utilise social media platforms, TV and radio to enhance mission outreach.	#/% of churches utilising media platforms to preach the gospel # of churches having online church services									Mission, MSS	Parishes/churches, Family TV	
Develop and disseminate a diocesan discipleship manual and strengthen personal spiritual growth. This entails adopting discipleship tools such as BSF and Navigators	A diocesan discipleship manual in place #/% of churches utilising the diocesan discipleship manual									Mission	Parishes/churches	
Develop an evangelism strategy for the diocese.	A DoK evangelism strategy in place	X								Mission	Parishes/churches	
SO 1.2: Strengthen institutional and individual capacity for missions												
Train and equip the clergy, lay evangelists and other members of mission teams on effective urban mission and evangelism.	#/% of clergy, lay evangelists and other members of mission teams trained in effective urban mission and evangelism.									Mission	HRM, Parishes/churches	
Procure equipment and materials necessary for mission activities.	#/% of churches with a mobile Public Address (PA) system for missions.									MSS	Mission, Parishes/churches	
Identify strategic partners to work with and support mission initiatives.	# of strategic partners to work with and support mission initiatives. Amount of funds raised from strategic partners									Mission, MSS	Mission, Other departments	
Pool resources for evangelism and focus on strengthening weaker ministries in struggling	Amount and type of resources to support evangelism and weaker ministries									Mission, MSS	Archdeaonries, parishes	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
churches (e.g. churches in disadvantaged urban communities, hospitals, prisons and schools)												
SO 1.3: To revitalise children, youth, and men's ministries to address their unique social and developmental needs, ensuring active engagement and discipleship.												
Integrate IGA and sports in men's ministries, e.g. FU	% of churches integrating IGA and sports in men's ministries									Parish/church FU, Youth, CMF	Parishes	
Organise regular age and gender-specific programs that actively involve children, youth, men, and women, e.g. fellowships, workshops, and retreats, at parish, archdeaconry, and diocesan levels.	#age and gender-specific programs children youth men women									Parishes	Mission	
Support school chaplaincies with additional financial and human resources.	#% of churches conducting missions to chaplaincies									Mission, MSS	Parishes	
Allocate funds to support chaplaincies from the diocese.	Amount of funds allocated to support chaplaincies									Mission, MSS	Parishes	
Promote lively services with greater youth involvement and include youth-led skits to dramatise sermons.	% of churches with worship sound systems								100%	Parishes/churches	Mission	
Recruit full-time youth and children ministers for every church.	% of churches with full-time youth and children ministers								100%	MSS, parishes	Parishes/churches	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
Train the youth and children in faith-based leadership and playing musical instruments. Strengthen youth structures at all levels.	#/% of churches with trained people to operate music systems #of trainers in the Diocese									Parishes/churches	HRM	
Form school ministry outreach programs to engage children and youth.	#/% of churches with school ministry outreach programs									Mission, Parishes/churches	Chaplaincies	
Scale up sports and recreational evangelism targeting youth and men to increase participation and ensure regular interactions.	#/% of churches conducting sports and recreational evangelism targeting the youth and men									Chaplaincies Parishes/churches	Mission	
Develop a range of activities to encourage involvement in Bible studies, worship teams, and mission work across all age groups.	% of congregants participating in at least a Bible study, worship teams, and mission (disaggregated by age)									Parishes/churches	Chaplaincies, Mission	
Develop mentorship and discipleship programs linking experienced members with younger or new congregants. Strengthen and scale up family life ministry programs, including couple and youth fellowships.	#/% of churches with mentorship and discipleship programs linking experienced members with younger or new congregants.									Mission	MSS, Parishes/churches, Chaplaincies	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
SO 1.4: To promote Christian family life												
Conduct premarital, marital and general counselling sessions.	#/% of churches conducting comprehensive premarital counselling using a standard manual before wedding couples. % of wedded couples counselled using a comprehensive pre-marital marital standard manual								100% 100%	Mission, Parishes/churches,	MSS, MU, FU, Marrieds	
Establish and monitor family devotions (prayer and Bible study).	% of congregants holding daily family devotions									Parishes/churches	Mission	
Encourage members to join other church ministries (e.g., Mothers' Union, Fathers' Union, Marrieds' Fellowship, CWF, CMF, etc.).	% of congregants belonging to at least one fellowship									Parishes/churches	Fellowship leaders	
Organise corporate and mass weddings for cohabiting couples.	#% of married/cohabiting congregants wedded in church % of churches organising annual corporate weddings									Parishes/churches	MU, FU, Marrieds	
Register all marriages are with the Uganda Registration Services Bureau (URSB).	% of marriages are registered with URSB								100%	Parishes/churches	MSS	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
Conduct family counselling sessions for couples, parents, and children	#/% of churches' general counselling sessions for couples, parents, and children								100%	Parishes/churches, Mission	MSS, MU, FU, Marrieds	
Facilitate workshops on Christian values, household harmony, and godly parenting.	#/% of churches holding workshops on Christian values, household harmony, and godly parenting. (disaggregated by focus)								100%	Parishes/churches, MU, FU, Marrieds	Mission, Archdeaconries	
Establish couples/marrieds fellowships in all churches where couples meet regularly to discuss topical marriage issues.	#/% of churches with married fellowships couples/marrieds									Parishes/churches	Mission, Archdeaconries	
Organise mentorship programs linking experienced families with younger or struggling households.	% of churches with linking experienced families with younger or struggling households.									Parishes/churches	MU, FU, Marrieds	
Scale up advocacy against GBV and increase awareness among the clergy and congregants by integrating GBV messages into sermons.	% of churches integrating GBV awareness in sermons								100%	Parishes/churches, MU, FU, Marrieds	Mission	
Establish a safe space where GBV victims can be helped.	At least one safe space for GBV victims in the diocese.							0	1	DoK Secretariat, Parishes/churches	Mission	
Organise regular community cleaning during church	% of churches organising community in cleaning events.									Parishes/churches	Mission	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
events/celebrated church days.												
TOTAL												

ANNEX 1B: SOCIO-ECONOMIC DEVELOPMENT FOCUS AREA IMPLEMENTATION AND INDICATOR MATRIX

Intervention Area/Activity	Indicators	Timeline					Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5					
SO 2.1: Increase DoK infrastructure by improving current income-generating structures and creating new ones											
Build/renovate DoK infrastructure, including schools and other buildings.	# of DoK infrastructure built/renovated								F&I Department	MSS	
Hire a Business Development Specialist who is business-minded to develop a land and asset use business plan.	A Business Development Specialist recruited								DS/HRM	F&I Department	
Consider sub-contracting management of assets and facilities to credible professionals at an agreed monthly rate.	% of assets sub-contracted for management								F&I Department	Parishes/churches	
Establish IGAs for the diocese and every parish, church,	# of IGAs established								F&I Department	Parishes/churches	
Strengthen partnerships among churches in the diocese and private developers for joint investment projects	# of partnerships with other churches and private developers Amount of funds realised from partnerships with other churches and private developers.								F&I Department	Parishes/churches	
Develop and implement	An infrastructure improvement and								F&I Department	MSS	

Intervention Area/Activity	Indicators	Timeline					Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5					
infrastructure improvement and maintenance plans	maintenance plan in place										
Benchmark with the Anglican Church of Kenya, and Rwanda (ACK), on how they are managing their vast investments	# of action points taken from benchmarks							F&I Department	MSS		
<i>SO 2.2: Increase the percentage of DoK funds generated locally</i>											
Strengthen financial stewardship by teaching congregations biblical giving, tithing, and generosity.	#/% of parishioners trained in biblical stewardship and faithful giving								MSS	F&I Department	
Train clergy, finance committees, and ministry leaders in fundraising, proposal writing, and partnership development.	#/% of clergy, finance committees, and ministry leaders trained in fundraising, proposal writing, and partnership development.								HRM	F&I Department	
Establish a diocesan database of professionals and potential donors to support targeted mobilisation	A diocesan database of professionals and potential donors in place								HRM	F&I Department	
Conduct financial literacy campaigns to foster a culture of giving among parishioners.	#/% of churches implementing financial literacy campaigns to build a giving culture among parishioners								F&I Department	HRM	

Intervention Area/Activity	Indicators	Timeline					Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5					
Establish more church-to-church partnerships to co-develop income-generating ventures and mission initiatives.	#/% of church-to-church partnerships established								F&I Department	MSS	
Host annual fundraising events, charity drives, and mission-focused campaigns to raise dedicated funds.	#% of churches conducting annual fundraising events for charity and mission								F&I Department	Parishes/churches	
Train parishioners on savings and IGAs for every household.	#/% of households involved in IGAs								F&I Department	HCT	
Promote SACCOs and community-based financial groups.	# of SACCOs and community-based financial groups formed								F&I Department	Parishes/churches	
Monitor and evaluate the impact of programs to ensure a minimum 10% increase in household income.	% of households reporting increased household income								Planning & M&E	DS	
Link church members to KCCA and other GoU development programmes, such as the Parish Development Model (PDM), the Grow Fund, the Private Sector Foundation (PSFU) programmes, and Emyoga, to	% of church members linked to KCCA and other GoU development programs such as PDM								F&I Department	Parishes/churches	

Intervention Area/Activity	Indicators	Timeline					Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5					
increase access to inputs and seed capital.											
Support exchange visits to other Dioceses, Parishes, and other development partners for cross-learning.	# of exchange visits to other Dioceses, Parishes, and other development partners								Education Department	Parishes/churches	
SO 2.3 Provide equitable, accessible and quality Education services in all DoK education institutions.											
Instal firefighting equipment, wall fences, thunder arresters and security guards.	#/% of schools with firefighting equipment, wall fences, thunder arresters and security guards								Education Department, Head Teachers	MSS	
Strengthen positive parenting practices through positive parenting, skills building and psychosocial support.	#/% of schools and churches holding annual parenting seminars								Parishes/churches, MU, FU, Marrieds	Mission, Education Department, Head Teachers	
Establish peer-to-peer support/learning mechanisms within and across better-performing and low-performing schools.	#of peer-to-peer support sessions conducted among all schools # of participants in peer-to-peer support sessions								Education Department, Schools	Head Teachers	
Conduct regular supervision and inspection of DoK-affiliated educational institutions	#% of schools supervised and inspected every term								Education Department	Parishes/churches	

Intervention Area/Activity	Indicators	Timeline					Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5					
Integrate Christian values and discipleship programs into the education curriculum in all DoK-affiliated schools.	Guidelines on Christian values and discipleship programs developed for the education curriculum. #% of schools implementing Guidelines on Christian values and discipleship programs.								Education Department	Head Teachers, Mission	
Develop guidelines and standards on the well-being of learners	Guidelines and standards on the well-being of learners in place.								Education Department	Schools, Learners	
Construct perimeter walls, put in place security guards and install surveillance cameras	#/% of schools with perimeter walls, security guards, and surveillance cameras								Education Department, MSS	Head Teachers, BoG/SMCs	
Put in place interventions to prevent drug and alcohol abuse	#/% of schools with interventions to prevent drug and alcohol abuse								Education Department, Schools	Head Teachers	
Train and retool teachers and school management on inclusive education and other identified gaps.	#/% of schools with teachers trained in inclusive education								Education Department	Schools	
Promote transparency, regular audits and accountability in schools.	#/% of schools conducting annual audits								Schools, F&I	Head Teachers, Bursars	

Intervention Area/Activity	Indicators	Timeline					Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5					
	#!/% of schools' audits Reviewed by DoK										
Support the formation and training of School Management Committees (SMCs) and the Board of Governors in leadership and accountability	#!/% of schools with functional SMCs / BOGs meeting regularly #/SMCs / BOGs trained								Education Department	Head Teachers	
Register and title school lands (Church)	#!/% of schools with land titles								Schools, F&I	CCHL	
Mobilise resources and partners to support the education services.	Amount of funds mobilised to support education activities								Education Department, MSS	Schools	
Integrate education promotion messages in sermons.	#!/% of churches giving integrated education promotion messages in sermons. Guidelines in place for integrating education promotion messages in sermons								Churches/parishes, Education Department	Fellowship leaders	
Establish new DoK-owned private educational facilities, including day care centres, primary and secondary schools.	# of new DoK-owned private educational facilities								Education Department, MSS	Parishes/churches	
Implement the SMART Schools Model for a safe and Friendly School learning environment	#!/% of schools implementing the SMART Schools Model								Education Department, Schools	Learners	

Intervention Area/Activity	Indicators	Timeline					Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5					
Support access to Business, Technical and Vocational Education Training (BTJET) to skill more youth, women and men, especially those who dropped out of school	# of TVET institutions belonging to the diocese								Education Department, MSS	Parishes/churches	
Promote Information Communication and Technology (ICT) and science education	% of schools with ICT and science education								Education Department, Schools		
Promote efforts to retain children in schools	% of learners completing P.7								Education Department, Schools	Parents, caregivers, parishes	
Prioritise ministerial formation and attracting more professionals into ordained ministry and diocesan posts.	# of ministers trained # of professionals joining the ordained ministry								MSS, HRM	Parishes/churches	
SO 2.4 Support access to equitable, quality health services											
Promote medical camps, especially at church premises	#/% of churches conducting medical camps # of medical camps conducted								Parishes, Health Department	MoH	
Strengthen the health insurance under KIDO Indicator	#of church members with health KIDO insurance								Health Department, KIDO	Parishes/churches	
Scale up health education for the prevention of	# % of churches integrating health education for the								Health Department, Churches	MoH, KCCA	

Intervention Area/Activity	Indicators	Timeline					Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5					
communicable and non-communicable diseases	prevention of communicable and non-communicable diseases										
Sensitise Christians on Primary Health Care (PHC)	# % of churches conducting PHC sensitisation							Health Department, Churches	MoH, KCCA		
Scale up proper nutrition education for households	# % of churches conducting sensitisation on nutrition education # of people sensitised on proper nutrition							Health Department, Churches	MoH, KCCA		
Increase coverage and access to immunisation	% churches conducting immunisation sensitisation							Health Department, Churches	MoH, KCCA		
Improve on health-seeking behaviour, especially for men	% of men performing annual health checkups							Health Department, Churches	MoH, KCCA		
Advocate for increased HIV testing, especially among men, who have been less proactive in getting tested.	% of the congregation who tested for HIV in the past year.							Health Department, Churches	UAC, MoH, KCCA		
Address stigma within the community for a more inclusive and supportive environment for those living positively with AIDS	% of churches sensitising members against HIV stigma							Health Department, Churches	UAC, MoH, KCCA		

Intervention Area/Activity	Indicators	Timeline					Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5					
Strengthen prevention and response to disease outbreaks											
Integrate WASH promotion messages in sermons	WASH messages integration guidelines are in place #% of churches integrating WASH promotion messages in sermons								Health Department, Churches	Mission	
Promote health education for improved health-seeking behaviour for children and adults	#% of churches integrating health promotion messages in sermons								Health Department, Churches	Other departments	
Mainstream health promotion activities within the church programmes, including sermons											
Improve access to safe water by promoting rainwater harvesting	% of churches and homes with rainwater harvesting facilities								Health Department, Churches	Environment	
Encourage those living with HIV to adhere to their medication.	% of churches with messages encouraging PLHIV to adhere to their medication.								Health Department, Churches	UAC, MoH, KCCA	
Strengthen the technical and institutional capacity for health service delivery											
Support infrastructure development for health service delivery	# of new health centres started								Health Department, MSS	MoH	
Improve coordination and collaboration with other key stakeholders for increased access to health services	# of collaboration MoUs signed with other key stakeholders for increased access to health services								Health Department	Parishes	

Intervention Area/Activity	Indicators	Timeline					Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5					
Uphold effective governance and administration of health systems								Health Department	MSS		
Establish a DoK health care system.	A DoK health care system established							Health Department, MSS	MoH, KCCA		
Establish a Health Department and recruit a Health Specialist for the Diocese to spearhead health services.	A Health Department established Health Specialist for the Diocese Recruited							MSS	HRM		
Sub Total											
SO 2.5: Support economic and capacity strengthening for at least one parish in Karamoja Region as part of its corporate social responsibility in alignment with the CoU Strategic planning Framework											
Support the Karamoja Diocese churches and parishes through contributing donations, technical support such as capacity building of church leaders	# of churches and parishes in Karamoja supported with donations, technical support							MSS, F&I, Health Department	Parishes/churches		
Total											

ANNEX 1C: COMMUNITY ENGAGEMENT FOCUS AREA IMPLEMENTATION AND INDICATOR MATRIX

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
SO 3.1 Strengthen families through interventions that promote stable, peaceful conflict resolution and harmony.												
<i>Promote inclusion, gender harmony and economic justice at the household and community levels.</i>												
Disseminate the CoU Gender Policy.	# of copies of CoU Gender Policy disseminated by level (dioceses, parish) % of parishes using the CoU Gender Policy.									HCT Department	Other departments and ministry leaders	
Strengthen peaceful conflict resolution. Implement programs that teach conflict resolution and promote peaceful family relationships, and prevent and address gender-based violence.	#/% of reduction in family conflicts #/% reduction in gender-based violence cases									HCT Department	Mission, MU, FU, Marrieds	
Scale up advocacy against GBV and create more GBV awareness among the clergy and congregants.	#/% of clergy and congregants sensitised in GBV awareness									HCT Department	MU, FU, Marrieds, CWF, CMF	
Integrate GBV messages into sermons and at all church activities.	#/% of churches reporting integration of GBV messages into sermons									HCT Department	Parishes/churches, Mission	
Establish referral mechanisms within communities to handle gender related cases.	# of GBV cases referred									HCT Department	Parishes/churches	
Promote gender mainstreaming in church activities to reduce the gap between males and females	#/% of churches with gender mainstreaming plans									HCT Department	All departments &	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
											Parishes/churches	
Identify and train gender champions across the Diocese, from the grassroots level to the diocesan level.	# of gender champions trained									HCT Department		MGLSD
SO 3.2 Strengthen the capacity of the men, women, youth and children ministries and their structures to realise their full potential and promote the kingdom of God. SO 3.3 Increase the participation of children, youth, and men in various church activities at all levels.												
Organise regular age and gender-specific programs that actively involve children, youth, men, and women, e.g. fellowships, workshops, and retreats, at parish, archdeaconry, and diocesan levels.	#age and gender-specific programs children youth men women									Family life (Children, youth, MU, FU, CWF, CMF)	Parishes/churches	
Train children, youth, men, and women in leadership and provide platforms for leadership participation.	% of churches with leadership training programmes for children, youth, men, and women									Parishes/churches	Education Department, Mission	
Form school ministry outreach programs to engage children and youth.	#/% of churches with school ministry outreach programs									Mission, Parishes/churches	Schools	
Scale up sports and recreational evangelism targeting youth and men to increase participation and ensure regular interactions.	#/% of churches conducting sports and recreational evangelism targeting the youth and men									Mission, Parishes/churches	Fellowships Leaders	
Encourage involvement in Bible studies, worship teams, and mission activities across all age groups.	% of congregants participating in at least a Bible study, worship teams, and mission (disaggregated by age)									Mission, Parishes/churches	Fellowships Leaders	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
Develop mentorship and discipleship programs linking experienced members with younger or new congregants. Strengthen and scale up family life ministry programs, including couple and youth fellowships.	#/% of churches with mentorship and discipleship programs linking experienced members with younger or new congregants.									Mission, Parishes/churches	Fellowships Leaders	
SO 3.4 Advocate and lobby for support and protection of vulnerable groups (children, youth, women, persons with disabilities (PWDs), the elderly, refugees, etc.).												
Advocate and lobby for support and protection of vulnerable groups (Children, youth, women, PWDs, the elderly, refugees, etc.)	Number of vulnerable groups (Children, youth, women, PWDs, the elderly, refugees, etc) supported by DoK									HCT Department	All departments	
Strengthen PWD inclusivity												
Install ramps in all facilities, including churches, diocesan offices, classrooms, and toilets.	#/% church and school facilities with ramps Ramps in place at the diocesan offices									HCT Department	Schools, MSS	
Attach sign language interpreters to churches and schools.	#/% churches with sign language interpreters									HCT Department	Schools and churches	
Look out for PWDs and encourage them to attend regular church programmes.	#/% PWDs supported/encouraged to attend regular church programmes									HCT Department	Mission, churches	
Include PWD representatives in church councils and ordain more PWD priests.	#/% church councils with PWD representatives #/% PWD priests									HCT Department	Parishes/churches	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
Conduct pastoral visits to the elderly and provide financial and medical support to the vulnerable elders and the widowed	#/ pastoral visits to the vulnerable elderly persons and the widowed									Parishes/ Churches	HCT and Health Departments	
TOTAL												

ANNEX 1D: INSTITUTIONAL DEVELOPMENT FOCUS AREA IMPLEMENTATION AND INDICATOR MATRIX

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
SO 4.1 Institute adequate and effective administrative/governance policies and systems.												
<i>Improve governance and stewardship.</i>												
Institute functional governance bodies and technical officers for all relevant offices to run DoK institutions.	% of institutions with functional governance bodies.									Management Support Services (MSS)	Heads of Department	
Strengthen institutional governance structures through training boards, committees, and management teams.	DoK boards, committees, and the management team are trained in governance and leadership.									MSS	Heads of Department	
Hold periodic evaluation, planning, and review meetings for archdeaconry ministry programs to strengthen accountability.	Dok M&E Plan in place and being implemented									MSS (Planning, M&E)	Heads of Departments, Parishes	
Run regular new and refresher training programs for clergy and ministry teams to enhance leadership capacity.	#/% of clergy and ministry teams participating in refresher training programs									MSS (HRM)	UCU, Namugongo Seminary	
Create a registry for the legal docket and institute a team of paid lawyers to handle the numerous legal issues.	A registry for the legal docket win place									MSS (Land and Estates)	CCHL	
Develop standard operating procedures (SOPs) and operational guidelines for diocesan institutions to improve efficiency.	Standard operating procedures (SOPs) and operational guidelines are in place.									MSS	Heads of Departments, Parishes	
Develop/review essential policies of the church	# of essential policies developed									MSS	Heads of Departments, Parishes, Boards	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
Support parishes in developing their domesticated 5-year work plans aligned with the DoK Strategic Plan.	#% of parishes with 5-year work plans aligned with the DoK Strategic Plan.									Management Support Services (Planning, M&E)	Heads of Departments, Parishes	
Strengthen operationalisation of Diocesan tribunals to manage conflicts.	Diocesan tribunals operationalised									Management Support Services	Diocesan Chancellor	
<i>SO 4.2 Obtain legal ownership and full control over DoK land and facilities</i>												
Finalise the asset and inventory registers for all DoK properties and secure the relevant land titles.	Asset and inventory register of all DoK properties in place									Land and Estates	CCHL	
Survey and title the church land at all Church centres	% of church land surveyed and titled									Land and Estates	CCHL, MoLHUD	
Finalise and regularly update the digital land registry/database to store up-to-date information on all church properties.	DoK digital land registry/database finalised									Land and Estates	CCHL, MoLHUD	
Strengthen legal capacity by engaging qualified professionals to handle land matters, boundary disputes, and lease renewals.	% of church land matters resolved									Land and Estates	CCHL, HRM	
Develop a diocesan land management policy outlining acquisition, use, protection, and development guidelines.	A diocesan land management policy was developed.									Land and Estates	CCHL, other departments, parishes	
Establish a Land Management Committee at the diocese, archdeaconry and parish levels to oversee land issues and ensure compliance.	A diocesan and archdeaconry land management Committee in place									Land and Estates	CCHL, parishes	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
	#/% of Land/asset Management Committees											
Resolve all existing land disputes through legal processes, dialogue, and structured negotiations.	#/% of land disputes through legal processes, dialogue, and structured negotiations									Land and Estates	CCHL, Diocesan Chancellor	
Sensitise clergy, parish councils, and congregations on the importance of proper land documentation and stewardship.	#/% of the clergy, parish councils, and congregations sensitised on the importance of proper land documentation and stewardship.									Land and Estates	CCHL, MSS	
Strengthen partnerships with government land offices, surveyors, and legal experts to expedite titling processes.	# of partnerships established									Land and Estates	CCHL, MoLHUD	
Develop land-use plans that promote sustainable development, income generation, and mission advancement.	A diocesan land-use plan # of parishes with land-use plans									Land and Estates	CCHL, parishes	
Regularly monitor all church properties to identify potential encroachment risks and take prompt corrective action.	# of church properties monitored									Land and Estates	CCHL, MSS	
Develop a work plan for legal and land management.	# of churches with a work plan for legal and land management.									Land and Estates	MSS	
SO 4.3 Strengthen the capacity for the clergy, other church workers, and DoK institutions in effective governance, accountability and resource utilisation												
Conduct continuous professional development (CPD) training for clergy, teachers, and all church workers, the 2023 and follow-on Training Needs Analysis.	#/% of clergy, teachers, and all church workers who received CPD training									MSS (HRM)	Heads of Departments	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
Establish leadership development and mentorship programs to equip emerging leaders across the Diocese.	#/% of clergy and church leaders participated in leadership development and mentorship programs									MSS	Heads of Departments	
Strengthen management and administrative skills through targeted training in governance, financial management, and project planning.	#/% of clergy and church leaders trained in governance, financial management, and project planning									MSS	Heads of Departments	
Equip clergy and staff with digital literacy skills to support modern ministry and administrative work.	#/% of clergy and church staff trained in digital literacy skills									MSS	ICT, UCU	
Provide regular refresher courses on pastoral care, discipleship, counselling, and mission work.	#/% of clergy and church staff who received refresher courses (<i>by type: pastoral care, discipleship, counselling, and mission work</i>)									MSS (HRM)	Parishes	
Build capacity for resource mobilisation, proposal writing, and partnership development within diocesan institutions.	#/% of clergy and church leaders trained in resource mobilisation, proposal writing, and partnership development									MSS	Heads of Departments	
SO 4.4: Promote good financial management practices and accountability at all levels												
Strengthen accountability systems, leverage ICT and minimise cash, and implement financial management controls.	Financial accountability systems are in place at all levels. #% of parishes using electronic payment systems fully.									Heads of Departments		
Conduct annual audits at all levels and review audit reports.	Annual financial audits at the parish, archdeaconry,									Finance Department		

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
	and diocesan levels are conducted.											
Comply with applicable tax obligations. Conduct regular training of financial management Teams at the Diocese and in Churches.	%/# of clergies, treasurers, council members, and finance committees trained in financial management. URA and NSSF tax obligations remitted on time.									F&I		
SO 4.5 Strengthen transparency and accountability at all levels												
Develop and enforce financial management policies and guidelines for all parishes and diocesan institutions.	Financial management policies and guidelines in place.									MSS, F&I	Parishes	
Strengthen reporting systems by requiring regular financial, administrative, and ministry performance reports.	%/# of DoK church leaders and clergy trained in reporting systems									MSS, F&I	Parishes	
Train clergy, treasurers, council members, and finance committees in accountability and ethical financial management.	%/# of DoK clergy, treasurers, council members, and finance committees trained in accountability and ethical financial management									F&I	HRM, Parishes	
Publicise budgets, financial statements, and key decisions to congregations to promote openness and trust.	% of parishes publicising budgets, financial statements, and key decisions to congregations									F&I, Parishes	MSS	
Introduce standardised electronic financial management tools (ledger books, accounting software, or templates) for use across the Diocese.	% of parishes and archdeaconries using a standardised electronic financial management tool.									F&I, Parishes	MSS	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
Hold periodic review and accountability meetings for all parishes and diocesan departments.	%/# of DoK churches that hold periodic review and accountability meetings									F&I, MSS	Parishes	
Establish checks and balances through strengthened internal audit functions and oversight committees.	%/# of parishes with internal audit and oversight committee.									F&I, MSS	Parishes	
Promote a culture of integrity by teaching biblical principles of stewardship, honesty, and responsibility.	%/# of parishioners sensitised in integrity by teaching biblical principles of stewardship, honesty,									MSS	Parishes	
Implement transparent procurement processes guided by clear procedures and competitive selection.	%/# of DoK churches with transparent procurement processes guided by clear procedures									MSS	Parishes, F&I, MSS	
Institute proper handover procedures whenever leadership changes occur at the parish or diocesan levels.	%/# of parishes with proper handover procedures whenever leadership changes occur									MSS (HRM)	Heads of Departments	
Monitor compliance with financial policies and take corrective action where accountability gaps emerge.	%/# of parishes compliant with financial policies.									F&I, MSS	Parishes	
SO 4.6 Mobilise adequate resources to implement the DoK Strategic Plan												
Pool resources for evangelism and focus on strengthening weaker ministries in struggling churches (e.g. churches in disadvantaged urban communities, hospitals, prisons and schools)	Amount and type of resources to support evangelism and weaker ministries. %/# of parishes pooling resources for evangelism									MSS, F&I,	Mission	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
<i>Spearhead the resources mobilisation drive to raise resources to implement the Strategic Plan</i>												
Manage the church's assets with a business mindset to generate more income.	A DoK business plan for assets and land management.									F&I, MSS	Parishes	
Develop a business plan for assets and land management.	#% of parishes with a business plan for assets and land management.											
Develop a comprehensive diocesan resource mobilisation strategy aligned with the Strategic Plan.	A diocesan resource-mobilisation strategy is in place.									F&I, MSS	Parishes	
SO 4.7: Strengthen communication for effective implementation												
Adapt and implement the CoU Communication Strategy to guide internal and external communication.	The DoK Communication Strategy in place.									MSS	Heads of Departments	
Establish clear communication channels between the Diocese, archdeaconries, parishes, and institutions. Communicate in time to avoid information leakage and rumours rather than being reactionary.												
Recruit a dedicated Communication Officer.	DoK Communication Officer recruited									MSS (DS, HRM)	Heads of Departments	
Strengthen the use of digital platforms (website, social media, email bulletins) for the timely dissemination of information.	#/% of churches using digital platforms by type									MSS	Mission, Heads of Departments	
Widely disseminate the Diocesan Strategic Plan to all	# of copies of the Diocesan Strategic Plan disseminated									MSS (Planning)	Heads of Departments	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
Archdeacons, parishes, churches and key partners.	% of congregations that have disseminated the strategic plan to various ministry leaders.											
Utilise multimedia tools such as audio, video, and print to reach diverse age groups within congregations.	#/% of churches using multimedia tools by type.									MSS (Comm-Specialist), Mission	Heads of Departments, Parishes, Family TV	
Produce regular communication materials such as newsletters, weekly briefs, and parish updates. Regularly update the DoK website.	# of communication materials produced and disseminated									MSS (Comm-Specialist), Mission	Heads of Departments	
Train clergy and ministry heads in effective communication and public relations skills.	#/% of clergy and ministry heads trained in effective communication and public relations skills									MSS (Comm-Specialist), Mission	Heads of Departments	
Publicise diocesan policies, programs, and decisions widely to ensure transparency and engagement	# diocesan policies disseminated									MSS (Comm-Specialist), Mission		
Develop a central digital repository to store and share key diocesan documents and records.	A central digital repository is in place.									MSS (Comm-Specialist), Mission	Heads of Departments	
Improve the branding and visibility of DoK activities, the website, institutions, and ministries.	#of website updates per year # of monthly news bulletins produced and disseminated to parishes									MSS (Comm-Specialist), Mission	Parishes	
Solicit regular feedback from congregants through mechanisms such as surveys, suggestion boxes, and digital polls.	#/% of parishes which have any anonymous feedback mechanism.									MSS (Comm-Specialist), Mission	Parishes	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
TOTAL												

ANNEX 1E: ENVIRONMENT FOCUS AREA IMPLEMENTATION AND INDICATOR MATRIX

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
SO 5.1 Increase the adoption of practices that promote environmental protection and mitigate the impacts of climate change.												
Integrate teachings on waste management and environmental stewardship into sermons, Bible studies, and church programs.	#/% of churches offering integrated teachings on waste management and environmental stewardship in sermons									HCT Department (Environment)	National Environment Management Authority (NEMA), KCCA Health Department, KCCA Community-Based Services Departments (CBSD), Natural Resource Department (NRD), Family TV, CSOs, NGOs	
Partner with solar companies to install solar panels on DoK institutions, such as churches, schools, and health facilities, so they can use renewable energy.	#/% of churches using solar energy									HCT Department (Environment)	Solar Companies	
Integrate community clean-up interventions with other activities, such as a football match or preaching	#/% of churches implementing integrated community clean-up events per year.									HCT Department (Environment)	Parishes/churches, MoH, KCCA Health Department, KCCA CBSD, NRD, Family TV, CSOs, NGOs	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
Train parishioners on various topics, e.g. urban farming, and establish demonstration urban farms.	#/% of parishioners trained in various topics, e.g. urban farming #/% of churches with demonstration urban farms.									HCT Department (Environment)	Parishes/churches, MAAIF, KCCA Production Department, KCCA CBSD, NRD, Family TV, CSOs, NGOs	
Promote rainwater harvesting at DoK institutions and in homes for domestic and agricultural use.	#/% of DoK institutions and homes practising rainwater harvesting.									HCT Department (Environment)	Parishes/churches, NEMA, KCCA Health Department, KCCA CBSD NRD, Family TV, CSOs, NGOs	
Promote the use of alternative cooking fuels (electricity, energy-saving stoves, biogas, solar, etc.) and reduce the use of charcoal and firewood.	#/% of households using alternative sources of energy for cooking (electricity, energy-saving stoves, biogas, solar, etc.)									HCT Department (Environment)	Parishes/churches, NEMA, KCCA Health Department, KCCA CBSD, NRD, Family TV, CSOs, NGOs	
Promote the production of charcoal briquettes as an alternative energy source.	#/% of households making charcoal briquettes as an alternative source of energy.									HCT Department (Environment)	NEMA, KCCA Health Department, KCCA CBSD, NRD, Family TV, CSOs, NGOs	
Sensitise parishioners on the dangers of polythene bags on the soil and environment.	#/% of parishioners sensitised on the dangers of polythene bags on the soil and environment									HCT Department (Environment)	NEMA, KCCA Health Department, KCCA CBSD NRD, Family TV, CSOs, NGOs	
Raise environmental awareness among congregations, staff, and communities on sustainable practices.	#/% of parishioners sensitised in sustainable practices									HCT Department (Environment)	NEMA, KCCA Health Department, KCCA CBSD NRD, Family TV, CSOs, NGOs	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
Allocate a separate budget for environmental interventions and lobby Family TV for time to discuss environmental issues.	A separate budget for environmental interventions is in place.									HCT Department (Environment)	F&I, Parishes/churches,	
Promote urban afforestation initiatives to improve air quality, aesthetics, and environmental sustainability.	#/% of parishes promoting urban afforestation initiatives									HCT Department (Environment)	NEMA, KCCA Health Department, KCCA CBSD and NRD CSOs, NGOs, Parishes/churches,	
Earmark an environmental month that is followed from the grassroots to the top.	Environmental month earmarked									HCT Department (Environment)	Parishes/churches, NEMA, KCCA Health Department, KCCA CBSD and NRD CSOs, NGOs	
Create environment clubs in schools.	#/% of schools with environmental clubs									HCT Department (Environment)	NEMA, KCCA Health Department, KCCA CBSD ents and NRD CSOs, NGOs	
Promote tree growing with a mix of fruit trees and other indigenous trees for food and carbon generation.	#/% of parishes growing trees on a large scale									HCT Department (Environment)	Parishes/churches, NEMA, KCCA Health Department, KCCA CBSD and NRD CSOs, NGOs	
Integrate environmental conservation and climate change messages into sermons.	#/% of parishes integrating environmental conservation and climate change messages into sermons									HCT Department (Environment)	Parishes/churches,	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
Institute Environmental Focal Teams in each Parish.	#!/Parishes with an environmental focal team									HCT Department (Environment)	Parishes/churches,	
SO 5.2 Promote the adoption of safe garbage disposal and utilisation, including the disposal of plastic waste and polythene bags.												
Promote recycling of plastic for money, from old plastic chairs, water bottles, etc.	#!/ of parishioners recycling plastic for money									HCT Department (Environment)	NEMA, KCCA Health Department, KCCA CBSD and NRD CSOs, NGOs	
Promote proper waste management across parishes and diocesan institutions.	#!/% of parishes and institutions promoting proper waste management										NEMA, KCCA Health Department, KCCA CBSD, and NRD CSOs, NGOs	
SO 5.3 Strengthen the capacity of disadvantaged urban communities to handle emergencies with resilience.												
Train disadvantaged urban communities trained in emergency preparedness.	#!/% of disadvantaged urban communities trained in emergency preparedness									HCT Department (Environment)	Office of the Prime Minister (OPM) Disaster Preparedness Department, KCCA Production department, CBSD NRD, CSOs, NGOs	
SO 5.4: Increase food production and food security within households and communities												
Promote backyard gardening in homesteads.	#!/% of households with a backyard gardens									HCT Department	MAAIF, KCCA Production Department, KCCA CBSD and NRD, Family TV CSOs, NGOs	
Teach and support households to practice small-scale irrigation and rainwater harvesting.	#!/% of households with small-scale irrigation and rainwater harvesting equipment									HCT Department	MAAIF, KCCA Production Department, KCCA CBSD and NRD, Family TV	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
SO 5.5: Strengthen the capacity of communities at the grassroots level to handle emergencies with resilience												
Conduct community risk assessments to identify hazards and vulnerabilities within parishes and diocesan institutions.	Community risk assessments conducted									HCT Department (Environment)	OPM Disaster preparedness, KCCA Production Department, KCCA CBSD and NRD, CSOs, NGOs	
Develop a diocesan disaster preparedness and response plan with clear roles and responsibilities.	A diocesan disaster preparedness and response plan in place									HCT Department (Environment)	OPM Disaster preparedness, KCCA Production Department, KCCA CBSD and NRD, CSOs, NGOs	
Train clergy and parish committees in emergency response, first aid, and disaster management.	# of clergy, and parish committees trained in emergency response, first aid, and disaster management.									HCT Department (Environment)	OPM Disaster preparedness, KCCA Production Department, KCCA CBSD and NRD, CSOs, NGOs	
Establish early warning systems and communication channels to alert communities about potential disasters.	Early warning systems and communication channels established									HCT Department (Environment)	OPM Disaster preparedness, KCCA Production Department, KCCA CBSD and NRD, CSOs, NGOs	
Facilitate community-based disaster preparedness programs, including drills and simulations.	;% of churches conducting community-based disaster preparedness programs, including drills and simulations									HCT Department (Environment)	OPM Disaster preparedness, KCCA Production Department, KCCA CBSD and NRD, CSOs, NGOs	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
Create partnerships with government agencies, NGOs, and emergency response organisations for coordinated disaster management.	# of partnerships with government agencies, NGOs, and emergency response organisations									HCT Department (Environment)	OPM Disaster preparedness, KCCA Production Department, KCCA CBSD and NRD, CSOs, NGOs	
Stockpile essential relief supplies and resources at parish and diocesan levels for quick deployment.	#/% of churches/parishes with a stockpile of essential relief supplies and resources									HCT Department (Environment)	OPM Disaster preparedness, KCCA Production Department, KCCA CBSD and NRD, CSOs, NGOs	
Integrate disaster risk reduction education into church programs, including schools and youth groups.	#/% of churches and integrating disaster risk reduction education into church programs									HCT Department (Environment)	OPM Disaster preparedness, KCCA Production Department, KCCA CBSD and NRD, CSOs, NGOs	
Promote resilience-building initiatives, such as climate-smart agriculture, safe shelter construction, and environmental conservation.	#/% of households practising resilience-building initiatives, such as climate-smart agriculture, safe shelter construction, and environmental conservation.									HCT Department (Environment)	OPM Disaster preparedness, KCCA Production Department, KCCA CBSD and NRD, CSOs, NGOs	
Establish disaster management committees at the churches, parishes, and dioceses.	% of churches, parishes, and dioceses with disaster management committees									HCT Department (Environment)	OPM Disaster preparedness, KCCA Production Department, KCCA CBSD and NRD, CSOs, NGOs	

Intervention Area/Activity	Indicators	Timeline						Baseline	Target	Responsibility	Other Participant	Budget '000
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6					
Create awareness of disaster preparedness and resilience.	% of farmers aware of disaster-preparedness and resilience									HCT Department (Environment)	OPM Disaster preparedness, KCCA Production Department, KCCA CBSD and NRD, CSOs, NGOs	
Provide Psychosocial support for affected households	# of households provided with psychosocial support for affected households									HCT Department (Environment)	OPM Disaster preparedness, KCCA Production Department, KCCA CBSD and NRD, CSOs, NGOs	
Establish an emergency response fund for Diocesan disaster risk management.	An emergency response fund established									HCT Department (Environment)	OPM Disaster preparedness, KCCA Production Department, KCCA CBSD and NRD, CSOs, NGOs	
Establish disaster management committees at each parish	% of parishes with disaster management committees									HCT Department (Environment)	OPM Disaster preparedness, KCCA Production Department, KCCA CBSD and NRD, CSOs, NGOs	
Establish an Environment and Disaster Focal Person at the Diocesan and parishes	Disaster Response Focal Person									HCT Department (Environment)	OPM Disaster preparedness, KCCA Production Department, KCCA CBSD, NRD, CSOs, NGOs	
TOTAL												

ANNEX 2: DOCUMENTS REVIEWED

1. CoU 27th Provincial Assembly Press Release
2. CoU Provincial Master Strategic Plan 2016 – 2025, Vision 2025 (2016)
3. CoU Strategic Plan Endline Evaluation Report (2024)
4. GoU 4th National Development Plan IV 2025/26 – 2029/30
5. Gou third National Development Plan III 2020/21 – 2024/25
6. <https://dioceseofkampala.org/>
7. <https://dioceseofkampala.org/>
8. <https://www.gafcon.org/author/the-church-of-uganda>
9. <https://www.gafcon.org/author/the-church-of-uganda>
10. Sustainable Development Goals (<https://sdgs.un.org/goals>)
11. Terms of Reference (ToR) for Finalising the Endline Evaluation/Review of the Strategic Plan 2016 To 2025 and Development of the Next Strategic Plan (2024)
12. The Anglican Church of Kenya Decade Strategy 2018–2027
13. The Archbishop’s Charge, the Most Rev. Dr. Stephen Samuel Kaziimba Mugalu (2024)
14. The CoU Strategic Planning Framework 2026-2030
15. The DoK Strategic Plan 2026-2030
16. The DoK Strategic Plan 2026-2030 Mid-Term Review
17. The National Housing and Population Census Report (UBOS, 2024)
18. Uganda Bureau of Statistics (UBOS) Annual Gross Domestic Product Report (2023)

ANNEX 3: COU STRATEGIC PLAN MONITORING TOOL

Form A



CoU Provincial Secretariat

Sub Parish/Congregation level reporting form

Introduction

Greetings in the Name of Our Lord Jesus Christ.

This form is designed to help capture information from our grassroots about Church land, Church infrastructure, services provided by our churches, and the challenges the Church faces. The information collected will help the Province and the Diocese understand the challenges faced by grassroots churches and identify ways to support them in addressing these challenges and improving the services provided to Christians.

The information will be collected **annually** and submitted to the Parish at the beginning of each year, in **January**. The information collected will be kept **CONFIDENTIAL** and used only for this purpose.

Date of Completing the form:

Name of the Church _____

Level of Church: 1) Sub Parish/Congregation 2) Parish, 3) Archdeaconry, 4) Cathedral

Diocese: _____ Archdeaconry _____ Parish: _____

A. LAND MATTERS AND INCOME-GENERATING PROJECTS:

A1) Does the land where the church is located belong to the Church? **1)** Yes with a Land freehold title **2)** Yes, on leased land **3)** Yes, on customary land but with an agreement **4)** No on Community land **5)** Other

A2) What income-generating projects are being undertaken on Church land? (Circle all that apply) **1)** Animal husbandry (Piggery, Poultry, Cattle rearing, etc.) **2)** Plantations (Banana, Coffee, Tea, forest, etc.) **3)** Rentals (shops, houses, hostel, etc.) **4)** None **5)** There are no partners to support church projects **6)** Other, specify

A3) What land-related issues do you experience as a church? (circle all that apply) **1)** Land encroachers/grabbers **2)** No land title **3)** Too small, no space for expansion and projects **4)** Have squatters on it **5)** We have not yet completed the payment **6)** No income-generating projects on the land **7)** No problem **8)** Other, specify

B. CHURCH INFRASTRUCTURE:

B1) What is the type of Church structure? **1)** Permanent (bricks, iron sheets/tiles, cemented floor) **2)** Semi-Permanent (mud and wattle, grass-thatched, no cemented floor) **3)** Temporary/tree shade

B2) What is the type of structure of the Priest's house? **1)** Permanent (bricks, iron sheets/tiles, cemented floor) **2)** Semi-Permanent (mud and wattle, grass-thatched, no cemented floor) **3)**

Temporary **4)** No house for the /Priest (we rent for him/her) **5)** No house for the /Priest (S/he operates from home).

B3) What is the source of electric power for the church? (*Circle all that apply*) **1)** Connected to the electricity grid (Umeme/Electricity company), **2)** Has solar **3)** We use a generator, **4)** No, we do not have any power source

B4) What church infrastructure-related issues do you experience as a church? (*circle all that apply*)
1) Temporally church structure **2)** Church too small **3)** Incomplete church structure **4)** Temporally/Priest's house **5)** Incomplete /Priest's house **6)** No /Priest's house **7)** No stable source of electricity **8)** No problem **9)** Has no latrine/toilet **10.** Latrine/toilet in dangerous condition **11.** Not easily accessed by People with Disabilities (PWDs) **12):** Other, specify
.....

C. CHURCH PROGRAMMES AND SERVICES:

C1) How many services does the Church have every Sunday? 1) One 2) Two 3) Three or more

C2) How many services does the Church have on other days of the week? 1) One 2) Two 3) Three or more

C3) Does the Church have a public address system and musical instruments? 1) Yes 2) No

C4) Does the church have active Children's Church services? 1) Yes 2) Somehow 3) No

C5) What Church organs are active at this Church? (*Circle all that apply*) 1) Mothers Union 2) Fathers Union 3) CWF 4) CMF 5) Youth 6) Boys and Girls Brigade 7) None, no active church organs 8) Other

C6) Is the Church licensed to conduct marriage ceremonies? 1) Yes 2) Process ongoing 3) Not yet

C7) What challenges does the church experience in the provision of services to Christians? (*circle all that apply*) 1) No transport means for /priest 2) No public address system and music system 3) No active children service 4) Low youth participation 5) Low men participation 6) False doctrines in the community 7) No problem 8) Low church collections 9) Low church attendance 10) Weak church organs (MU, FU, CWF, CMF, Youth etc) 11) Other, specify

D. PROVISION OF EDUCATION AND HEALTH SERVICES

D1) What institutions are being run on the church land? (*circle all that apply*) 1) Nursery school/ECD 2) Primary School 3) Secondary School 4) Vocational school 5) Health Centre 6) None

D2) What challenges does the church experience in the provision of education services? (*circle all that apply*) 1) No Nursery/ECD centre attached to the church 2) No primary school attached to the church 3) High competition from neighbouring schools 4) Low support to the school 5) No space for starting a Nursery school/ECD or primary school 6) Has no latrine/toilet 7). Latrine/toilet in dangerous condition 8) There is a dispute on school ownership 9) No nearby source of water 10) No electricity 11) No problem 12) Other, specify

D3) What challenges does the church experience in the provision of health services? (*circle all that apply*) 1) No health facility attached to the church 2) Low support to health facility 3) No space for expansion 4) Has no latrine/toilet 5). Latrine/toilet in dangerous condition 6) There is a dispute on health facility ownership 7) No nearby source of water 8) No electricity 9) No problem 10) Other, specify

E) Please give any other comments you would like the Parish/Archdeaconry/Diocese/ Province to know about this church

.....
.....

Compiled by:

Name..... Title.....Contact..... sign.....

ANNEX 4: MANDATE AND CORE FUNCTIONS OF DOK DEPARTMENTS

Directorate	Mandate	Core Functions
Mission and Outreach	To fulfil Christ's mission through holistic teaching, evangelism, discipleship and healing for healthy and Godly nations.	<ul style="list-style-type: none"> • Conducting Baptisms, confirmation and Marriage – pre and marital counselling • Church minister's empowerment • Family life ministries– parenting, family counselling and guidance (MU, FU, CWF, CMF, Newlyweds, Young couples) • Evangelism and discipleship • Clergy and 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 • Promotion of children's churches • Christian Muslim Relations – Christian awareness/outreach to Muslims • Promotion of CoU Christian values, Prayer, healing and deliverance ministry • Resource mobilisation
Education	To provide, direct, support, guide, regulate and promote accessible, equitable, quality Education service and enhance theological education and ministerial formation in CoU	<ul style="list-style-type: none"> • Education Main that includes Pre-primary, Primary, Secondary, Business, Technical, Vocational Education and Training (BTVET), 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, Counselling and guidance, Book supply and establishment of Libraries and or Resource Centres. • Theological Education and Ministerial Formation, which involves 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 Centre (NAREC), which provides a safe environment for girl child education and other guests. • Curriculum development and management • 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 educational institutions • Education Information Management Systems development and management • Support Theological Education, Training and Ministerial Formation • Education matters advocacy • Resource mobilisation
Health	To offer overall direction, leadership and development of all health-related activities in CoU at various levels	<ul style="list-style-type: none"> • Public Health - Health education, HIV/AIDS/Malaria, WASH, SRH, Epidemics, Family health, communicable disease management • Inspection and 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 • Resources mobilisation

Directorate	Mandate	Core Functions
Household and Community Transformation (HCT)	To empower and facilitate households and communities to realise and harness their potential for sustainable development.	<ul style="list-style-type: none"> Resources mobilisation Develop policies on natural resources, food security(income), and DRM Enhance Food and income security Promote Agriculture and Forestry Natural resource management (water, minerals, oil and gas, land conservation) in an integrated and sustainable manner Climate change and environmental management Disaster risk management and rehabilitation Displaced persons support Develop sustainability models for CoU Promote and ensure sustainable utilisation, development and effective management of natural resources for socio-economic development in the Province.
Finance and Investment	Provide overall management of CoU investments and finances, including preparation of CoU budget, revenue, and expenditure management.	<ul style="list-style-type: none"> Mobilise 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 CoU Investment Plan Formulate policies and strategies aimed at generating revenue for the church Resource mobilisation Develop, oversee and implement the Integrated Financial Management System (IFMS) Financial Management Capacity Building Investment management- Financial institutions, Hospitality centres, Business enterprises Religious tourism Integrated planning and budgeting Accounting – revenue and expenditure Financial management capacity building Pension management Tax management Resource mobilisation – Grants, donations and KIDO Financial Reporting Financial information systems management
Management Support Services	To support the provision of overall leadership/management in CoU and the promotion of good governance	<ul style="list-style-type: none"> Provision of the overall oversight of the CoU Provincial Secretariat, Dioceses and affiliated institutions Coordinate the resource mobilisation efforts 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 Audit and assurance: To foster compliance with National and CoU regulations, policies, systems and procedures Ensure the effectiveness of internal control systems and internal audit functions in CoU Improved and sustained quality of activities Report on Value for money procurements and operations Risk management Fraud investigation

Directorate	Mandate	Core Functions
		<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 • Land and estate management: • 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 the socio-economic gain of the church • Land survey and mapping (registration and titling) • Land and property evaluation • Land and property management • Planning, Monitoring and Evaluation: • Effective dissemination, implementation, monitoring and evaluation of the CoU Strategic Planning Framework • Support Dioceses and Institutions to develop and implement their customised plans • Develop the Provincial secretariat strategic plan • Development of tools and reporting templates • Conducting baselines, reviews, evaluations and feedback workshops • Research, documentation and knowledge management • Human Resources management • Provide effective and efficient Human Resource and administration interventions to Directorates, Dioceses and affiliated institutions. • Recruitment and talent retention • Staff and capacity building • Support to dioceses on staffing matters • Workforce planning and scheduling • Performance evaluation and management • Managing employee payroll, benefits, and leaves • Discussing Issues and Conflicts • Communication: • To develop and implement a Communication Strategy to create greater awareness of the Church's Vision, Mission, Core Values and work/programs • Website management and content development • Support to dioceses on communication matters • Maintain a good working relationship with the media • Oversee all internal and external communications • Develop and implement effective communication strategies • Information and Communication Technology: • Develop and implement ICT policies and procedures • Handle day-to-day ICT requirements • Support to dioceses on communication matters • Ensure the security and integrity of CoU data and information • Monitor and maintain ICT infrastructure, including hardware, software, and networks • Ensure the availability and reliability of ICT services

ANNEX 5: CONSULTATIVE MEETINGS LIST OF PARTICIPANTS

No	Name	Church	Designation
1.	Israel Kiguli	St. Andrew's, Bukoto	Children's Ministry
2.	Samalie Baleke	St. Andrew's Bukoto	CWF
3.	Hanington Humura	St. Luke's Ntinda	Home Cell and Mission
4.	Dorothy Mparwe	St. Luke's Ntinda	Youth and Teens
5.	Ritah Kibuuka	St. Luke's Ntinda	Mother's Union
6.	Rev. Beatrice Nalubega	St. Kakumba Kyambogo	Chaplain
7.	Doreen Ekonga	St. Peter's Naguru	Vica's Warden
8.	Allan Wepukhulu	St. Andrew's, Bukoto	Youth And Fu
9.	Prossy Ruth Owino	ASCK	Coordinator Planning, Health and HCT
10.	Ronah Ahimbisibwe	St. Luke's Ntinda	Children's Ministry
11.	Benon Turyamusima	St. Kakumba Chapel	Youth and CMF
12.	James Tebandeke	Bukoto	V/C FU
13.	Donate Kukundakwe	St. Kakumba Chapel	Administrator
14.	Rev. Canon Micheal Mukwna	St. Andrew's CoU Bukoto	Vicas Archdiocese
15.	Rev. Aron Godfrey Batte	St. James Chapel MUBS	Chaplain
16.	Rev. Jonh Musa Lakor	St. Peter's Naguru	Vicar
17.	Stephen Okot	St. Peter's Naguru	Youth Representative
18.	Rev. Sandra Musenero	St. Andrew's, Bukoto	Deacon
19.	James Waswa	SACB	P/C
20.	Rev. Canon Rebecca Nyegenye	ASCK	Provost
21.	Rev. Dr. Lydia Nsaale	St. Francis Chapel, MUK	Chaplain
22.	Rev. Grad Mugisa	St. Francis Chapel, MUK	Priest
23.	Rev. Canon Serwada	Kamwokya	Vicar
24.	Rev. Hillary Jaff	ASCK	Asst. Provost
25.	Rose Harriet Wanda	DoK	
26.	Ketra Turyakira	DoK	PD
27.	Ojambo Martin		OA
28.	Kyambade .R.		Driver
29.	Edger Muliisa		
30.	Rev. Medard Kwikiriza	Kitara Kabulengwa	Priest
31.	Rev. Canon Awodi John		Retired Administrator
32.	Hope Biryomumeisho	Kitara	Treasurer
33.	Rev. Canon Geofry	DMC	DMC
34.	Katongole Mary	St. Paul Mulago	Treasure
35.	Simbwa Nekemeya Timothy	St. Paul Mulago	Head Of Laity
36.	Rev. Paska Ochungskoma	St. Luke's Mulago	Chaplain
37.	Dickson Gumisiriza	St. Francis	Consultant
38.	Solome Kalagala	DoK Staff	Communicators Officer
39.	Nan Najuka	DoK All Saints	Communications Officer
40.	Kabaseke Veronica		Priest
41.	Clinton Ashaba	St. John Kamwokya	C/P
42.	Dr Julian Bagyendera	Provide and Equip (P&E)	Consultant/Facilitator
43.	Rev. Brian Galukande	St. Paul CoU Mulago	Priest
44.	Seggumba Joel	St. Paul CoU Mulago	Postulant

45.	Ariho Alice	CoU Kamwokya	Church
46.	Rev. Gerald Ayebare	All Saints Rweza	Ass. Chaplain
47.	Birakwaate Mirriam	Secretariat	FMC
48.	Rev. Annet Tumukunde	St. Stephene Kitara	Priest
49.	Joyce Kaweesa	DoK Secretariat	Diocese Education Coordinator
50.	Annet Mwesigwa	DoK Secretariat	Children's Coordinator
51.	Turinawe Osbert	Kitara Kyebando	Head of Laity
52.	Sarah Musenero	DoK Secretariat	Treasurer
53.	Rev. Richard Musinguzi	DoK Secretariat	Diocese Youth Coordinator
54.	Rev. Charles Obira	St. Peter's Wandegeya	Priest
55.	Natumukiriza Mose	St. Luke Butabika	Head of Laity
56.	Estera Wandera		Treasurer
57.	Babra Nawasige	Cccm	Priest Warden
58.	Mukasa Geoffrey	St. John Luzira	Head of Laity
59.	Nabadda Magret	St. Stephene Nsambya	CWF
60.	Alice Odeke	St. Stephen Nsambya	Head of Laity
61.	Katheleen Kikomeko		Head of Laity
62.	Rev, Janet Kayondo	St. Paul Kiwirinza	Vicar
63.	Frank Twongyerwe	CCCM	Head of Laity
64.	Luutu Isaac	St. Stephen's	Youth Church Leader
65.	Shadrack Namanya	CCCM	Head of Laity
66.	Byringiro Henry	St. Paul Kiwurinza	Head of Laity
67.	James Arinda	CCCM	Priest In Charge
68.	Rev, Wilfred Tusuubira	Bugoloobi	Vicar
69.	Pross .R. Owao	D.O.K	Coord P.H.S.S.T
70.	Olivia Bahati	CCCM	Finance Committee Member
71.	Rev. Jesca	St. Luke Butabika	Chaplain
72.	Dr. Samuel Okello	CTR Bugoloobi	Planning and Development
73.	Doreen Twenda	COTR Bugoloobi	Chairperson
74.	Rogers K	St. John Luzira	F/U Chair Perso
75.	Rev. Patric Kamara	Janan	Priest
76.	Rev. Esther Ganura	Nsambya	Vicar Priest
77.	Akoragye Mathias	Emmanuel	Lay Reader
78.	Nathan Natukunda	St. Stephene Kitara	Asst. Vicar
79.	Rev. Innocent Muhwezi	St. Stephene Kitara	Priest
80.	Rev. Kenneth Kayanja	St. Stephene Kitara	Vicar
81.	Rev. Walter	ASCK	Priest
82.	Denis Turyagenda	St. Stephene Kitara	Head of Laity
83.	Edward Mugabe	St. John's Kamwokya	Head of Laity
84.	Steven Amitong	DoK Secretariat	DoK Secretariat
85.	Charity Bakitaja	St. John Kamwokya	Mother's Union Chairperson
86.	Thursday Paddy	St. Paul Mulago	Youth Chairperson
87.	Rev. Paul	ASCK	Priest
88.	Rev. Canon Simon	Kamwokya	Priest
89.	Mutatendwa	DoK Secretariat	

ANNEX 6: LIST OF KEY INFORMANT INTERVIEW RESPONDENTS

SN	Name	Designation/Title	Institution/Department
1.	The Most Rev. Dr. Stephen Samuel Kazimba Mugalu	Archbishop Bishop	Church of Uganda Diocese of Kampala
2.	Rt. Rev. Fredrick Baalwa	Assistant Bishop	Diocese of Kampala
3.	Rt. Rev. Dr. Hannington Mutebi	Rtd. Assist. Bishop	Diocese of Kampala
4.	Rev. Dr. Henry Majwala	Diocesan Secretary	Diocese of Kampala
5.	Rev. Canon John Awodi	Rtd. Diocesan Secretary	Diocese of Kampala
6.	Mrs. Sarah Munezero Duhimbise	Diocesan Treasurer	Diocese of Kampala
7.	Mrs. Merab Gamuuwa	Rtd. Diocesan Treasurer	Diocese of Kampala
8.	Rev. Canon Byarugaba Geoffrey	Missions Coordinator	Diocese of Kampala
9.	Mrs. Joyce Koki	Education Coordinator	Diocese of Kampala
10.	Rev. Florence Muhwezi	Human Resource Manager	Diocese of Kampala
11.	Rev. Richard Musinguzi	Youth Coordinator	Diocese of Kampala
12.	Mrs. Miriam Biraakwate Mukombozi	Family Life Ministries	Diocese of Kampala
13.	Mrs. Annet Mwesigwa	Coordinator Children	Diocese of Kampala
14.	Mr. Ivan Najjuka	Communications Officer	Diocese of Kampala
15.	Mr. Erasto R. Magamba	Environment Officer	Diocese of Kampala
16.	Rev Canon Dr Rebecca Nyegenye	Provost Archdeacon	Central Archdeaconry, All Saints Church, DoK
17.	Rev Capt David Serunjoji	Head of Clergy DOK	Diocese of Kampala/St. Luke's
18.	Rev. Canon Mukhwana Michael	Archdeacon (Eastern)	Diocese of Kampala/St. Andrew's Bukoto
19.	Rev. Emmanuel Kalagala	Archdeacon (Southern)	Diocese of Kampala
20.	Mrs. Carolyn Elizabeth Kikoyo	Mothers Union /Christian Women's Fellowship (CWF) President	Diocese of Kampala
21.	Mr. Samuael Bakutana	Fathers Union (FU) President	Diocese of Kampala
22.	Dr. Charles Wycliffe Matsiko	Board Chair – Health/ Former SP Architect, Former Head of Laity	Diocese of Kampala
23.	Rev. Prof Lubaale Grace	Board Chair - Education	Diocese of Kampala
24.	Ms. Muwanguzi Amelia	Board Chair - Finance	Diocese of Kampala
25.	Dr. Luzobe Samuel	Board Chair - Planning and Development	Diocese of Kampala
26.	Mr. Joses Tegyeza	Former Board Chair - Planning and Development	Diocese of Kampala
27.	Eng. Patrick Batubya	Board Chair - Land and Estates	Diocese of Kampala
28.	Rev. Canon Eng. Paul Wasswa	Board Chair - Missions and Evangelism	Diocese of Kampala
29.	Rev. Eng. Emmanuel Mwesigwa	Board Chair - Communication & ICT	Diocese of Kampala
30.	Ms. Diana Agwech	Diocesan Chancellor	Diocese of Kampala
31.	Mrs. Vanessa N. Kibirige	Commissioner for Children	Diocese of Kampala
32.	Mr. Apollo Mutungi	Business owner	Quality supermarket
33.	Eng. Justus Akankwasa	Deputy Director Engineering	KCCA

ANNEX 7: DoK ORGANOGRAM

