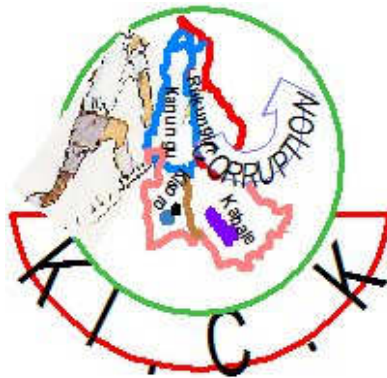


KICK CORRUPTION OUT OF KIGEZI

KICK



Operational Plan First Year

“Building the organization”

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History

Version	Date	Description	Author
0.1	12-12-2005	Set up of template	Arjan de Bont
0.2	12-04-2006	Changes based on strategic plan	Warren Ankwasa
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0.7	31-05-2006	Activity plan and budget integrated	Arjan de Bont, Caleb Rwakatungu, Warren Ankwasa
0.8	24-07-2006	Including feedback from districts and general assembly	Arjan de Bont
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Year1-V2	May 2007	Funding delayed. References to 2006/07 replaced with 'year 1'	Liz Willoughby

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1 Introduction

During the year 2004, a taskforce prepared a strategic plan for the South Western Uganda Anti Corruption Coalition (SWUAC). In this plan, that was prepared with input from all relevant districts, the strategic direction was determined for the years 2005-2009.

Due to financial constraints it was not possible to further detail the strategic plan and deploy the defined programs.

After VSO Uganda agreed to place a volunteer in the organization, an assessment was done by the volunteer on the strategic plan.

One of the conclusions was that the strategic plan needed further detail in order to form a basis for future fund proposals.

The strategic plan was approved in the General Assembly of June 20th 2006. During this assembly it was also decided to change the name of the organization to KICK Corruption out of Kigezi (KICK)

This document describes in detail the plans and activities to deploy the programs mentioned in the strategic plan for 2006. The strategic plan is the starting point for this document.

The initial draft of this document will be prepared by the Secretariat of the KICK and all districts will be consulted before finalizing the document.

1.1 Purpose of this document

This document describes the operational plan for the Kick Corruption out of Kigezi (KICK) for first funded year. The purpose of this document is:

- To define the KICK objectives for Year 1
- To define the programs and activities, which will lead to realizing the set objectives
- To define a work plan and budget for deploying the programs to serve as illustration for funding proposals

2 KICK in Year 1

2.1 Objectives

As outlined in the strategic plan 2005-2009, KICK has chosen a strategy of growth and learning in realizing the set goals.

The objectives to be reached by 2010 are:

Goal	Measure	Score
Raise awareness among people regarding their rights	Percentage of the people in the member areas that know their rights	75%
Raise awareness among people on how to act when corruption is detected	Percentage of the people in the member areas that know how to act when corruption is detected	80%
Provide structures to actively prevent and fight corruption	Evaluated on a 1-5 scale by the General assembly	4 out of 5
Decrease the extent and impact of corruption	Percentage decrease in amount of money involved in corruption in member areas	25%

For year 1 the objectives are the following:

Goal	Measure	Score
Build partnerships with relevant organizations	Number of signed MoU's	4
Identify and recruit implementers	Number of implementers present in each district	1 per district
Build capacity in relevant areas	Number of trainings held and survey	3 trainings and satisfaction of 7/10
Implement activities in one sub-county per district	Number of sub-counties involved in all programs.	4
Raise awareness among targeted communities	Percentage of the people in the member areas that know their rights	25%
Raise awareness among people on how to act when corruption is detected	Percentage of the people in the member areas that know how to act when corruption is detected	25%
Provide structures in pilot sub-counties to actively prevent and fight corruption	Evaluated on a 1-5 scale by the General assembly	3 out of 5

2.2 Scope

This paragraph outlines what KICK is responsible for and what KICK is not responsible for.

2.2.1 In scope

KICK will focus on the following areas:

- The geographical regions covered are Kabale, Kanungu, Kisoro, Rukungiri districts.
- In this operational year, programs will be implemented in one sub-county per district. The sub-counties are to be selected during the year.
- We will focus on activities in the following programs: research, public information, poverty monitoring.
- We will train implementers to implement our programs. The district networks can benefit from this training by making sure the implementer is part of the district network.

2.2.2 Out of scope

KICK will not carry out activities in the following areas

- KICK will not advocate on behalf of the communities. This will be done through organizations on a higher level.
- KICK will not prosecute in the court of law. This will be done by the Government enforcement arm e.g. IGG, police, judiciary.
- KICK will cooperate with other districts, but will not implement activities in those districts.
- We will not implement activities outside the selected sub-county in the first year of implementation.
- We will only train members of the district networks in their capacity as implementers of KICK.
- We will not build partnerships or capacity in areas that are not immediately relevant to KICK objectives.

3 Programs in Year 1

In the strategic plan the overall goal of KICK is stated as: “Facilitating the empowerment of communities in order to make them act independently, participating in society processes and advocate for their own interests”.

Then, based on the conclusions of the performed analyses, three programs have been set up in order to achieve the goals mentioned in the first chapter:

- Research
- Public information
- Poverty monitoring

3.1 Approach

This operational plan describes the activities of the first year after the revival of KICK. During this year, the main focus is to set up a framework. This framework will serve as a basis for the programs where activities can be built upon.

Examples of elements of a framework are: setting up procedures and guidelines, designing (reporting) templates, involving implementers in the district, building relationships with partners, etc.

Another focus will be on capacity building. In order to implement the designed programs, skills and knowledge need to be build. This is applicable at Secretariat level as well as district-implementation level. The building of capacity is directly linked to the needed skills and knowledge. Capacity building that is not directly aimed at increasing the effectiveness or efficiency KICK activities, will not be targeted.

Only after a framework has been set up and the necessary skills and knowledge have been acquired, the programs can be implemented effectively.

Following the “Think big, start small, scale fast” approach, we have opted to start implementation in one pilot sub-county in each district. In this way we will build skills and experience and test our approaches, before gradually scaling up and implementing the programs in all the sub-counties in the KICK districts.

In this chapter only the main activities are described. These activities are further detailed in the milestone-planning and the activity planning in the next chapters.

3.2 Programme 1 – Research

Objective:

- Measure performance of KICK programs
- Direct/adapt our strategies/ activities

Framework set up:

In order to gain the needed skills to execute a valid research program, we will partner with Transparency International (Uganda). This partner is recognized at a national level as having the expertise and experience to research and deliver credible results on all aspects of corruption in the country.

We will also set up a research workgroup. This group consists of the implementers in the districts and the KICK Coordinator. This group, when trained by TI, will serve as a medium to exchange knowledge and experience as well as an evaluating body in order to adjust or improve the research program.

Capacity building:

In cooperation with Transparency International we will build the needed research capabilities within KICK. The focus will be on the research workgroup and will be related to the activities to be carried out.

Activities and approach:

For this operational year, the main activities will be the execution of a baseline survey and setting up of a resource center.

The baseline survey will provide us with the necessary facts to measure progress in the decrease of corruption as a result of our activities. Secondly, it gives us the opportunity to build the credibility of KICK in the anti-corruption arena and in the relevant district levels. The resource centre will serve as a basis for the building of knowledge regarding anti-corruption.

3.3 Programme 2 – Public information

Objective:

- Relay messages in order to raise awareness
- Educate/Sensitize people for pro-active preventing of corruption.

Framework set up:

In order to build skills to relate messages to the communities, we will partner with International Anti-corruption Theatre Movement (IATM) at national level. This partner is specialized in training drama groups to relay anti-corruption messages through drama.

Further more, to reach all the people in the focus areas, we will partner with local FM radio-stations as well, while collaborating with other organizations concerned with corruption in South Western Uganda. Examples are the district councils and the regional office of the IGG.

We will also set up a public information workgroup. This group consists of the implementers in the districts and the KICK Coordinator. This group will serve as a medium for exchange of knowledge and experience as well as an evaluating body in order to adjust or improve the public information program.

Capacity building:

In cooperation with IATM we will train drama groups in all of the project districts. These drama groups will serve as a tool to educate and sensitize communities regarding corruption and their civil rights.

Activities and approach:

For this operational year, the main activities will be piloting a school program in every project district, conducting radio shows and sensitizing communities regarding corruption through music, dance and drama.

The school program aims at sensitizing children at a young age, in order to prevent corruption at a later age. Development of the school program will be done in cooperation with other partner organizations which have more experience and proven programs.

A church program will be started in order to reach local communities through their church leaders. Church leadership will be involved in the development of the program and materials.

The local FM radio talk shows aim at building awareness among the communities regarding corruption and give the opportunity to discuss these issues at community level. It is our aim to involve the regional office of the IGG and district government officials in these radio shows in order to build commitment and attain quick response

Music, dance and drama performances at village level attract large non-partisan audiences ready to see/listen/discuss and hence give us the opportunity to address the issues of corruption directly with the community members. At the same time we lower the bar to come and report cases.

3.4 Programme 3 – Poverty monitoring

Objective:

- Fighting the misuse of government resources by monitoring outcomes against plan
- Report outcomes to the relevant parties

Framework set up:

To really fight the misuses of government fund we need to monitor the use of the sources at grassroots level. To build the skills needed at this level and to gain from previous experiences we will partner with Uganda Debt Network and the Inspectorate of Government. UDN has specialized and experienced expertise in budget monitoring and has a special program to educate communities in the use of monitoring tools.

We will also set up a poverty monitoring workgroup. This group consists of the implementers in the project districts and the KICK Coordinator. This group will serve as a medium for exchange of knowledge and experience as well as an evaluating body in order to adjust or improve the poverty monitoring program.

Capacity building:

In cooperation with UDN we will impart poverty monitoring skills to staff members of the KICK Secretariat as well as volunteer monitors at the sub-county/parish level.

Activities and approach:

For this operational year, the main activities will be the set up of a monitoring process and subsequent follow-ups, the monitoring of government resources and presenting of the results. The monitoring process will guide the activities of the monitors and the actions taken once a case is reported. This will be done in close cooperation with the regional office of the IGG, since they need to follow up on reported cases that need enforcement capacity.

Monitoring of funds will be done at sub-county and parish level, where regular meetings will be held to discuss actual issues and proposals for follow-ups.

To build commitment with the communities involved, account for the resources spend and to enhance our credibility, we will publish the results of these activities throughout the year.

3.5 Organizational support

In order to effectively implement the program as mentioned above we need to put in place an organization structure that supports the implementing processes.

Secondly, we need the organizational capacities to align all activities with community empowerment as an intended end-result.

Therefore, this operational year, we will focus on setting up organizational structures and building organizational capacity.

Framework set up:

This year we will focus on fulfilling legal and donor requirements, such as NGO-registration, the set up of operational, financial and HR-procedures, and the establishment of a physical office.

Besides fulfilling these requirements we will set up collaboration frameworks, both at national and regional levels. These collaborations are aimed at increasing effectiveness by using skills and experiences of others, but also at building commitment and increasing impact at the grassroots level.

Capacity building:

To build our organizational capacity to implement the programs, KICK has had support from a VSO volunteer since November 2005. His technical advice has helped us review our strategic plan and enables us come out with a comprehensive 12 months operational and activity plan including an itemized budget for implementing the planned activities. We have also applied for and been promised another VSO-volunteer placement to sustain this vital capacity building function.

The goals for the VSO-volunteer are to build capacity within the Secretariat regarding project planning, management and implementation. This will help us to effectively manage the programs, account for the outcomes and solve issues when they rise.

The VSO volunteer will also be involved in setting up the framework for KICK, like setting up procedures and guidelines, designing templates etc. The volunteer will also be involved in the planning and reporting process and the building of partnerships.

VSO already approved to place a volunteer at KICK and is prepared to fund the costs for recruiting, training and transporting the volunteer to Uganda.

Danida is supporting the placement of the volunteer that arrived in November 2005 until august 2006.

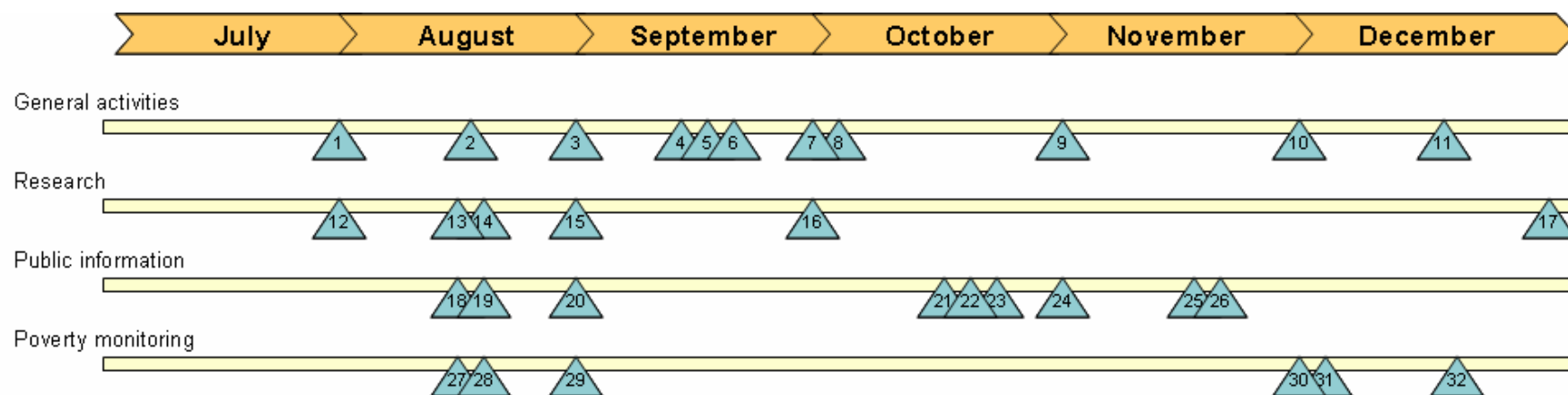
4 High level planning

4.1 Milestones

Note:-

The dates in this section will be modified to coincide with release of sufficient funding to initiate the full Year 1 programme.
For further information contact KICK

The following milestones have been identified for KICK in year 1.



Nr.	Milestones and deliverables KICK 2006- June 2007	Due date	Comments
1	Set up regional tripartite collaboration framework	31-07-2006	
2	VSO volunteer arrives	15-08-2006	
3	NGO Registration	31-08-2006	This concerns application.

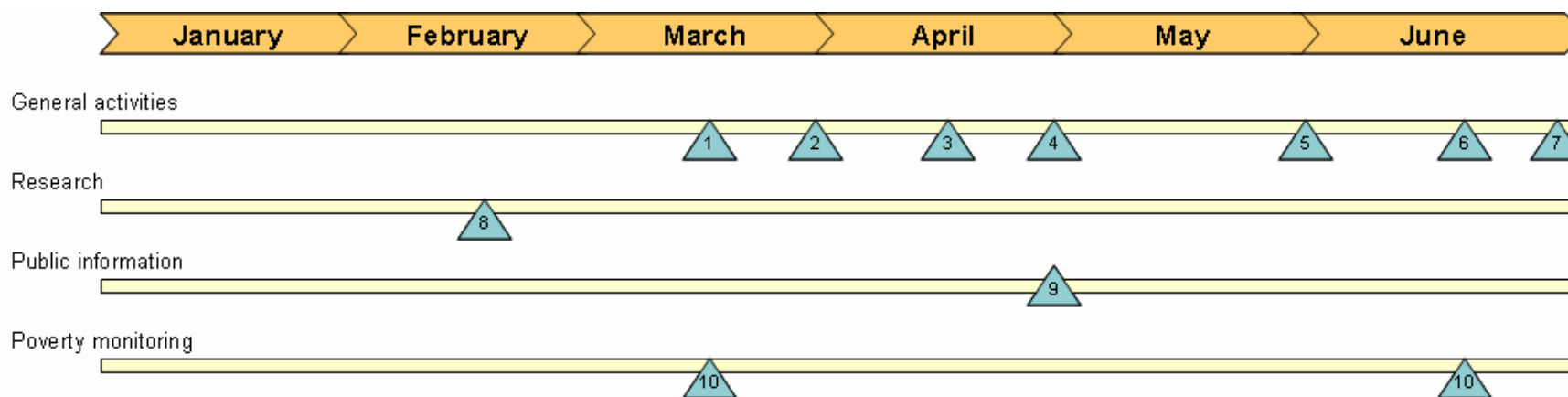
Operational Plan 2006-2007

4	Financial guidelines	15-09-2006	
5	(Reporting) templates available	15-09-2006	
6	Internal coalition workshop	15-09-2006	
7	NGO Quality assurance registration	30-09-2006	This concerns application.
8	Pilot sub counties selected	30-09-2006	
9	Operational handbook	30-10-2006	
10	Partner visit	30-11-2006	
11	Exchange visit	15-12-2006	
12	Resource centre	31-07-2006	
13	MoU transparency international	15-08-2006	
14	Internet connection	15-08-2006	
15	Set up research workgroup	31-08-2006	
16	Training researchers	31-09-2006	
17	Baseline survey	31-12-2006	This is a draft version
18	MoU IATM	15-08-2006	
19	MoU Radio stations	15-08-2006	
20	Set up public information workgroup	31-08-2006	
21	Training drama groups	15-10-2006	
22	Anti-corruption communication materials developed	15-10-2006	
23	Radio program started	15-10-2006	First of more radio shows
24	Anticorruption week	31-10-2006	
25	School program started	15-11-2006	
26	Performance drama group started	15-11-2006	The first of more performances
27	MoU UDN	15-08-2006	
28	MoU IGG	15-08-2006	
29	Set up poverty monitoring workgroups	31-08-2006	
30	Training monitors	30-11-2006	
31	Monitoring and reporting process finalized	30-11-2006	
32	Monitoring process starts	15-12-2006	Continuous activity

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For 2007, the following milestones are identified.

Note that these are fewer milestones than in 2006 due to the reason that normal operations are not mentioned in a milestone planning



Nr.	Milestones and deliverables KICK 2006- June 2007	Due date	Comments
1	Internal coalition workshop	15-03-2007	
2	Partner visit	31-03-2007	
3	Volunteer event	15-04-2007	
4	Exchange visit	30-04-2007	
5	Operational plan 2007-2008	31-05-2007	
6	Financial audit report	15-06-2007	
7	General assembly	30-06-2007	
8	Present result baseline survey	15-02-2007	
9	Evaluation and adaptation of school program	30-04-2007	
10	Present outcomes of monitoring process	15-03-2007	Also before 15-06-2007