



Joint Efforts to Save the Environment (JESE)



STRATEGIC PLAN

2021 – 2026

“Resilient Communities, Resilient Ecosystems”

Catalog

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List of Abbreviations

CBO	Community Based organization
CSOs	Civil Society Organizations
DRR	Disaster Risk Reduction
JESE	Joint Effort to Save the Environment
MFPEd	Ministry of Finance, Planning and Economic Development
MWE	Ministry of Water and Environment
SDG	Sustainable Development Goal
STI	Science Technology and Innovations
WASH	Water, Sanitation and Health



Patrick Baguma, Team Leader, JESE

FOREWORD

With pleasure, on behalf of Joint Effort to Save the Environment, I do present to you our strategic plan 2021-2026. The plan builds onto our past work that has succeeded with support from our development partners who generously financed the actions. Our commitment remains securing the vulnerable women, men and youth among citizens and refugees whose livelihoods affect or is affected by degradation of Natural Resources.

Our stakeholder voices and desire has shaped our planning for 2021-2026. Improved access to Water, Sanitation and hygiene, together with better managed forests, wetlands, rivers and lakes, in addition to productive land and resilient farms are important aspects to the well-being of women, men, girls and boys. We shall endeavour to work with the Ministries, agencies, District Local Governments, civil society Organizations, and the private sector to cause change within that vulnerable refugee, woman, man and youth. Guided by our cores values; Service above self, Environment Stewardship, teamwork, transparency, integrity, neutrality and Gender Equity. Considering the vulnerabilities of women, men, youth and displaced populations, aware of the impacts of climate change at global, regional, national and local levels, taking into consideration gender inequalities, building upon JESE's capacity and track record, considering

the need to address the underlying causes of poverty, Our ultimate goal shall be to achieve "Resilient Ecosystems and Resilient communities". JESE believes that by youth, women and men participating in natural resource governance structures, holding duty bearers accountable, and adopting climate resilient technologies and practices in agriculture and WASH, being linked to viable and strategic markets, then their livelihoods will change and heavy dependence on natural resources will be reduced leading to resilience and self-reliance.

We invite you to be part of the JESE team to cause change and fight poverty. Poverty is broad, hence JESE will make a contribution towards the reducing poverty among the people we shall work with in the coming 5 years.

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Patrick Baguma, Team Leader, JESE

1.0 Executive Summary

For the past 28 years, Joint Efforts to Save the Environment (JESE) a National non-governmental organization has been operating in Uganda and dedicated to reducing poverty through addressing drivers of poverty. JESE has supported farming communities mostly those

adjacent to natural resources. The agricultural sector employs 70% of the rural population of

“The Earth will not continue to offer its harvest, except with faithful stewardship. We cannot say we love the land and then take steps to destroy it for use by future generations.” John Paul II

whom 68% are female beneficiaries of the program. JESE has made significant contribution among the Ugandan population and refugees to advocate for improved governance and equitable access to natural resources for the well-being of the dependent communities.

The JESE strategic plan for 2021-2026 will run under a theme “Resilient Communities, Resilience Ecosystems”; motivated by desires for greater relevance to the evolving operational context, positions JESE as one of the national Organizations, addressing the structural development challenges in Uganda. The strategy seeks to build on JESE’s strength and track record, and to concretize on its unique achievements.



Our Vision: A community where people and nature flourish.



Our Mission: To facilitate people-centred innovative actions that foster equity, sustainable management of natural resources and livelihood improvement.



Overall Goal: Empowered community equitably accessing and sustainably managing natural resources for improved livelihoods and well-being.

Acronym	Value	Value Statement
S	Service above self	Offering extra service for the benefit of humanity.
E	Environmental Stewardship	Respect and care for the environment, living what we say we are.
T	Team Work	Value working together and acknowledging individual strengths.
T	Transparency	Openness on processes and procedures within JESE and accountable to the public.
I	Integrity	Adherence to a strict moral or ethical code of conduct.
N	Neutrality	Impartial, non-partisan, apolitical institution
G	Gender Equity	Promoting equal participation, access, control and governance of resources

Aware of the challenges ahead of us particularly; the influx of refugees to Uganda due to conflicts in the neighbouring countries, disasters, shocks of climatic change, unemployment of the youth, gender inequality and environmental degradation, JESE will focus on 5 thematic areas;



• **Natural Resources Management, Governance and Energy.**



• **Sustainable Food Systems and Value Chain Development.**



• **Water, Sanitation and Hygiene.**



• **Humanitarian Response.**



• **Youth Skills Development.**

In partnership with national and international Civil Society Organizations (CSOs), private sector, Donor, Academia and media, our work will be programmed around; increasing access to food through enhancing sustainable food systems, , strengthen good governance for natural resources, promote innovations in water, agriculture, sanitation and hygiene (WASH), foster development of skills among out -of- school youth thus promoting resilience and self-reliance of refugees and host communities, invest in capacity for agencies to prepare for disaster risk reduction (DRR), undertake evidence based advocacy and address gender inequality in the target sectors. Fostering knowledge generation, dissemination, communication and learning will be at the centre for JESE to reach out to our stakeholders, beneficiaries and donors. The delivery of the programme will be supported by JESE's organization structures that are comprised of the general assembly, the board and the secretariat and tested systems in human resources, finance, administration and deliberate fundraising.

Together with development partners at national and international level, JESE will take unflinching passages to reach out to 589,000 women, men, boys, girls including persons of concern and displaced populations. This plan is expected to cost 12m USD, translated into 45BUGX.

Target



■ **By 2026, 135,000** people will have been facilitated to participate on **Natural Resource Governance structures**, accessing clean energy thus improving their livelihoods.



■ **By 2026, 67,500** farmers will be practicing sustainable agriculture leading to sustainable food systems.



■ **By 2026**, our policy recommendations, field demonstrations and **WASH Business Models** will have reached and influenced **134,000 people**.



■ **By 2026, 2,500 youth** will be in **Gainful Employment** and engaged in **decent jobs** as a result our **skilling**.



■ **By 2026**, at least **250,000 people** will have accessed information on our programming, and scaled up best practices.



2.0 Introduction

Who are we? Since 1993, JESE is a National Non-Governmental Organization registered with the National Bureau for Non-Governmental Organizations. JESE has developed her capacity as one of the leading indigenous organizations dedicated to reducing poverty through empowering smallholder farming and natural resources dependent communities both nationals and refugees, youth and institutions to optimally engage in sustainable

agriculture,
natural
resources

governance,

water, and

sanitation and hygiene for economic, social and environment well-being nationally. JESE is comprised of the General Assembly that is the top most organ of the organization, the board of directors with committees and the secretariat that has got 5 departments.

Over the years; JESE has Pioneered women participating in micro catchment planning, and in the last 10 years alone this increased by 24%. Improved food security by 85% (30% food available all the time, and 55% available during the harvest seasons), Farmers eating 2 meals a day increased by 4% and those who can eat 3 meals a day increased by 3% by 2020. 74% of the farmers have a fair understanding/knowledge on nutrition, there is improved house land acreage underproduction by 30% using agroecology as an approach to sustainable food systems that effectively addresses the endemic existence of malnutrition amidst high food production within the communities. JESE led the save the environment campaign among the refugee community in Kyaka II settlement leading to joint management of Kakoni wetland by refugees and host communities thus reducing resource based conflicts, contributed towards developing innovative approaches for the establishment of WASH infrastructure and tweaking access possibilities that has significantly contributed towards universal access to WASH services and through the interdistrict

“One of the first conditions of happiness is that the link between man and nature shall not be broken.”
– Leo Tolstoy

forum the coordination of Local Governments in the Tooro region to manage forest degradation. The Inter district forum that promotes coherence and coordination among actors in the natural resources sector in Kyenjojo, Kyegegwa and Mubende has been commended for reducing forest illegalities. Finally, the environment restoration agenda for refugees in the south west is setting an agenda for engagement with refugees by like minded agencies.

3.0 Plan Contribution to the International, Regional Strategies

The General Assembly of United Nations adopted seventeen sustainable development goals- SDGs (Global Goals) as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. Uganda is a member of the United Nations and has since ratified all the SDGs. **Gender Inequality** remains a major barrier to sustainable development. There is gender and sexual based violence still in existence and limited access to opportunities hindering productivity of women and girls. **Climate Change** continues to severely impact on millions of people, its effects are predicted to increase in scale. JESE will contribute towards the achievement of Sustainable Development **Goals 1, 2, 5, 6, 7, 8, 12 and 13**. JESE will contribute towards the implementation of the actions and goals as stipulated in the Sendai Framework for Disaster Risk Reduction 2015–2030 that was adopted at the



Third United Nations World Conference on Disaster Risk Reduction in 2015. At the regional level, JESE's work will be informed by Africa Regional Disaster Risk Reduction Strategy, the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI) Strategy, the East African Community (EAC) Disaster Risk Reduction and Management Strategy (2012-2016), EAC Climate change strategy and policy and African Union-Ecological Organic Agriculture Initiative).

4.0 Country Strategic Planning Context

The Uganda Vision 2040; illustrates the blue print of transforming the Ugandan society from a peasant to a modern and prosperous society. The Government of Uganda launched the Third National Development Plan (NDP III) 2020/21 – 2024/2025 with a goal *“To Increase Average Household Incomes and Improve the Quality of Life of Ugandans”*. The plan aims at integrating innovative ways for pursuing a green path to development, targeting both the nationals and refugees.

“A nation that destroys its soils destroys itself. Forests are the lungs of our land, purifying the air and giving fresh strength to our people.” **Franklin D. Roosevelt**

In line with the National Development Plan (NDPIII), JESE shall align her strategic focus in areas dealing with; energy, Disaster Risk Reduction, climate change, humanitarian response, youth skills development, gender equality, agriculture and livelihoods, Water and sanitation and natural resources management.

5.0 Strategic Focus

Our geographical focus shall be based on targeting refugees and nationals (women, men, family farmers and youth¹) productive, out of school and vulnerable natural resource dependent communities.

JESE will focus on five thematic areas:

1. Natural Resources Management, Governance and Energy: The goal is to champion a holistic approach to catchment management that addresses and safeguards wetlands, forests, river banks, water resources and livelihoods of the communities that depend on natural resources. JESE will continue to implement resilience activities to enhance community capacity to anticipate, absorb and adapt to climate change as well as reduce and reverse environmental degradation and the adverse effects of climate change, improve utilization of natural resources for sustainable economic growth and livelihood security.

Finally, JESE will support institutions, communities and displaced communities to increase adoption and use of clean energy thus promoting the utilization of energy efficient practices and technologies. JESE will further support communities to Natural resource based value chains particularly wood value chains for wealth and job creation. This shall be through promoting value additions and value chains on selected ECO Enterprises².

2. Sustainable Food Systems and Value Development

The goal is to increase household nutrition and dietary intakes as well as increase household incomes from agriculture. JESE will implement actions that increase farm resilience, agricultural production and productivity; Improve post-harvest handling and storage; improve agro-processing and value addition. In this strategic plan, JESE aspires to contribute towards the transformation of the agricultural sector from subsistence farming to commercial agriculture guided by agroecological principles and practices. The aim is to make agriculture profitable, competitive and sustainable for small-scale farmers and therefore provide food and income security to all our target groups within the context of sustainable food systems. We will seek to maximize opportunities along the entire

¹ The Uganda national youth policy 2016 defines youth to be of ages 18-30 years.

² ECO Enterprises refers to enterprises that are ecologically compatible. JESE will use a model called ECO entrepreneurship.

commodity value chain from production, processing, transportation, brokerage and marketing through working closely with the private sector actors and cooperations. JESE will actively seek to attract private sector participation in value addition activities and investments; improve access to sustainable financial services for small-scale farmers through supporting rural financing schemes and markets; expanding the network of market infrastructure including appropriate structures to reduce post-harvest losses; strengthening cooperatives in order to build a capacity of farmers in management, entrepreneurship and group dynamics.



Post harvest handling

3. Water, Sanitation and Hygiene

ESE will build onto her past record to facilitate institutions, particularly health center IIIs, schools and communities to promote sustainable water resource and sanitation management and governance using the 3R Approach. JESE will invest in building the capacity of institutions, communities and provide support on gender equity and social inclusion in WASH. JESE shall undertake lobby and advocacy for selected areas based on the evidence generated. Additional support will be targeted at institutional capacities to deliver improved reproductive health services and we shall undertake communication for behavioral change in hygiene and sanitation practices.



4. Humanitarian Response and Disaster Risk Reduction

JESE will build on her successful work in Environment, livelihoods and agriculture of the refugee settlements and host communities to build resilience and self-reliance within the refugee population according to the framework of the Refugee and Host Population Empowerment (ReHOPE) policy. In addition, the JESE programme targeting youth skilling will be rolled out to refugee settlements to support efforts concerned with reducing environmental degradation in refugee-hosting areas through improved natural resource management and energy access. JESE shall work with refugees, host communities and Local government structures to undertake community-based disaster risk management; promote traditional knowledge, early warning systems, contingency planning, disaster response, communication, public awareness and information management on environmental governance and resilience building.

5. Youth Skills Development

Our main target are the vulnerable youth, who are out of school. JESE plans to improve the capacity of the youth in business development, life skills and entrepreneurship and enhance access to sustainable financing opportunities for youth entrepreneurs. There will be a deliberate effort to accelerate vocational and green trades for increasing the employability of

youths, facilitate business development services and life skills for youths and promote **ECOPRENEURSHIP** among the youth.

6.0 Strategic Objectives

Gender inequalities, conflicts resulting into displacements, Climate change, natural disasters, ecosystems degradation, Poor agricultural practices, lack of technology, agricultural market volatility and lack of economic opportunities threaten the livelihoods of people in vulnerable positions. We aim to address the underlying causes of poverty through five closely interlinked strategic objectives and activities. Throughout our work, we consider the good governance principles where agencies are held accountable, citizens' capacity built to engage the power holders and promote gender transformation. Below are the 5 key strategic objectives that we will pursue in this strategic plan;

At the centre of our work shall be: Communication, Knowledge Management, Learning and Accountability. JESE commits itself to put in place mechanisms and incentives for learning within and with others. JESE will facilitate processes for information generation, analysis and management for stakeholders to learn and adopt best practices. We shall invest in documenting and dissemination of information. Our programmes shall be informed by evidence based policy advocacy across JESE thematic areas of focus.

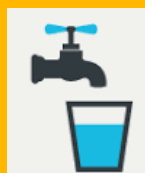
We shall ensure visibility and branding of the organization niche to attract donors, collaborators and partners through promotion of institutional visibility, branding and awareness on accomplishments registered and key learning from implementation of JESE programs, through platforms such as; social, audio and print media, and the official JESE website. JESE shall foster strategic partnerships with academic institutions to undertake Action Research in different areas and engage with spaces at national and international levels.



Strategic Objective 1: Improved Sustainable Management of Natural Resources, Governance of Ecosystems and Energy.



Strategic Objective 2: Promote Equitable and Sustainable Food Systems for Improved Food Security and Income.



Strategic Objective 3: Promote Equitable Access and use of Safe Water, Sanitation and Hygiene Services in Communities and Institutions.



Strategic Objective 4: Empower Displaced Populations (Refugees) and the Host Communities to Respond to Disasters, be Resilient and Self-Reliant.



Strategic Objective 5: Empower Out-of-School Boys and Girls to Acquire Basic Life, Vocational and Green Skills and Equitably Increase their Employability for Improved Well-Being.



Strategic Objective 1: Improved Sustainable Management of Natural Resources and Governance of Ecosystems.

Results	Strategic Actions
Increased Forest Cover	<ul style="list-style-type: none"> Undertake FLR on 16000ha Establish a tree growers and wood value chain developers cooperative for the target communities and cooperatives.
Improved Wetlands Ecosystems	<ul style="list-style-type: none"> Undertake strategic advocacy for accelerated transparency and accountability in NRG based on research and evidence. Facilitate Natural Resource Users to adopt technology and practices that promote, Disaster Risk Reduction and Ecosystems Resilience. Promote and support development of ECO Enterprises for Natural Resource Users. Facilitate and Promote adoption of appropriate, efficient, and affordable technologies in wood harvesting and processing and renewable energy. Facilitate watershed conservation and management.

Strategic Objective 2: Promote Equitable and Sustainable Food Systems for Improved Food Security and Income.

Increased Food Production	<ul style="list-style-type: none"> Promote agro- ecological practices for climate resilient food systems. Promote sustainable land use, management and landscape conservation. Promote value chain development among family farmers, farmer organizations, refugees and youths (ECOPRENEURSHIP). Promote sustainable financing solutions/mechanisms for family farmers and youths Capacity and support on gender equity and social inclusion in agriculture Facilitate beneficiaries to access and adopt sustainable water for production innovations and technologies. Undertake lobby and advocacy for selected areas based upon evidence generated
Constructive Dialogues	
Accountable and Transparent Natural Management Institutions	

Strategic Objective 3: Promote Equitable Access and Use of Safe Water, Sanitation and Hygiene Services in Communities and Institutions.

Improved Maternal Health	<ul style="list-style-type: none"> Promote innovative and resilient WASH technologies. Promote sustainable local financing mechanisms to foster investment inclusive of WASH technologies/services. Promote WASH business enterprises/models. Promote sustainable water resource and sanitation management and governance (3R Approach). Capacity and support on gender equity and social inclusion in WASH. Undertake lobby and advocacy for selected areas based on the evidence generated. Support institutional capacities to deliver improved reproductive health services. Undertake communication for behavioral change in hygiene and sanitation practices.
Improved Access To Clean Water	
Improved Sanitation	

Strategic Objective 4: Empower Displaced Populations (Refugees) and the Host Communities to be Resilient and Self-Reliant.

Refugees and Host Communities Resilient and Self-Reliant



- Support interventions that promote resilience and self-reliance of both refugee and host communities.
- Support restoration and rehabilitation of degraded areas in refugee settlements and host communities.
- Facilitate the capacity building for community and local government to undertake DRR planning and management.
- Support private sector engagements for off-farm activities for refugees, displaced populations and host communities.
- Facilitate the setting up of disaster preparedness early warning systems.

Strategic Objective 5 Empower Out-of-School Boys and Girls to Acquire Basic Life, Vocational and Green Skills and Equitably Increase their Employ-ability for Improved Well-Being.

Green Jobs For The Youth

Financial Literacy and Linkages for Women and Youth



- Accelerate vocational and green trades for increasing employability of youths.
- Facilitate business development services and life skills for the youth.
- Promote ECOPRENEURSHIP among the youth.
- Promote sustainable financing mechanisms for youth entrepreneurs.
- Support private sector engagement for off-farm activities for refugee youths.

8. Stakeholders and Target Group



9.0 Strategies and Approaches

Gender and Social Inclusion: JESE will ensure gender protection risks and needs for instance; changes in access to rights, safety, security are identified from the gender analysis perspective and tracked through routine monitoring. The M&E protocols and data collection tools shall be developed to collect data on protection risks and needs. JESE will make a deliberate effort increase women, youth and refugee involvement in all activities. Special attention will be focused on governance structures to increase participation of vulnerable groups above 30%. Additional efforts will be focused on efforts to increase women's/youth's income earning capabilities through agriculture, promote WASH and energy efficiency programs which will have an impact of reducing the burden that most women and girls face hence increasing their safety and security, access to opportunities and enhance rights, work with the out-of-school youth to raise their voice on issues that affect them (primary health care, sex education, reproductive health) among others, within the refugees and host communities plus all areas of operation.

Research and Innovation: Research plays a critical role in the innovation process. It's essentially an investment in technology, data collection, analysis and presentation of research findings to relevant audiences/stakeholders of JESE. A lot of innovation naturally grows out of research and therefore research is an intrinsic aspect of this strategic plan. Innovation and diffusion of new technologies are indispensable for economic growth. JESE will pursue Action research processes across all its thematic areas of focus. The aim will be to jointly experiment and learn with communities on new technologies and innovations while also supporting communities to jointly identify, analyze and find solutions to their challenges and opportunities. Our focus is premised on the reality that farmers' knowledge and innovation are basic and important components of the research/development continuum and research from the scientific community should complement and build on this knowledge.

For any idea to develop into an innovation, different steps will have to be taken in terms of research. These will include; Problem identification in order to thoroughly understand the problem we will be trying to solve so that we don't just address symptoms, but can instead respond to root causes of the problem.

JESE will also further **understand the extent of the problem** in terms of impact on the population, and therefore JESE will ask lots of questions, go in for diversity, and identify some key trends to help us guide on the relevance of investment in terms of programming. To finally tie the knot, JESE will **engage stakeholders and share findings** of the research and equally validate the findings of the research and together form actions that will be taken, generally contributing to the quality of programming.

Partnership and Collaboration: A partnership is a unique type of relationship in which organizations or people put together their resources to carry out a specific set of activities.

Different organizations have a wide range of resources to offer each other hence working together for a common cause and mutual benefit. JESE will build strong partnerships and collaborations with central and local government, media, Community Based Organizations, Civil Society Organizations, Cultural and religious leaders and the private sector under the sectors of Environment and Natural resources, Water, Sanitation and Health, Food systems and value chain development. Through collaborations and partnerships, JESE shall influence relevant governance and policy issues on national and local issues.

Partnerships and collaborations with JESE shall increase the legitimacy of her work and build long-term ownership over the Natural resources, Water, Sanitation and Health, Food systems and value chain development issues she addresses.

In order to promote Partnerships and Collaborations, JESE will undertake the following actions;

- Influencing the private sector to manage the environment and natural resources sustainably, develop new agricultural markets and ensure proper water, sanitation and health habits programs are adopted.
- Working with like-minded CSOs and CBOs to participate in environment and natural resource governance, water, sanitation and health promotion.
- Strengthen networking, learning, collaboration and partnerships among **CSOs, private sector**, citizens and government for efficient governance of natural resources.
- Building capacity of citizenry in order to participate actively in environment and natural resource decision making processes including water, sanitation and health campaigns.
- Under Food systems and value chain development, JESE shall consider adopting and supporting Science Technology and Innovations (STI) Programs through increasing access and adoption of appropriate technologies in the agricultural sector, increasing agricultural productivity and improved livelihoods therefore advocating for strong legal and policy framework for STI in the agricultural sector.

Advocacy and Policy Influencing: Advocacy is the deliberate process of influencing those who make decisions about developing, changing and implementing policies. JESE shall empower poor communities to improve their livelihoods through establishing collaborative, demand-driven integrated development programmers in WASH, youth development, sustainable agriculture and natural resource management. Advocacy shall amplify the voices of women and other poor and marginalized communities by ensuring that their voices are heard by power holders. Advocacy is about accountability. JESE shall ensure that those who have power, including

governments, deliver the commitments made to their citizens, and businesses deliver their commitments to customers and the communities in which they operate.

JESE will consider the actions below when implementing this strategic plan;

- o Gather the community to define the current national or regional environmental, WASH, Good systems and value chain development advocacy needs.
- o Identify, categorize and map the affiliations and influence of the target stakeholder community.
- o Decide on and document the current goals and objectives.
- o Assess the quantity and quality of services (agriculture, water and sanitation, natural resources governance).
- o Engage members and stakeholders by building common ground through shared visioning, planning, actions and learning.
- o Enable and mobilize the stakeholder network to act collectively with a unified voice and vision.
- o Measure the impact of action to date, modify the advocacy methods as necessary, and expand the network.
- o Through community outreach and public engagement, leveraging the collaborative momentum created.

JESE shall apply the following channels of advocacy; newspaper articles, policy briefs, petitions, campaigns on social media among others.

Youth Engagement; With around 77% of the population under 30, and about 30% of the total population being the youth (18-30 years) (UBOS statistical abstract 2018), Uganda has one of the youngest populations in the world. Youth unemployment has become an enormous challenge combined with a lack of access to finance or other resources such as land, offers very limited opportunities for young people to take up formal employment. In the view of these challenges, JESE shall in her new

strategic plan focus on skilling the youth while aiming at improving the employability and income level of youth through promoting vocational and green training skills. JESE shall engage and strengthen the capacities of CSOs, social enterprises and training colleges to provide tailored curricular and skilling the youth in marketable green and vocational trades. Practical training curricular will be developed in cooperation with local and national authorities and the private sector to ensure relevance to the local economy and recognition. Short-term (1 - 2 months) and medium-term (3 - 6 months) courses shall be offered by selected training colleges in close cooperation with entrepreneurs, industry and training experts. Post skilling mentorship, life skill and entrepreneurship skills shall be provided to ensure that the trained youth build a strong social capital, explore opportunities for access to local financing to foster further growth of their enterprises. Youth from vulnerable households who are interested in (self-) employment in the green sector will be favoured. Vulnerability criteria in the selection process will be household income, household size, housing situation, available access to resources and nutrition status.

Sustainable Watershed/Water Resources Management: JESE shall target major national and trans-boundary watersheds/catchments and shall use her long term engagement in water resource governance in Mpanga, Semliki, upper Lake Albert and Aswa catchments to steadily up-scale to the other major catchments. JESE championed the piloting and now the scaling of catchment based on water resource management nationally and in order to scale-up a vast experience to other priority catchments, JESE shall work with the Ministry of water and Environment (MWE), water management zones, catchment management committees, agencies, water users among others for effective governance of water resources. JESE shall streamline in her interventions the key principles of integrated water resource management including; water is finite and vulnerable, participatory approaches, social and economic value of water, role of women

and accent to national acts and policies consisting of the water act, water policy, national environment management act and policy among others plus the ratified international agendas and declarations not forgetting the sustainable development goals SDGs. JESE shall design catchment-specific-technologies and models that address real-time catchment issues.

Agribusiness Development: Agribusiness involves all the agricultural business activities from production to consumption, including the supply of agricultural inputs as well as the processing and distribution of agricultural products. In the context of Uganda and the Rwenzori Region, agribusiness is one of the main generators of employment and income. The Uganda Vision 2040 clearly identifies agriculture and agribusiness development as a core sector for reducing poverty and increasing prosperity among Ugandans. JESE is convinced that promotion and investment in agribusiness will enhance Uganda's competitiveness on the world market, boost foreign exchange, earnings and employment. It can also reduce wastage, enhance food security, improve livelihoods for low income groups and empower disadvantaged groups of society like rural women, youth and the disabled.

Agroecology: The challenge of the 21st century is not only to increase agricultural productivity, but also to strengthen the resilience of our food production in the face of the ever increasing stress on the system. JESE shall use Agroecology which is the foundation of sustainable agriculture. It provides a robust set of solutions to the environmental and economic pressures facing agriculture today. Agroecology is our best path forward for feeding the world. The current industrial food system has gone off the rails since it's increasingly dependent on health- harming pesticides and other chemical inputs that degrade soil, threaten pollinator populations and pollute water thus causing a myriad of diseases. By shifting farming policies and practices to embrace agroecology, we can create a food system to sustain this for our future generations to enjoy; one rooted in productivity, resilience, equity

and sustainability. Agro ecological farming recognizes the multi-functional dimensions of agriculture, as well as local and Indigenous knowledge and practices. This means farming that not only produces food, jobs and economic well-being, but also creates cultural, social and environmental benefits. Agroecology also protects and provides ecosystem services like pollination, natural pest control, nutrient and water cycling and erosion control.

Integrated Farm Planning: JESE is convinced that sustainable land management is crucial to feed all people on our planet, because only healthy soils can produce the food we need; and small-scale farmers are key actors for food security, because they cultivate the land that feeds millions of people. When this land degrades and does not produce anymore, it will lead to food insecurity and the migration of these farmers and their families, seeking opportunities elsewhere. Avoiding this degradation and keeping the soil healthy is therefore essential; but this can only be achieved when smallholders are actually motivated and able to keep their land in a good condition. The focus of the IFP approach is therefore on PEOPLE and LAND because we need motivated people who will invest in their land with good practices to create and maintain a sustainable food production.

In the IFP approach, motivated people and healthy land are considered the foundation for sustainable development: only when farmers become good stewards of their land, and when they put the ‘care for their land’ at the centre of their minds, they can surely establish resilient farming systems. The slogan of the PIP approach is “proud farmers, better soils, more food”, and it reflects these three central issues in the approach: motivated people, healthy land, resilient farming systems. Hence the objective of the IFP approach is to foster resilient farming systems, i.e. farms that can resist and recover from shocks (droughts, excessive rainfall, pest infestations, etc.), to continue producing food in a sustainable way. In the IFP approach, we call this resilience-based stewardship: good stewardship

of the land and farm by motivated farmers, who are committed to keeping their land healthy, who are always busy (and aware of the need) to making their farms more resilient and eventually becoming sustainable entrepreneurs with income from their farm. The key tool in the IFP approach is the IFP itself, the Integrated Farm Plan that farmers make for their farm, with a drawn and an action plan. From a practical perspective, JESE adopted IFP as an approach that facilitates implementation of agroecology at the level of the farm and as an important tool for facilitating the farm re-design and transition to agroecology.

Participatory Action Research (PAR): the thread that connects our work across the areas of agriculture, livelihoods, and environmental conservation in tropical landscapes such as those of Uganda is the application of Participatory Action Research (PAR). JESE views PAR as an approach that enables both the process and results of research to have direct impact on social and ecological issues. PAR processes strive for the fair and equitable participation of all relevant actors, creating the potential for increasing both the depth and relevance of the research process. PAR activities will be well intertwined with our work on agroecology and Integrated Farm Planning in a nexus framework. The agro ecological principle of integrating farmer/local and scientific knowledge represents one of the core intersections for science and practice in agroecology.

Farmer Field Schools (FFS): The FFS approach consists of groups of farmers who get together to study a particular topic of interest that either affects their farms or has potential to improve productivity and resilience of their farms. The topics covered under FFS vary from agroecology, conservation agriculture, organic agriculture, animal husbandry, and soil husbandry to other off-farm income generating activities such as handicrafts. FFS provide opportunities for learning and by doing so, it teaches basic agricultural and management skills that make farmers experts in their own farms. FFS is also a forum where farmers and trainers debate about observations, experiences and

present new information from outside the community. FFS are important avenues for empowering farmers with knowledge and skills, making farmers experts in their own fields, sharpening the farmers' ability to make critical and informed decisions, sensitizing farmers in new ways of thinking and problem solving and helping them learn how to organize themselves and their communities.

Catchment Management: JESE firmly believes that better coordinated action is desirable at the catchment level by all those who use water or influence natural resources, land management and this requires greater engagement and delivery by stakeholders at the catchment as well as at the local level supported by development partners. This is particularly important when trying to address the significant pressures placed on the water, natural resources and environment by

diffusing pollution from both agricultural and urban sources, and widespread historical alterations to the natural form of channels. Catchment management approach is a strategy that works collaboratively with landowners, resource users, partnerships and local interest groups by raising awareness of the problem affecting the ecosystem. In this approach, stakeholders shall be involved in planning the sustainable management of their water, land and related natural resources for improved livelihoods. JESE shall focus on actions that reduce disasters and invest in NO regret actions. Further to this using the catchment management approach, JESE shall undertake identification and analysis of issues related to water and the environment, issue prioritization, identification of the immediate and strategic interventions as well as the activities and sub activities required to address the issues and development of an associated budget.



10.0 Organizational STRENGTHS and OPPORTUNITIES

Ownership, Governance and Leadership:

JESE recognizes that established and functional governance organs provide a foundation for institutional development. To this effect, JESE will pursue institutional transformation by strengthening governance and leadership structures through introduction of a Board of Trustees as the highest policy organ; Board of Directors as the policy oversight organ, an Executive Director assisted by Heads of department for leadership and management. JESE shall develop a strategy for attracting and retaining skilled, qualified and competent staff that foster implementation of the institution's strategy as a mechanism of strengthening Human Resources Management.

JESE has 5 Departments that are Functional;

- WASH Department
- Environment and Natural Resources Department
- Livelihood Improvement department
- Management Information Systems department.
- Treasury, Financial Performance and Decision Making

The organization has tools and defined approaches in place. In the coming 5 years, JESE shall invest in refining tools and sharpening the communication and visibility of the organization, ensuring that there is clear information flow within and out of the organization thus building a positive institutional reputation.

11.0 Resource Mobilization and Financing for the Plan

- The anticipated resource providers are International donor community, International CSOs, the private sector and through JESE contract services. Other avenues for fund raising shall be; *Creating the fundraising and resource mobilization team*. The key function of the team will be to coordinate and manage all fundraising efforts that will led by a senior staff member (Team Leader).

- **Develop a Fundraising Strategy:** There are existing donors for different thematic areas. JESE shall strategically position the market to the current plan and align the interventions primarily targeting to **maintain and retain the current pool of donors**. The strategy for retention of current donors is to ensure programme quality and compliance with Donor regulations and contractual obligations. JESE should as well invest in donor scouting to ascertain new areas of interests for donors and review the fund raising strategy accordingly. JESE should **explore the possibility of framework agreements with stable donors**: innovate ways of engaging donors through precise documentation and communicating with impact that depicts value for money and changes stories.

- **Preparedness to Fundraising:** This will require the team to develop concept notes based upon the guidance of the SP 2021/2026. The concept notes act more for preparedness than responding to calls for proposals. The senior management should invest in donor relations and pre-engagements with potential donors, organizing donor expos, **breakfast meetings and be present in strategic platforms**. JESE will explore **contractual works** that builds cash and uncommitted reserves to avoid cash flow problems. This should primarily be through offering **consultancy and contract services**. This function shall require staff with defined competencies in bidding, negotiations and preparation of bid documents among other

Monitoring, Evaluation, Learning and Accountability

JESE shall put in place a monitoring and evaluation plan for strategic actions while considering the Key RESULTS and Targets. The organisation shall foster participatory and inclusive monitoring tools. Key to the monitoring and evaluation shall be undertaking FIELD visits, Baselines, Mid-term and End-term reviews and studies.

Notes!

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