

ASSOCIATION OF RELIGIOUS IN UGANDA (ARU)

STRATEGIC PLAN: 2015-2017

BY

THE ASSEMBLY OF MAJOR SUPERIORS OF RELIGIOUS INSTITUTES IN UGANDA (AMSRIU)

ARU STRATEGIC PLAN: 2015 - 2017

FOREWORD

The Association of Religious in Uganda was established by the Major Superiors of Religious Institutes in Uganda in 1968. By then it was an Association of women Congregations only and was commonly known by its initials: ARU, and in 1972 it was approved by the Holy See. At this material time, the men religious also had their won Association, known as COMSIU.

In 1995 the two Assemblies of Religious Men and Women merged with the purposes of bringing together an integrated body of Catholic Women and Men Religious with a common vision and voice to proclaiming the Good News of Jesus Christ to the people, with preferential option for the poor. The new body of Major Superiors came to be known as the Assembly of Major Superiors of Religious Institutes in Uganda (AMSRIU).

The Assembly of Major Superiors of Religious Institutions in Uganda has accomplished the Strategic Plan review process to produce yet another document following the very first initiative, i.e. the 2012-2014 Strategic Plan. This Document will guide AMSRIU's interventions and ARU members' activities in the next three years. The 2015-2017 Strategic Plan is a product of discussion among the AMSRIU members, and intense involvement of the Secretariat Staff.

This Strategic Plan is meant to guide the Association towards forming a stronger solid base for a more pro-active approach to religious and social challenges facing consecrated life and Religious Institutes in Uganda and beyond. The implementation is planned to focus more specifically on initial and on-going formation in order to help the members to carry out their role and functions within the Mission of the Church. The plan also draws its inspiration from other sources such as the Bible, Catholic Social Teaching, the concrete social conditions impacting consecrated life, families, and all people in our society. These sources are expected to equally inform the Association as it takes on the challenging task of implementing the ideas contained therein. To a certain extent the text expresses the expectations, hopes, and underlying concerns of the religious and Christian community in Uganda and the people of God in general.

The Secretariat is grateful to the Major Superiors who supported its efforts during the Strategic Plan period, for their active participation in discussing pertinent issues and deliberating on the actions to be taken. We pray for the realization of our dreams expressed in this document.

Mother Anne Christine Kizza, IHMR,
Chairperson – ARU /AMSRIU

EXECUTIVE SUMMARY

VISION: A prophetic body of men and women religious inspired by Gospel values to transform society.

MISSION: To collaborate, support and empower each Institute to live its unique Charisms within the mission of the Church today.

OBJECTIVES:

The Association, comprising of AMSRIU members and ARU members in general, was established with the following objectives which it strives to attain.

- a) To enable members of the Association appreciate universal values and condemn evil in Society
- b) To help members, through formation, to carry out their roles and functions within the mission of the Church in Uganda today and furthering the attainment of the aims of each of their Institutes, while always respecting their autonomy.
- c) To foster a suitable and close collaboration of Institutes of men and women among themselves, and especially to establish appropriate coordination and co-operation with Uganda Episcopal Conference.

CORE VALUES

Transformative prayer, collaboration, sharing, charity, solidarity, stewardship, and cooperation.

THE STRATEGIC DEVELOPMENT PLAN 2015 / 2017

The 2012/2014 Strategic Plan is a product of the review process for the 2012-2014 Plan. The review had the objective of coming up with authentic strategic interventions that aim at guiding the Association towards the current challenges facing consecrated life and religious Institutes in Uganda. In their June 2011 Assembly the Major Superiors scanned the environment, shared experiences of their own religious Institutes and together felt the urgent need to:

- a) Enhance the deepening of our faith to positively influence our actions
- b) Strengthen our commitment so as to be faithful to our religious calling
- c) Call members to demonstrate commitment to maintaining or restoring the meaning of vowed life and so be seen to guard against secularism that can erode our Charisms, religious values, traditions and practices that make consecrated people positively different.
- d) Combine efforts at ARU and Institutional levels to enhance self-sustainability of our institutions for mission.

Thus the Assembly agreed to develop interventions for the transformation of the situation with a lot of focus on initial and on-going formation at ARU and AMSRIU levels.

The following were agreed on as overall objectives for the Strategic Plan:

1. To continue proper functioning and maximizing utilization of ARU Secretariat and Uganda Spiritual Formation Center, Namugongo (USFCN)
2. To realize greater involvement and active participation of members in the on-going formation programmes and activities of ARU Secretariat and Uganda Spiritual Formation Center, Namugongo
3. To ensure successful organization and hosting of General Assemblies, meetings and discussion forums and the on-going formation programmes for the benefit of all Institutes and the Secretariat in general.
4. To ensure an improved collaboration between the Religious Institutes and the clergy.
5. To enable members of the Association appreciate universal values that are compatible with gospel values and instill these in the in society

STRATEGIES

The Assembly of the Major Superiors in Uganda at its sitting in June 2014, decided to adopt the 7 (seven) Strategies for the year 2015 – 2017 as follows:

1. Deal with individualism and self-centeredness

2. Deepen the faith of members in all Institutes
3. Strengthen ARU Branches in all Dioceses
4. Strengthen working relationships between ARU and the Clergy
5. Develop a Child Protection Policy (CPP) for Institutes to adopt
6. Continue various interventions to address issues of human trafficking
7. Strengthen existing joint development ventures and develop new ones for self-sustainability at ARU and at Institutional levels

ARU/AMSRIU STRATEGIC PLAN 2015 / 2017								
	Activities	Time Frame			Key Partners	Indicators	Expected outcome	Funding source
		2015	2016	2017				
STRATEGY 1: Deal with individualism and self-centeredness								
1.	Different people facilitate ARU/AMSRIU meetings and workshops	X	X	X	Major Superiors of different congregations and course facilitators	No. of different Major Superiors leading the ARU/AMSRIU AGM's	Shared responsibilities and improved collaboration among Major Superiors	ARU Secretariat
2.	Continue to build capacity in stewardship in form of transparency and accountability for living consecrated life	X	X	X	ASEC partners AMSRIU ARU administration	No of courses planned Attendance list for courses No. of sisters graduated	Improved sense of belonging and a spirit of sharing among the members.	ASEC Congregations
3.	Develop creative and attractive ways of sharing during ARU/AMSRIU assemblies, meetings and during workshops	X	X	X	Major Superiors Course facilitators ARU course participants	No. of new creative methods No. of creative methods used	Cooperation and active participation in the life of members of a congregation and among different congregations	ARU Secretariat Funding partners
4.	Continuous inter-congregational courses for Novices and Junior Professed religious	X	X	X	Missio MM Major Superiors Novice Directors	No. of new friendships between different congregations No. of reduced cases aloofness between congregations	Friendly atmosphere between congregations New friendships between members of	Missio MM Congregations

							different congregations developed	
STRATEGY 2: Deepen the faith of members in all Institutes								
1.	Conduct on-going formation in theology to deepen the faith of members in all institutes	X	X	X	AACSS AMSRIU USFCN	Number of courses/seminars organized No. of participants No. of junior religious renewing their vows No. of religious making final profession No. of religious in individual and community prayer No. of religious participating in community exercises/duties No. of religious active in ministry with a spiritual approach	Improved understanding of God according to the Christian faith Improved adherence to the consecrated life	AACSS AMSRIU USFCN Congregations
2.	Purchase land for College of Higher learning	X			AMSRIU Planning coordinating committee Companies/factories Friends of ARU Institutions of ARU	Land title	Ownership of land for College	ARU/ AMSRIU Funding partners

					members			
	Construction of College of Higher Learning	X	X		Executive of AMSRIU ARU administration Contractor	No. of quotations of construction Signed contract with constructor Completed structure	Completed structures for college	ARU/ AMSRIU Funding partners
	Design curriculum for the different faculties and recruit lecturers		X		Executive of AMSRIU Central coordinating committee Curriculum committee	No. of lecturers No. of course units per curriculum	Lecturers recruited Curriculum in place	ARU administr ation
	Affiliation of College to an existing university		X		Central coordinating committee CUEA or UMU Nkozi	Signed MOU with the selected university	Full accreditation for the College	ARU administr ation
	Running the College of Higher Learning		X	X	CUEA or UMU Nkozi AMSRIU members AACSS Directors Lecturers Students	No. of lecturers teaching No. of students admitted No. of congregations participating No. of courses held	Religious have been theologically formed at diploma and degree level Religious have knowledge and expertise to handle, in line with the new evangelization of the church, the complex issues arising in the	Congrega tions Funding partners

							society	
3.	ARU designs a syllabus for initial formation for candidates at different levels of initial formation	X			ARU administration AMSRIU Members Formation Committee	No. of printed syllabus for initial formation level in place No. of syllabus distributed to the formation houses	Directors of formation at different levels have a clear guidelines to follow for the work of formation	ARU
	Implementation of the syllabus		X	X	Directors of formation at different levels AMSRIU members	No. of formation houses have integrated the syllabus into their congregational syllabus No. of participants trained. List of Institutes benefited.	The candidates at different levels of formation have been well formed in the meaning of the consecrated life The candidates have been equipped with knowledge and skills to respond appropriately to the complex issues arising in the society	ARU Congrega tions

STRATEGY 3: Strengthen ARU Branches in all Dioceses								
1.	Sensitization of the AMSRIU members about the importance to have an ARU Branches in the different dioceses	X			ARU Administration Major Superiors	Attendance list Minutes of the AGM meeting	Positive attitude towards ARU branches among the Major Superiors	ARU Secretariat
	Sensitize the ARU members on the roles and responsibilities in their Branches	X			Major Superiors Religious at congregational level	No. of reports to ARU secretariat by Major Superiors who have done the sensitization	Major Superiors have exercised Influence on members of their congregations about ARU branches ARU branch leaders have been selected at diocese level	Congregations
	Call for a meeting of the members of different congregations working in the diocese to elect leaders of ARU branch in their diocese	X			ARU administration AMSRIU members	No. of meetings held Minutes of the meetings Names of leaders selected for ARU	Members have understood the purpose of ARU branches Members have acquired a positive attitude towards participating in ARU branch activities Leaders have been actively involved in the branch activities Improved cooperation	ARU Secretariat

						branches	among members of different congregations	
2.	Conduct visits to support ARU branches and to encourage members of different congregations to collaborate in the fulfillment of the Church's mission	X	X	X	Secretary General ARU Executive Treasurer	Number of invitations made to ARU and visits made. List of participants.	Members of different congregations in the dioceses have been motivated to cement their relationship with each other and have improved the cooperation in carrying out their ministries All members in each ARU branch have shared their achievements and challenges with the Secretary General	ARU Secretariat ARU Branches
3.	ARU facilitates ARU branch activities	X	X	X	ARU administration Finance Committee	No. of budget requests handed in ARU branch coordinators No. of budgets approved No. of reports handed in by ARU branch coordinators	ARU branches have been motivated and empowered to implement their planned activities	ARU Secretariat

STRATEGY 4: Strengthen working relationships between ARU and the Clergy								
1.	Strengthen the relationship between religious and Priests in who's parishes the religious work	X			Bishop liaison of ARU Bishops Executive Committee Chairperson Secretary General	No. of letters to liaison Bishop No. of letters to Bishops No. of phone calls to Bishops	Improved collaboration between religious and priests Clear understanding of land boundaries Improved ways of relating to each other as parish and convent	ARU Secretariat
	Coordinators of ARU branches compile reports from the members about their working relationships between the Religious, Bishops and Priests	X	X	X	ARU branch coordinators ARU branch members	No. of reports from ARU Branches to ARU Secretariat Compiled report by Secretary General to AMSRIU	Major Superiors have up to date information about the working relationships between the Religious, Bishops and Priests Major Superiors have held discussions and have come up with strategies for approaching the Bishops concerning the issued raised by the ARU branches	ARU Branches
	Continue submitting papers to share with Bishops	X	X	X	AMSRIU members Bishops	No. of papers from Major Superiors to Bishops	AMSRIU members have continued to maintain their cordial relationship with the Bishops	ARU Secretariat

STRATEGY 5: Develop a Child Protection Policy (CPP) for Institutes to adopt								
1.	Acquire a copy of the National Child Protection Policy	X			Ministry of Gender, Labour and Social Development	No. of copies of Child Protection Policies	ARU has acquired the national Child Protection Policy	ARU Secretariat
	Adjust the National Child Protection Policy to fit in the work environment of the religious	X	X		Secretary General with a selected committee Executive Committee AMSRIU members	Adjusted Child Protection Policy produced by the committee Child Protection Policy approved by AMSRIU	ARU has produced Child Protection Policy to the religious institutes	ARU Secretariat
2.	Distribution of ARU Child Protection Policy to religious institutes		X		ARU Administration	List of Institutes who have received the necessary material	ARU Child Protection Policy copies have been distributed to the religious institutes	ARU Secretariat
3.	Adjustment of ARU CPP by the religious institutes		X	X	Major Superiors of congregations	No. of adjusted CCPs at congregational level	Institutes have CCP's referred to their ministries	Congregations
4.	Follow up of implementation of CPP at institutional level			X	Secretary General Major Superiors of congregations	No. of questionnaires designed and distributed to the different congregations	Identified achievements and gaps realized from the implementation of the CCP	ARU Secretariat Congregations

STRATEGY 6: Continue with interventions to address issues of human trafficking								
1.	Write a report about the results in the communities on sensitization on human trafficking by ARU Talithakum team (team that sensitize on issues concerning human trafficking)	X			Talithakum team	Report on implemented activities at diocese, parish level, schools and congregations	Proof of sensitization done by Talithakum team Gaps identified on sensitization	ARU Secretariat
2.	Lobby for funds to continue the sensitization and start to work with the local authorities to prevent and to identify cases of human trafficking	X	X	X	ARU Secretariat Funding partners	No. of proposals written and submitted to partners No. of proposals that received grants	Talithakum team has been empowered with resources to continue their work	Funding Partners
3.	The trained people in the reality of human trafficking start training communities at grass root level Continuation of training new trainers (TOT) in parishes, schools, congregations in other dioceses by Talithakum team		X	X	Teachers Parishioners Chair persons of lay apostolate Sisters in congregations Talithakum team Participants in TOT ARU Administration	No. of trainings given No. of participants No. of trainings held No. of trainers trained in human trafficking	Number of people with awareness of Human trafficking has been multiplied Number of trainers capable of sensitizing communities on human trafficking has increased	Funding Partners Communities Funding Partners Participants
4.	Train five members of ARU as professional social workers		X		ARMSRIU members ARU administration	No. of ARU members selected No. of members	Professional social workers within ARU have been trained to	Congregations Funding

					Members to be trained	educated in social work	deal with social issues at ARU level	Partners
STRATEGY 7:Strengthen existing joint development ventures and initiate new one for self-sustainability at ARU and at Institutional Levels								
1.	The already trained ARU Tutors continue training religious in their congregations in organic agriculture	X	X	X	Trained ARU Tutors CADEP Coordinators ARU Administration Religious in their congregations	No. of ARU tutors who have given training No. of religious who have been trained No. of reports made by the CADEP Coordinators of the trainings	Multiplication of number of religious with increased knowledge and skills in organic agriculture	Porticus Holland Congregations
2.	Write agriculture IGA (income generating activity) proposal by congregations to obtain funds from the revolving fund	X	X	X	Major Superiors Project Managers in congregations	No. of proposals submitted	Congregations have written and submitted agriculture proposals to CADEP Coordinating team	Porticus Holland
	Approval of agriculture IGA proposal by CADEP coordinating committee	X	X	X	CADEP coordinating committee Treasurer Secretary General	No. of proposal approved Amount of money wired to the congregations	Congregations have been granted funds to implement their agriculture IGA	ARU Secretariat
	Training of Project Managers in managerial and financial Skills	X	X	X	Facilitators in management and finance Project managers of IGA's	No. of CADEP project managers trained No. of certificates issued	Project managers have managed the projects successfully and have kept proper accounts	Porticus and congregations

Implementation of agriculture IGA by congregations	X	X	X	Major Superiors Project managers in congregations Religious working in the project Employed laborers in the project	No. of acres cultivated in each congregation No. of other agriculture related projects set up Percentage of increment in harvests Percentage of increment in the income from the sales	Congregations have food security and have become more self-reliant from the sales of the produced surplus	Porticus Holland Congregations
Monitoring of implementation of agriculture IGA's	X	X	X	CADEP Coordinating committee ARU Secretary General Project managers	No. of monitoring visits No. of reports written by CADEP coordinating committee	Information collected of successes and gaps in the implementation of the agricultural projects	ARU Secretariat
Repayment of 110% of the borrowed fund to CADEP		X	X	Major Superiors and their treasurers CADEP coordinating committee ARU Treasurer General	Amount of money repaid to CADEP fund	The revolving fund has been sustained and more congregations have been enabled to access it	Congregations
Annual accountability to Porticus Holland about progress of agricultural project	X	X	X	CADEP Coordinating committee ARU Secretary General ARU Treasurer General	No. of reports written and submitted to Porticus Holland	Accountability regarding implementation of the agricultural project for religious in Uganda has been submitted	ARU Secretariat

