

ADVOCATES COALITION FOR DEVELOPMENT AND ENVIRONMENT (ACODE)

“Extending the Frontiers of Public Policy Research and Advocacy”

STRATEGIC PLAN 2003-2007

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PREFACE

The Advocates Coalition for Development and Environment (ACODE) was registered as an NGO in December 1999 and began its operations in January 2000. For over six months, ACODE operated from a single office rented out from the Uganda Wildlife Society. In July 2000, ACODE acquired its own rented office premises from which, the organization now operates to conduct its policy research and advocacy programmes.

At the time of ACODE's registration, there were already a multitude of registered NGOs operating in Uganda. The first question one would ask therefore is: why form another NGO? What is it that was new that ACODE was bringing into the NGO landscape and therefore what is it that differentiates ACODE from other NGOs? In our view, ACODE has three key programmatic and operational factors that differentiate it from other NGOs:

First, by the time ACODE was formed, there were two distinct categories of NGOs involved in research and policy advocacy. One group focussed on policy or basic research while the other group focussed on policy advocacy. The formation of ACODE was predicated upon the growing appreciation that the two are closely intertwined and that in order to effectively engage government and other partners in the policy development process, policy research would have to be the basic foundation of policy advocacy. Consequently, ACODE's policy advocacy programmes must have a strong policy research component. This helps the organization in developing alternative policy ideas and options and through proactive policy advocacy; these options are put on the policy-making agenda. ACODE has therefore

over the last three years emerged as an effective government partner in the policy development process.

Second, it was recognized that there were few Ugandan NGOs, which had the capacity to analyse international policy trends and practices to be able to make sure that these trends and practices inform national policy debates. ACODE was formed with the view that it would create an enabling environment and research infrastructure that would motivate its researchers to be at the cutting age in as far as international public policy processes are concerned. Consequently, ACODE researchers have emerged as leaders in key international public policy processes especially in the areas of trade, intellectual property rights , biotechnology and environment.

Thirdly, ACODE's formation was triggered by the growing appreciation that there has been considerably limited participation of civil society organizations in policy debates at different levels. While human rights CSOs had evolved and gained recognition by governments and other actors, CSOs operating in the areas of trade and environment were largely not very effective in holding government accountable to set policies and standards. Indeed, ACODE's first project entitled "Promoting Environmental Accountability" focused on building civil society oversight over Government implementation of environmental policy through promoting the right of environmental NGOs to associate freely, access to information and promoting access to justice in environmental matters especially for natural resources dependent communities.

Forth, ACODE was formed at a time when the political momentum to reconstitute the East Africa Community had gathered pace. The East African Cooperation Secretariat was fully operational, the three countries forming the East African Community had signed a Memorandum of Understanding on the Environment two years before and the Treaty Establishing the East African Community had reached advanced stages in its negotiations. The founders of ACODE believe that by the nature of ACODE's activities, it will make significant contributions towards achieving one of the fundamental principles of the Community-making it people centred. ACODE was therefore formed with a regional board with representation from Kenya, Uganda and the United Republic of Tanzania.

Finally, ACODE was formed at a time when Government policies in East Africa were increasingly marginalizing communities whose livelihoods are entirely dependent on environmental resources. For example, in Uganda, almost six years of implementation of the National Environment Policy (1994) had demonstrated that in the absence of oversight by public interest civil society organizations, Government and corporate entities would continue to marginalize resource dependent communities denying them the opportunity to participate effectively in making decisions that impact on their livelihoods. ACODE therefore seeks to work with vulnerable community groups, provide them with pro bono legal assistance and advisory services, and amplify their voices in the policy-making arena.

Since its formation, ACODE has largely operated without a strategic plan. This situation has led to several undesirable

consequences including the inability on the part of the Organization's leadership to predict with certainty relevant policy processes as well as the manpower and financial resource needs to respond to key institutional challenges. In order to remove this uncertainty, ACODE started a process to develop this 5 years strategic plan. The planning process crystallized into a strategic planning meeting, which brought together ACODE staff, Research Associates, Board Members as well as selected partners from like-minded organizations.

ACODE would like to acknowledge the significant contributions of the participants during the said strategic planning workshop, and Mr. Sylvester Dickson Baguma who provided invaluable facilitation at the meeting and in the final process to finalize this Plan.

The theme of this 5 Years Strategic Plan is "**Extending the frontiers of public policy research and advocacy**". This will be achieved through deepening our policy research and analysis activities and building key partnerships and alliances with Government, like-minded civil society organizations and international development partners. We believe that it is through such partnerships that ACODE's policy ideas can influence policy making for the betterment of humanity and especially the more vulnerable and poor communities.

Secondly, ACODE will work towards the promotion of civil society organizations' participation in setting the global, regional, national and local development policy agendas. We would like to see increased "inclusion" of

civil society particularly in the South in the on-going policy dialogues at various levels of policy making.

Thirdly, ACODE believes in what we call, for lack of a better word “reverse accountability”. We would want to see more transparency and accountability on the part of governments, international development partners and corporate personalities. In the spirit of “reverse accountability”, we would like to pledge unequalled transparency and accountability to our constituents and partners in the way we transact business.

In this 5 Years Strategic Plan, we have set ourselves ambitious targets covering programmatic developments, creating new partnerships, mobilizing new and additional financial and human resources and generally bringing ACODE policy ideas to bear on key policy processes that impact on poor people. The Plan is to build on our experience of three years on the ground, seek to optimise current and projected strengths while minimizing weaknesses. It presents the totality of what ACODE would like to achieve over the next 5 years while setting a stage for East Africa’s leading independent policy research and

advocacy think tank.

Finally, I would like to take this opportunity to thank our partners who have provided the bulk of our funding and advice that has enabled ACODE to grow to a position of strength and respectability. These include: the United States Agency for International Development (USAID), the World Resources Institute (WRI), the Rockefeller Foundation, the Centre for International Environmental Law (CIEL), the Environmental Law Institute (ELI) and the Department for International Development (DFID).

We would also like to acknowledge the mutually beneficial partnerships that we have enjoyed with key Government agencies and programmes including the Ministry of Water, Lands and Environment, Ministry of Tourism, Trade and Industry, Ministry of Finance, Planning and Economic Development (Uganda National Council for Science and Technology), several local governments that we have worked with under the Integrated Lake Management Project and the Fisheries Resources Department.



Godber W. Tumushabe
Executive Director

LIST OF ACRONYMS

ACODE	Advocates Coalition for Development and Environment
CBO	Community Based Organisation
ICT	Information Communication Technology
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MIS	Management Information System
NEMA	National Environment Management Authority
NGO	Non-Governmental Organisation
PEST	Political, Economic, Social and Technological factors and Trends
PMA	Plan for Modernisation of Agriculture
SWOT	Strength, Weaknesses, Opportunities, and Threats
UNCST	Uganda National Council of Science and Technology
USAID	United States Agency for International Development
WRI	World Resources Institute
DFID	Department for International Development
MTTI	Ministry of Tourism, Trade and Industry
UNCTAD	United Nations Conference on Trade and Development
WTO	World Trade Organization
EPAs	Economic Partnership Agreements
ACP	Africa-Pacific and Caribbean
EU	European Union
WSSD	World Social Summit for Sustainable Development
MDGs	Millennium Development Goals
TRIPS	Trade Related Aspects of Intellectual Property Rights
UNCED	United Nations Conference on Environment and Development
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
IPR	Intellectual Property Rights
MTS	Multilateral Trading Systems
IITC	Inter-Institutional Trade Committee

1. INTRODUCTION

The Advocates Coalition for Development and Environment (ACODE) is an independent public policy think tank engaged in public policy research, analysis and advocacy. It was established and registered as a non-governmental organization in December 1999 and started operations in January 2000. ACODE was formed by three young professionals with the following objectives:

- ✓ Promotion of national and regional policies that support the utilization of natural resources and enhance the livelihoods of resource dependent communities;
- ✓ Promotion of transparency and accountability in the formulation and implementation of public policy and policy processes;
- ✓ Capacity building to ensure inclusion in the ongoing global and regional processes that affect the livelihoods of poor and resource dependent communities.

ACODE's strategic commitment is to work towards the full democratisation of policy making at the global, regional, national and local levels. We will work with Government and other actors in the policy making process to broaden the range of policy choices available to address pressing public policy problems. During the process that has led to the formulation of this Strategic Plan, the original objectives as set out above were revisited and reformulated to capture the vision and mission of ACODE.

This 5 Years Strategic Plan is a statement of the objectives and strategies that the Advocates

Coalition for Development and Environment will pursue in order to achieve tangible impacts in its policy research and advocacy work. The planning process provided an opportunity to rethink ACODE in terms of its vision, mission and governance structures; research and advocacy agenda as well as programmatic and institutional structures¹ for achieving set objectives. The development of this 5 Years Strategic Plan, barely three years after the formation of ACODE is a fundamental opportunity to put ACODE in a position where it can remain relevant and responsive to internal weaknesses, build on existing strengths and emerging opportunities while responding to stakeholders' expectations.

The Strategic Plan is divided into eight sections. Part one introduces the "old" ACODE and its emerging metamorphosis into a more programmatically focussed organization. Part two highlights the policy context within which ACODE will operate over the next five years, the key policy drivers that will shape ACODE's policy research and advocacy agenda and the nature of the global, regional, national and local policy processes that ACODE's work may contribute to. Part three enumerates the strategic challenges that ACODE has to confront through this Strategic Plan while part four entails ACODE's 5 years strategy setting out the vision, mission and objectives that will guide our work. Part five sets out ACODE's policy research agenda and the programmatic areas within which this agenda will be organized. Finally part six, seven and eight addresses the broad issues of assumptions, monitoring and evaluations and institutional strengthening.

Institutional Capacity Indicators and Baseline Organisational Development Assessment for ACODE, 2001

2. UNDERSTANDING THE POLICY ENVIRONMENT

2.1. Flash Back: Three Years of Policy Research and Policy Advocacy

Before looking at the key policy drivers that will provide the context for the 5 year's Strategic Plan and ACODE's readiness to grow and impact and influence the environment, it is useful to look at the achievements and impacts of ACODE since it started operations in January 2000. These achievements can be divided into two dimensions: Programmatic and institutional.

Over the last three years, ACODE engaged in a series of policy processes both at the global and national level. At the global level, ACODE has contributed to the ongoing dialogue on the transboundary movements of Living Modified Organisms as well as the ongoing trade negotiations within the World Trade Organizations. Over the last three years, ACODE participated and continues to work with civil society organizations around the world to monitor national compliance to the environmental governance norms contained in Principle 10 of the Rio Declaration.

At the regional level, ACODE continued to work with partner civil society organizations in Kenya, Uganda, and Tanzania and from other countries in Southern Africa to promote norms of environmental governance as well as engage in trade policy reforms. ACODE envisages

further engagement in key policy processes such as the proposed development of an environmental protocol for East Africa and the proposed regional environmental impact assessment guidelines for Lake Victoria. In the area of trade policy governance, ACODE will work with policy makers to advocate for more equitable partnerships under the various trade policy initiatives within the context of the Cotonou Partnership Agreement, the World Trade Organization and the African Growth and Opportunity Act. ACODE will also develop projects to monitor and advocate for the speedy implementation of key peace initiatives in the region.

ACODE engaged in a series of national policy processes. In the area of governance ACODE has made contributions to key policy processes including an advocacy campaign to influence the NGO law reform process, developing an access to information legislation and facilitating judicial training programmes on environmental rights for judges. ACODE also took the lead in mobilizing other civil society organizations to contribute to key reform processes in the fisheries and forestry sector and other macro-economic policy processes such as the Plan for Modernization of agriculture. As a member of the Inter-Institutional Trade Committee (IITC), ACODE has facilitated the operations of several sub committees including TRIPS, agriculture, services, etc.

ACODE's activities over the last three years have mainly focussed on policy research and analysis of key policy issues normally published in the ACODE Policy Research Series, organising a series of policy dialogue

meetings and drafting of key policy and legal documents for partner Government departments and agencies. The experience over these three years has essentially demonstrated that ACODE's expertise and skills are highly demanded not only by Government agencies but also by development partners and vulnerable communities.

2.2. Thinking Ahead: Key Policy Drivers over the Next Five Years

In order for ACODE to strategically position itself to be able to influence policy at all levels, we must have a good understanding of the relevant key policy processes and policy drivers at the global, regional, national and local level. This is important if we are to ensure that we remain at the cutting edge of policy research and advocacy and make sure that our policy ideas contribute to the bettering of human and environmental conditions through appropriate policy reforms.

2.3. Global Policy Trends

In our view, ACODE's Five Year Strategic Plan will be implemented in a global policy environment driven by two major policy processes. First, global trade negotiations will continue within the mandate set by the 4th Ministerial Conference of the World Trade Organization. Key areas that will dominate the negotiations and will have significant implications at the national level include trade and environment; trade in services, investments, and agriculture and Trade Related Aspects of Intellectual Property Rights (TRIPS).

The second major international policy process that will provide the context for the operations of many policy focussed civil society organizations is the World Social Summit for

Sustainable Development (WSSD) Implementation Plan which was adopted in September 2002 in Johannesburg . The summit, coming 10 years after the United Nations Conference on Environment and Development (UNCED) and only two years after the adoption of the Millennium Development Goals (MDGs), produced new commitments on the part of Governments and and non-government actors aimed at moving the world towards achieving the objectives of sustainable development. Yet, all these commitments are being made amidst continuing environmental degradation; growing poverty especially among communities directly dependent on natural resources in rural and urban areas; widening gap between the rich and the poor and limited implementation of sustainable development commitments by many countries around the world.

Over the next 5 Years, ACODE will work with partners to engage in and contribute to these emerging policy processes ensuring that Governments become more accountable in undertaking new commitments, work towards implementation of existing and new commitments in a context of transparency and participation by all affected parties.

2.4 Contributing to the Consolidation of Regional Integration

ACODE will increasingly adopt a regional approach in its programme of work with the Eastern and Southern Africa region providing the geopolitical context for our operations.

Over the next 5 Years, the countries in Eastern and Southern Africa will engage in different

policy process in key fields of trade, environment, agriculture and science and technology. A number of processes are particularly important to note here. First, more than ten countries which are members of the Association for Strengthening Agricultural Research in Eastern and Southern Africa (ASARECA) are engaged in processes to develop and implement policies on biotechnology and biosafety. ACODE will need to play a leading role in contributing to these policy processes, ensuring transparency and accountability in decision making over genetically modified organism while undertaking research in alternative forms of agricultural science and technology.

Secondly, in the area of trade, key policy decisions are likely to be taken on the creation of a customs union for East African Community States while negotiations for Economic Partnerships Agreements (EPAs) under the Cotonou Partnership Agreement between the EU and ACP are likely to take centre stage. In both cases, ACODE must position itself to contribute independent policy ideas and engage policy makers at various levels to enrich the negotiating positions of the countries in the sub-region and ensure that the emerging instruments are responsive to the needs of poor people.

Thirdly, the context of ACODE's work programme will also be determined and impacted upon by the pace and direction of democratic reforms as well as the intensity and scale of conflicts in the sub-region. Some of the countries are going through delicate processes of transition towards building stronger democratic and accountable governments. The success of these "democratisation" projects could open up new opportunities for participation and engagement while the reverse

could have severe negative implications for public interest organizations such as ACODE. In this area, ACODE will work with partners in Governments, civil society and the international community to contribute to the strengthening of democratic initiatives in the region.

On the other hand, ongoing trends suggest that conflicts mainly over natural resources are likely to continue both at the regional, national and local level. The scale, intensity and trends in environmental conflicts are likely to be determined largely by the growing scarcity and associated competition over natural resources. ACODE's work in this area will contribute to the promotion and maintenance of positive peace through peace and conflict research and advocating for mechanisms for conflict prevention and management. ACODE will undertake projects that assist regional and national policy makers to understand the linkages between ecological scarcity and conflicts while developing policy options to address these conflicts. ACODE will also focus on analysing the relevance and adequacy of existing conflicts management structures especially in addressing issues of resource scarcity and access while helping communities to cope with the effects of environmental scarcity and stress.

2.5. The Shifting Paradigms in Policy Making at the National Level

At the national level, three major trends are likely to provide the basic context for ACODE's policy research and policy advocacy work. First, the Plan for Modernization of Agriculture which has entered its implementation phase with its key principles on participation, decentralization, accountability and farmer empowerment

presents a golden opportunity for policy focussed NGOs to create impact. The priority for ACODE will be to ensure that PMA programmes are compliant with natural resources policies and remain focussed to eradicating poverty.

Secondly, there is growing recognition of trade as a panacea for economic growth and development. However, two years of policy work in the area of trade has demonstrated that Uganda's trade policy is in a state of stagnation owing to overlaps in institutional mandate, lack of prioritisation at the policy level, under funding of trade policy making institutions but most importantly lack of participation. ACODE's role in this area will be to work towards democratising national trade policy formulation, working with government to formulate negotiating positions and working to create synergistic linkages between trade policy, poverty eradication and environmental sustainability.

Thirdly, over the last decade, there have been significant shifts in the making of environmental related decisions in the country. Increasingly, development decisions that have significant implications for environmental sustainability are being removed from mainstream environmental policy institutions to the political arena. Consequently, decisions whether to develop a multi-storeyed hotel in a wetland, degazetting a forest reserve for a palm oil project or a sugar cane plantation are made as a matter of political expedience rather than policy decisions based on "genuine" scientific understanding. In this regard, public interest research and advocacy organizations will have to confront increasing hostility and sometimes brutality on the part of

"well connected" businessmen and corporate interests.

2.6. Making Policies Work for Poor people

ACODE is convinced that one of the biggest challenges facing public interest policy research and advocacy organizations is to ensure that emerging global, regional and national policies are transformed into "REAL" opportunities for poor people. Over the next 5 years, ACODE would like to take the lead in working with local partners in civil society, local governments, etc to ensure that progressive policies are effectively implemented to increase natural resources productivity, generate incomes for the poor and promote the inclusion of poor people in national policy making.

The key overriding policy context will be the implementation of the Poverty Eradication Action Plan (PEAP), the Plan for Modernization of Agriculture, privatisation of extension services under the National Agricultural Advisory Services (NAADS) and the continuous reforms in the decentralization process. ACODE will work with partners to promote accountability and transparency in the services delivery process including ensuring that local partner CSOs contribute to key local policy processes such as the District Development Plans, the District Environment Action Plans, as well as the development of district ordinances.

ACODE will also work with vulnerable community groups to raise the consciousness of their rights, amplify their voices in the policy making process and work with them to influence policy change to respond to the interests of the

poor people. ACODE's recent engagement with the Butamira Pressure Group in Jinja District, Eastern Uganda has demonstrated how a civic conscious and empowered community can hold government accountable for adhering to environmental laws and regulations. During the period of this strategic plan, ACODE will increasingly identify and work with such communities to ensure that their experiences and concerns are captured in the process of policy and government decision-making.

3. STRATEGIC CHALLENGES FACING ACODE

The strategic challenges presented in this section were identified during the strategic planning process. They are largely based on ACODE's three years experience in policy research and advocacy and the broad understanding of the policy environment in which ACODE will have to operate. The challenges are presented in the order of priority attached to them by the participants at a December 2001 Strategic Planning Meeting.

3.1. Improving the Quality of Research

The major clients of ACODE's policy research work and ideas will continue to be government departments, international organizations and partners as well as other civil society organizations. The respect with which these clients will take ACODE's policy ideas must therefore depend on the quality of our work, the impartiality of our policy proposal and the honesty with which they are presented. Improving the quality of research will consequently result in the strengthening of ACODE's policy advocacy work while building the credibility and image of the organization.

3.2. Expand the Resources Mobilization Base

The current resource base of ACODE is poor and cannot sustain it for many years to come. Such resources include financial, human and physical, all of which are important for the attainment of our mission. To this effect, ACODE will have to improve the financial mobilisation base, build and sustain a competent human resource and ensure that a conducive working environment characterised by the necessary physical resources is in place.

3.2.1. Developing a strong financial mobilisation base

With limited financial resources, the research focus and activities of ACODE are consequently limited. This is worsened by the fact that ACODE is more than 90% dependent on donor funds for our research and advocacy activities. Because of our public interest focus, there is limited potential for the organization to obtain income from most of our services. In this regard, the organization will need to maintain a positive image to continue attracting donor support while diversifying our sources of funding both vertically and horizontally. This will be achieved through seeking private funding, promoting partnerships with stakeholders and internally generating funds through commercialisation and direct production. We may also seek funds from Government provided the acquisition of such funds does not lead to loss of autonomy and independence.

3.2.2. Building and Sustaining a Strong Human Resource Base

In order for ACODE to be competitive, efficient and effective in the delivery of cutting age policy relevant information, it needs a core team of

highly qualified and competent professionals to manage and direct its research programmes. The key challenge is how to attract and retain the best policy researchers and policy analysts from the open labour market.

3.2.3. Improving physical resource development and management

There is a need for ACODE to develop a good physical resource base and management system. A good working and secure environment is a pre-requisite to human productivity towards attainment of an organisation's mission. At the moment ACODE is in rented office premises and the total rent charges for the next 5 years could result in a magnificent ACODE owned premises. There is need to purchase more information communication technologies (ICT) and improve processing, access and dissemination of information. As ACODE grows, coupled with the increase in field activities, the need to acquire more physical resources becomes obvious.

3.3. Establishing a Monitoring and Evaluation Systems

ACODE would like to ensure that this strategic plan and the subsequent activities are implemented according to plan and that they are being done right. For this to be realised, ACODE will put in place a monitoring and evaluation (M&E) system supported by an efficient management information system (MIS). By so doing, the researchers will be assured of the desired impact on the clients. Utilising an M&E system will enhance not only the quality of results but also the delivery of such results on time within the allocated resources.

3.4. Improving the flow and dissemination of information.

ACODE aims at influencing policy and raising peoples' consciousness about sustainable development issues and how they relate to their daily lives. Our challenge is to increase the flow (dissemination) of generated knowledge and information so that our stakeholders are better informed. The best mechanisms that should be employed for such information and knowledge to reach targeted audiences while at the same time ensuring their adoption by clients will be sought under this strategy. ACODE will strive to ensure that the policy ideas that are generated are widely disseminated to facilitate adoption and influencing of policy and policy decisions at all levels.

3.5. Improving and Advancing ACODE's Image

Apart from ACODE generating policy ideas and information, we shall endeavour to ensure that our existence and importance is known and appreciated by partners. ACODE will strategically position itself so that it is visible "beyond the cities". This calls for aggressive image building and improvement where efforts should be invested in public relations in different media that can lift the image to greater heights. In order for ACODE to remain relevant and be appreciated by society and governments, our products must be packaged in a way that will make the existence and importance of ACODE greatly felt. By doing so, ACODE will not only be able to attract the best researchers and staff with expressed interest and aptitude but also attract government and other organisation to demand for relevant information in their policy and decision making

processes. At the same time it will be ensuring the moulding of productive members of the community who appreciate, respect and dignify the organisation.

3.6 Create Effective Partnership and Networking Opportunities

The impacts of ACODE as a policy and advocacy think tank are dependent on the effective diffusion of its research results. ACODE's role must be consistent with its overall mandate and resources and as such considerable complimentary efforts will be required from other public and private agencies. Greater networking and partnership represents a major avenue for expanding the capacity of ACODE to meet the challenges of the five years.

4. LOOKING AHEAD: A STRATEGY FOR 2003-2007

4.1. Vision and Mission statements

This strategic planning initiative marks ACODE's first development of a shared mission statement. ACODE had never had a shared and agreed mission and vision. The Mission and Vision stated in this Strategic Plan serve as relatively fixed points of reference in formulating research goals and objectives in the policy environment outlined above. In designing our strategy for the next five years, we also seek to reflect Government policy priorities relating to democratisation, decentralisation, and increased public participation in the policy making processes. The vision and mission statements outline the principles that underlie ACODE's objectives. Although ACODE does not have different institutes affiliated to it, it still requires guidance in formulating its objectives and translating them into action plans. The strategy addresses weaknesses, builds upon strengths, and

provides a degree of flexibility to pursue policy opportunities as they emerge.



4.2. Objectives

ACODE's objectives of addressing the future policy challenges in dynamic global, regional, national and local policy contexts are:

- To engage in policy research and analysis for lobbying and advocating for national, regional and global policies for sustainable utilisation of natural resources so as to enhance the livelihoods of resource dependent communities;
- To promote transparency and accountability in the formulation of and implementation of public policy and policy process with participation of affected people in the ongoing global and regional processes that affect the livelihoods of poor and resource dependent communities;
- To promote and engage in peace and conflict research in order to contribute to the creation of enabling conditions for sustainable development;
- To promote and build capacity for compliance with policies that support sustainable development at the national and local level.

4.3 Strategies for Achieving the Objectives

ACODE will achieve its objectives by:

4.3.1 Improving the quality of research

ACODE will undertake the following actions in order to improve the quality of its policy research work:

- ❖ Recruitment of high calibre and highly motivated professionals with potential for continuous professional growth;
- ❖ Mobilizing adequate and stable financial resources to support ACODE's policy research and policy advocacy work.
- ❖ Conducting and promoting in-house training on methods of data collection, analysis and quality writing;
- ❖ Strengthening the ACODE Library of Law and Public Policy by providing adequate financial resources, acquiring up-to-date policy relevant literature and linking it to other key information sources;
- ❖ Establishing a systematic external peer review system for ACODE Policy Research Series;

4.3.2 Expanding the resource base.

ACODE's resource base i.e. financial, human and physical is still developing. The strategic development of human, physical, financial and information resources is essential for strengthening ACODE to enable it achieve the programme of work set out in this Strategic Plan. Expansion of the resources base will be achieved by:

4.3.2.1 Developing a strong and stable financial base through diversifying sources of funds including Government and core-funding. We will also pursue programmatic funding so as to tie funding to

identified-research-programs. We will strengthen our internal financial management system, develop good financial reports for accountability and embark on deliberate and aggressive fundraising. To guide the efforts, we will develop a fundraising and marketing strategy and a good financial management policy.

4.3.2.2 Developing and sustaining a strong human resource base through assessing and determining personnel needs for priority activities and expanding human resource by recruiting and retaining high calibre research and administrative staff. Research Associates will be more involved in ACODE's research programmes while continuous professional development programmes for skills enhancement will be supported for both staff and Research Associates. Personnel management capacity enhancement will be made a priority while timely recruitment and rational deployment of staff; staff motivation; and staff performance improvement will be core-guiding principles. More defined staff performance criterion to monitor performance and productivity will be put in place.

4.3.2.3 Improving physical resources development and management: Over the next five years, we will seek to raise funds to buy or construct our own office premises. As a policy, a percentage of every budget proposal should go to physical resources, where possible. In this regard we shall develop a detailed policy to guide the attainment of the target. However, it is worth noting that the physical resource planning, development and management will seek improvements in:

- ❖ Assessment and prioritisation of the needs according to priority activities;
- ❖ Procurement planning;
- ❖ Resource allocation policies and procedures;
- ❖ providing means for maintenance of physical resources; and
- ❖ monitoring the use of physical resources.

4.4 Establishing Monitoring and Evaluation Systems

Monitoring and evaluation capacity will be strengthened through introducing and institutionalising appropriate management systems and training. This will enhance institutional capacity to assess resource use and output flow such that cost efficiency and performance can be monitored over time. We will also develop and implement a plan to strengthen our research management capacity through institutionalisation of processes and methods relating to participatory needs assessment, priority setting, management information systems, program planning and budgeting, monitoring, evaluation and impact assessment. We will adopt a user-friendly management information system for improving planning, monitoring and evaluation of research and technology dissemination activities.

4.5 Improving the flow and dissemination of information

Over the next five years, ACODE researchers will continue to be important sources of new information, methods and policy ideas. We will give increased attention to enabling a significantly greater number of clients to access information from a variety of sources and contribute to the growing body of knowledge to meet the specific requirements of ACODE's

clients. A more comprehensive information dissemination strategy will be developed.

4.6 Creating effective Partnerships and Networking Opportunities

This will be achieved through careful identification of partners based on relevance and mutual benefit. A key activity relating to generation and dissemination of research results involves building viable partnerships and networks with service providers e.g. the media and press and other stakeholders. ACODE will seek relationships where both parties contribute resources and skills and participate in planning and or implementation – like-mindedness. ACODE will develop a framework for building effective partnership with the current and new partners. The framework will determine the needs, opportunities and the nature of partnership and identify potential partners and their research and development capacity. We will also examine the roles and possible contributions of each viable partners and identify governance and management issues for managing partnership.

4.7 Enhancing the Image of ACODE

The success of ACODE's efforts to broaden participation and partnerships in policy research and advocacy will depend on the good will of the majority of its stakeholders. Further, progress in obtaining support from a wider range of sources will require maintaining a strong, positive public image. An important element of public relations is embedded in the efforts to develop partnerships. In this regard we will ensure high standards of credibility, accountability and integrity, advancing professionalism and ensuring the institutional and individual visibility of our researchers.

Finally, institutional strengthening activities will be targeted at enhancing effective and efficient management and governance. Successful implementation of the preceding strategies will require changes in the manner in which the organization operates and the deployment of its resources. Continuous improvements in resource planning and management will be encouraged. We will give special attention to the human requirements of our staff through measures necessary to maintain confidence, dedication, motivation and loyalty to the organization. We will give greater attention to keeping stakeholders informed of progress and improvements in our ability to understand and respond to their concerns. This will involve the strengthening of research management processes and in particular the establishment of a comprehensive management information system.

5. POLICY RESEARCH AND ADVOCACY PROGRAMMES

Over the 5 years planning period, ACODE will implement research and policy advocacy projects in four major programme areas:

5.1. Environmental Democracy Programme

“There is a relationship between democracy and the protection of the environment. In Uganda, the worst abuses against the environment, including large-scale poaching, encroachment on forest reserves game parks and draining of swamps, have all occurred under dictatorial regimes”

Report of the Uganda Constitutional Commission: Analysis and Recommendations, (1993)

The overall objective of this programme is to contribute to the formulation of public environmental policies at the global, regional,

national and local level. The Programme will entail a series of policy research and advocacy activities that demonstrate the relationship between power over environmental resources and the development of democratic institutions. The Environmental Democracy Programme has the following specific objectives.

- ❖ Assist government agencies in East Africa to develop and adopt innovative policy options to address problems of natural resources and environmental degradation;
- ❖ Promote the implementation of international, regional and national environmental instruments through compliance monitoring, oversight and accountability.
- ❖ Promote corporate environmental and social responsibility throughout the Eastern Africa Region;
- ❖ Promote social justice by providing *pro bono* legal assistance and advocating for the rights of communities that may be negatively impacted upon by global and national policies.

Projects under this programme area will seek to demonstrate the important nexus between power over natural resources; increasing incomes for the poor; access to decision-making; access to information and promoting good governance in the region. The programme is premised on the fact that since natural resources are the major foundations for economic growth and rural livelihoods, they provide the main vehicle for eradicating poverty and bringing about short and long-term economic growth and development.

Environmental Democracy Programme

1. Implementing the Plan for Modernization of Agriculture through Field Lessons and Experiences (2002-2003)

This project is supported by the Department for International Development (DFID EA Uganda). The project is being implemented under a tripartite arrangement between ACODE, VEDCO and Environment Alert. The project, which will run for two years (2002-2003), seeks to influence key policy processes under the Plan for Modernization of Agriculture and the National Agricultural Advisory Services (NAADS) by contributing practical field experiences of civil society organizations working with communities. This project focuses on key four issues: formation and sustainability of farmer groups; formulation of a national food security policy; demonstrating the linkages between the PMA, PEAP and natural resources Policies; and the implications of emerging funding modalities for CSO-community relations including monitoring of the utilization of PMA Non- Sectoral conditional Grants.

2. The Access Initiative Africa (TAI Africa) Project

This project focusses on the implementation of Principle 10 of the Rio Declaration by stimulating national level implementation of the right of access to information, public participation and access to justice. This effort is part of global initiative-The Access Initiative(TAI) www.accessinitiative.org, a coalition of civil society organizations around the world promoting implementation of Principle 10. Under this project, ACODE works with partners around the world to support country assessments on the status of implementation of Principle 10 using The Access Initiative methodology. This project also mobilizes and supports African countries to qualify to join the Partnership for Principle 10 (www.pp10.org).

3. Environmental Law and Policy Advocacy Project (ELPAP)

This project has three main elements:
The first element is to promote compliance with environmental laws and policies in support of sustainable development. Under this element, we work with partners around the region to monitor environmental law enforcement and compliance trends. The second element entails working with the Government of Uganda to support the development of local legal instruments and providing pro bono legal services to communities in distress. The third element of ELPAP entails a series of advocacy campaigns that promote equity and social justice in the management of natural resources.

5.2. Intellectual Property Rights and Biotechnology Policy Programme

This programme has two major objectives:
First, it is intended to promote the participation of public interest organizations in

Eastern and Southern Africa in the ongoing global dialogue on the implications of emerging IPR regimes on developing countries. Activities to achieve this objective will entail policy research to understand the implications of IPR on local communities, the implications of IPR for the protection and development of indigenous knowledge and greater involvement of CSOs in East and Southern Africa in the ongoing dialogue and negotiations within the World Trade Organization.

The second set of objectives under this programme will focus on influencing and contributing to the formulation of national and regional biotechnology and biosafety legal and regulatory frameworks.

IPR and Biotechnology Policy Programme

1. *Biotechnology and Biosafety Policy Advocacy Capacity Initiative (BIBIPAI)*

The main objective of this project is to provide a forum for effective dialogue among the scientific community, farmers, civil society, policy makers and other stakeholders in the development of biotechnology policies and biosafety regimes in the Eastern and Southern Africa Region. The project will also support and contribute to building effective capacity for negotiations for a liability and redress regime under the Cartagena Protocol on Biosafety.

2. *Policy Research capacity and advocacy on Genetically Modified Organisms*

The overall objective of this project is to engage in policy research and analysis on the implications of GMOs in Eastern and Southern Africa and to develop and disseminate alternative options to GMOs for farmers and consumers in the region. The project will build a coalition of public interests civil society organizations in the sub-region who will invest in monitoring GMO trends at the national level and ensure that any current and future decisions on GMOs are transparent, accountable and participatory.

3. *IPR Trends and food security in East Africa Project: The main objective of this project is to undertake research and monitor trends in IPR and the implications of those trends on household and national food security. The project will also provide a forum for continuous dialogue among stakeholders on issues of IPR in agriculture and implications for food security at the household and national levels.*

ACODE will work with other CSOs and governments to promote a better understanding of the implications of modern biotechnology on human health, environment, food security and national security. The programme will also develop a platform for alternative policy options for governments that would like to engage in biotechnology while acting as a neutral facilitator to the ongoing controversial debate on modern biotechnology.

5.3. Peace and Conflicts Programme

The overall objective of this programme is to promote peace and conflict research in Eastern Africa as a contribution to ongoing peace initiatives in the region. The programme will build on the efforts of other institutions engaged in peace advocacy, peace building and post-conflict reconstruction by engaging in peace and conflict research, and working with selected high learning institutions to develop peace and conflict studies curriculum and training programme.

Peace and Conflicts Programme [Proposed Projects]

1. Natural resources governance and conflicts project:

The overall objective of this project is to promote understanding and develop policy response options for addressing the growing conflicts over natural resources. The project will seek to adapt existing theoretical discourse and framework for conflict research to the Ugandan context and develop a framework for early warning for ecologically motivated conflicts. Through policy research, analysis and advocacy, this project will seek to put the issues of natural resources on the ongoing peace and conflict resolution initiatives. The regional component of this project will focus on analysing the existing and previous peace initiatives such as the Nairobi Peace Talks, the Lusaka Peace Accords and the experiences that can be drawn from these initiatives to address conflicts driven by resource scarcity, environmental stress, economic agendas and small arms proliferation.

2. Security Sector Reform Support Project

This is a proposed 4 years project whose overall objective is to contribute to the reforms in the security sector in order to contribute to the establishment of enabling conditions for peace and democratisation. The project will contribute to the implementation of article 210 of the Constitution of the Republic of Uganda and President Museveni's pledge to modernize the Ugandan security forces in his election manifesto. The purpose of the project is to generate independent policy ideas to support the implementation of President Museveni's commitment to build a professional national army while providing information to contribute to the legislation processes envisaged under article 210 of the Constitution. This project makes a departure from the current CSO initiatives largely focussing on human rights education and awareness and seeks to amplify the voices of civil society in Uganda to inform and influence reforms in the security sector.

3. Peace and conflict research and studies project

This is a five years project with the broad objective of assisting with the development of a peace and conflict research and studies curriculum and training programme as part of the post-war peace building and reconstruction Programme. This project is being developed as a partnership between ACODE, Makerere University, Mbarara University of Science and Technology and the Department of Peace Studies at the University of Bradford. The project entails research and training programmes including fellowships and exchanges of researchers and students.

This programme is predicated on the understanding that ongoing and future conflicts in East Africa are being driven by two major factors.

First, success or failure of current democratisation processes in the region will largely determine the effectiveness of peace building and conflict management institutions. ACODE will therefore engage in research and advocacy activities aimed at supporting and facilitating democratisation and transitions towards more established democracies.

Research activities under this programme component will focus on exploring the nexus between democratisation and conflict mitigation and management.

Second, many conflicts in the region are going to be more natural resources based owing to a growing population, increasing resource scarcity and lack of institutions that can promote ingenuity to respond to these new dimensions of conflicts.

Projects under this programme will support the implementation of the conflicts and peace objectives of the East African Community as set out in the Community's 5 Years Development Strategies. These projects will explore the causal nexus between environmental scarcity and conflicts, establish scenarios and trends in ecologically motivated conflicts, map out spots of potential ecologically driven conflicts and propose innovative measures and institutional mechanisms to mitigate these conflicts.

5.4. Trade Policy Governance Programme

"...But to develop markets and institutions that support [market reforms] is difficult and takes time. At times, reforms to build markets fail entirely. When they succeed, they frequently impose costs on specific groups in society. When the losers from reforms include poor people, who are particularly vulnerable to shocks, countries have a special obligation to ease the burden of reform. And even when markets work, societies have to help poor people overcome the obstacles that prevent them from freely and fairly participating in markets".

(The World Bank, (2001). World Development Report 2000-2001:Attacking Poverty. The World Bank, Washington, D.C, 2001).

The Uruguay Round of Trade Negotiations that culminated into the birth of the World Trade Organizations has highlighted the importance

Trade Policy Governance Programme

1. Economic Partnership Agreements

The overall objective of this project is to contribute to the negotiations of the Economic Partnership Agreements (EPAs) as provided for under Article 36 of the Cotonou Partnership Agreement. ACODE will work with other civil society organizations to contribute to and influence the negotiations for the EPAs and ensure that the new trading arrangements support the integration of the EAC countries into the multilateral trading system (MTS) while supporting the development and poverty objectives of the Cotonou Partnership Agreement. This project will also encourage research and the development of understanding of EU trade policies and their implications for Uganda in particular and East Africa in general. This project will also create awareness in understanding the opportunities created by the Cotonou Partnership Agreement in general and the EAPs in particular in eradicating poverty and integrating EAC member States in the MTS. The estimated cost of this project is US\$450,000 over five years.

2. National Trade Policy advocacy Project

The overall objective of this project is to support the activities of the Inter-Institutional Committee (IIC) through independent policy research and advocacy. During the year 2001, ACODE worked with IIC to prepare for the 4TH Ministerial Meeting of the World Trade Organization. ACODE also worked with UNCTAD to prepare trade policy briefs for training parliamentarians and civil society in trade policy formulation. The project is intended to build on ACODE experiences in this area. ACODE's work under this project will entail building partnership with civil society, government and the private sector to undertake a series of research and advocacy activities to advocate for the strengthening of the IIC, lobbying and advocacy on the proposed WTO implementation law and advocating for the reform and funding of national institutions responsible for trade policy formulation and international trade negotiations. The cost of this project is estimated at US\$250,000 for an initial period of two years.

3. Regional Trade Policy Research and Advocacy Project

The overall objective of this project is to mobilize East Africa civil society organizations to engage in and contribute to the formulation of regional trade policies and ensure that they remain pro-poor and promote sustainable economic development. The project is premised on the understanding that trade will be the

main driver of regional cooperation under the East African Community Treaty. Consequently, if the EAC is to remain "people centred" as envisaged under the Treaty, civil society should develop confidence and visibility in the regional trade policy formulation agenda of the Community. This project will therefore seek to mobilize civil society organizations to contribute independent policy ideas and engage in trade policy advocacy to inform and influence the EAC trade policy agenda.

of trade in national economic development. Since 1994, a number of other trade relevant initiatives and agreements including the Cotonou Partnership Agreement, the African Growth and Opportunities Act and the East African Community Treaty have been enacted. However, we believe that in order for trade to contribute to rapid and sustainable economic growth and structural transformation as envisaged under the Poverty Eradication Action Plan, trade policy formulation should be opened up for more public participation and oversight. We also believe that given the capacity limitations of Government in trade policy formulation and international trade negotiations, organizations like ACODE should prepare to compliment the efforts of government by contributing policy ideas and options for ongoing trade negotiations.

The overall objective of the Trade Policy Governance Programme is therefore to promote the democratisation of national and regional trade policymaking and trade policy implementation. ACODE will engage in policy analysis and advocacy to influence the emerging national, regional and international trade policy initiatives to ensure that they contribute to the achievement of poverty eradication objectives while working with Governments in the region to streamline their trade policy institutions. The Trade Policy

Governance Programme has the following objectives:

- ◆ Promoting the effective participation of civil society organizations in national trade policy formulation and regional and international trade negotiations;
- ◆ Advocating for institutional reforms to ensure coordination, efficiency and accountability;
- ◆ Working with Government to formulate trade negotiating positions and advocating for pro-poor trade decisions at the international and regional trade negotiation agendas.
- ◆ Strengthen the partnership between civil society and government in trade policy formulation, and the implementation of regional and international trade policy commitments that are responsive to the needs of poor people.

6. ASSUMPTIONS

In order for ACODE to implement the strategies outlined in this Strategic Plan and create impact, there are a number of factors that are taken into account as assumptions. These include:

1. Macro economic stability and economic growth,
2. A functioning network of policy and service providers throughout the country;
3. Adequate facilities and financial support for research and dissemination of results.

The country's experience since independence suggests that these assumptions may be

optimistic and that it is not realistic to rely upon their continuing validity. In recognition of this concern, ACODE will seek to reinforce its capacity to withstand shocks and survive periods of adversity. In this regard, there is much to learn from the experiences of other organisations, including elements of the research system, which continued to operate in the past under very difficult conditions. The effort to broaden participation and networking in basic and applied research of social, economic and political significance is in itself a means of improving the “stress tolerance” of ACODE as a policy research and advocacy think tank.

7. ASSESSING PERFORMANCE AND IMPACT

Periodic assessment of research performance and policy advocacy impact is a key element to measure ACODE’s contribution to improved and sustained development as well as serving to identify its strengths and weaknesses. As part of the implementation of a performance and monitoring programme, an Operational Plan will be developed and adopted.

7.1. Performance Indicators

ACODE will develop and utilise performance indicators to assess progress of their research and policy advocacy agenda during the coming five years. The indicators will relate to ACODE’s objectives and refer directly to the intended results of the strategies and the research programmes that have been described above.

7.2. Assessment Processes and Methods

Assessment processes and methods are as important as performance indicators. Accuracy and dependability of the assessment of results

will depend not only on clearly defined performance indicators and availability of reliable data and information, particularly for impact assessment, but also on wider participation of stakeholders in the assessment process. Management Information System (MIS) provides useful tools for capturing, updating and creating data; and monitoring provides a feedback mechanism. Integration of these two processes greatly facilitates performance assessment. In seeking to improve its MIS and Monitoring and Evaluation (M&E) processes and methods, ACODE will:

1. Establish a set of key quantitative indicators for assessing project outputs and results;
2. Document the relevant research results for evaluating their effectiveness and impact on increasing the production and incomes as well as environmental impacts;
3. Create a research management information database to ensure the timely and reliable assessment of results.

The assessment process will involve partners and clients in research planning and result or information dissemination. In order to integrate the M&E processes with the performance assessment process, the focus will be on developing milestones and outputs for performance evaluation. Comprehensive needs assessment will be conducted where necessary to set the benchmarks against which future improvements will be gauged.

A complete impact evaluation may be required to help project implementers and funding sources to gauge the efficiency and effectiveness of a project and assess the project achievements against objectives using measurable indicators. Impact assessments are long-term activities that are methodologically complex and resource demanding. Results of impact and beneficiary assessment studies should become part of the regular feedback to the ACODE's research system. The returns to research investments often take a long time to be realised, and the impacts or influence on policy and consciousness of people are often very difficult to measure, obscured or invisible from the perspective of national statistics. ACODE will continue to develop innovative and appropriate indicators to measure its impact and influence on the development and implementation of pro-poor policies in the stated programme areas.

8. INSTITUTIONAL DEVELOPMENT AND INFRASTRUCTURE NEEDS

The Board of ACODE will continue to be strengthened. The Board will be expanded from the current five members to 9 members to ensure adequate representation from the three East African countries. The Board will continue to be the major policy and oversight organ of ACODE with the Secretariat taking the lead in programme design and implementation. Fundraising will be a shared role of the Board and the Secretariat. Institutional strengthening will also focus on library development; communication infrastructure development, Board strengthening and development as well as securing reliable and adequate office accommodation.

ANNEXES

Annex I

ACODE ORGANISATIONAL STRUCTURE



Annex 2
ADVOCATES COALITION FOR DEVELOPMENT AND ENVIRONMENT
2003 - 2007 STRATEGIC PLAN
BUDGET PROPOSAL
SUMMARY

	Notes	1st Year (2003)	2nd Year (2004)	3rd Year (2005)	4th Year (2006)	5th Year (2007)	Total
CORE RESEARCH AND ADVOCACY		US \$					
Research, Advocacy & programme Development							
Intellectual guidance and programme oversight	1	85,557	89,835	94,32	99,043	103,995	472,757
IPR & Biotechnology Policy Programme	2	63,598	66,778	70,117	73,623	77,304	351,422
Environmental Democracy Programme	2	63,598	66,778	70,117	73,623	77,304	351,422
Trade Policy Governance Programme	2	63,629	66,810	70,151	73,658	77,341	351,590
Peace & Conflict Programme	2	31,814	33,405	35,075	36,829	38,671	175,795
Programme Operational Expenses	3	111,037	116,589	122,418	128,539	134,966	613,549
Programme Capital Expenses	4	8,429	2,222	2,222	5,722	2,222	20,818
Research Bridging Fund	5	20,000	20,000	20,000	20,000	20,000	100,000
Subtotal (Research and Advocacy)		447,663	462,418	484,428	511,038	531,804	2,437,351
ACODE CORE ADMINISTRATION							
General & Administration Expenses							
Financial Management & Administration	6	61,07	64,133	67,340	70,707	74,242	337,501
General Operational Expenses	7	42,390	44,510	46,735	49,072	51,525	234,232
General Capital Expenses	8	3,472	36,222	1,389			41,083
Subtotal (Administration)		106,941	144,865	115,464	119,779	125,767	612,816
Grand Total (Administration, Research and Advocacy)		554,604	607,283	599,892	630,817	657,571	3,050,167

Notes to the Budget:

- 1 Intellectual guidance and programme development covers Executive Director time, Board development and Board meetings; and legal costs
- 2 All Programme budgetlines cover salaries and benefits for core research and administrative staff for each Programme
- 3 This Budgetline covers core research operations such as materials and supplies, staff training, programme contribution to office rent, library development, and local networking, etc.
- 4 Covers the cost of one cumputer unit and accessories per year, an LCD Projector and office furniture and fittings
- 5 Covers researchers who may not be funded but would for strategic reasons need to be retained in the absence of project funding.
- 6 Covers salaries for an accountant, office assistants and a driver.
- 7 This budget line covers core administrative expenses
- 8 This budgetline covers costs for a fax machine, binding machine, one motor vehicle unit and a photocopier.

A detailed breakdown of the overall budget is available on request.

ACODE 5-YEAR PLAN INSTITUTIONAL LOGICAL FRAMEWORK

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>GOAL Improved Livelihoods Through Sustainable Development</p>			
<p>Purpose To promote enabling Policy Environment for the poor</p>	<ul style="list-style-type: none"> ▪ At least 5 policies responsive to the needs of the poor are formulated with ACODE's participation by 2006; ▪ At least 10 vulnerable groups participate in policy formulation by year 2006. 	<ul style="list-style-type: none"> ▪ ACODE annual reports ▪ ACODE policy proposals ▪ Govt policy documents and reports 	<ul style="list-style-type: none"> ▪ Govt remains open to CSOs participation in policy making processes
<p>Outputs 1. Effective environmental policies for natural resource management promoted</p>	<ul style="list-style-type: none"> ▪ At least 4 natural resource policy options proposed by ACODE by 2006 ▪ At least 3 natural resource policy options adopted by GoJ by 2006 	<ul style="list-style-type: none"> ▪ ACODE programme Reports ▪ ACODE policy proposals ▪ Draft legislative documents ▪ GoJ NR policy documents and reports 	<ul style="list-style-type: none"> ▪ Momentum for environmental policy reforms continue ▪ CSO willingness and commitment to engage
<p>2. Regional and national interests incorporated in IPR and Biotechnology regimes</p>	<ul style="list-style-type: none"> ▪ At least 2 international regimes of IPR and Biotechnology take into account interests of the EAC states by 2006 ▪ At least 3 CSOs engage in IPR and Biotechnology policy processes in the region by 2006 ▪ At least 2 national policies and programmes promote and integrate indigenous knowledge. ▪ At least three researches done to promote alternative options to GMOs. 	<ul style="list-style-type: none"> ▪ ACODE annual reports ▪ ACODE policy proposals ▪ IPR and Biotechnology policy documents ▪ CSO documents and reports 	<ul style="list-style-type: none"> ▪ CSOs willingness to engage in IPR and Biotechnology policy processes
<p>3. Mechanisms for peace and conflict \ management developed and promoted.</p>	<ul style="list-style-type: none"> ▪ At least 3 conflict management mechanisms developed by 2006 ▪ At least 2 conflict management mechanisms utilised by 2006 	<ul style="list-style-type: none"> ▪ EAC documents and reports ▪ EAC states policy documents ▪ Programme reports 	<ul style="list-style-type: none"> ▪ Governments' willingness to incorporate independent policy proposals
<p>4. Public participation in national, international and regional trade policy processes promoted</p>	<ul style="list-style-type: none"> ▪ At least 2 national trade policies formulated with participation of CSOs and relevant GoJ departments by 2006 ▪ At least 3 CSOs are effectively engaged in EAC trade negotiations by 2006 ▪ At least 3 national CSOs get more involved in international trade negotiations by 2006 	<ul style="list-style-type: none"> ▪ International trade policy documents and reports ▪ EAC trade documents and reports ▪ GoJ policy documents and reports ▪ ACODE annual reports ▪ CSOs annual reports 	<ul style="list-style-type: none"> ▪ CSO willingness to engage in trade policy processes ▪ GoJ and CSO capacity to engage
<p>5. ACODE's Institutional Capacity Strengthened</p>	<ul style="list-style-type: none"> ▪ At least 3 management systems in place by 2006 ▪ Financial policies and procedures; ▪ Human resource policies and procedures; ▪ M & E; ▪ ICT systems; ▪ Governance policies and procedures; ▪ Fundraising; ▪ Physical resources. 	<ul style="list-style-type: none"> ▪ ACODE systems manuals ▪ ACODE systems procedures ▪ ACODE financial reports ▪ ACODE audited accounts reports ▪ ACODE inventory reports ▪ ACODE annual reports 	

<p>ACTIVITIES: [ACODE's Programmes]</p>				<p>1. Effective policies for environment and natural resources management formulated and Promoted;</p> <ul style="list-style-type: none"> 1.1. Contribute to the formulation of public policies at the global, regional, national and local level; 1.2. Promote the use of environmental law as a tool for effective environmental and natural resources management; 1.3. Contribute to the implementation of natural resources policies and laws through independent research and compliance monitoring. <p>2. Regional and national interests incorporated in the IPR and Biotechnology policy regimes.</p> <ul style="list-style-type: none"> 2.1. Promote multi-stakeholder dialogues in the formulation of biotechnology policies and negotiations for liability and redress under the Cartagena Protocol on Biosafety. 2.2. Promote the integration of indigenous knowledge in national policies and programmes. 2.3. Undertake research and develop, disseminate and advocate for alternative options to GMOs. <p>3. Mechanisms for Peace and Conflict Management Developed and Promoted;</p> <ul style="list-style-type: none"> 3.1. Develop mechanisms for peace and conflict management; 3.2. Develop strategies and options for promoting peace and conflict management in the region; 3.3. Promote the linkages between peace teaching and peace advocacy. <p>4. Public participation in national and regional policy making processes and international trade negotiations promoted.</p> <ul style="list-style-type: none"> 4.1. Influence trade negotiations at the global, regional and national level to ensure pro-poor outcomes; 4.2. Advocate for the streamlining of trade policy and trade decision making institutions at the national levels. 4.3. Contribute to the strengthening of CSOs in trade policy development and trade policy advocacy. <p>5. Institutional Capacity of ACODE Strengthened.</p> <ul style="list-style-type: none"> 5.1. Develop and implement management and administrative systems; 5.2. Establish and strengthen effective partnerships
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Annex 4 Program Logframes

Environmental Democracy Programme Logframe

Narrative Summary	OVI	MOV	Assumptions
<p>Goal To contribute to creating enabling environmental policies for sustainable development</p>	<ul style="list-style-type: none"> ▪ At least 4 environmental policies formulated with ACODE's participation by 2006 	<ul style="list-style-type: none"> ▪ ACODE annual reports ▪ ACODE policy proposals ▪ Govt environment policy documents 	<ul style="list-style-type: none"> ▪ GoU remain open to CSO participation in policy making ▪ Momentum for environment policy reforms continue
<p>Purpose To promote effective policies for natural resource management</p>	<ul style="list-style-type: none"> ▪ At least 4 natural resource policies formulated with ACODE's participation by 2006 ▪ At least 3 policy proposals are adopted by GoU by 2006 	<ul style="list-style-type: none"> ▪ ACODE annual reports ▪ ACODE policy proposals ▪ Govt natural resource policy documents 	<ul style="list-style-type: none"> ▪ -do-
<p>Outputs 1. Implementation of PMA through CSO field lessons and experiences promoted</p>	<ul style="list-style-type: none"> ▪ CSO field lessons and experiences in at least 4 policy areas documented by 2004 ▪ CSO field lessons and experiences in at least 3 policy areas feed into the PMA and NAADS processes ▪ At least 4 policy options proposed to the PMA and NAADS processes are adopted by 2006 	<ul style="list-style-type: none"> ▪ ACODE Annual reports ▪ CSOs case study reports and documents ▪ Policy briefs ▪ ACODE annual reports ▪ CSO case study reports and documents ▪ PMA and NAADS reports ▪ ACODE policy documents ▪ PMA and NAADS reports 	<ul style="list-style-type: none"> ▪ CSOs continue to participate in the PMA and NAADS processes ▪ GoU willingness to incorporate independent policy proposals
<p>2. Norms of environmental governance for sustainable development promoted</p>	<ul style="list-style-type: none"> ▪ At least one assessment carried out for each EA country for compliance with principle 10 of the Rio Declaration by 2006 ▪ At least 2 workshops carried out for each EA country under the Access Initiative by 2006 ▪ At least 10 CSO mobilised to engage in environmental programmes of the EAC by 2006 	<ul style="list-style-type: none"> ▪ ACODE annual reports ▪ Assessment reports of principle 10 of the Rio Declaration ▪ ACODE reports ▪ Workshop reports ▪ CSO progress reports ▪ ACODE reports ▪ EAC environmental programme reports 	<ul style="list-style-type: none"> ▪ EAC countries remain committed to implementing principle 10 of the Rio declaration ▪ CSO willingness to engage in environmental programmes of the EAC

<p>3. Compliance with environmental policies for sustainable development supported</p>	<ul style="list-style-type: none"> ■ At least 4 periodic reviews of key natural resource policies carried out by 2006 ■ Worked with atleast five local governments to work out by-laws. 	<ul style="list-style-type: none"> ■ ACODE NR policy review reports ■ ACODE reports ■ GoU NR policy documents ■ ACODE policy proposals ■ GoU state of the environment reports ■ CSO reports 	<ul style="list-style-type: none"> ■ GoU willingness to incorporate independent policy options ■ CSO willingness and commitment to participate in the Forest Working Group
<p>Activities:</p> <ol style="list-style-type: none"> 1.1. Carry out Natural Resource policy related research 1.2. Produce Natural Resource policy related briefs 1.3. Document CSO best practice and lessons to contribute to PMA and NAADS 1.4. Organise and carry out workshops to disseminate PMA and NAADS policy related research 2.1. Carry out assessments for each EA country for compliance with principle 10 of the Rio Declaration 2.2. Carry out workshops for each EA under the access initiative 2.3. Mobilise VSO to engage in the environmental programme of the EAC 2.4. Attend and participate in the negotiations for the proposed environment protocol and the ministerial committee on environment 3.1. Carry out periodic reviews of key natural sources policies 3.2. Carry out research and advocacy to contribute to policy and legal reforms in the NR sector 3.3. Carry out capacity building workshops for CSOs, local leaders and community users in the development of by-laws. 3.4. Develop and publish a policy brief on the development of by-laws 3.5. Develop and disseminate a monitoring tool for compliance of by-laws at the national level. 			

Intellectual Property Rights and Biotechnology Policy Programme Logframe

Narrative Summary	OVIs	MOV	Assumptions
<p>Goal: Conductive IPR and Biotechnology policies for sustainable development</p>	<ul style="list-style-type: none"> ▪ ACOE participation in the revision of at least 4 IPR laws and formulation of Biotechnology and biosafety policies by 2005 	<ul style="list-style-type: none"> ▪ ACOE annual reports ▪ ACOE policy proposals ▪ Review reports ▪ Draft IPR and Biotechnology provisions ▪ ACOE policy briefs 	<ul style="list-style-type: none"> ▪ EAC Governments remain committed to IPR and Biotechnology processes
<p>Purpose: To promote national and regional interest in IPR and Biotechnology policy and legal regimes.</p>	<ul style="list-style-type: none"> ▪ At least 2 international regimes on IPR and Biotechnology take into account interests of the EAC states by 2006 ▪ At least 3 CSOs engage in IPR and biotechnology policy processes in the region by 2006 	<ul style="list-style-type: none"> ▪ ACOE annual reports ▪ ACOE policy proposals ▪ IPR and Biotechnology policy documents ▪ EAC reports 	<ul style="list-style-type: none"> ▪ CSOs willingness to engage in IPR and Biotechnology policy processes
<p>Outputs: 1. CSO participation in the negotiations for a liability and redress regime facilitated</p>	<ul style="list-style-type: none"> ▪ At least 3 regional CSOs engage in negotiations for liability regime under article 27 of the Cartagena Protocol on Biosafety by 2006 ▪ At least 3 national preparatory meeting held in respective countries and one regional preparatory meeting held. ▪ At least 3 research papers on liability produced by 2006 ▪ At least one publication on liability and redress by 2005 	<ul style="list-style-type: none"> ▪ CSOs annual reports ▪ IPR and biotechnology policy documents ▪ ACOE annual reports ▪ ACOE research reports ▪ ACOE policy briefs 	<ul style="list-style-type: none"> ▪ Availability of CSOs willing to engage in IPR and Biotechnology policy processes
<p>2. Indigenous knowledge promoted and integrated in national policies and programmes</p>	<ul style="list-style-type: none"> ▪ At least 4 policy proposals on indigenous knowledge incorporated in the PMA program by 2006. ▪ At least 5 CSOs engage in promoting the integration of indigenous knowledge in the PMA by 2006. 	<ul style="list-style-type: none"> ▪ PMA progress reports ▪ CSO annual reports ▪ PMA progress reports ▪ CSO annual reports 	<ul style="list-style-type: none"> ▪ PMA remains a priority area for development in the country

<p>3. Alternative options to GMOs researched, disseminated and promoted</p>	<p>At least 5 policy papers on alternative options to GMOs in the sub-region researched, published and disseminated; At least 10 CSOs in the sub-region are actively engaged in electronic dialogue on options for sustainable agriculture; At least quarterly info. sheets produced and disseminated on international trends and national decisions on GMOs;</p>	<p>Annual reports ACOE annual reports CSO list serve Research reports and info sheets.</p>	<p>CSO will appreciate and be willing to engage in biotechnology and IPR issues</p>
<p>Alternative options to GMOs researched, disseminated and promoted</p>	<p>At least 5 policy papers on alternative options to GMOs in the sub-region researched, published and disseminated; At least 10 CSOs in the sub-region are actively engaged in electronic dialogue on options for sustainable agriculture; At least quarterly info. sheets produced and disseminated on international trends and national decisions on GMOs;</p>	<p>Annual reports ACOE annual reports CSO list serve Research reports and info sheets.</p>	<p>CSO will appreciate and be willing to engage in biotechnology and IPR issues</p>
<p>3. Alternative options to GMOs researched, disseminated and promoted</p>	<p>Alternative options to GMOs researched, disseminated and promoted</p>	<p>Annual reports ACOE annual reports CSO list serve Research reports and info sheets.</p>	<p>CSO will appreciate and be willing to engage in biotechnology and IPR issues</p>

Peace and Conflict Programme Logframe

Narrative Summary	OVIs	MOV	Assumptions
<p>Goal: To contribute to conflict management initiatives in the region.</p>	<ul style="list-style-type: none"> ▪ At least 1 policy responsive to peace and conflict formulated by 2006 	<ul style="list-style-type: none"> ▪ Government policy documents and reports; ▪ Programme reports; 	<ul style="list-style-type: none"> ▪ Governments remain committed and engaged in trade policies. ▪ Relative political stability in the region;
<p>Purpose Ensure that peace and conflict research informs ongoing conflict management initiatives</p>	<ul style="list-style-type: none"> ▪ At least 3 conflict management mechanisms developed by 2006 ▪ At least 2 conflict management mechanisms utilized by 2006 	<ul style="list-style-type: none"> ▪ EAC documents and reports; ▪ Policy documents of the EAC governments; ▪ Programme reports; 	<ul style="list-style-type: none"> ▪ Governments' willingness to incorporate independent policy proposals;
<p>Outputs 3.1. Relationship between natural resources governance and conflicts demonstrated and promoted;</p>	<p>3.1.1 At least 6 case studies undertaken and published by 2006</p> <p>3.1.2 At least 4 natural resources policies incorporate governance norms by 2006</p>	<ul style="list-style-type: none"> ▪ Case study reports and publications; ▪ Natural resources policy documents; ▪ Programme reports; 	<ul style="list-style-type: none"> ▪ Conflict areas remain accessible; ▪ Govt willingness to incorporate independent policy proposals
<p>3.2. Reforms in the security sector influenced.</p> <p>3.3 Capacity in peace and conflict management strengthened;</p>	<p>3.2.1 At least 4 case studies undertaken and published by 2006</p> <p>3.2.2 At least 5 civil society organizations involved in key security sector policy and legal reforms by 2006</p> <p>3.3.1 At least 2 institutions of high learning initiate peace and conflict research programmes by 2006</p> <p>3.3.2 At least 2 institutions of high learning develop curriculum for peace training programmes by 2006</p>	<ul style="list-style-type: none"> ▪ Case study reports and publications; ▪ CSO reports and publications; ▪ Government reports and policy documents; ▪ Programme reports; ▪ Programme reports; ▪ Institutions' reports and publications; ▪ Programme reports; ▪ High learning Institute Curriculum. 	<ul style="list-style-type: none"> ▪ CSO willingness to participate in security sector policy processes ▪ Institutions of learning maintain interest in peace and conflict research

<p>Activities</p> <ul style="list-style-type: none"> 3.1.1 Carry out research in natural resources governance and conflict 3.1.2 Document and publish research findings 3.1.3 Organise workshops to disseminate research findings 3.2.1 Carry out case studies in the security sector 3.2.2 Document and publish policy briefs 3.2.2 Organise workshops to disseminate policy briefs 3.3.1 Organise workshops to lobby institutions of high learning 3.3.2 Contribute to developing curriculum for peace training programmes. 							
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Trade Policy Governance Programme Logframe

Narrative Summary	OVIs	MOV	Assumptions
<p>Goal To contribute to a trade policy environment that is conducive for sustainable development.</p>	<ul style="list-style-type: none"> ▪ At least 1 national trade policy and 2 other related policies conducive to sustainable development formulated by 2006 	<ul style="list-style-type: none"> ▪ International trade policy documents ▪ GoJ policy documents and reports ▪ EAC trade policy documents and reports 	<p>Governments remain committed and engaged in trade policies.</p>
<p>Purpose To promote public participation in national and regional trade policy process</p>	<ul style="list-style-type: none"> ▪ At least 2 national trade policies formulated with participation of CSOs and relevant Government departments by 2006 ▪ At least 3 CSOs are effectively engaged in EAC trade negotiations ▪ At least 3 national CSOs get more involved in international trade negotiations 	<ul style="list-style-type: none"> ▪ International trade policy documents and reports ▪ EAC trade documents and reports ▪ GoJ policy documents and reports ▪ ACOE annual reports ▪ CSOs annual reports 	<ul style="list-style-type: none"> ▪ CSO willingness to engage in trade policy processes ▪ CSO and GoJ capacity to engage
<p>Outputs:</p> <ol style="list-style-type: none"> 1. Trade negotiations at the national, regional and international levels influenced 2. National trade policy making harmonised 	<ul style="list-style-type: none"> ▪ At least 6 CSOs engage effectively in the EPAs negotiations by 2006 ▪ At least 3 EA CSO engage effectively in regional trade policy process ▪ Inter-Institutional trade committee (IITC) enacted by Parliament by 2006 ▪ National trade policy formulated by 2006 ▪ IITC established by law and has representation of CSOs and the private sector 	<ul style="list-style-type: none"> ▪ CSO reports ▪ GoJ policy documents and reports ▪ EAC documents and reports ▪ Trade national institution reports ▪ Govt trade policy reports ▪ CSO reports 	<ul style="list-style-type: none"> ▪ CSO capacity and willingness to engage ▪ National institution capacity to engage ▪ GoJ willingness to work with CSOs and the private sector ▪ CSO capacity and willingness to engage

<p>3. CSO capacity in trade policy development and advocacy strengthened.</p> <p>Activities:</p> <p>1.1 Mobilise and build capacity of CSO to engage and contribute to the EPA negotiations</p> <p>1.2 Attend and contribute to the EPA negotiations under the Cotonou Agreement</p> <p>1.3 Carry out research to understand the EU trade policy processes</p> <p>1.4 Create awareness and understanding of the opportunities created by the Cotonou partnership agreement</p> <p>2.1 Carry out policy advocacy and research to support the inter-Institutional Committee (IITC)</p> <p>2.2 Prepare policy briefs to inform MPs and civil society in trade policy processes</p> <p>2.3 Carry out research and advocacy to contribute to the WTO implementation law</p> <p>2.4 Carry out lobbying activities for the reform and funding of trade related national institutions</p> <p>3.1 Mobilise CSOs to engage and contribute to the regional trade policy processes</p> <p>3.2 Support CSO to produce independent policy ideas to contribute to trade policy advocacy</p> <p>3.3. Attend and contribute to the EAC trade policy agenda</p> <p>3.4 Carry out capacity building for CSOs to engage better in trade policy issues.</p>		<p>At least 6 EA CSOs engage effectively in regional trade policy processes</p>	<ul style="list-style-type: none"> ▪ EAC trade policy documents and reports ▪ CSO policy briefs ▪ CSO reports ▪ CSO research papers and positions
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