



# TEN YEAR STRATEGIC PLAN AND PROGRAMME OF WORK (2009-2018)

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Extending the Frontiers of Knowledge for  
Development and Transformation

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**ADVOCATES COALITION FOR DEVELOPMENT AND ENVIRONMENT (ACODE)**

**TEN YEAR STRATEGIC PLAN AND PROGRAMME OF WORK  
(2009-2018)**

“Extending the Frontiers of Knowledge for  
Development and Transformation”



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## MESSAGE FROM THE BOARD

The formation of ACODE in 2000 was driven by the need to establish a premier independent public policy think tank in Africa designed primarily to bridge the disconnect between public policy, policy outreach and policy implementation. Throughout the development of the human race, independent knowledge and advice has enabled public policies that stimulate the production of tools, knowledge and technologies that enable man to tame nature, transform societies and build an enduring democratic dispensation. Yet, institutions that are fully engaged in the production and dissemination of independent and alternative policy ideas are only beginning to emerge in African countries.



As the saying goes, the journey of 1000 miles starts with one step. This is why after the successful implementation of the 5 Year Programme of Work (2003-2007), we are pleased to present to you ACODE's 10 Year Strategic Plan which will form the basis of the organization's work programme for the next 10 years. This 10 Year Strategic Plan and Programme of Work was adopted by the Board at its meeting that took place in Kampala, Uganda, in December 2007.

This Strategic Plan is a product of concerted efforts by the Board, the Secretariat and our major partners in the public and private sector, civil society organizations and development partners. The Board is indebted to all those who in one way or another helped shape the future programmatic and institutional direction of ACODE by contributing to this Strategic Plan. The ACODE Secretariat is particularly appreciated for providing the intellectual guidance without which a plan of this nature would not have been possible. We also acknowledge the significant contribution of some key bilateral and foundation donors who have provided financial support that accounts for much of our success in building a reputable organization and the implementation of a highly successful work programme over the last 8 years. The Department for International Development (DFID), the Government of Netherlands, the Government of Denmark, the United States Agency for International Development (USAID), the Humanist Institute for International Development (Hivos), the Ford Foundation and the Rockefeller Foundation are singled out for recognition because of their substantial and long-term financial support to ACODE.

ACODE is entering a new phase of growth where programmatic growth must be matched with institutional consolidation. We have set ourselves minimum but fairly ambitious growth benchmarks and targets. Securing core funding and office premises are the biggest of the challenges that we face. Yet, meeting these ambitious targets is fundamental to the character of ACODE as an independent public policy think tank. We believe that with the trust and confidence we have developed with our financial donors and many of our partners in Governments and civil society across the continent, we can together meet the challenges and achieve our targets.

ACODE believes that developing and nurturing mutually beneficial partnerships is the most cost-effective strategy to achieve institutional and programmatic objectives of any organization. This is why we value our partnership with the local communities, government agencies and civil society organizations that we work with at all levels. ACODE's commitment to strengthen existing partnerships and, create and nurture new ones, will therefore remain an enduring principle of our organizational philosophy.

*John Ntambirweki,  
Chairperson, Board of Trustees*



## MESSAGE FROM THE EXECUTIVE DIRECTOR

We are pleased to present to our beneficiaries, stakeholders and partners our 10 Year Strategic Plan (2009-2018). Building on the successful implementation of the 5 Year Work Programme (2003-2007), this Strategic Plan restates our vision and mission, and presents a succinct description of ACODE's programmatic and institutional growth strategy over the next 10 Years. It is built upon our comprehensive understanding of the key public policy challenges facing African countries in the 21<sup>st</sup> Century. Over the next 10 years, our commitment is to make ACODE a harbinger of new knowledge and policy ideas that are needed to achieve socio-economic transformation of African countries and societies.



It is now 9 years since ACODE opened its offices in January 2000. Over this time, we have registered significant achievements. We were able to establish and operationalize a dynamic and active Board of Trustees. We have produced 27 policy research papers, 22 policy briefing papers, 10 commissioned policy papers and a significant number of policy memos and opinions. We have changed the policy outreach landscape in Uganda by the creativity and imagination with which we conduct learning workshops, policy dialogues and advocacy platforms. Along the way, we have also learnt many lessons that have informed the design of this new programme of work.

The strategic actions set out in this Programme of Work have been defined by our desire to (i) develop a robust, cutting-age and policy-relevant research agenda; (ii) increase the usability and influence of ACODE's policy work at all levels of policy making and (iii) strengthen institutional performance to achieve efficiency and cost-effectiveness. This Programme of Work helps us to distinguish between routine institutional operations and strategic growth benchmarks.

The ACODE Secretariat joins the Board in acknowledging the contribution of our many stakeholders who have contributed in various ways to the growth of ACODE and the implementation of our work programme. Our partners in governments within the Eastern and Southern Africa sub-region, partner local, national and international civil society organizations, international development agencies and financial donors have been instrumental in the progress we have achieved and the impact we have created. As we embark on the implementation of this 10 Year Programme of Work, we will seek to strengthen existing partnerships and nurture new ones. We hope you will yet again be ready to work with us and continue to support ACODE's work. We are committed to ensure that the footprints of ACODE's work, evidenced through increased socio-economic transformation and the deepening of democracy, are apparent across the African continent by the end of this 10 Year Work Programme.

***Godber Tumushabe***  
***Executive Director***



## INTRODUCTION AND BACKGROUND

### INTRODUCTION

In almost every country in Africa, there is poverty, absence of democracy and underdevelopment. Every year, governments promise their citizens new beginnings and promulgate new policies and strategies to spur development and bring about transformation. While marginal progress has been realized in a number of countries, the lives of many have not changed and the majority of citizens are trapped in a cycle of poverty, disease and absence of economic and livelihood opportunities. Public policies have either not worked for them or have in fact excluded them from effective participation in the economic activities and governance of their countries. ACODE's mission is to make public policies work for the majority of citizens and especially those that are disadvantaged by structural, political and socio-economic forces.

Building on the experience of the last eight years, ACODE has developed this 10 Year Strategic Plan to redefine its mission and vision of the future. ACODE will deploy its institutional resources to contribute to a future where independent policy research is used to shape public policy in the countries of the East African Community in an unprecedented manner. This Strategic Plan also sets out the core programme areas of ACODE's work, the key strength, challenges and opportunities, a programme implementation strategy as well as a programmatic and institutional monitoring framework.

## CONTEXT OF THE 10 YEAR WORK PROGRAMME

African countries face numerous problems that have led to persistent marginalization of the continent as a whole as well as the individual countries. For half a century, the continent has been sinking deeper into absolute poverty in spite of regular promising forecasts about potential for growth and renewal. For example, the United Nations Development Programme (1998) notes that poverty is pervasive in Sub-Saharan Africa –with nearly 42% of the population living on less than \$1 a day. Sub-Saharan Africa is now home to an estimated 300 million people. Although the problems facing African countries such as Uganda and many others are multifaceted, a number of these stand out.

First, there has been continuing economic decline and stagnation which has slowed down or sometimes reversed human progress in the sub-region. For example, it is estimated that between 1978 and 1994, output per capita fell by about 0.7% a year. Indeed, the African Development Bank has concluded that economies of 35 out of the 43 countries comprising Sub-Saharan Africa shrunk during this period. To date, about 20 of these countries are still below their per capita incomes of 20 years ago. Economies of most of these countries remain dominated by subsistence and primary production and the long-promised economic transformation has not materialized.

Second, the end of the cold war at the beginning of the past decade ushered in a wave of international optimism and raised hopes for economic renewal and progress in governance on the continent. In the past two decades, countries previously embroiled in

cold-war driven conflict, such as Namibia, Ethiopia, Mozambique, and South Africa adopted more democratic systems of government. However, any illusions of post cold war peace dividends were shattered as conflicts erupted in virtually all of Africa's sub-regions. In most of these cases, African crises and conflicts are accentuated by deep-rooted economic and environmental problems related to access to, and use of land resources, and competition for other natural resources such as minerals and timber.

Third, Africa continues to lose critical intellectual resources in form of professionals who are either attracted by a conducive working environment abroad or pushed out by bad politics and poor working conditions at home. This situation deprives Africa of critical human resources, source of knowledge, skills and ideas, and alternative policy options for addressing pressing public policy problems.

However, it is also tenable to assert that all the above problems are clear manifestations of bad governance that has bedeviled the continent for the last four decades. Bad governance in many African countries is further manifested in other ways such as: corruption, bloated public administration and political patronage networks, lack of capacity or will to implement pro-poor public policies as well as bureaucratic systems which are not open to scrutiny and are not accountable to the citizens. The key challenge for the majority of African countries has been the inability to institutionalize public policy dialogue and deepen discourse on how to address these problems and challenges. For many years, this discourse has been heavily dominated by political leaders and public officials with very limited input from civil society,

academia or independent policy think tanks. In particular, the absence of strong independent policy think tanks has been a major deficit in the development policy discourse in Africa largely accounting for the low production and utilization of knowledge in the development of public policy at all levels.

Nevertheless, initiatives such as the New Economic Partnership for Africa (NEPAD), increased interest in regional integration and national planning frameworks such as the Poverty Reduction Strategy Papers (PRSPs) provide a new framework for citizens' engagement in national public policy making. NEPAD is a continental initiative where African leaders have committed themselves to halt the economic decline, end the endemic civil wars and improve governance as a basis for the renewal and renaissance of the continent. Since its adoption at the beginning of the decade, NEPAD has provided a framework for articulating continent-wide programmes and initiatives in critical policy areas such as agriculture, science and technology, environment and governance. The NEPAD Peer Review Mechanism in particular provides a major opportunity for knowledge based organization to make substantial contributions and exert influence on public policy making at all levels.

However, it is also important to recognize that these initiatives are anything but new. For example, the adoption of the Lagos Plan of Action in 1980 and the numerous declarations and plans of action by African leaders have not yielded tangible results and workable development policy choices at the local level. Consequently, making continental and national development and governance programmes work for ordinary Africans requires new ideas and

innovative thinking. On the one hand, citizens must be empowered to demand for better performance and accountability from governments and the private sector. On the other hand, independent policy think tanks are needed to provide alternative policy ideas, challenge dominant assumptions on development, and monitor implementation of government programmes.

## THE STRATEGIC REPOSITIONING OF ACODE

The above context provides a tremendous opportunity for public policy think tanks to inform, shape and influence public policies at different levels. ACODE's motivation for policy research and advocacy is to ensure that such policies engender national development, lift more people out of poverty and enhance democracy and peace across the continent. However, to have an enduring impact on policy, ACODE must ensure a focused thematic and geographical focus of its research and advocacy programmes. Thematically, ACODE must chose to focus its resources on those public policy areas that have significant impact on overall development, poverty eradication and governance.

It is therefore important to recognize that the emerging world order is being driven and shaped by three major factors: empirical knowledge as the basis for policy and decision making; empowered citizens as the engine for responsible leadership and accountable governments; and technology and innovation as a fundamental factor in the production of goods and services. The convergence of evidence based policy making, civic competent citizens and, technology and innovation are likely to remain the key drivers of economic growth

and global competitiveness in the foreseeable future. Achieving this convergence requires public and private sector knowledge intensive organizations working with networks of civil society organizations to increase the demand for better government and policies that are responsive to the needs of the population. Better government and relevance of public policy is measured on the extent to which they empower citizens through wealth creation, economic opportunity and civic empowerment.

Consequently, ACODE will need to focus its research and advocacy work in the following thematic areas: environment; trade, technology and innovation policy; and democratization and peace. Governance will become the common theme that runs through all of ACODE programming and programme implementation. Building on the experience and achievements of the last 8 years, ACODE will pursue a programme of work driven by four inter-related objectives aimed at accelerating this convergence at all levels.

### These objectives are:

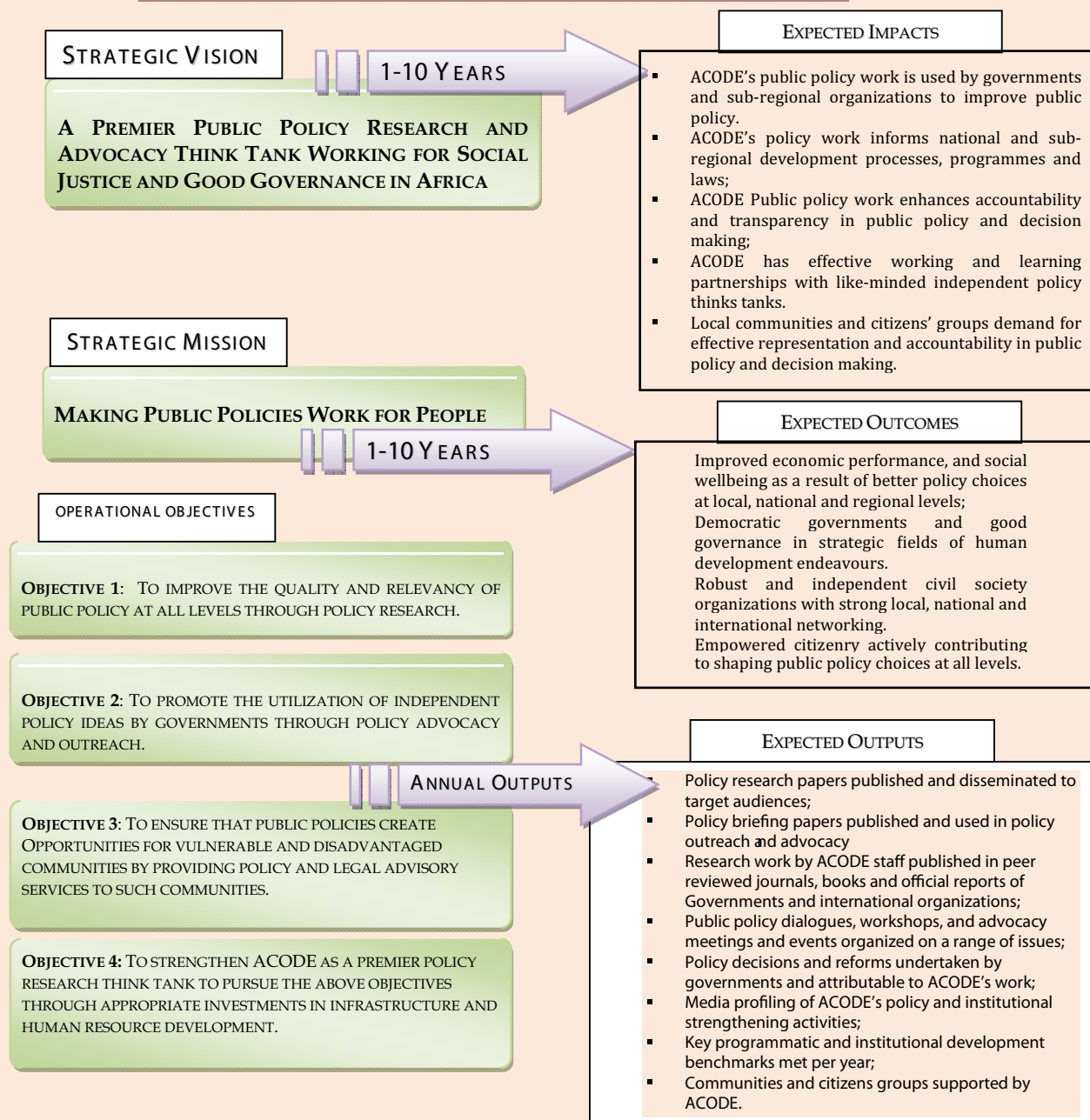
- To improve the quality and relevancy of public policy at all levels through policy research and advocacy.
- To promote the utilization of independent policy ideas by governments through policy outreach and advocacy.
- To empower citizens to demand for accountability in policy and decision making through legal advisory services and, strategic and impact litigation.
- To strengthen the institutional capacity of ACODE as a premier public policy research and advocacy think tank in Africa in order to pursue the above

objectives.

In terms of scale, ACODE must focus its work at the national level within a clearly defined geo-political setting hence providing opportunities for comparisons, learning and reflections. Consequently, the five East African Community (EAC) countries (Burundi, Kenya, Rwanda, Tanzania and Uganda) provide an appropriate geopolitical and juridical framework for

a robust and focused policy research and advocacy agenda for ACODE. Within the sub-region, ACODE prides itself for being a unique local organization that combines independent policy research with proactive policy outreach and advocacy. And this remains an important niche where ACODE can play a positive role and contribute to the improvement of the quality of life of the majority of East Africans.

## ACODE 10 YEAR STRATEGIC OPERATIONAL FRAMEWORK 2009-2018



## BUILDING ON A RECORD OF ACHIEVEMENT

The Advocates Coalition for Development and Environment (ACODE) was registered as a Non-governmental Organization (NGO) in December 1999. Ten years now, ACODE has grown into one of the most dynamic and robust public policy research and advocacy think tanks in Eastern and Southern Africa. During this period, ACODE has pursued its original mission and vision with purpose, steadfastness and professional discipline. The core business of the organization remains “the generation of policy relevant knowledge to improve public policy making at all levels in Africa.” In many ways, ACODE is a unique success story. It is able to conduct cutting age public policy research that has informed policy development and reforms both at national and regional levels; facilitate and mentor dynamic civil society organizations and build civic competence of citizens to demand better governance. ACODE is also recognized for its competence in designing and executing innovative policy outreach and advocacy strategies; mobilizing human and financial resources in a competitive and resource constrained environment. Outreach and advocacy strategies such as policy dialogues, breakfast meetings, strategic advocacy meetings, public interest litigation have been copied and are now widely used by like-minded organizations. In addition, the institutional partnerships built with partners in government, local governments and communities, national and international NGOs, and international developments agencies, is unprecedented in the sub-region.

ACODE’s uniqueness is demonstrated by the ability to engage with government and government agencies in policy development that enhances human well-being while continuing to hold governments accountable whenever they renege on public policy and legal commitments. In the next 10 years, ACODE will grow in terms of institutional profile, programme quality and personnel excellence to inspire confidence in policy circles at all levels. ACODE will increasingly be seen by actors in the public and private sector as a reliable source of new knowledge and policy ideas that address pressing, complex and emerging public policy issues.

ACODE’s programme and institutional success will be predicated on harnessing the range of internal strengths and opportunities that have been created over time. A research team of highly dedicated professionals who are leaders in their diverse disciplines is one of ACODE’s core capital resources. The ability of these professionals to work as a team, adhere to the highest levels of intellectual discipline and pursue policy advocacy agendas with pragmatism and dedication is at the centre of ACODE’s success. ACODE’s founding philosophy is embedded in academic and intellectual freedom of individual professionals working to improve the human condition at the national and regional. This provides the primary motivation for a robust policy research and advocacy agenda.

ACODE’s success is attested to by the impact it has created on policy making at different levels of policy making, in Uganda and beyond. To date, ACODE has worked with likeminded civil society organizations and individual activists across Africa to strengthen governance activism. The local partnerships built over

the last 10 years provide a significant resource around which a robust policy research and outreach agenda can be built.

At the national level, ACODE has emerged as one of the peer organizations providing invaluable strategic leadership and mobilization capabilities. At the international level, ACODE has built partnerships and networks with civil society and key regional bodies engaged in policy development and advocacy for policies that empower people. For example, the Access Initiative Africa (TAI Africa) constitutes the most extensive network of policy-minded NGOs working the right of access to information, public participation and access to justice in environmental matters.

At the core of ACODE's success is a dynamic regional Board of Trustees, committed financial donors, and a conducive working environment for ACODE's resident staff. ACODE's Board of Trustees, comprised of highly respected professional men and women, is at the vanguard of forward looking and dynamic institutional policies, strategic planning, institutional visioning and motivation that continue to catapult the organization to greater heights. The commitment of ACODE's financial donors has ensured the provision of financial resources necessary to continuously innovate and expand the organization's programme of work while sourcing for the best talent in professional diversity and expertise. Strategic investment in Information Technology (IT) infrastructure and a conducive office environment has provided a work environment that enables individual creativity, facilitate team work, productivity and a shared sense of purpose among our staff and Research Associates.

## THE TEN YEAR PROGRAMME OF WORK 2009-2018

ACODE's 10 Year Strategic Plan seeks to consolidate and build on the above achievements to make the organization one of the premier independent public policy and pro-democracy think tanks in Africa. This part of the strategic plan sets out ACODE's new Mission, Vision and core programme areas of work. It also outlines the strategy for implementation, the human and financial resource requirements, as well as a monitoring frame work for assessing productivity, outcomes and impacts.

### VISION, MISSION, AND VALUES

Based on the experience accumulated over the last eight years, a revised mission and vision has been developed to guide programming and institutional growth over the next ten years. A set of core values that will provide the foundation for vertical and horizontal accountability have been outlined. The process of developing the strategic plan has enabled the Board, staff and Associates to provide more clarity on the new strategic direction of the organization. In many ways, ACODE has and remains distinct from other civil society organizations on the African continent. Programmatically, ACODE is one of the few organizations that link the quality of policy making to governance. ACODE's policy analysis approach emphasizes multi-disciplinarity, empirical content and direct relevance to policy making. ACODE's existence is rooted in the ideological conviction that the difference between policy and politics is very thin. Consequently, effective advocacy for policy change requires a combination of evidence-based research and analytical rigor on the one hand and, pragmatic and

innovative interactions with policy makers, politicians and those who are impacted upon by policy, on the other hand.

ACODE is a non-partisan and independent organization. As a non-partisan organization, ACODE does not align with any political party or political organization. However, given the direct relationship between development policy and politics, ACODE believes that its work is political and it must stand for certain political causes of a bi-partisan nature. Such causes are legitimate issues of research interest so long as they are defined on the basis of constitutionalism, the rule of law as well as national and regional interests as expressed in relevant treaties, strategy documents and declarations. Consequently, ACODE's staff must be insulated from political biases by engaging political players across the political divide and by ensuring that policy positions that fall within the political domain are based on clear, empirical and convincing evidence. ACODE researchers must be free, for example, to speak out against: policies that marginalize communities and poor people, abuse of the constitution, or actions that undermine the integrity of the legislature or independence of the judiciary.

## VISION STATEMENT

The Vision of ACODE is to become a ***“premier public policy research and advocacy think tank working for social justice and good governance in Africa.”*** ACODE aspires to become one of the leading public policy think tanks with the goal of ensuring that public policies contribute to improving the quality of life of the people in Africa. ACODE's research work must equip citizens with the knowledge and information they need

to make appropriate choices in business, governance and leadership.

## MISSION STATEMENT

ACODE's mission is “To Make Public Policies Work for People.” Through evidence-based policy research and analysis, we create knowledge to support pro-people national and regional development policies. Through advocacy and capacity building, we empower people to shape public policies so that they are just and equitable. Through action, we motivate people to demand for responsible government, accountability in leadership and better governance.

## CORE VALUES OF ACODE

To achieve the mission and vision articulated in this Strategic Plan, ACODE and ACODE staff will be guided by a set of core values designed to promote vertical and horizontal accountability and responsibility. These core values are also designed to motivate staff towards professional excellence, intellectual competitiveness, innovation and productivity. ACODE will increasingly be known for the following values:

### ***Academic and intellectual freedom:***

-The ideals of intellectual and academic freedom will be respected and promoted as the bedrock for individual intellectual creativity. ACODE will remain an independent, professional and non-membership organization.

***Non-partisanship:-*** ACODE is a non-partisan organization and is not aligned to any political party or political organization. However, in recognition of the centrality of politics to the development process, ACODE's research and advocacy agenda will address central political issues of

constitutionalism, rule of law and political accountability in a bipartisan manner.

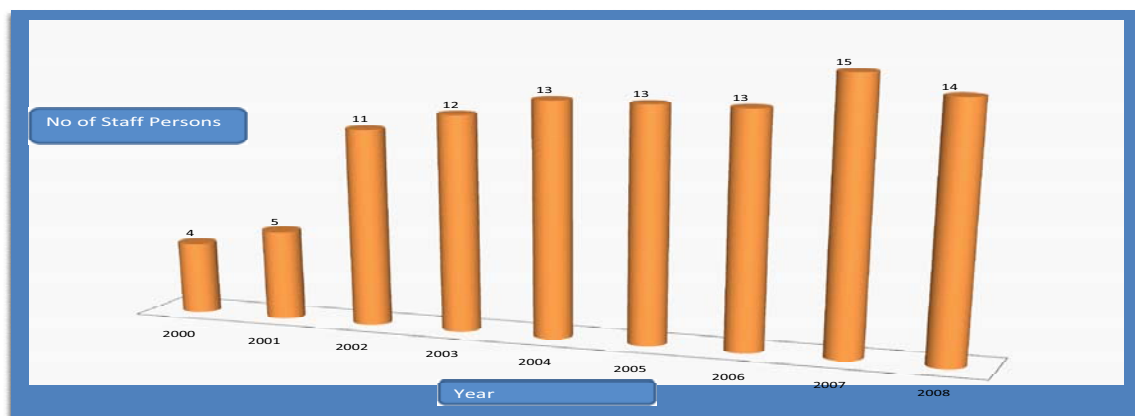
**Integrity:** ACODE staff adheres to the highest ethical standards in all official obligations and personal responsibilities to society and the organization. Integrity is the core foundation of individual and corporate actions and shall be manifested through honesty, trustworthiness, honoring commitments and taking full responsibility for our actions, both successes and failures.

**Non-Discrimination:** ACODE is committed to a policy of nondiscrimination and equal opportunity for all persons regardless of race, color, religion, creed, gender identity or disability. The Organization is also committed to compliance with all applicable laws regarding nondiscrimination.

result, we envisage a major paradigm shift in programme focus, nature of partnerships needed to achieve ACODE's mission and vision, and the quality and caliber of staff required to increase the impact of ACODE on development policy.

At programme level, we have largely confirmed our belief that many of the pressing development and associated public policy problems in developing countries cut across narrowly defined sectoral and disciplinary boundaries. This means that ACODE must demonstrate flexibility in responding to key public policy issues as they emerge. Secondly, we have learnt that countries are highly responsive to learning from each other when addressing related public policy issues. This is why cross-country comparison is essential in

### Trends in Personnel Strength (2000-2008)



## THE PARADIGM SHIFT AND VALUE ADDED OF ACODE'S WORK

The last 10 years have provided critical learning opportunities for ACODE. Important lessons have been learnt and will enable us redefine our programming and institutional development objectives. As a

articulating policy messages for change. Consequently, our research work will seek to generate and disseminate the best practices in development policy and policy implementation based on cross-country comparisons. We will, as well, emphasize multidisciplinary approaches and empirical methods in executing our research agenda.

There will be a major shift in staffing to improve the quality and professional diversity of both the core and overall research team. At the moment, most of ACODE research staff hold Masters or Bachelors degrees. The figure below shows trends in ACODE overall personnel staffing over the last 10 years.

Consistent with the mission and vision articulated in this strategic plan, and the lessons learnt over the last 10 years, ACODE needs to shift its emphasis in recruiting and bring on board professionals trained at Masters and PhD levels. While this is possible given the growing profile of the Organization, ACODE must also prepare itself for competition with the private sector and international organizations for the best of talent in its core programme areas.

ACODE's partnerships with civil society at all levels will be strengthened and new partnerships with independent policy think tanks will be established and maintained. As a strategy, emphasis will be put on providing strategic leadership for policy outreach and advocacy and becoming a catalyst for policy change. As such, ACODE will increasingly become an organization that promotes learning, sharing of experiences and catalyzing action. ACODE will also adopt new and innovative ways of doing business. At the regional and international level, ACODE will scale up its partnership with like-minded public policy think tanks and pro-democracy public interest organizations. ACODE will continue to engage with governments to develop policies and undertake reforms that facilitate equitable development policies, good governance and democracy.

## CORE PROGRAMME AREAS

Under this 10 year programme of work, ACODE will continue to evolve into a hub for independent policy research as well as a centre of gravity for pro-democracy research and advocacy in Africa. ACODE's institutional strategy, programmatic outlook, operational modalities and resource planning will all be defined by this growth objective. The core business of ACODE is to undertake advocacy driven public policy research and analysis on contemporary and emerging public policy and governance issues that have significant impact on national development, wealth creation and human wellbeing. The research and advocacy work will be driven by two overarching considerations: first, ACODE will seek to contribute to the development of equitable and effective public policies at various levels of public policy making. Second, ACODE will invest its resources in building a network of organizations that can mobilize citizens to become active participants in the making, implementation and monitoring of public.

The objectives of the organisation will be pursued through the implementation of three substantive programmes. The fourth objective represents the institutional supporting component that is geared towards institutional strengthening as the foundation for effective programme implementation.

### ENVIRONMENTAL DEMOCRACY PROGRAMME

This Programme will focus on addressing the range of public policy issues that relate to good ecological stewardship, environmental accountability and social justice in the governance of natural

resources and the environment. Major global, regional and national policy instruments recognize the deepening crisis of environmental management facing Africa. The continuing destruction of protected areas through anthropogenic activities, pollution, land degradation and climate change constitute the biggest threat to humanity today. These problems are mirrored at the national level where official and unofficial government decisions are partly responsible for the increasing rate of environmental degradation. The increasing disenfranchisement of natural resource dependent communities combined with bad governance also pose a growing threat to national and personal security around the world.

Like in many other sub-regions of Africa, the national and rural economies of East Africa are heavily dependent on natural resources and the environment. Appropriate research and investments in this area can therefore yield substantial rural development and governance dividends. All across the region, independent policy organizations such as ACODE have had an enduring impact in promoting environmental accountability and giving rural people a voice in the governance of natural resources. And because politicians use natural resources to build and sustain political patronage networks, democratizing decision making over natural resources is a pre-requisite to building enduring democracies in the sub-region.

Consequently, core activities under this programme seek to achieve three broad goals:

(i) promoting natural resources policy and legal reforms that empower people, promote the creation and economic empowerment of rural people, and enhance accountability

and transparency in making decision regarding natural resources;

(ii) promoting environmental civic education and building a civic competent citizenry able to demand better governance of natural resources; and

(iii) increasing the body of knowledge that demonstrate the relationship between natural resources, food security and poverty eradication. The programme will put particular emphasis on the following natural resources: land, forests, wildlife, oil and minerals, fisheries and climate.

## **TRADE, INNOVATION AND BIOTECHNOLOGY POLICY PROGRAMME**

For the last half century, African countries have tried many approaches to development, but have failed to achieve the desired socio-economic transformation and human development. With very few exceptions, the majority of African countries have continued to experience slow economic growth despite wide-ranging reform efforts over the last two decades. Even the impressive economic growth figures of the last decade have not been able to trigger meaningful structural transformation of the economies and societies of African countries. Today, 15 of the world's 20 poorest countries are in Africa. With the exception of Kenya, all the EAC countries are among the 50 poorest countries according to the United Nations categorization. All the key human development indicators such as maternal and infant mortality are depressingly poor for the majority of Africa countries. To that extent, it is tenable to assert that Africa's poor economic growth has been chronic rather than episodic. ACODE believes that policies that promote fair trade, innovation and technological capabilities hold the key

to the structural transformation of African economies and societies.

Emerging initiatives at the national, regional and continental level provide new opportunities for evidence-based planning and decision-making in the areas of trade, innovation and technology. Based on previous partnerships and accumulated experience and knowledge, ACODE has a comparative advantage in becoming a source of independent knowledge and information that support such initiatives. Over the course of this Work Programme, ACODE will increase its role in regional trade, innovation and technology policy development, policy brokerage, facilitating multi-stakeholder dialogue on emerging and controversial public policy issues, and capacity building through training and convening of expert groups.

Core activities under this Programme seek to achieve 5 broad goals: (i) promoting national trade policy reforms; (ii) building analytical capacity to support international trade negotiations; (iii) promoting science and technology policy development; (iv) promoting pro-poor policies on intellectual property and technology transfer in health and agriculture; and (v) promoting the responsible application of agricultural biotechnology.

## **PEACE AND DEMOCRACY PROGRAMME**

Democracy and peace provide an enabling environment within which effective development policies can be formulated, adopted and effectively implemented. Peace and democracy also provide a stable and conducive environment within which public, private sector and civil society

institutions can function in a mutually reinforcing manner to effectively promote the delivery of public goods and services. Indeed, there is a near consensus that the spread of democracy in the world would eventually lead to international peace and security, promote economic development and sustainable livelihoods.

Since the collapse of the majority of dictatorial regimes after the demise of the former Soviet Union, there has been significant progress towards democratization in many African countries. Several countries have adopted new constitutions guaranteeing greater freedoms and human rights. Others have opened up political space allowing the functioning of political parties, independent media and civil society organizations. But like all democratic processes, the democratization processes in Africa remain transitional with major steps forwards and several steps backwards. Support to the democratization process remains focused on strengthening the supply-side with emphasis on building institutions such as the legislature, the judiciary and political parties. Few attempts have been made to build the demand-side of democracy and peace where citizens and civic organizations are encouraged to become not spectators or mere participants but active defenders of democracy.

Within the context of this Programme of Work, ACODE will increase its work in the areas of democracy and peace focusing on striking a balance between the demand and supply-side of democracy and peace. Activities under this programme area seek to achieve -- broad goals: (i) promoting legal and governance reforms that increase democratic space and enhance constitutionalism and the rule of law; (ii) Strengthening legislative representation through monitoring the

performance of leaders at all levels; (iii) supporting collective action by civil society organizations and citizen's groups; and (iv) Promoting the peaceful resolution of conflicts by supporting ongoing peace processes.

While these programmes are presented as discrete, research and policy outreach initiatives that encourage convergence, multi-disciplinary approaches and have potential to achieve scalable impacts will be given priority. Similarly, consistence with this programme of work will be the standard criteria against which discrete projects and other research activities may be undertaken by ACODE. The annual output targets against which programme performance will be monitored are presented in the Log frame in Annex 1.

## GENDER AND THE PROGRAMME OF WORK

The beneficiaries of ACODE's work represent great diversity in gender, age, ethnicity and abilities. Each of these diverse beneficiary groups is affected by public policies in many different ways. In particular, women and the youth are affected disproportionately when public policies fail to work for people. In its approach to programme design, implementation and monitoring, ACODE will make deliberate efforts to pay particular attention to such inherent structural prejudices that reduce the intended positive impacts of public policy while increasing vulnerability of different social groups.

## STRENGTHS, CHALLENGES AND OPPORTUNITIES

Attainment of the institutional and programmatic objectives set out in this Programme of Work is possible because of the strength that ACODE has developed over time. ACODE's strength is measured in terms:

- ***Goodwill and Acceptability:*** ACODE has accumulated goodwill and acceptability by key stakeholders such as governments, international development agencies, regional bodies, civil society and the general public. ACODE is increasingly seen as a professional bipartisan organization, an honest policy broker and a reliable partner. ACODE staff are regularly invited to participate in high level government policy committees. Regional bodies such as NEPAD Science and Technology Forum, the United Nations Environment Programme (UNEP), the World Bank and the United Nations Conference on Trade and Development (UNCATD) are increasingly outsourcing ACODE to provide policy advice on a wide range of public policy issues. Civil society and community groups are increasingly turning to ACODE for policy brokerage, legal advice and intellectual leadership in specific areas of competence. As a result, ACODE's activities have been able to create substantial short and long-term impacts on people, policy and practice.

- ***Resident Research Competency:*** One of ACODE's unique strength is that it boasts of a dedicated team of resident research professionals who form the organization's Core Research Team (CRT). Emphasis on multidisciplinary, intellectual freedom and gender diversity has enabled ACODE to assemble, nurture and grow a research

team that has the capacity to work across a wide range of public policy disciplines. This team provides the basic foundation for achieving the mission and vision articulated in this strategic plan.

- ***Board Structure and Composition:*** ACODE boasts of a highly dynamic, intellectually diverse and gender balanced regional Board of Trustees. ACODE Board members are drawn from academia, public service and civil society from Kenya, Uganda and Tanzania. With the expanded East African Community, additional Board Members will be invited from Burundi and Rwanda. The regional and diverse nature of the Board has enabled ACODE to tap expertise and experience beyond Uganda while enhancing the organization's regional and international profile.

However, there are a number of challenges that ACODE has to be conscious of and address if further institutional and programmatic growth is to be attained. The following key challenges emerge from both the internal and external operating environments.

- ***Fast Growth and Increased Visibility:*** Ordinarily, fast growth and increased visibility would be seen as opportunities for many organizations. However, this is a challenge for ACODE in the light of increased demands on the organization. Over the last 10 years, demands from partners such as government agencies, international development partners and regional bodies, civil society and communities have increased tremendously. The growth in the demands on the organization have not been matched with growth in personnel strength, or financial and infrastructure resources. Failure to meet demands from stakeholders and partners especially when they are within

the mandate of the organization could impact negatively on their perceptions and attitudes.

- ***Operating Environment:*** ACODE is currently registered in Uganda as a non-governmental organization and incorporated as a company limited by guarantee. Unfortunately, over the last decade, the operational environment for NGOs in Uganda has increasingly become unpredictable. Formal and informal restrictions on NGO operations are narrowing the space within which NGOs operate. It is also tenable to predict that if the current trend continues, it is likely to become increasingly difficult for pro-democracy public policy think tanks and civil society organizations to operate in the country. Consequently, strategic actions will be required to guarantee ACODE's freedom-to-operate in that environment

- ***Funding Base:*** One of ACODE's biggest challenges is to grow and broaden its funding base. Growing the funding base means increasing ACODE's budget to match an expanding work programme and emerging expectations. Broadening the funding base means diversifying ACODE's structure of financial donors beyond bilateral and foundation donors. Meeting this challenge will therefore be measured on the basis of the percentages of funding coming from these traditional donors and new fundraising sources such as individual giving, private sector funding or internet-based fundraising.

- ***Competition for Talent:*** As a public policy think tank, one of ACODE's major resources is the quality of its research staff. ACODE's big challenge therefore is how to attract, recruit and retain the best of talent in its core programme areas.

ACODE must position itself to compete with the private sector and international organizations which may be able to offer competitive remuneration packages and conducive working environment. While ensuring its competitiveness in this regard, ACODE must also adopt other strategies including professional recognition, merit-based and output-based rewards, as well as opportunities for career advancement and professional growth.

In spite of these challenges, there are a number of opportunities that ACODE can take advantage of. Three specific opportunities are worthy of mention in the context of this Programme of Work.

- ***Openness of governments:*** In spite of the unpredictable future of the operational environment for civil society in Uganda, the Government of Uganda ought to be credited for being open to public participation and consultation in the formulation and implementation of public policy. This openness provides a tremendous opportunity to engage government agencies and officials at all levels so as to secure the necessary space for the smooth functioning of civil society organizations such as ACODE. At the sub-regional and international level, there are legal and other guarantees that provide a basis for a meaningful engagement in shaping the direction of regional policies and programmes. Processes such as the African Peer Review Mechanism, the East African Legislative Assembly and many others provide a vehicle for engagement at those levels.

- ***Increased interest in ACODE's approach to public policy advocacy:*** The founding philosophy of ACODE is the need to promote evidence-based policy making, dialogue and advocacy. All of ACODE's policy advocacy work is preceded by

rigorous empirical research and analytical work. As a result, ACODE is not only able to engage with all actors and partners from a point of intellectual strength and confidence; it is also able to bring new knowledge into the processes that fall within its mandate. This has endeared the organization to major government agencies, international organizations, development agencies and donors. This provides ACODE with the opportunity to have direct influence and impact on public policy, but also the ability to mobilize financial and material resources to support the organization's work programme.

- ***A growing regional and international profile:*** Over the last 10 years, ACODE's profile at the regional and international level has grown tremendously. This is evidenced by major public and private institutions and agencies that are interested in establishing partnerships with ACODE. ACODE is also highly regarded by a wide range of international actors across the world. There is therefore an ever growing opportunity for ACODE's work to have impact on national, regional and international public policy.

## IMPLEMENTATION STRATEGY

Since its founding in 1999, ACODE has become known for its ability and willingness to challenge dominant assumptions on how to do business in the area of public policy research, policy outreach and policy advocacy. Among Uganda-based NGOs, ACODE pioneered the strategy of research driven policy advocacy and outreach. Alternative policy outreach and advocacy techniques such as breakfast dialogues and civic education clinics have been extensively copied by many actors in civil society, academia and the private

sector. Many other NGOs have borrowed the strategy of publishing their work hence helping create a body of knowledge that is oriented towards policy advocacy. Achieving the vision and mission set out in this Strategic Plan will require a robust and flexible strategy that allows learning, adjustment and adaptation. The elements of this strategy are outline below.

## **INSTITUTIONAL GROWTH AND COMMUNICATION STRATEGY**

Building on the current institutional foundation, ACODE will grow into a robust, dynamic and efficient public policy research and advocacy think tank within the next 10 years. Progress in institutional strengths will be determined by the quality of the governance structures of the organization. A strategic approach to institutional strengthening will be pursued focusing on institutional governance, building the ICT infrastructure, strategic financial resource mobilization and investment, and transparent and competitive staff recruitment practices.

As a professional organization, ACODE will focus on ensuring that its core governance structures: the Board of Trustees and the Strategic Management Team are fully functioning and meet as regularly as appropriate. In particular, the two annual Board meetings mandated by the Board will be ensured while the existing ICT infrastructure will be harnessed to increase Board oversight over management. In order to ensure institutional independence in a potentially constrained operational environment, ACODE will pursue accreditation to the East African Community and consider obtaining registration in at least 2 other countries of the East Africa Community.

ACODE will adopt a communication strategy encompassing programmatic outputs, outcomes, impacts and institutional achievements. Structured partnerships with the media and use of ICT tools will be the key elements of ACODE's communication strategy. Annex 2 sets out specific and time-bound institutional growth benchmarks.

## **HUMAN RESOURCES STRATEGY**

The basic foundation of ACODE's human resources strategy is to develop the capacity to attract and retain the best of talent in policy research and analysis, policy outreach and advocacy, administration and financial management. The core elements of this strategy will include: establishing a highly competitive working environment that enhances individual creativity, professional collegiality and intellectual rigor; providing opportunities for career enhancement and professional growth; and merit-based and output-based remuneration packages for staff.

Over the next 10 years, ACODE will develop a Core Research Team (CRT) as the foundation for the organization's research programmes and institutional governance. The CRT will be comprised of a unique blend of multi-disciplinary professionals who can provide a broad spectrum of policy ideas and technical advice to governments and communities. During the first five years of this Programme of Work, the CRT will grow from the current 6 to 8 staff, all trained at not less than Masters Degree level. The administration and accounts Staff will be retrained to enable them improve performance in financial management, accounting and reporting, fundraising and investment. ACODE will progressively

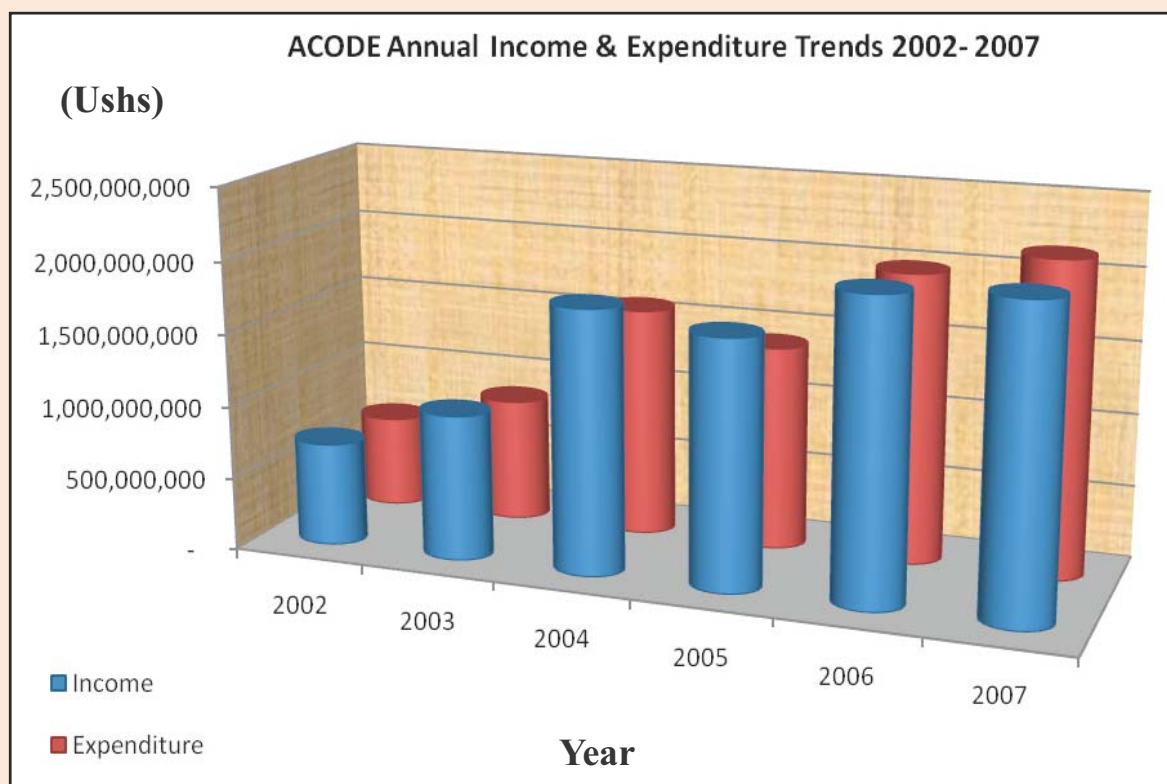
shift from position to productivity and output-based remuneration and recognition. Transparent and predictable criteria for measuring productivity and outputs will be adopted to achieve this strategic shift.

Staff recruitment and retention programmes will emphasize the need to attract the relevant talent in public policy research, policy outreach and advocacy, regularly adopting the latest human productivity-boosting techniques. The ultimate aim is to turn ACODE into a research and knowledge generation giant especially in applied policy research and development policy advocacy. ACODE will become an organization where staff are equipped with skills to redefine the possible in helping policy makers and communities solve complex public policy problems. The organization will aim to be highly competitive in attracting the best talent in research and advocacy by redefining the organization's Employment Value Proposition (EVP)

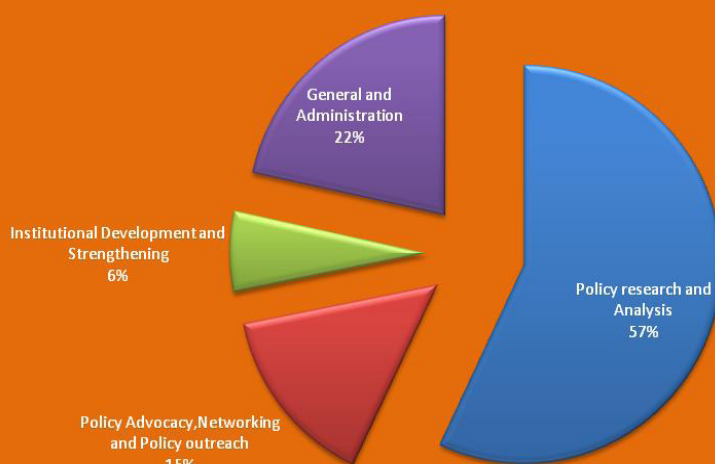
with particular emphasis on creating a congenial culture, skills development opportunities, programmes that boost the long-term employability of individual staff and internationally competitive staff remuneration packages. Internally, staff positions will be reorganized to allow vertical and horizontal staff mobility.

## FINANCIAL RESOURCES MOBILIZATION STRATEGY AND FINANCIAL SUSTAINABILITY

The attainment of the vision and mission of ACODE articulated in this strategic plan will be dependent on how successful ACODE is in securing long-term predictable core funding. Accessing predictable core financial support will enable ACODE to engage in long-term planning and establishing problem driven



Comparative Analysis of ACODE Projected Core Budget Investments by Cost Centres in the Medium-Term (2009-2013)



research priorities while building research programmes that respond to the needs of policy makers and communities at the local, national and regional level. Consequently, this Programme of Work will be used as a resource mobilization instrument with the aim of generating financial and material resources that increase ACODE's operational flexibility, institutional autonomy and intellectual freedom for ACODE research staff.

Over the last 10 years, ACODE has been fairly successful in mobilizing financial resources from a variety of donors. This has enabled the organization to implement one of the most robust research agendas and policy outreach programmes by measure of other peer organizations.

Based on the experience of the last 10 years and the scope of the programme set out in Annex 1, it is projected that ACODE will require at least US\$ 6,144,262 in core programmatic and institutional support over the next five years. As shown in the figure, 57% of these funds will be

invested in core research activities while 15% will be invested in policy outreach and advocacy, and networking activities. At least 22% will constitute the core general and administration costs while another 6% will be invested in a

set of activities to further strengthen the institutional capacity of ACODE.

The strategy to mobilize adequate financial resources to execute the programme of work set out in this Strategic Plan will have the following elements.

- Establishing long-term and diverse relationships with Uganda-based bilateral donors;
- Ensuring an appropriate balance between bilateral funding and foundation funding;
- Developing a strategy for and establishing an endowment; and
- Developing a strategy for individual donations and online giving.

Consistent with these elements, ACODE will ensure a prudent and transparent accounting system. Fiscal responsibility and accountability will be the cornerstone of ACODE's financial management and accounting systems.

## **CAPACITY BUILDING STRATEGY AND PARTNERS**

In the SWOT analysis discussed earlier, we showed that one of ACODE's challenges is to identify, attract and retain the best of talent in public policy research and advocacy. Increasing the impact of ACODE's work also requires partnership with like-minded and credible organization within and beyond the geopolitical boundaries of ACODE's core programming. Consequently, ACODE will invest in building the capacity of its staff through targeted training, fellowships and mentoring programmes.

In the past, ACODE has pursued a strategy of building the capacity of partner organizations by facilitating strategy development and incubation. The Africa Institute for Energy Governance (AFIEGO) and the South West Institute for Policy and Advocacy (SOWIPA) have all been pursued as incubation programmes to support the growth of a vibrant civil society sector. ACODE will therefore deliberately design and execute programmes that benefit these and other partner organizations as part of our contribution to strengthening the civil society movement in the sub-region. Strategic partnerships with other policy think tanks, NGOs, professional bodies and other CSOs will continue to be established based on shared research and advocacy agendas.

## **MONITORING AND EVALUATION STRATEGY**

Monitoring and Evaluation (M & E) processes and tools help organizations and businesses improve institutional performance, programme effectiveness and staff productivity. This is why M & E should be an integral part of any programme implementation strategy. However, while there are standard tools for evaluating different types of institutions, programmes and projects, and especially those engaged in direct service delivery, the application of those tools to policy research and advocacy institutions is not often automatic. In policy oriented institutions, questions arise over the nature of outputs, ownership of impacts or even the timeframe within which impacts should be monitored or evaluated. Indeed, impacts of policy research and advocacy projects may be realized many years after the individual projects have ended or even when the institutions or programmes being evaluated have wound up. In the case of ACODE, previous efforts at monitoring and evaluation have been less systematic and often are project driven.

Over the duration of this Work Programme, M & E will be undertaken as a strategic and integral component of programmatic and institutional strategy. As a strategic component, M&E will focus on institutional level organizational performance linking institutional processes and resources to programme scope, delivery and effectiveness. As an integral component, M & E will be undertaken for all projects on an annual basis.

**Overall performance of ACODE will be measured focussing on the following parameters:**

- **Research and advocacy outputs:** This parameter covers tangible research and outreach outputs such as the number of research papers, briefing papers, policy memos, media appearances, web hits, citations in policy reports and popular publications as well as the various forms of policy meetings organized.
- **Utilization of ACODE research outputs:** This parameter covers evidence of use of ACODE research products by policy makers, politicians, media, academia, civil society organizations, communities and others.
- **Institutional growth benchmarks achieved:** This parameter covers evidence of actions to strengthen the institutional capacity of ACODE. Actions to be monitored may include the existence and quality of governance instruments, quality of office infrastructure, ICT infrastructure, staff retention capacity and quality of research personnel.
- **Resource mobilization and partnerships:** This parameter covers monitoring of progress in key resource mobilization indicators such as annual fundraising targets, quality of staff employed and the quality of partnerships with like-minded institutions and potential beneficiaries.

As a policy oriented organization, M & E at ACODE will be undertaken at 3 levels:

***Evaluation of Staff Performance and Productivity:*** This will be the micro-level evaluation focusing on individual ACODE staff. At this level, M & E will focus on the performance and productivity of individual staff. While informal staff evaluations have taken place over time, this will be made more systematic in terms of periodicity, feedback and action. In addition to annual staff performance agreements, standard staff performance and productivity evaluation criteria will be developed and used in conducting M & E at this level.

***Evaluation of Tangible Outputs:***

Monitoring and Evaluation at this level will focus on determining the level of success in delivering on specific tangible project outputs under individual projects. The process seeks to ascertain the tangible products that have been completed either as part of the contractual obligations under specific project grants or as part of the ordinary course of ACODE's business as a policy research and advocacy think tank. While specific projects may require external evaluations, all other projects will be evaluated annually through an internal M & E process. Some of the tools to be used in this case include internal project reports, back-to-office reports, memoranda, workshop reports, media reports and official correspondences.

***Evaluation of Impacts:*** Monitoring and Evaluation of intangible outputs is the stage at which the overall impact of ACODE is being evaluated. At this level, M & E will focus on assessing policy outcomes, influence on specific policy processes and impacts on the target audience. While such M & E may be undertaken as an internal process, two external evaluations will be

while building close relationships with its funding partners.

As a policy think tank, one of the core resources of ACODE is the quality of its human resources. In this regard, the sustainability of ACODE ought to be measured on the ability of the organization to attract and retain the best of talent in human resources. This will be achieved through creating a conducive working environment, competitive recruitment and remuneration of staff, and providing opportunities for continuous training and professional growth.

In the medium and long-term, ACODE will increase and secure the independence of its programming by achieving financial autonomy. While this is a major challenge for many non-profit organizations, ACODE seeks to achieve financial independence through the development of an endowment fund and prudent investment of internally generated non-restricted funds.

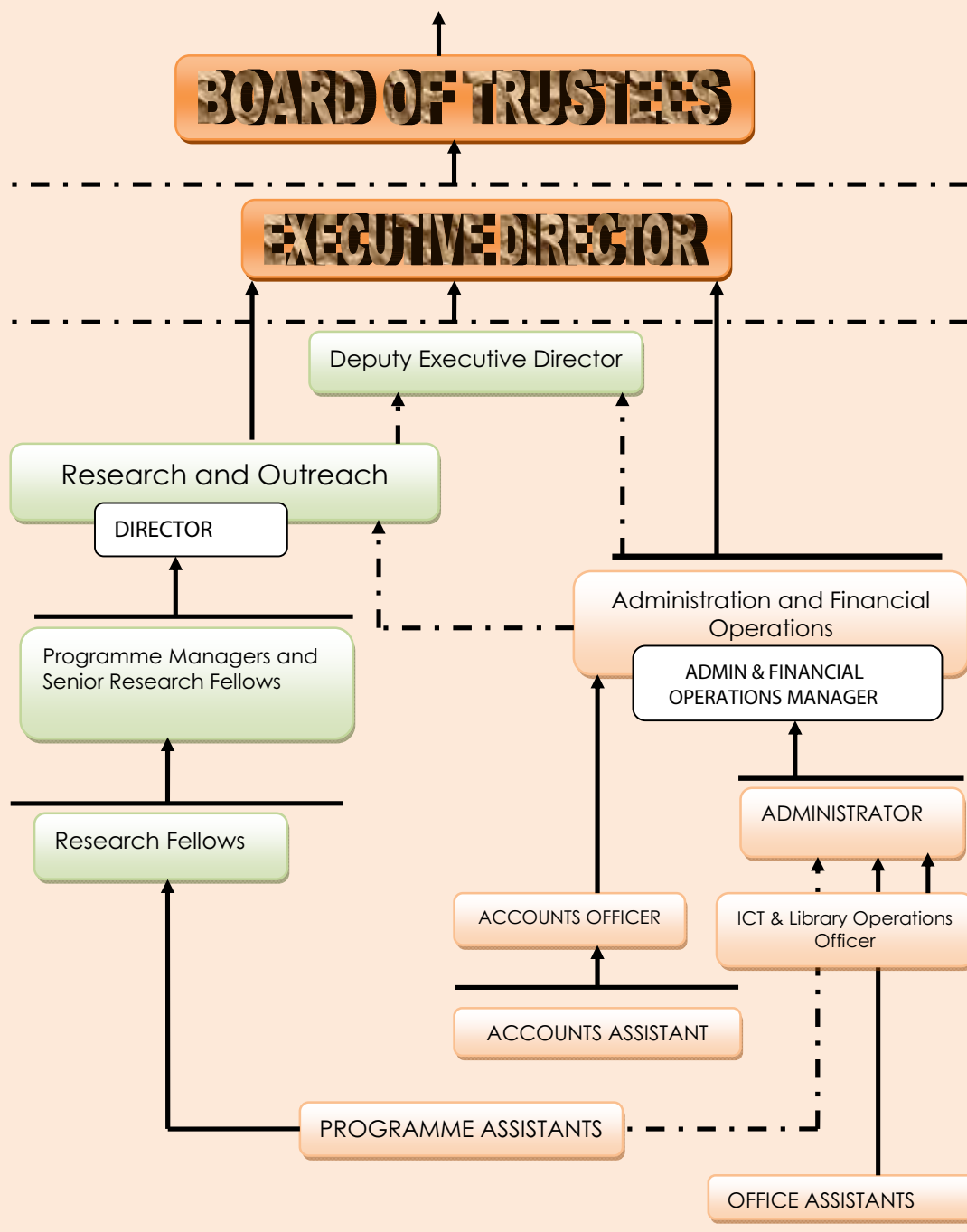
conducted over the course of this Work Programme. The external evaluations will be undertaken by independent experts based on Terms of Reference approved by the ACODE Board of Trustees.

## INSTITUTIONAL SUSTAINABILITY

One of the major issues that have plagued not-for-profit organizations is the issue of institutional sustainability. Quite often, institutional sustainability is often seen as a question about financial resources sustainability. In this context, sustainability is measured against an organization's ability to win itself from donor funding. The institutional sustainability of ACODE will be pursued and measured along three dimensions: ability to mobilize funding from a diversity of donors; ability to attract and retain the best of human talent in research and administration; and financial autonomy.

ACODE's ability to mobilize adequate financial resources from a diversity of donors is looked at in terms of winning confidence from financial donors through effective and efficient programme performance, fiscal responsibility, financial accountability and timely reporting. In addition, ACODE will work to promote and uphold its values.

# ACODE ORGANIZATIONAL STRUCTURE



## LOGFRAME AND MONITORING FRAMEWORK

| Mission, Vision and Objectives   | Core Activities  | Expected Outputs   | Indicators   | Means of Verification   |
|--|--|--|--|---|
| <b>Mission:</b> Making public policies work for people   |  |  |  |   |
| <b>Vision:</b> A premier public policy research and advocacy think tank working for social justice and good governance in Africa |  |  |  |   |
| <b>Objective 1:</b> To improve the quality and relevancy of public policy at all levels through policy research and advocacy     | 1) Undertake independent research on contemporary and emerging public policy issues that impact on rural livelihoods and governance;<br>2) Publish research in forms that are accessible to key audiences including policy makers and practitioners;<br>3) Disseminate research results to key target audiences including policy makers and practitioners. | <ul style="list-style-type: none"> <li>At least 6 high quality policy papers produced by ACODE core research team annually;</li> <li>At least 6 high quality research papers published annually;</li> <li>At least 6 high quality research papers disseminated through various media annually;</li> <li>At least 2 papers by ACODE core research team published in peer reviewed publications annually;</li> </ul>   | <ul style="list-style-type: none"> <li># of research papers published;</li> <li># of people receiving ACODE research papers;</li> <li># of papers by ACODE core research team published in peer reviewed publications;</li> <li># of news paper articles and opinions by ACODE core research staff published in print media;</li> </ul>  | <ul style="list-style-type: none"> <li>ACODE Policy Research Paper Series;</li> <li>Government documents referencing ACODE policy papers;</li> <li>Journals, books and other publications;</li> <li>Print and online media.</li> <li>ACODE Policy Briefing Paper Series;</li> <li>ACODE Library of Law and Public Policy.</li> </ul>                  |
| <b>Objective 2:</b> To promote the utilization of independent policy ideas by governments through policy advocacy and outreach   | 1) Convene policy outreach events including policy dialogues, workshops and policy advocacy platforms.<br>2) Prepare policy memos, petitions, opinion letters and other info-sheets.<br>3) Conduct civic education campaigns on issues of governance, environment and other policy areas.  | <ul style="list-style-type: none"> <li>At least 1 regional high level policy dialogue organized for policy makers, legislators and policy practitioners;</li> <li>At least 2 national high level policy dialogues convened on priority public policy issues annually;</li> <li>At least 2 regional policy forums organized in different regions of Uganda annually;</li> <li>At least 2 breakfast dialogues organized for targeted policy audiences annually;</li> <li>At least ACODE research results are disseminated in leading print and electronic media 3 times annually.</li> </ul> | <ul style="list-style-type: none"> <li># of policy makers referencing ACODE's work in speeches and official communications;</li> <li>Frequency with which ACODE publications are cited in official government reports;</li> <li># of petitions, opinion letters and policy briefings prepared by ACODE staff and submitted to policy makers;</li> <li>Dialogue reports, minutes of meetings with policy makers and back-to-office reports from policy meetings;</li> </ul> | <ul style="list-style-type: none"> <li>Official reports of governments and regional bodies;</li> <li>Invitations to ACODE policy committees of governments and regional bodies;</li> <li>Invitations to policy meetings of governments and regional bodies;</li> <li>ACODE Public Policy Dialogue Series and unpublished workshop reports.</li> </ul> |

**Objective 3 :** To empower citizens to demand for accountability in policy and decision making through legal advisory services and strategic and impact litigation.

- 1) Undertake local, national or regional campaigns with potential for impact on policy or livelihoods of disadvantaged or minority communities.
- 2) Build networks of citizens' advocacy organizations at different levels.
- 3) Undertake public interest and impact litigation on selected legal issues.
- 4) Provide legal support to minority and disadvantaged communities.

- ACODE leads or takes part in at least 2 major advocacy campaigns annually;
- Legal assistance and advisory services provided to at least 2 communities by ACODE staff annually;
- At least one local NGO or CBO supported to engage in advocacy on local community issues annually.
- # of advocacy campaigns in which ACODE is a leader or actively involved;
- # of local communities assisted by ACODE;
- # of citizens' petitions, opinion letters and briefing papers prepared on behalf of vulnerable communities;
- # of public interest litigation cases pursued by ACODE as litigant or active player;
- ACODE Library of Law and Public Policy files;
- Court registries;
- Parliamentary Hansards;
- Testimonies by partners and local communities.

**Objective 4 :** To strengthen the institutional capacity of ACODE as a premier public policy research and advocacy think tank through appropriate investments in research infrastructure and human resources development.

- Undertake a Strategic Organizational Development (SODA) Assessment;
- Develop a concept and financial resources mobilization strategy for acquisition and development of ACODE offices;
- Complete acquisition of ACODE office premises;
- Invite Board Members from Rwanda and Burundi to be on the Board;
- Develop comprehensive indicators to monitor the impact of ACODE's work on public policy;
- Develop job descriptions, performance indicators and core staff recruitment and retention strategy;
- Mobilize core institutional and programme funding for this programme of work;
- Develop a strategy for establishing an endowment for ACODE.
- At least a SODA undertaken and completed by year 2 of this strategic plan;
- A concept note detailing a strategy and justification for acquisition of ACODE office premises completed by end of year 1;
- At least office design and costing completed by end of year 2;
- At least phase I of ACODE office premises completed by year 5;
- At least phase II of ACODE office premises completed by year 8;
- At least two potential Board Members from Rwanda and Burundi are identified and invited to join the Board by the end of year 3; one from each country;
- At least comprehensive monitoring indicators developed by end of year 2;
- At least core funding commitments secured from 2 donors by end of year 2;
- An endowment strategy developed and approved by the Board by the end of year 4.
- Strategic Organizational Development Assessment approved by the Board;
- Office acquisition strategy and design approved by the Board;
- Office premises acquired by ACODE;
- Monitoring indicators developed and used in monitoring;
- A completed endowment strategy.
- Minutes of Board meetings and correspondences between the Board and the Secretariat;
- Land titles, property and asset inventories;
- Biannual monitoring reports.

## ANNEX II

### MEDIUM AND LONG-TERM INSTITUTIONAL AND PROGRAMMATIC GROWTH BENCHMARKS

| Strategic Growth Benchmarks   | Short-Term Targets<br>(1-3 Years)  | Medium-Term Targets<br>(3-5 Years)  | Long-Term Targets<br>(5-10 Years)  | Responsible<br>Centre | Support<br>Centre |
|---|--|---|--|-----------------------|-------------------|
| <b>1. Institutional Growth Benchmarks</b>   |  |   |  |                       |                   |
| 1.1. Undertake a Strategic Organizational Development (SODA) Assessment   | Strategic Organizational Development Assessment (SODA) undertaken  | Recommendations from the SODA implemented   | Recommendations from the SODA implemented  | Board                 | Secretariat       |
| 1.2. Increase country diversity of Board membership by inviting potential members from Rwanda and Burundi               | Identify and invite a Board Member from Rwanda   | Identify and invite a Board Member from Burundi   |  | Board                 | Secretariat       |
| 1.3. Acquire appropriate office premises and ICT infrastructure   | Develop a concept and financial resources mobilization strategy for acquisition and development of ACODE office infrastructure | Acquisition and development of ACODE infrastructure (phase I)                                     | Acquisition and development of ACODE infrastructure (phase II)                                       | Secretariat           | Board             |
| 1.4. Increase ACODE's institutional visibility in the sub-region  | Secure registration in 2 additional countries of the East African Community  | Pursue and secure accreditation with the East African Community                                   |  | Secretariat           | Board             |
| 1.5. Increase competitive recruitment of ACODE staff  | Develop job descriptions and secure Board approval for all core research and administrative positions                          | At least 30-50% of core research and administrative staff recruited through a competitive process | At least 100% of all core research and administrative staff recruited through a competitive process. | Secretariat           | Board             |
| 1.6. Revise and update ACODE Governance Instruments   | Financial and Personnel Policies revised and updated   | Board Guidelines revised and updated  |  | Secretariat           | Board             |
| <b>2. programmatic Growth Benchmarks</b>  |  |   |  |                       |                   |
| 2.1. Increase the utilization of ACODE policy research work by policy makers at the local, national and regional level. | Develop comprehensive monitoring indicators and undertake monitoring every after 2 Years.                                      | Monitor impacts of ACODE's work on development policy   | Monitor impacts of ACODE's work on development policy  | Secretariat           | Board             |

|   |   |   |  |                    |                       |
|---|---|---|--|--------------------|-----------------------|
| 2.2. Increase the number and quality of in-house research staff   | Recruit and retain at least a minimum of 5 core staff with Masters Degree level education | Recruit and retain a minimum of 3 core staff with PhD level training and a minimum of 3 core staff with a minimum of Masters Degree level training. | Recruit and retain a minimum of 4 core staff with PhD level training and a minimum of 4 core staff with a minimum of Masters Degree level training   | Board              | Secretariat           |
| 2.3. Establish an independent peer review process for ACODE Policy Research Series and constitute a peer review panel | Constitute and operationalize peer review panel   | At least 5 ACODE staff publishing in peer reviewed publications annually  | At least all ACODE core staff publishing in peer reviewed publications   | Executive Director | Secretariat           |
| <b>3. Financial Resources Mobilization Benchmarks</b>   |   |   |  |                    |                       |
| 3.1. Mobilize and secure core institutional and programmatic funding  | Secure commitment from at least 3 ACODE donors to provide core funding support            | Secure 100% core funding including diversity in the sources of funding  | ACODE core programme and institutional funding provided on long-term basis from a diversity of sources including bilateral donors, foundation donors, endowment income and individual giving | Executive Director | Board and Secretariat |
| 3.2. Develop a strategy for establishing an endowment for ACODE   | Secure Board approval and donor buy-in for an endowment                                   | Establish endowment for ACODE   | Achieve at least 30% contribution from the endowment to core funding and project financing   |                    |                       |

**ANNEX 111**  
**MEDIUM-TERM CORE INSTITUTIONAL AND PROGRAMMATIC BUDGET**  
**PROJECTIONS 2009 - 2013 (Uganda Shillings)**

| <b>ACODE 10 YEAR STRATEGIC PLAN AND PROGRAMME OF WORK 2009-2018</b>                          |                         |                         |                         |                         |                         |                       |
|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-----------------------|
| <b>MEDIUM TERM CORE PROGRAMMATIC AND INSTITUTIONAL BUDGET (2009-2013) (Uganda Shillings)</b> |                         |                         |                         |                         |                         |                       |
| <b>1. Policy Research and Analysis</b>   | <b>Base Year 1 2009</b> | <b>Base Year 2 2010</b> | <b>Base Year 3 2011</b> | <b>Base Year 4 2012</b> | <b>Base Year 5 2013</b> | <b>Totals</b>         |
| Core Research Costs (Personnel)  | 391,827,696             | 594,700,621             | 624,435,652             | 655,657,435             | 688,440,307             | 2,955,061,711         |
| Research Staff Statutory Deductions and Benefits   | 119,334,555             | 125,301,283             | 131,566,347             | 138,144,664             | 145,051,897             | 659,398,746           |
| Special Projects   | 360,000,000             | -                       | 386,100,000             | -                       | 424,710,000             | 1,170,810,000         |
| Counterpart Research Costs (Contract Research)   | 150,000,000             | 157,500,000             | 165,375,000             | 173,643,750             | 182,325,938             | 828,844,688           |
| Core Research Costs (Fieldwork, Publication and Dissemination)                               | 352,000,000             | 358,600,000             | 145,530,000             | 152,806,500             | 160,446,825             | 1,169,383,325         |
|  | 1,373,162,251           | 1,236,101,904           | 1,453,006,999           | 1,120,252,349           | 1,600,974,967           | <b>6,783,498,470</b>  |
| <b>2. Advocacy, Outreach and Networking</b>  | 266,000,000             | 279,300,000             | 293,265,000             | 307,928,250             | 323,324,663             | <b>1,469,817,913</b>  |
| <b>3. Institutional Strengthening</b>  | 114,000,000             | 199,200,000             | 114,660,000             | 120,393,000             | 126,412,650             | <b>674,665,650</b>    |
| <b>4. General and Administration</b>   |                         |                         |                         |                         |                         |                       |
| Admin. Staff Salaries  | 214,080,000             | 224,784,000             | 236,023,200             | 247,824,360             | 260,215,578             | 1,182,927,138         |
| Admin. Staff Statutory Deductions & Benefits   | 47,097,600              | 49,452,480              | 51,925,104              | 54,521,359              | 57,247,427              | 260,243,970           |
| Administration Overheads   | 114,100,000             | 119,805,000             | 125,795,250             | 132,085,013             | 138,689,263             | 630,474,526           |
|  | 375,277,600             | 394,041,480             | 413,743,554             | 434,430,732             | 456,152,268             | <b>2,073,645,634</b>  |
|  | <b>Grand Total</b>      |                         |                         |                         |                         | <b>11,001,627,667</b> |

| <b>Summary at Cost Centre Level</b>  |                      |                      |                      |                      |                      |                       |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| 1. Policy Research and Analysis      | 1,373,162,251        | 1,236,101,904        | 1,453,006,999        | 1,120,252,349        | 1,600,974,967        | 6,783,498,470         |
| 2. Advocacy, Outreach and Networking | 266,000,000          | 279,300,000          | 293,265,000          | 307,928,250          | 323,324,663          | 1,469,817,913         |
| 3. Institutional Strengthening       | 114,000,000          | 199,200,000          | 114,660,000          | 120,393,000          | 126,412,650          | 674,665,650           |
| 4. General and Administration        | 375,277,600          | 394,041,480          | 413,743,554          | 434,430,732          | 456,152,268          | 2,073,645,634         |
| <b>Grand Total</b>                   | <b>2,128,439,851</b> | <b>2,108,643,384</b> | <b>2,274,675,553</b> | <b>1,983,004,331</b> | <b>2,506,864,548</b> | <b>11,001,627,667</b> |

**ANNEX 1V**  
**MEDIUM - TERM CORE INSTITUTIONAL AND PROGRAMMATIC BUDGET**  
**PROJECTIONS 2009 - 2013 (US DOLLARS)**

| <b>ACODE 10 YEAR STRATEGIC PLAN AND PROGRAMME OF WORK 2009-2018</b>                      |                         |                         |                         |                         |                         |                  |
|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|------------------|
| <b>MEDIUM - TERM CORE PROGRAMMATIC AND INSTITUTIONAL BUDGET (2009-2013) (US Dollars)</b> |                         |                         |                         |                         |                         |                  |
| <b>1. Policy Research and Analysis</b>   | <b>Base Year 1 2009</b> | <b>Base Year 2 2010</b> | <b>Base Year 3 2011</b> | <b>Base Year 4 2012</b> | <b>Base Year 5 2013</b> | <b>Totals</b>    |
|  | <b>USD</b>              | <b>USD</b>              | <b>USD</b>              | <b>USD</b>              | <b>USD</b>              | <b>USD</b>       |
| Core Research Costs (Personnel)  | 244,892                 | 371,688                 | 390,272                 | 409,786                 | 430,275                 | 1,846,913        |
| Core Research Costs (Personnel Benefits)   | 74,584                  | 78,313                  | 82,229                  | 86,340                  | 90,657                  | 412,123          |
| Core Research Costs (Contract Research)  | 93,750                  | 98,438                  | 103,359                 | 108,527                 | 113,954                 | 518,028          |
| Core Research Costs (Fieldwork, Publication and Dissemination)                           | 220,000                 | 224,125                 | 90,956                  | 95,504                  | 100,279                 | 730,864          |
|  | 633,226                 | 772,564                 | 666,816                 | 700,157                 | 735,165                 | <b>3,507,928</b> |
| <b>2. Advocacy, Outreach and Networking</b>  | 166,250                 | 174,563                 | 183,291                 | 192,455                 | 202,078                 | <b>918,637</b>   |
| <b>3. Institutional Strengthening</b>  | 71,250                  | 124,500                 | 71,663                  | 75,246                  | 79,008                  | <b>421,667</b>   |
| <b>4. General and Administration</b>   |                         |                         |                         |                         |                         |                  |
| Admin. Staff Salaries  | 133,800                 | 140,490                 | 147,515                 | 154,890                 | 162,635                 | 739,330          |
| Admin. Staff (Personnel Benefits)  | 29,436                  | 30,908                  | 32,453                  | 34,076                  | 35,780                  | 162,653          |
| Administration Overheads   | 71,313                  | 74,878                  | 78,622                  | 82,553                  | 86,681                  | 394,047          |
|  | 234,549                 | 246,276                 | 258,590                 | 271,519                 | 285,096                 | <b>1,296,030</b> |
|  |                         |                         |                         |                         | <b>Grand Total</b>      | <b>6,144,262</b> |

| <b>Summary at Cost Centre Level</b>  |                  |                  |                  |                  |                  |                  |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 1. Policy Research and Analysis      | 633,226          | 772,564          | 666,816          | 700,157          | 735,165          | 3,507,928        |
| 2. Advocacy, Outreach and Networking | 166,250          | 174,563          | 183,291          | 192,455          | 202,078          | 918,637          |
| 3. Institutional Strengthening       | 71,250           | 124,500          | 71,663           | 75,246           | 79,008           | 421,667          |
| 4. General and Administration        | 234,549          | 246,276          | 258,590          | 271,519          | 285,096          | 1,296,030        |
| <b>Grand Total</b>                   | <b>1,105,275</b> | <b>1,317,903</b> | <b>1,180,360</b> | <b>1,239,377</b> | <b>1,301,347</b> | <b>6,144,262</b> |

**ANNEX V**  
**LONG - TERM CORE INSTITUTIONAL AND PROGRAMMATIC BUDGET**  
**PROJECTIONS 2014 - 2018 (UGANDA SHILLINGS)**

| <b>ACODE 10 YEAR STRATEGIC PLAN AND PROGRAMME OF WORK 2009-2018</b>                        |                        |                        |                        |                        |                         |                       |
|--|------------------------|------------------------|------------------------|------------------------|-------------------------|-----------------------|
| <b>LONG - TERM CORE PROGRAMMATIC AND INSTITUTIONAL BUDGET 2014-2018 (UGANDA SHILLINGS)</b> |                        |                        |                        |                        |                         |                       |
| <b>1. Policy Research and Analysis</b>   | <b>Year 6<br/>2014</b> | <b>Year 7<br/>2015</b> | <b>Year 8<br/>2016</b> | <b>Year 9<br/>2017</b> | <b>Year 10<br/>2018</b> | <b>Totals</b>         |
| Core Research Costs (Personnel)  | 757,284,337            | 833,012,771            | 916,314,048            | 1,007,945,453          | 1,108,739,998           | 4,623,296,607         |
| Core Research Costs (Personnel Benefits)   | 159,557,087            | 175,512,796            | 193,064,075            | 212,370,483            | 233,607,531             | 974,111,972           |
| Special Projects   | -                      | 467,181,000            | -                      | 513,899,100            | -                       | 981,080,100           |
| Core Research Costs (Contract Research)  | 191,442,234            | 210,586,458            | 231,645,104            | 254,809,614            | 280,290,575             | 1,168,773,985         |
| Core Research Costs (Fieldwork, Publication and Dissemination)                             | 176,491,508            | 194,140,658            | 213,554,724            | 234,910,196            | 258,401,216             | 1,077,498,302         |
|  | 1,284,775,166          | 1,880,433,683          | 1,554,577,951          | 2,223,934,846          | 1,881,039,320           | 8,824,760,966         |
| <b>2. Advocacy, Outreach and Networking</b>  | 355,657,129            | 391,222,842            | 430,345,126            | 473,379,638            | 520,717,602             | <b>2,171,322,337</b>  |
| <b>3. Institutional Strengthening</b>  | 139,053,915            | 152,959,307            | 168,255,237            | 185,080,761            | 203,588,837             | <b>848,938,057</b>    |
| <b>4. General and Administration</b>   |                        |                        |                        |                        |                         |                       |
| Admin. Staff Salaries  | 286,237,136            | 314,860,849            | 346,346,934            | 380,981,628            | 419,079,791             | 1,747,506,338         |
| Admin. Staff (Personnel Benefits)  | 62,972,170             | 69,269,387             | 76,196,326             | 83,815,958             | 92,197,554              | 384,451,395           |
| Administration Overheads   | 152,558,189            | 167,814,008            | 184,595,409            | 203,054,950            | 223,360,445             | 931,383,001           |
|  | 501,767,495            | 551,944,244            | 607,138,669            | 667,852,536            | 734,637,790             | <b>3,063,340,734</b>  |
|  |                        |                        |                        |                        | <b>Grand Total</b>      | <b>14,908,362,094</b> |

| <b>Summary at Cost Centre Level</b>  |                      |                      |                      |                      |                      |                       |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| 1. Policy Research and Analysis      | 1,284,775,166        | 1,880,433,683        | 1,554,577,951        | 2,223,934,846        | 1,881,039,320        | 8,824,760,966         |
| 2. Advocacy, Outreach and Networking | 355,657,129          | 391,222,842          | 430,345,126          | 473,379,638          | 520,717,602          | 2,171,322,337         |
| 3. Institutional Strengthening       | 139,053,915          | 152,959,307          | 168,255,237          | 185,080,761          | 203,588,837          | 848,938,057           |
| 4. General and Administration        | 501,767,495          | 551,944,244          | 607,138,669          | 667,852,536          | 734,637,790          | 3,063,340,734         |
| <b>Grand Total</b>                   | <b>2,281,253,705</b> | <b>2,976,560,076</b> | <b>2,760,316,983</b> | <b>3,550,247,781</b> | <b>3,339,983,549</b> | <b>14,908,362,094</b> |

**ANNEX VI**  
**LONG - TERM CORE INSTITUTIONAL AND PROGRAMMATIC BUDGET**  
**PROJECTIONS 2014 - 2018 (US DOLLARS)**

| <b>ACODE 10 YEAR STRATEGIC PLAN AND PROGRAMME OF WORK 2009-2018</b>                    |                        |                        |                        |                        |                         |                  |
|--|------------------------|------------------------|------------------------|------------------------|-------------------------|------------------|
| <b>LONG - TERM CORE PROGRAMMATIC AND INSTITUTIONAL BUDGET (2009-2018) (US Dollars)</b> |                        |                        |                        |                        |                         |                  |
| <b>1. Policy Research and Analysis</b>   | <b>Year 6<br/>2014</b> | <b>Year 7<br/>2015</b> | <b>Year 8<br/>2016</b> | <b>Year 9<br/>2017</b> | <b>Year 10<br/>2018</b> | <b>Totals</b>    |
|  | <b>USD</b>             | <b>USD</b>             | <b>USD</b>             | <b>USD</b>             | <b>USD</b>              | <b>USD</b>       |
| Core Research Costs (Personnel)  | 473,303                | 520,633                | 572,696                | 629,966                | 692,962                 | 2,889,560        |
| Core Research Costs Personnel Benefits   | 99,723                 | 109,695                | 120,665                | 132,732                | 146,005                 | 608,820          |
| Core Research Costs Contract Research  | 119,651                | 131,617                | 144,778                | 159,256                | 175,182                 | 730,484          |
| Core Research Costs Fieldwork, Publication and Dissemination                           | 110,307                | 121,338                | 133,472                | 146,819                | 161,501                 | 673,437          |
|  | 802,984                | 883,283                | 971,611                | 1,068,773              | 1,175,650               | <b>4,902,301</b> |
| <b>2. Advocacy, Outreach and Networking</b>  | 222,286                | 244,514                | 268,966                | 295,862                | 325,449                 | <b>1,357,077</b> |
| <b>3. Institutional Strengthening</b>  | 86,909                 | 95,600                 | 105,160                | 115,675                | 127,243                 | <b>530,587</b>   |
| <b>4. General and Administration</b>   |                        |                        |                        |                        |                         |                  |
| Admin. Staff Salaries  | 178,898                | 196,788                | 216,467                | 238,114                | 261,925                 | 1,092,192        |
| Admin. Staff Personnel Benefits  | 39,358                 | 43,293                 | 47,623                 | 52,385                 | 57,623                  | 240,282          |
| Administration Overheads   | 95,349                 | 104,884                | 115,372                | 126,909                | 139,600                 | 582,114          |
|  | 313,605                | 344,965                | 379,462                | 417,408                | 459,148                 | 1,914,588        |
|  |                        |                        |                        |                        | <b>Grand Total</b>      | <b>8,704,553</b> |

| <b>Summary at Cost Centre Level</b>  |                  |                  |                  |                  |                  |                  |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 1. Policy Research and Analysis      | 802,984          | 883,283          | 971,611          | 1,068,773        | 1,175,650        | 4,902,301        |
| 2. Advocacy, Outreach and Networking | 222,286          | 244,514          | 268,966          | 295,862          | 325,449          | 1,357,077        |
| 3. Institutional Strengthening       | 86,909           | 95,600           | 105,160          | 115,675          | 127,243          | 530,587          |
| 4. General and Administration        | 313,605          | 344,965          | 379,462          | 417,408          | 459,148          | 1,914,588        |
| <b>Grand Total</b>                   | <b>1,425,784</b> | <b>1,568,362</b> | <b>1,725,199</b> | <b>1,897,718</b> | <b>2,087,490</b> | <b>8,704,553</b> |

## ANNEX VII

| ACODE BOARD OF TRUSTEES AS AT JANUARY 1, 2008         |                               |   |                        |
|---|-------------------------------|---|------------------------|
| NAME & BOARD POSITION                                 | TITLE                         | ADDRESS   | COUNTRY OF CITIZENSHIP |
| <b>Prof. John Ntembirweki</b><br><br>Chair            | Vice Chancellor               | Uganda Pentecostal University<br>P.O. Box 297, Fortpotal, Uganda<br>John.ntembirweki@gmail.com<br>intambirweki@hotmail.com  | Uganda                 |
| <b>Mr. M. Mwesigwa</b><br><br>Treasurer               | Chief Finance Officer         | Housing Finance Bank Ltd<br>Investment House, Plot 25 Kampala Rd<br>P.O Box 1539, Kampala-Uganda.<br>Email: mjmedad@utlonline.co.ug<br>mmwesigwa@hfcultd.co.ug    | Uganda                 |
| <b>Prof. Ephraim Kamuntu</b><br><br>Member            | Minister of State for Finance | Ministry of Trade Tourism and Industry, P.O Box 7103, Kampala - Uganda.<br>Email: ekamuntu@parliament.go.ug<br>mkamuntu@mtti.go.ug                                | Uganda                 |
| <b>Prof. Dr. P.J Kabudi</b><br><br>Member             | Professor of Law              | University of Dar es Saalam Sheria Building, Mkwajuni Main Campus<br>P.O Box 35093<br>Dar es Saalam, Tanzania.<br>Email: pkabudi@twiga.com<br>pjkabudi@udsm.ac.tz | Tanzania               |
| <b>Prof. Dr. Patricia Kameri -Mbote</b><br><br>Member | Professor of Law              | Strathmore University<br>P.O.Box 59857 Nairobi, Kenya<br>Email: mbote@ielrc.org<br>pkamerimbote@yahoo.co.uk   | Kenya                  |
| <b>Dr. Josephine Odera</b><br><br>Member              | Regional Program Director     | UNIFEM, Rwanda<br>Regional Programme Director, C/o UNDP B. P. 445, Kigali, Rwanda.<br>Email: Josephine.oder@unifem.org  | Kenya                  |
| <b>Dr. Monica Muhoja</b><br><br>Member                | Associate Director,           | Dignity Alert & Research Forum Africa Programs<br>P.O. Box 65413, Dar es Salaam<br>Email: mhojam@hotmail.com  | Tanzania               |
| <b>Hon. Lydia Wanyoto</b><br><br>Member               | Member of Parliament,         | East African Legislative Assembly, AICC Complex, P.O Box 1096, Arusha, Tanzania.<br>Email: Imwanyoto@yahoo.co.uk  | Uganda                 |
| <b>Godber Tumushabe</b><br><br>Board Secretary        | Executive Director            | Advocates Coalition for Development and Environment (ACODE)<br>Plot 96, Kanjokya Street,<br>P.O. Box 29836<br>Kampala - Uganda<br>Email: g.tumushabe@acode-u.org  | Uganda                 |



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