# AFRICA LEADERSHIP INSTITUTE

# Strategic Plan
## 2023-2027

*"For Better Quality of Life in accountable and responsive Society"*

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Submitted by

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# LIST OF ACRONYMS

ADF          The Allied Democratic Force

AFLI         Africa Leadership Institute

ATIA         Access to Information Act

CIID         Criminal Intelligence and Investigative Directorate

CMCCs      Civil-Military Co-operation Centres

CMIC        Civil Military Cooperation Project

$CO_2$          Carbon dioxide

COVID-19   Coronavirus disease

CSOs         Civil Society Organisations

DBI          Dashboard Indicators

DPP          Directorate of Public Prosecutions

GoU          Government of Uganda

HILs         Higher Institutions of Higher Learning

HSM         Holy Spirit Movement

ICT          Information and Communications Technology

KPG          Karamoja Parliamentary Group

KPIs         Key Performance Indicators

LC V         Local Council V

LRA          Lord's Resistance Army

M&E          Monitoring and Evaluation

MEAL        M&E Adoption and Learning

MEMD      Ministry of Energy and Mineral Development

| | |
|---|---|
| MPs | Member of Parliament |
| NEMA | National Environment Management Authority |
| NGO | Non-Governmental Organization |
| OAG | Office of the Auditor General |
| PAPSCE | Parliamentary Performance Scorecard and Civic Engagement Project |
| PFAA | Public Finance and Accountability Act of 2003 |
| SDGs | Sustainable Development Goals |
| SWOT | Strengths, Weaknesses, Opportunities and Threats |
| TI | Transparency International |
| ToRs | Terms of References |
| UBOS | Uganda Bureau of Statistics |
| UMI | Uganda Management Institute |
| UNICEF | United Nations International Children's Emergency Fund |
| UPDA | Uganda People's Democratic Army |
| UPDF | Uganda People's Defence Force |
| UPE | Universal Primary Education |
| URSB | Uganda Services Registration Bureau |
| USD | United States Dollar |
| VHT | Village Health Teams |

# EXECUTIVE SUMMARY

Africa Leadership Institute (AFLI) was founded in 2003 with a vision of a stable and prosperous Africa, with active and happy people governed by responsive and accountable leadership. It was registered as a legal entity in 2004 with both, the Uganda Registrar of Companies (Uganda Services Registration Bureau URSB) and the NGO Board (National NGO Bureau) in the Ministry of Internal Affairs. It was established as a Pan African Public Policy Think Tank with Africa wide Mandate, that also implements socio-economic intervention programs that contribute to peoples' wellbeing, particularly among peripheral and cross boarder communities.

With its expanded mandate, AFLI intends to achieve its Vision by promoting strategic policy options and appropriate actions that inform decision-making, increase participation, knowledge and skills that will spur positive attitudes and practices among leaders and communities for improved well-being of people living in Uganda, its immediate neighbourhoods and Africa in general.

This five-year Strategic Plan will focus on creating an environment for the empowerment of communities to actively engage, take informed decisions and influence leadership and governance practices at all levels, in ways that contribute to improved service delivery, peaceful coexistence and improved livelihoods and wellbeing.

## STRATEGIC DIRECTION

Based on key issues identified in the situation analysis on leadership, governance, natural environment, socio-economic status and livelihoods that should be addressed; AFLI's strength that should be further developed, and the opportunities to be taken advantage of, the Strategic Direction of the AFLI shall be guided by the following key elements:

# VISION, MISSION, STRATEGIC OBJECTIVES AND STRATEGIC ACTIONS

## VISION

The Institute envisages a stable, democratic, and prosperous communities with active and happy people, governed by responsive and accountable leadership.

## MISSION

To achieve its vision, AFLI's mission is to empower communities and influence their leadership for a better quality of life.

## STRATEGIC OBJECTIVES

To realize the  mission, the following strategic objectives will be pursued:

1. 1.  To strengthen civic competence of communities to advocate for their rights and hold their leaders accountable for their performance

2. To strengthen leaders' capacities to be responsive and accountable to the demands and aspirations of communities

3. To build technical and entrepreneurial skills for jobs and wealth creation among the youth and women

4. To Support peace building and conflict transformation

5. To enhance capacity of communities and leaders to promote Transparency, Accountability, and Anti-Corruption in the monitoring, and delivery of  public services

6. To strengthen capacities for communities' inclusion in decision making and benefit sharing mechanisms in natural resources management and climate change adaptation

7. To increase organizational capacities of AFLI to cost-effectively deliver the objectives of this strategic plan

The objectives of the Strategic Plan were informed by a deeper reflection and analysis of the leadership and governance, as well as the socio-economic challenges facing Uganda in particular, the ring-states, and Africa in general. AFLI believes that with a responsive and accountable leadership, informed and active.

## RESOURCE REQUIREMENTS, IMPLEMENTATION, MONITORING AND EVALUATION

### Human Resources

The The Institute will implement programme activities in partnership with other institutes and organizations. Consultants will be sourced locally and internationally to implement other programmes which require ex- ternal expertise. Lessons learnt in implementation of past programmes show that there is need to increase staff motivation through training, visits to learn from similar institutions and increasing on staff pay and allowances. This will improve the quality of staff performance and sustenance of programmes and high quality of outputs.

The new Strateic Plan 2017-2022 will require the following human resources: The Board of Directors, Executive Director (Assisted by the officer in charge of Grants Management and Resource Mobilization and Coordinator Partnership Strengthening), Directors Finance and Administration, assisted by Accountant, Human Resources Manager and other junior officers; and Director Programmes assisted by Managers for: Data Processing and ICT Systems; Governance and Human Rights; Skilling and Entrepreneurship; Health Systems Strengthening and Social Services Delivery; Natural Resources; Peace Building; M&E Adoption and Learning (MEAL) Specialist; and Communication and Media Specialist. Under Managers are relevant junior officers. (See organizational structure in Annex 1:

### Funding Strategy

The Institute recognizes the urgent need to establish sustainable funding strategy. The strategy shall involve conducting research on development issues in Africa and beyond, transform these issues into programmes and engaging and convincing potential donors to consider funding. Another aspect of the funding strategy is go into partnership or consortium with other institutes or NGOs and develop joint programmes and submit to potential donors for funding. Such a strategy will not only put the Institute in a better position to finance the Strategic Plan, but also build its long-term sustainability as an organization that serves African countries, other institutes and organizations in Africa and beyond. This funding strategy is intended to specifically achieve the following: enhance the capacity of AFLI to secure increased funding from other sources including other donors, expand the financial resources base of AFLI and attain long-term sustainability of AFLI.

## Implementation Organization

The Logical Framework Matrix will assist in setting up activities, facilitate common understanding and better communication between managers and other persons involved in the implementation of the strategic plan. In addition, the Logical Framework will aid the monitoring and evaluation of projects. AFLI shall continually produce quarterly, annual, and end of project narrative and financial reports which will be used to assess the progress towards attainment of set targets for projects and the strategic plan. AFLI will devel op an appropriate operating picture for the implementation of the Strategic Plan. This will focus on the investment areas that are laid down in this Plan including administrative, operations and investment per spectives; definition of requirements; strategies for the stakeholder collaboration; projects management teams; developing activity timelines; and anticipated challenges in the implementation and risk mitigation plan. To ensure that this plan translates into concrete outcomes, AFLI has established an annual cycle of planning and budgeting. AFLI Finance Committee will always meet per quarter for this purpose. At every Finance Committee meeting, a narrative progress report will be presented.

## Risks and Assumptions

The implementation of the Plan must anticipate and manage potential risks which include cooperation of sister institutions and financial support by development partners/donors and limitation of donor funds by government. It is assumed partners and donors will provide financial resources for the implementation of this Plan and there will continue to be a cooperative attitude of all development partners and sister institutions and that government will not limit funding by development partners/donor. The major assumptions for the implementation of the Plan are critical and may negatively impact on the implemen tation of the Plan if risks are realized. They are political stability in African countries, availability of the planned resource envelope for each objective and qualified and experienced management, administrative and professional staff to carry out the implementation of planned activities

## Monitoring and Evaluation

For effective evaluation of the Strategic Plan, a Monitoring and Evaluation Framework will be developed. This will present an aggregate model of all the key components of the Strategic Plan, present Strategic Plan components clarify and expose the logic of how the Plan is expected to work, ensure that the sequence of events is plausible and is monitored, and that wider ranging objectives are not overlooked, clarify the relationships which underlie judgments about likely efficiency and effectiveness of the Strategic Plan, identify the main factors related to the success of the Strategic Plan. The monitoring framework

includes: the baseline position of the Strategic Plan, choice of metric for each, means of measuring the metric, interval for measurement, and means of benchmarking for each, and methods of adopting and scaling up the best practices.

The Monitoring and Evaluation will cover a number of areas in the implementation of the Strategic Plan including Relevance, Effectiveness, Efficiency, Impact and Sustainability of the Strategic initiatives and benefits. In addition to identifying key indicators of success for AFLI, performance-based metrics should be developed to enable regular reporting of progress against operational targets. The monitoring framework proposed in this document contains targets for a set of indicators that are expected to be achieved by 2027. The targets and performance metrics covers all the outcomes at different levels and linkages between them. AFLI members and donors will receive progress reports which are outputs of the monitoring and evaluation system. The performance metrics system will at least cover three levels, i.e. how well AFLI Secretariat performs its roles; the level of quality of implementation; and a few core success indicators: Monitoring the performance of key roles and direct contributions to implementation of the seven objectives.

To ensure effective and quality monitoring and evaluation, it is critical to set aside adequate financial and human resources at the planning stage. The required financial and human resources for monitoring and evaluation should be considered within the overall costs of delivering the agreed results and not as additional costs. Human resources are critical for effective monitoring and evaluation, even after securing adequate financial resources. For high-quality monitoring and evaluation, there should be dedicated staff time and skilled personnel

# 1. Introduction and Background:

The Africa Leadership Institute (AFLI) is a learning, research, and advocacy think tank that also implements socio-economic development initiatives for improved human wellbeing, particularly among peripheral and cross border communities. Founded in 2003 and registered as an NGO in 2004, AFLI programmes focus on addressing the gap in policy research leading to evidence based advocacy, informed decision making, design and implementation of appropriate project interventions aimed at improving livelihoods, food and environmental security, human rights, disaster risk reduction, strengthening community based information management system, community facility linkages and referral systems and contributing to better health outcomes. Its governance programmes focus on bridging the disconnect between leaders in positions of responsibility and the people they serve at household, community, local and national government levels.

From its founding in 2003 till 2017, the goals and aspirations of Africa Leadership Institute (AFLI) were executed on the basis of limited inclusive and broad based strategic planning. However, following its tremendous achievements over the years and its determination to systematically address its core objectives, AFLI developed its first participatory Strategic Plan covering the period 2018-2022 to guide its path to more success. Recently, AFLI expanded its mandate from addressing leadership and governance concerns, including nurturing young leaders in higher institutions of higher learning (HILs), to promoting peaceful community co-existence and cross border peace-building and conflict transformation, complementary livelihoods' and innovative socio-economic empowerment initiatives.

The development of the 2023-2027 Strategic Plan manifests a growing and better organised AFLI amidst socio-economic, socio-cultural, socio-political and environmental challenges facing Uganda, Great lakes and Horn of Africa sub-regions. The strategic plan also demonstrates that AFLI is an organisation that is determined to live to the expectations for which it was founded. This Strategic Plan therefore offers a unique opportunity for AFLI to position itself to tackle in the short and medium-term basis, issues of governance, leadership, as well as addressing issues of livelihoods, food and environmental security, human rights, peace building and conflict transformation, inclusive natural resource management for shared prosperity, climate change adaptation and mitigation.

The plan takes into account the rapidly changing governance, leadership and human rights environment; as well as economic and social wellbeing of Ugandans, as such, seeks to take into consideration the strengthening of AFLI's programme focus and AFLI as an institution to enable it grow in a manner to serve the needs of communities in general but specifically the youth and women, persons with disabilities and those in the peripheral and deprived communities within the framework of its vision of "a stable, prosperous communities with informed, active and happy people governed by responsive and accountable leadership".

## 1.4    Rationale of the Strategic Plan:

This is the most comprehensive strategic plan that AFLI has ever produced since its inception two decades ago. The strategic plan sets overall goals for AFLI's business for the next five years and provides a plan to achieve these goals. This plan will show where AFLI is going over the next five years and how it is going there..

## 1.5    Purpose of the Strategic Plan:

The purpose of this Strategic Plan is to articulate strategic priorities of AFLI and to determine the direction AFLI takes in the next five years; it describes what actions AFLI will take to respond to the leadership, governance, livelihoods and socio-economic wellbeing challenges that communities they govern face; natural environment issues experienced and to identify the resources required for AFLI to attain its planned goals and objectives to contribute to improved wellbeing.

## 1.6    AFLI Accomplishments

Since its founding in 2003, AFLI has made a lot of impact at local, sub national, national, regional and international levels through the use of regular parliamentary performance scorecards, facilitation of evidence-based civic engagements and public dialogues, generation of policy briefs on topical issues, design of teaching modules and shaping the graduates research agendas for post graduates courses on governance, public policy, and management of public affairs to promote good governance; strengthening advocacy on increasing protection and fulfilment of human rights and gender equality; increased participation of indigenous pastoral communities in the management of mineral resources and equitable benefits

sharing mechanisms in mineral extractive industry in Karamoja; and facilitating peace building processes particularly aimed at transforming resource and identity based conflicts affecting pastoralists' areas and cross-border communities into spaces for peace and development.

**In light of the above, the following are the impacts of AFLI in the past ten (10) years:**

## Project 1: Ateker (Zone 3) Cross Border Leadership Initiative for Peace, Security & Development in Uganda, Kenya, Sudan & Ethiopia:

The project was linked to the 'Ateker' people who are the Itung'a speaking group of Nilotes (formerly referred to as Nilo-Hamites) whose cradle is historically traced in the Egyptian Nile valley and to a land between the two rivers of the Blue Nile and White Nile of present-day Sudan. They currently inhabit the borderland areas (the most conflict-prone zone-3) straddling across four countries of Kenya, Uganda, Sudan and Ethiopia) in the Eastern and Horn of Africa region. On the whole, the region experiences recurrent widespread cattle rustling, lawlessness, criminality, banditry and generalized insecurity.

The objective of the AFLI project implemented under the auspices of the United Nations-International Conference on the Great Lakes region (ICGLR), in collaboration with the ministries of foreign affairs of Uganda, Kenya, South Sudan and Ethiopia, was to contribute to the formulation of a comprehensive and practical framework for collaboration and promotion of lasting peace, human security and socio-economic development among the Ateker communities and their immediate neighbours. The Project was funded under the EU Instrument for stability (IFS). Through the intervention, AFLI succeeded in promoting a common understanding of the historical roots and identity of Ateker people in the four countries in order to reduce violence and attain peace, security and development. The Ateker people (armed pastoralists) with their local governments and grazing community networks were able to establish a collaboration framework called "tobongu' lore"- "Come back home". Long after the end of AFLI's project, the Ateker people and their leaders from all the four countries, have continued to meet annually in Lodwar in Turkana - Kenya to discuss the promotion of their culture, peace and joint efforts to facilitate, cross border development. This collaboration has further resulted into President Yoweri Museveni of Uganda and President Uhuru Kenyatta of Kenya, signing a Joint cross-border Development Framework for Karamoja and Turkana in 2019 facilitated by UNDP and witnessed by several Development Partners.

## Project 2: Accelerated Child Survival and Development Project in Karamoja region

The overall objective of the Project funded by UNICEF was to contribute to sustained Child Survival and Development efforts in Karamoja sub-region, by empowering caregivers and influential persons in relevant leadership positions in the informal and formal leadership structures to create fiscal space for children and act as their dependable advocates and protectors. AFLI influenced adoption a Declaration for Children which established a social contract with traditional and formal leadership structures at sub-county and district levels, and also established a Karamoja Leadership Forum for Children in collaboration with the then, five District Local Governments (LC V Councils) and Karamoja Parliamentary Group (KPG). This influenced the budgeting process, to prioritize children's health by local governments and a platform for engagement (Karamoja Leadership Forum for Children) which still exists. Some of these actions included; establishment and strengthening of village health teams (VHT), recognition of manyatta heads-'Ere leaders' increased roles in mosquitoes' bed nets distribution and tracking utilization, animation of latrine construction, husbands accompanying their wives to health facilities during pre-natal and post-natal visits, increased school enrolments and village hygiene competitions, strengthening of early detection of malnutrition and referrals,' development of community reward and sanction system for parents and care givers among others.

## Project 3: The Parliamentary Performance Scorecard and Civic Engagement Project

The Parliamentary Performance Scorecard and Civic Engagement Project (PAPSCE) aims to enhance the democratization process in Uganda through facilitating "Active and Informed citizenry to demand for accountable and responsive leadership". This is to be achieved through: (i) Generating evidence on the performance of MPs and their Institution (Parliament) for civic engagements, (ii) Enhancing civic engagements with elected leaders on their roles and performance; and (iii) Improving capacity of partners to utilize and sustain Scorecard and civic engagement benefits beyond donor funding.

The Project objectives were derived from AFLI's earlier vision of "a stable, democratic and prosperous community rooted on appropriate public policies championed by an effective and accountable leadership". The Project contributed to improving government accountability towards citizens including electoral processes; diversifying political engagement; improving participatory decision making; strengthening citizens' engagement for government accountability; and improving access to information.

## Achievements over the years

- It has impacted on behaviour of Parliament to recognize the value addition role of Civil Society Organisations (CSOs) in the legislative sector and willingness to open up Parliament to public scrutiny. This took AFLI's bold step to assess Parliament periodically and making reports available to the Public in operationalization of the Constitution which makes access to information a right and the Access to Information Act which operationalizes the Constitution.

- The Scorecard has influenced Parliament to track attendance of committees and the plenary by MPs, response to questions and directives by the Executive and taking stock of productivity of committees of Parliament by the Monitoring and Evaluation Department of Parliament. Furthermore, learning from recording and transcribing proceedings of committees of Parliament, Parliament has adopted the same for purpose of documenting accountability committees of parliament.

- There have been changing practices of citizens such as using the Scorecard, which is anchored on constitutional roles and responsibilities of MPs to vet candidates for elective positions based on Scorecard performance scores in plenary, committees and constituency. This shows increasing understanding of roles and responsibilities of MPs by the citizens and a developing culture of holding duty bearers accountable by the rights holders.

- Lastly, AFLI through this project supported the development of eight (8) teaching modules on parliamentary studies at Uganda Management Institute (UMI), which will be critical in strengthening capacity building for MPs, parliamentary staff and members of the public who are interested in enhancing their knowledge of parliamentary work.

## Project 4: Civil Military Cooperation Project (CMIC) in Karamoja

The overall goal of the project was to strengthen civil-military co-operation in Karamoja for sustained peace and security in the region.

## Achievements

AFLI undertook sustained public mobilization campaigns, information sharing, education and consensus building on peace and security among the civil population in Karamoja and neighbouring regions (through Radio FM, Kraal / community dialogues on peace, security and rule of law). AFLI also carried out human rights training of the soldiers of UPDF 3rd Division that undertake actual disarmament process and supported the effective operation of the Civil-Military Co-operation Centres (CMCCs) in Kaabong, Kotido,

Moroto and Nakapiripirit districts. This resulted into cooperation of civilians in the disarmament thereby reducing bloodshed. This resulted into peace in Karamoja until recently.

## 1.7 Process of Developing the Strategic Plan

BasedBased on one of its core values, namely inclusiveness, the development of this strategic plan ensured input of all stakeholders that include AFLI staff, Management and the Board of Directors. The approach that the process took can be summarised into three, namely: participatory, consultative and interactive.

The process started with the identification of a facilitator/consultant who was contracted to help the secretariat develop strategic plan. The involvement of staff and management was deemed necessary for several reasons. It was necessary to generate consensus, build their capacity in planning, and promote ownership by staff, management and the Board. Secondly, seeking stakeholders' viewpoints was considered imperative to tap their experience gained from implementing the previous strategic plans and interacting with stakeholders at different levels so that the issues that need to be captured and acted upon in the next five years are included in this strategic plan.

Methods used included documents' review, a one-day workshop with staff, management and members of the Board of Directors. As a start, an inception meeting was organised for stakeholders including the Board, Management and Staff. During the meeting, clarifications were made on the terms of reference, reflections on the activities of AFLI were undertaken, and brainstorming were made.

Triangulation and synthesis of all the views were carried out. A feedback session involving the staff and the board was organised for validation and the final plan produced and approved by the Board.

## 1.8 AFLI Governance and Management Structure (See Annex 1):

### 1.8.1 Governance

AFLI has a seven (7) member Board of Directors comprising of two (2) females and five (5) males. The members comprise of highly qualified, competent and technical people who come from diverse backgrounds, including the NGO sector, academia, private sector, government and the United Nations.

The Board of Directors is the policy making organ that supervises the Secretariat and it meets on a quarterly basis. The Board manual spells out the mandate of the Board and mode of operation. The Board has a structure with a Chairperson at the helm, the Vice Chairperson and members. There are three sub committees of the Board, namely: the Finance and Audit Committee, the Human Resource Committee, and the Monitoring and Evaluation Committee. The roles of these committees are well defined in the Board manual. Members of the committees are drawn from the membership of the Board of Directors and a member can sit on more than one committee.

### 1.8.2  AFLI Management

AFLI has a Secretariat consisting of 17 qualified and experienced staff. At the helm of the Secretariat is the Executive Director who oversees day to day operations of the organisation. The Executive Directors superintends over the heads of departments that include; Research and Civic Engagement; Finance, Operations and Programme Support; Higher Institutions of Learning; ICT and Data; and Quality Assurance, partnership Strengthening, Resource Mobilisation and Human Resource. At the frontline are the officers under different departments. These include Assistant Head Finance and Accountant in the finance department; Data Analyst and Data Officer in the ICT and Data department; the Monitoring and Evaluation specialist who services the embryonic programmes department with the Communications Officer as cross-cutting function, and are all co-located in the office of the Executive Director; and a Project Assistant and Office Assistant, falling under the finance and operation support department.

Under this strategic plan, staffing falls under two departments, namely: Programmes, and Finance and Administration.

**Programmes Department**

Programmes is headed by the Programmes Director who is the defacto Deputy Executive Director. The office holder is a highly qualified and competent person with vast experience in programmes development, coordination and quality assurance. He/she superintends over Governance and Leadership Department; Socio-Economic and Livelihoods Improvement Department; and Peace and Conflict Management Department headed by Programme Managers. The above are permanent positions. All the interventions will fall under these three programme areas and each of the interventions has a coordinator (Project Coordinator), Officer (Project Officer), Assistant (Project Assistant). Coordinators, Officers and Assistants.

Crosscutting programmes will be the Monitoring and Evaluation Officer and Monitoring and Evaluation Assistant. Monitoring and Evaluation office is a permanent position.

### Finance and Administration Department

Finance and Administration Department is headed by Finance and Administration Director who reports to the Executive Director. The Finance and Administration Director is assisted by the Finance and Administration Officer and Finance and Administration Assistant. Human resource falls under the Finance and Administration Department and the officer holder is Human Resource Officer (HRO). Under this strategic plan, the HR Officer is responsible for all human resource related procurement in consultation with responsible officers in finance and programmes departments.

## 1.8.3    AFLI Policies and Operational Manuals

AFLI's day to day operations are guided by the constitution and operational documents such as the 5-year Strategic Plan, Human Resource Manual, Transport Policy, Board Manual, Finance Policy and Procedures Manual, and ICT Policy. Other policies include Gender Policy, Child Protection Policy, Anti-Corruption Policy, and Procurement Policy. Policies are regularly reviewed to make them relevant to the changing situation.

# 2. Situational Analysis:

## 2.1 Leadership and Governance

The The predicament of Africa and indeed the developing world as a whole in terms of underdevelopment and corruption can be adduced to the problem of leadership and governance. Good governance and leadership play an essential role in achieving multidimensional poverty-reduction goals. Economic growth helps to reduce poverty only in states where there is good governance and leadership. Rapid and narrow growth driven by foreign aid can create misery and repression under autocratic governance. Promoting rapid growth cannot reduce poverty unless there is good governance and leadership present to design and implement inclusive development policies and social programs to attack poverty directly.

Throughout the whole world, there has been an urgent desire among various people and government for unity, justice, peace and stability. The resurgence of this desire is not only explicable through their political policies alone; but also, it is reflected in the social and economic policies (Obasola, 2002:9). In fact, most constituted governments in Africa have been undergoing serious and deepening politico-economic crisis. These problems generated by political, social and economic instability and the prevalence of ethnic, communal and religious crises, which have bedevilled Africa, call our attention to the problems of leadership and governance in the continent. In other words, the staggering wave of violence, insecurity, increasing crime wave, economic recession, coupled with the breakdown in law and order are the attributes to the problem of leadership and governance in Africa. Therefore, the quest for good leadership is a sine-qua-non for governance and sustainable development.

A governance approach highlights issues of state responsiveness and accountability, and the impact of these factors on political stability and economic development. It is instructive to note that no nation has achieved meaningful development socially, politically or economically without the input of or effective leadership (Obasola, 2002:10). The numerous problems which have been bedevilling African states vis-à-vis ethnic and communal clashes, increasing crime wave, drug trafficking, advanced fee fraud among others have been blamed on ineffective leadership. While it is true that there have been apparent leader-

ship and governance crises in Africa, the last two decades has witnessed struggle to engender effective leadership and governance in Africa. In Africa parliament is the most underdeveloped amongst the three arms of government as it suffered from long years of authoritarian and military dictatorships, in which the parliament was either outlawed or completely muzzled out in governance.

Uganda is no exception to the challenges of leadership and governance. In Uganda, parliament play a very key leadership role. Parliament performs three main functions: a) make new laws, change existing laws and repeal laws which are no longer needed; b) represent and articulate the views and wishes of the citizens in decision making processes and c) oversee the activities of the executive so that the government is accountable to the people. Achieving good governance and development requires the existence of a strong, effective and efficient parliament. As oversight body, parliament helps to identify problems and policy challenges that require attention and assists in overcoming bureaucratic inertia.

A democratically elected parliament is the only true voice of the people and accountability to the people it serves is the basic plank of a democratic system. People are the owners of government and as such, they have a vested interest in civic affairs and in actively being involved in decision-making processes at all levels and in all dimensions. While people voting their representatives is the most basic and fundamental form of their engagement in decision making processes, equally important are the voluntary activities and services that enable them to create their own organizations and interest groups to express their grievances. For those groups to be more effective in their interrelations, people must have basic understanding of the governments, organizations and, to some extent, of domestic and international issues. Only knowledgeable and informed citizens can actively participate in their national and local government affairs and hold them accountable for the resources they receive and the services they provide.

## 2.2 Livelihoods and Socio-Economic Development

Uganda is one of the poorest countries in the world. In 2012, 37.8 percent of the population in Uganda lived on less than 1.25 USD per day. Even though the government tried to reduce poverty incidence from 56 percent of the population in 1992 to 24.5 percent in 2009, poverty is still a big challenge in Uganda, most especially in rural areas, which are home to 64 percent of Ugandans. The biggest number of people living in rural areas in Uganda depend on farming as their source of income and 90 percent of women in these areas work in the agricultural sector. This sector has faced many challenges such as climate change, lack of market for the commodities, conflicts between Uganda and neighbouring countries, and for the last two years, it was affected by the Covid-19 pandemic lockdown where the movement was restricted.

Some of the social and livelihood challenges facing Uganda include flooding, drought, health risks, crime, instability, education related challenges, and border challenges among others. All these have impacted the country's population and have rendered some communities s extremely vulnerable. Uganda is vulnerable to natural disasters like flooding and drought. During the rainy seasons most urban slum areas flood which affects poor people living in those areas due to the fact that there is always disruption in their properties and some lose lives. In the northeast of the country, there is always a high risk of landslides caused by floods. A few years back the country started facing the challenge of climate change which is attributed to deforestation and other factors of global nature. The cattle keepers in the western region, north eastern regions and those in the central cattle corridor cry foul following the drought that usually ravages the area. Drought that occurred between December 2021 to June 2021 caused a shortage of pasture and water for livstock. This has not only led to conflict over pasture but also led to starvation as food stocks dwindled especially in the north eastern part of the country in the Karamoja sub region. By the end of July, up to 900 people were report to have starved to death in Karamoja sub region due to lack of food.

In Uganda, there is a high risk of Malaria throughout the country and most people who travel to Uganda are advised to take Malaria medication, most especially in northern areas and Murchison Falls. Typhoid is another disease that has affected many Ugandans due to some regions with poor sanitary conditions. However, the government has tried to provide free vaccinations for most killer diseases such as polio, measles and diarrhoea among others.

Uganda, like many African countries, is facing many challenges to achieve the education sector goals that are of financial, socio-economic and political nature. Some parts of Uganda are still facing the challenge of lack of education infrastructure and shortage of permanent classrooms in primary and secondary schools, particularly in poor areas, lack of school fees. Uganda's education is expensive hence out of reach to ordinary Ugandans. In 1997 the government of Uganda in a bid to provide universal education adopted a policy on Universal Primary Education (UPE). The elimination of school fees allowed more children from poor households to attend school. Even though this initiative was promising, the quality of UPE continues to remain poor. This has caused parents to opt for private-owned schools which are expensive. Poor education has implications on livelihoods as lack of skills lead to non-competitiveness in the job market.

For nearly three decades until recently, Uganda experienced consistent economic growth, which has however not always led to poverty reduction. Uganda's economy has grown at a slower pace reducing its impact on poverty. The population in poverty was 20.3 percent down from 21.4 percent in 2017 (Kulumba F.N., 2019). Most of the poverty has been attributed to unemployment, corruption and income inequality

and COVID-19 in the last two years. Before Covid-19 economic growth for 2020, was forecast at 6.7 percent, but has since been revised downward to 3.1 percent.

The employment challenge in Uganda is attributed to the rapid population growth. Each year, 700,000 Ugandans reach working age. But as a recent World Bank report shows, there are only jobs for 75,000 of them. Youth unemployment remains a major political and socio-economic challenge in Uganda despite the consistent economic growth in recent years. (Kalumba, F.N, 2019). Addressing youth unemployment is critical and therefore should be prioritised

## 2.3 Peace and Security

Uganda was faced with a wave of spontaneous state inspired insecurities after the overthrow of Obote 1 government by Gen. Amin, in 1971. This nature of violence and human security challenges spread through the 1970s to 1980 when relative peace returned with the 2nd Obote government. This peace was enjoyed for a short time as arrests and detention without trial, which was a new dimension of insecurity. When the NRA captured power, it was faced with insurgencies starting with the Uganda People's Democratic Army (UPDA), then came the Holy Spirit Movement (HSM) and the Movement for the Restoration of the 10 Commandments which later transformed to the Lord's Resistance Army (LRA) all of which originated from Acholi sub region, the Allied Democratic Force (ADF) an amalgam of defeated groups and still active to date resident in the jungles of Congo among others.

Crimes have become a growing problem in Uganda in recent years. The rate of violent crime is high compared to pre-2016 mostly against locals but also affecting foreign expatriates, poses the greatest risk of death and injury in Uganda. In only a few months since Uganda fully opened up the country in January 2022, after the Covid-19 lockdown, the crimes are rising day by day due to pandemic effects. The rise in crimes including armed robbery, murder, and ransom is blamed on declining police efficacy in handling the issue which is attributed to corruption, underfunding, and politicization and the high level of poverty among the youth. In Uganda, there have been some disruptions that usually occur from demonstrations over popular grievances. Internally Uganda has challenges with lawlessness and insecurity that is characterised by cattle rustling and senseless killings in Karamoja. The recent insurgence of lawlessness and insecurity after nearly 10 years of relative security possess a big challenge to livelihoods of communities within Karamoja and the neighbouring sub regions that have livestock as a source of livelihoods.

## 2.4 Transparency, Accountability and Anti-Corruption

Corruption remains an eyesore in Uganda's impressive attempt to achieve the Sustainable Development Goals (SDG) 2030. Despite several efforts by the government through its accountability institutions to fight the vice, the level of corruption has remained unacceptably high. Up to 3.695 trillion shillings has been reported stolen in Uganda. The 2009 Global Corruption Barometer Report by Transparency International (TI) rated Uganda as the fourth most corrupt Country among 66 sampled countries .

However, the Government of Uganda (GoU) has tried to fight corruption ever since 1996 through the development of various polices and enactment of different laws. The efforts have seen progress in the elimination of overt forms of corruption and criminality such as total or no supply / air supply, extortion of money by the public officers e.g., at road blocks etc. This has made corruption in Uganda to manifest itself rather covertly. Uganda has put in place legal and institutional frameworks to fight corruption. Some of the key legal frameworks include the the Anti-Corruption Act of 2009, the Penal Code Act of 1970, the Leadership Code Act of 2003, the Inspectorate of Government Act of 2002, the Public Procurement and Disposal of Public Assets Act of 2003, the Access to Information Act (ATIA) of 2005, the Public Finance and Accountability Act of 2003 (PFAA), the National Audit Act of 2008, the Whistle Blowers Protection Act of 2010, the Anti-Money Laundering Act amongst others. At institutional level, the GoU has established among others, the office of the Inspector General of Government (IGG) with constitutional powers to investigate, prosecute and recommend administrative action against public officials . The Office of the Auditor General (OAG) has powers to audit public resources while the Directorate of Public Prosecutions (DPP) prosecutes criminal cases investigated by the Criminal Intelligence and Investigative Directorate (CIID). The Directorate for Ethics and Integrity is mandated to coordinate the fight against corruption in Uganda amongst the institutions established by the GoU. The constitution of Uganda also gives the Civil Society Organizations (CSOs) and the citizens in article 17 (i) the duty to fight corruption and misuse of public resources.

Despite the legal and institutional frameworks put in place the vice has remained elusive to the level of impunity. There is lower risk associated with corruption due to lack of stringent punishment on the corrupt. The citizens charged with the responsibility by the constitution lack vital information and apathy and resignation at community level. The low pay of the public servants has made corruption acceptable. This is made worse by the harassment of the CSO whistle-blowers and the risks associated with fighting corruption and abuse of offices.

The 1995 Constitution of Uganda article 17(i) provides that "…It is the duty of every citizen of Uganda to combat corruption and misuse or wastage of public property…." Such a provision given to a weak civic community calls for concerted efforts by all stakeholders to mobilize, inform and sensitize the community to be active in order to undo the apathy. It requires the capacity of the community to be strengthened to proactively perform this noble constitutional obligation to demand accountability and transparency in public service delivery.

Corruption continues to be a major concern to the people of Uganda and the various stakeholders because it undermines good governance and human rights, and compromises quality of service delivery. It diverts public or corporate resources to private use and above all it increases the cost of public service delivery and implementation of public projects.

## 2.5 The Natural Environment and Climate Change

The The state of the environment in Africa has been (and continues to be) influenced principally by rapid population growth, increasing and chronic poverty and inappropriate development practices, especially agriculture production methods. The cumulative impact of the above-mentioned factors on the environment is extensive degradation of land and other natural resources. The issues of concern on the natural environment are many and include: widespread land degradation and desertification; loss of arable and grazing land; declining soil productivity; loss of biodiversity; pollution and depletion of freshwater resources; and deteriorating air quality (especially in urban areas). These have wider implications on food security, sustainable natural resources management, human health and efforts towards poverty eradication. The majority of the people are poor and depend on natural resources for their livelihoods (i.e. to meet their food, energy, water and other basic needs). Because of their poverty, many farmers are incapable of undertaking intensive agriculture that requires significant inputs or to undertake other soil improvement investments. The only alternative left for them is to use the soil until it is completely degraded (Economic Commission for Africa, 2001).

Logging, over-hunting, introduction of alien species, and expansion of agricultural land are some of the most serious threats to biodiversity. Though the continent is endowed with abundant water resources, most of them are not developed and, therefore, are not available to the large and growing population. About 65 per cent of the rural population are without access to clean and adequate water supply and 73 per cent of the people in rural areas do not have access to adequate sanitation facilities. The situation is

no better in the urban areas where an estimated 25 and 43 per cent of the population do not have access to clean water and sanitation facilities, respectively.

Pollution of water bodies from poor sanitation and poor management of solid waste, and by effluents from agricultural and industrial activities is aggravating the problem of water scarcity. Wetlands in many countries (including Nigeria, Cameroon and Botswana) are also at risk from conversion to agricultural production and other developments such as construction of dams on rivers that feed into the wetlands. In addition to the depletion of fresh water resources, marine and coastal area resources are also under threat (Economic Commission for Africa, 2001).

Compared to Europe and North America, Africa's contribution to global climate change is not significant. Fossil fuel $CO_2$ emissions are low in both absolute and per capita terms. Only five countries are largely responsible for Africa's regional emissions from fossil fuel and cement. South Africa is by far the greatest emitter, responsible for 39 per cent of the continental total. Another 42 per cent of $CO_2$ come from Algeria, Egypt, Libya and Nigeria combined. Only Libya (with 1.98 metric tons) and South Africa (1.88 metric tons) have per capita emissions higher than the global average of 1.13 metric tons of carbon per year. vii Despite this, the continent is considered more susceptible to the effects of climate change, because limited resources restrict Africa's ability to undertake preventive measures to mitigate the effects of weather and climate extremes. Climate-related disasters and diseases are on the increase. The impact of drought, cyclones, floods and bushfires has brought misery (e.g. starvation, homelessness and death) to millions of people, especially in the Horn of Africa and throughout Southern Africa. Malaria, cholera and lower respiratory tract infections are also on the increase. These are a result of climate change, deteriorating water and air quality, and poor disposal of solid waste in urban areas, among other factors. In order to correct the continuing disastrous trend, African countries must address the root causes of the deterioration in four major areas. These are: transforming the agricultural sector to make it more productive; safeguarding and sustainably utilizing the natural resource base; and pursuing accelerated socio-economic development to eradicate poverty and reducing the high rate of population growth (Economic Commission for Africa, 2001).

A vast majority of Uganda's population is dependent on natural resources and combined with inadequate planning and policy failures result in environmental degradation. Evidence of environmental deterioration includes ecosystem destruction, species decline and extinctions, soil fertility decline, pollution and climate change among others. These losses also impact on human well-being (NEMA, 2014). For example the

decline in forest cover at 1.8 percent per annum (between 1990 and 2005) is attributed to the increasing demand of land for agriculture and fuel wood by the rapidly increasing population growth (UBOS, 2015).

The high rate of population growth also increases poverty levels and threatens opportunities for wealth creation by negatively affecting future gains in agricultural production and food security. The needs of the population and the country must be met and therefore this calls for environmental managers to employ innovative management approaches to ensure that the environment continues to support human development and well-being into the future. The finite nature of land has been subjected to population pressure, coupled with inappropriate technologies employed to manage soil and water conservation, waste management and other environmental problems. Areas like forest and wetlands are being opened up for settlement and farming to increase cultivated land area. The Land Policy aims to address issues of underutilization of land that have been caused by poor planning, land fragmentation, environmental degradation, climate change and land use conflicts. It also aims to improve ecosystem management by addressing trans-boundary issues and improving enforcement of laws, policies, standards and guidelines (NEMA, 2014).

The fisheries sub sector faces a challenge of open accessibility into fisheries leading to indiscriminate over fishing thus leading to declining fish stocks. Biodiversity is key contributor to the economy through tourism, income and wealth creation, through payment for ecosystems services (PES) and carbon credits. However, biodiversity is threatened by habitat loss, degradation or fragmentation, unsustainable harvesting and over-exploitation of living and non-living resources, invasion by alien species, pollution or contamination as well as issues of environmental management of mining and oil and gas development.

Climate change in Uganda are contributed by global carbon emissions but also locally emanating from land use change, unsustainable agricultural practices, population increase, and burning of fossil fuels including oil and gas. The impacts include changes in the rainfall patterns, prolonged drought, emergence of diseases like malaria in areas that were previously mosquito free like Mt. Elgon and Kabale regions, loss of soil fertility from heavy rains, increasing frequency of floods and high temperatures which provide a fertile growth environment for pests and diseases.

There is therefore need to reduce (mitigate) our greenhouse gas emissions to prevent additional climate change and its associated disasters. Mitigation and adaptation need to be integrated into development initiatives to provide for an enabling environment for mitigation and adaption actions to become mutually reinforcing (NEMA, 2014).

Increasingly, deterioration in water quality and quantity as well as degradation of watersheds is becoming a major issue for water resources management in the country. The major drivers of reduced water quality and quantity are encroachment on water catchments, increased water abstraction for domestic, industrial, infrastructure development and production, discharge of effluent into the environment and inadequate sanitation facilities especially among fishing communities (NEMA, 2014).

The Oil and Gas sector in Uganda presents new environmental concerns including ecological disturbance and biodiversity loss emanating from impacts on wildlife population and movement; pollution and disappearance of endemic species; overfishing and water contamination; and habitat fragmentation due to construction works. Other critical risks include land and water pollution from oil waste. Uganda has ample renewable energy potential including including hydro power, biomass, solar, geothermal and peat (NEMA, 2014).

The high dependency of Uganda's urban and peri-urban population on charcoal as a cooking fuel has led to rampant deforestation and vegetation degradation. In response, the Ministry of Energy and Mineral Development (MEMD) developed a strategy for sustainable charcoal production and licensing, targeting 14 charcoal producing districts. However, the implementation of the strategy has not yet yielded significant results. The Uganda Vision 2040 aims to address this by expanding the rural electrification programme to cover the whole country and promoting alternative energy sources such as solar, liquefied natural gas and biogas.

Industrialization is heavily associated with extensive use of natural resources to allow for mass production. In Uganda, the sector is largely agro-based and non-innovation led. Agro-based industries require mass inflow of agricultural products; and therefore, large chunks of land must be prepared to allow for farming or extraction of other resources. This has impacts, for instance, loss of natural vegetation due to deforestation, alteration of the local climate; and the intensive use of chemicals in agriculture to stimulate production which poses a threat to pollution of soil, water and air. In addition, sector suffers lack of serviced industrial parks across the country resulting in poor waste management and environmental pollution. Currently, industries are mushrooming in various places without proper physical planning (NEMA, 2014)..

## 2.6 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

*Table 1:* *SWOT Analysis of AFLI*

| Internal | External |
|---|---|
| **Strengths:**<br><br>➢ Qualified and experienced management personnel and staff who implement assignments with interests<br><br>➢ A large number of young qualified and trainable Associates interested in working in the Institute on short term assignments<br><br>➢ Board members with extensive knowledge and experience in corporate management; and extensive links with potential donors<br><br>➢ Availability of key policies that guide the operations of the organisation<br><br>➢ Good institutional history and experience<br><br>➢ Staff and Board are from diverse backgrounds enabling them to work in different regions of the country<br><br>➢ Networking and collaboration with other players<br><br>➢ Accumulated historical data that can be used by different institutions<br><br>➢ Have ICT enabled tools that can promote efficiency and broadens reach by the organisation<br><br>➢ AFLI has finance and accountability systems in place, good internal reporting system for operation<br><br>➢ Electronic systems that support communication, retrieval of data and enabling staff to work virtually hence reducing costs of operations<br><br>➢ Has a wide range of office assets including furniture, computers and other technological equipment | **Opportunities:**<br><br>➢ AFLI's work on Parliamentary Scorecard that has increased its reputation in the country among citizens and the media that can be taken advantage of by satisfying the demand for information on the performance of Parliament as an Institution and MPs<br><br>➢ Growing interests of service users and other stakeholders on the work of public service providers that AFLI can exploit by initiating projects that empower service users to hold public service providers to account<br><br>➢ NGOs and media interested and willing to collaborate with AFLI<br><br>➢ Existence of frequent disasters (eg, drought induced famine and floods-induced disasters etc.) in Africa that provide opportunities for AFLI to present research papers and policy briefs<br><br>➢ Livelihood challenges (youth unemployment &low incomes) in Africa that should trigger a response from an NGO like AFLI by skilling<br><br>➢ Rampant human rights violations in Africa and rights of African migrant labour abroad that AFLI can investigate and present findings for public debate/ discussion<br><br>➢ Interest by the donor community |

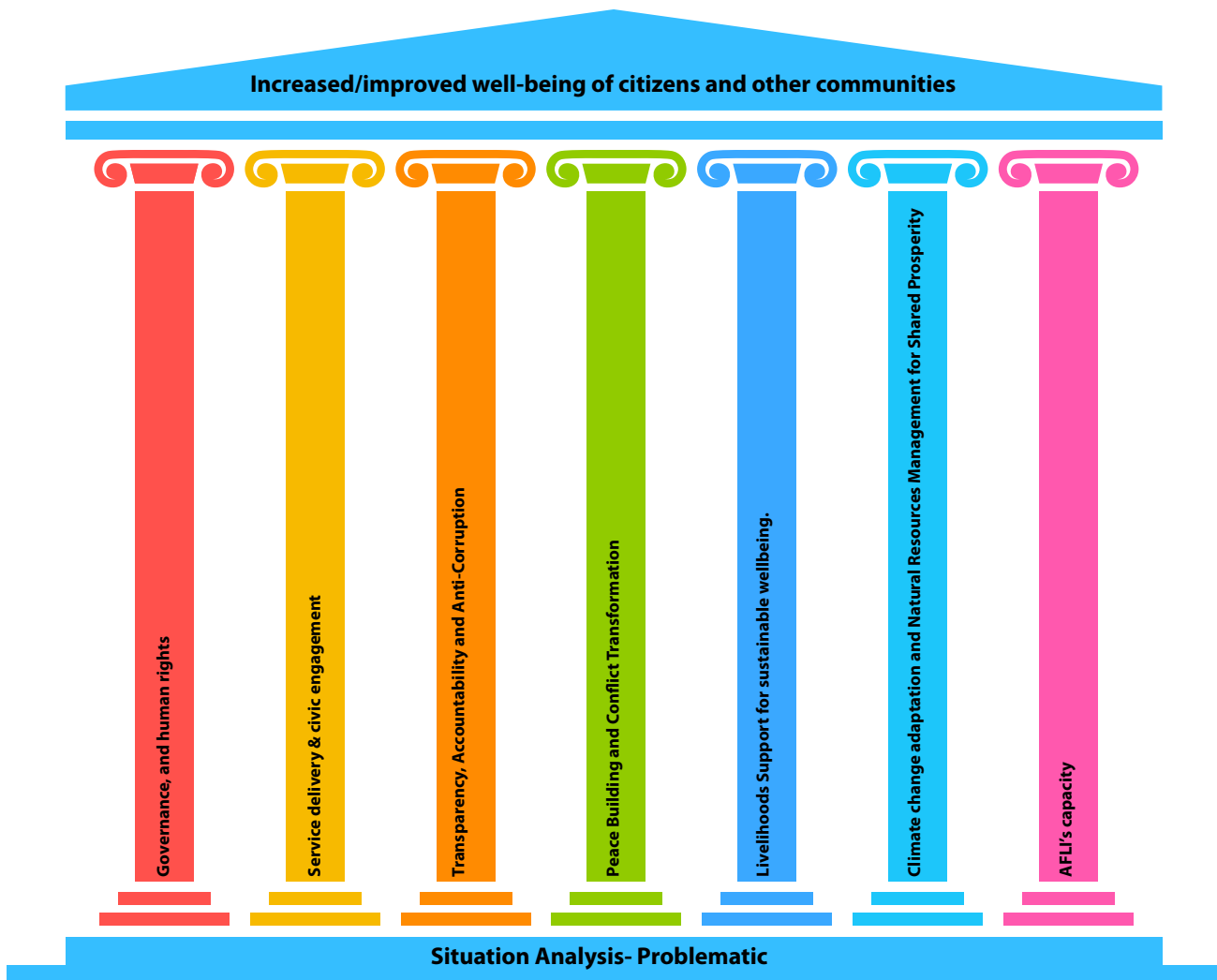| Weaknesses: | Threats: |
|---|---|
| ➢ Inadequate financial resources and a result of lack of an effective resource mobilization plan/ strategy<br>➢ Lack of own office space hence raising the cost of operations of AFLI<br>➢ Inadequate qualified and experienced staff to manage the core business of the organization<br>➢ The structure of AFLI is project based and does not reflect what it is supposed to be in order to effectively and efficiently support its mandate<br>➢ Over dependence on donor resource due to lack of source of internally generated resources<br>➢ Lack of respect of organisational policies due to founder syndrome<br>➢ Inadequate supervision of management by the board<br>➢ Inadequate space for innovation leading to lack of confidence | ➢ Restricted civic space for CSOs in Africa by political leaders<br>➢ A huge number of NGOs (local and international) competing for donor funds in Africa<br>➢ Disasters outside Africa (Ukraine war, floods in Pakistan etc.) that pull funds away from Africa<br>➢ Leaders especially elected officials who fear critical assessment of their performance.<br>➢ Insurgence of insecurity and lawlessness in areas where AFLI works |

# 3. AFLI's Strategic Direction:

## 3.1    AFLI's Theory of Change (TOC)

DerivingDeriving its organizational philosophy from the popular adage that "The Bottle neck is at the top of the bottle", AFLI believes that the bottleneck to communities' wellbeing is largely, a leadership question. It is the omissions and commissions by leadership echelons at the top of institutions, that, affect the well- being of communities. AFLI's program interventions should target to influence positively, the attitudes, and practices, decisions, policy choices and actions of those in leadership. This way, the wellbeing and quality of life of ordinary men and women, youth and children, and other members of communities are seen as an outcome or a consequence of the sum total of decisions, choices and actions of those who lead them. AFLI's programs should therefore focus on strengthening capacities and working collaboratively with leaders at household level, community, local and national governmental levels. These are the leaders who are mandated (obligated) to serve, protect and uphold rights and fulfil needs of communities. AFLI's main pre-occupation should therefore be to ensure that the wellbeing of people, remains at the centre of decision making, allocation of resources and policy choices made by leaders.

On the other hand, communities members also have roles and responsibilities to play as rights holders or beneficiaries in contributing to their own wellbeing. No matter the thematic area (sector) of intervention, AFLI's programming signature as a leadership Institute, should equally be about the design of appropriate strategies and actions that result in the empowerment of community members, to make informed decisions and actively participate in making use of the services, opportunities, and policies that are provided by those in leadership, to improve their own wellbeing and quality of life.

AFLI's Theory of Change is therefore anchored on two mutually reinforcing fundamentals. The belief that the improved wellbeing of individuals and communities can only be realised when leaders at the top, who are mandated to serve people's interests, become responsive and accountable, while the community members on their part, play their respective roles and responsibilities in making use of services, information and opportunities provided to better their own quality of life and must be active in holding their leaders accountable.

# Africa Leadership Institute Strategic Plan



Increased/improved well-being of citizens and other communities

- Governance, and human rights
- Service delivery & civic engagement
- Transparency, Accountability and Anti-Corruption
- Peace Building and Conflict Transformation
- Livelihoods Support for sustainable wellbeing.
- Climate change adaptation and Natural Resources Management for Shared Prosperity
- AFLI's capacity

Situation Analysis- Problematic

## 3.2 Vision, Mission, Strategic Objectives and Strategic Actions

Based on the situation analysis which indicated key needs in the areas of leadership, governance, nat urral environment, socioeconomic status and livelihoods, security and peace that should be addressed; strengths of AFLI that should be consolidated, and the opportunities to be taken advantage of, the Strategic Direction of the Institute shall be guided by the following key elements:

### 3.2.1 Vision

The Institute envisages a stable, democratic, and prosperous communities with active and happy people, governed by responsive and accountable leadership.

### 3.2.2 Mission

To achieve its vision, AFLI's mission is to empower communities and influence their leadership for a better quality of life..

### 3.2.3 Strategic Objectives

To realize the  mission, the following strategic objectives will be pursued.

1. To strengthen civic competence of communities to advocate for their rights and hold their leaders accountable for their performance

2. To strengthen leaders' capacities to be responsive and accountable to the demands and aspirations of communities

3. To build technical and entrepreneurial skills for jobs and wealth creation among the youth and women

4. To support peace building and conflict transformation

5. To enhance capacity of communities and leaders to promote Transparency, Accountability, and Anti-Corruption in the monitoring, and delivery of public services

6. To strengthen capacities for communities' inclusion in decision making and benefit sharing mechanisms in natural resources management and climate change adaptation

7. To increase Organizational capacities of AFLI to cost-effectively   deliver the objectives of this strategic plan

### 3.2.3.1 Strategic Actions

**Strategic Objective 1: Strengthen civic competence of communities to advocate for their rights and hold their leaders accountable for their performance**

**Strategic Actions:**

1. Develop a community engagement strategy

2. Create awareness and hold consensus engagement meetings among communities and leaders

3. Design training materials for civic competence development

4. Conduct relevant training of communities and leaders.

5. Build community consciousness to seek and effectively use public services, policies and available opportunities to improve their quality of life.

## Strategic Objective 2: Strengthen leaders' capacities to be responsive and accountable to the demands and aspirations of communities

### Strategic Actions

1. Develop a leadership engagement strategy

2. Undertake evidence gathering to inform leaders of community demands and expectations

3. Hold consensus meetings and map-out roles and responsibilities for leadership responses

4. Conduct periodic assessments and civic engagements among different stakeholders on leaders' and institutional performance

5. Nurture youth (future leaders) from Higher Institutions of Learning (HILs) and other youths' leadership structures, in model diplomacy, governance decision making, and accountability.

## Strategic Objective 3: Build technical and entrepreneurial skills for jobs and wealth creation among the youth and women

### Strategic Actions:

- Conduct marketable skills surveys

- Undertake skill training and incubation

- Work with accreditation institutions to issue Certificates of competencies

- Support acquisition of investment resources

### Strategic Actions:

1. Design a peace building and conflict transformation strategy

2. Conduct surveillance of existing and emerging conflicts in and among communities

3.  Provide platforms for conflict resolution and peace building

4.  Develop internal mechanisms for conflict resolution and community resilience to conflict

5.  Support national and local leadership oversight role over the security sector

## Strategic Objectives 5: Enhance capacity of communities and leaders to promote Transparency, Accountability, and Anti-Corruption in the  monitoring and delivery public services

**Strategic Actions:**

1.  Design a Transparency, Accountability and Anti-corruption (TAAC) strategy

2.  Conduct a survey of community perspectives on the status of corruption in service delivery in the country

3.  Develop relevant training materials on TAAC

4.  Deliver training to build capacities of CSOs and media practitioners in empowering citizens to effectively play their roles

5.  Undertake community-facility linkages strengthening.

6.  Promote use of community-based information management systems in the provision of health care and other social service delivery interventions and referrals.

7.  Design relevant actions to remove administrative, legal and social barriers to communities', access, use and uptake of public services interventions

## Strategic Objective 6: Strengthen capacities for communities' inclusion in decision making and benefit sharing mechanisms in natural resources management and climate change adaptation

**Strategic Actions:**

1.  Design Community advocacy strategy

2.  Conduct problem analysis on status of community inclusion in decision making and equitable benefits sharing in natural resources management

3. Conduct awareness on human rights and benefits sharing mechanisms options in natural resources use and management

4. Support actions that improve citizens' inclusion and engagement with leaders in decision-making processes at local and national levels.

5. Conduct training for community engagements strengthening

6. Create platforms for community engagement with investors and relevant government actors

**Strategic Objective 7: Increase organizational capacities of AFLI to effectively address and efficiently deliver the objectives of this strategic plan**

Strategic Actions:

1. Undertake Organizational and Advocacy Capacity Assessment of AFLI

2. Conduct training of AFLI staff in relevant areas

3. Develop a resources mobilization strategy

4. Strengthen resource mobilization and deployment

5. Improve procurement processes of equipment and services

6. Conduct and strengthen monitoring and evaluation of the strategic plan

### 3.2.4 AFLI Values:

AFLI was founded to promote integrity, diversity, equity, and openness. These form the core values, philosophy, and principles that guide AFLI's work. These values and principles are grounded in AFLI's organizational philosophy:

**Integrity:** We believe in transparency and accountability. Being self-aware, accountable, responsible, honest and having strong moral principles that unify us as an undivided team. In light of

**Diversity:** We respect and appreciate differences in age, gender, ethnicity, education, physical abili ties, race, cultures, lifestyles and religion among individuals. We recognize diversity as a source of strength and work to champion inclusive attitudes and encourage the adoption of inclusive approaches that lead to the full and meaningful participation of all.

**Equity:** We believe that there are certain things that people should have, that their basic needs should be fulfilled, that burdens and rewards should be spread across the community, and that policy should be directed with impartiality, fairness and justice towards these ends.

**Openness:** We are open and transparent in the implementation of our programmes and interact with all stakeholders, partners, donors, government, and communities.

# 4.0 Resource Requirements, Implementation, Monitoring and Evaluation

## 4.1 Human Resources

The Institute will implementing programme activities in partnership or consortium with other institutes and NGOs. Consultants will be sourced locally and internationally to implement other programmes which require external expertise. Lessons learnt in implementation of past programmes show that there is need to increase staff motivation through training, visits to learn from similar institutions and increasing on staff pay and allowances. This will improve the quality of staff performance and sustenance of programmes and high quality of outputs.

The new Strategic Plan 2017-2022 will require the following human resources: The Board of Directors, Executive Director (Assisted by officer in charge of Grant Management and Resource Mobilization and Coordinator Partnership Strengthening), Directors Finance and Administration, assisted by Accountant, Human Resources Manager and other junior officers; and Director Programmes assisted by Managers for: Data Processing and ICT Systems; Governance and Human Rights; Skilling and Entrepreneurship; Health Systems Strengthening and Social Services Delivery; Natural Resources; Peace Building; M&E Adoption and Learning (MEAL) Specialist; and Communication and Media Specialist. Under Managers are relevant junior officers. (See organizational structure in Annex 1:

## 4.2 Funding Strategy

The Institute recognizes the urgent need to establish sustainable funding strategy. The strategy shall involve conducting research on development issues in Africa and beyond, transform these issues into programmes and engaging and convincing potential donors to consider funding. Another aspect of the funding strategy is go into partnership or consortium with other institutes or NGOs and develop joint programmes and submit to potential donors for funding. Such a strategy will not only put the Institute in a better position to finance the Strategic Plan, but also build its long-term sustainability as an organiza-

tion that serves African countries, other institutes and organizations in Africa and beyond. This funding strategy is intended to specifically achieve the following: enhance the capacity of AFLI to secure increased funding from other sources including other donors, expand the financial resources base of AFLI and attain long-term sustainability of AFLI.

## 4.3 Implementation Organization

The Logical Framework Matrix will assist in setting up activities with a clear purpose. It will facilitate common understanding and better communication between decision-makers, managers and other AFLI stakeholders involved in the implementation of this strategic plan. Likewise, the use of Logical Framework, will aid systematic framework for monitoring and evaluation of projects that will be implemented with the framework of this strategic plan. The detailed logical frame matrix is in the appendix.x.

### Reporting

AFLI shall continually produce quarterly, annual, and end of project narrative and financial reports details of which will be spelt out in respective partnership agreements signed between parties financing and implementing projects within the framework of this strategic plan. These reports shall be used to assess the progress towards attainment of set targets for both the individual project and this strategic plan. More attention will be focused on Dashboard Indicators (DBI) / Key Performance Indicators (KPIs) as pointers for measuring of progress in implementation of the project activities. KPIs shall be measurable with targets in terms of figures, and other variables deemed critical to ascertaining success of the Strategic Plan. For better measurement of the outputs and outcomes, the reports shall:

1. Visualize key performance data effectively with graphical pointers;

2. Convey performance results quickly with ease of comprehension;

3. Establish achievements for scaling up constraints and activities that did not deliver results with remedial actions to achieve better results;

4. Link individual KPIs to the Strategic Plan goals and objectives so as to determine thresholds of benefits to target populations, effectiveness, outcome, and impact of implemented activities.

**Communication mechanism.**

Proper information flow and feedback is key in the implementation of the Strategic Plan. This will help to resolve an uncertainty, reassure stakeholders that their interests are met; and improve public confidence in AFLI. For this Strategic Plan, written printed or electronic reports shall be the medium for information flow and feedback. AFLI shall put in place arrangements for communication with other stakeholders so as to meet information needs in the inter-linkages established. AFLI shall also help to define, document and control the quality of the reports produced. There shall be review meetings to assess progress, quality of interventions and roles of different actors and reporting relationships. This information flow and feedback is instrumental for detecting deficiencies and providing action points to correct them.

**Planning and Budgeting:**

AFLI will develop an appropriate operating picture for the implementation of the Strategic Plan. This will focus on the investment areas that are laid down in this Plan. This will involve: the identification of priority areas for: administrative, operations and investment perspectives; definition of requirements; strategies for the stakeholder collaboration; projects management teams; developing activity timelines; and anticipated challenges in the implementation and risk mitigation plan. To ensure that this plan translates into concrete outcomes for all stakeholders, AFLI has established an annual cycle of planning and budgeting. AFLI Finance Committee will always meet per quarter for this purpose. At every Finance Committee meeting, a narrative progress report will be presented.

### 4.4 Risks and Assumptions

The implementation of the Plan must anticipate and manage potential risks which include cooperation of sister institutions and financial support by development partners/donors and limitation of donor funds by government. It is assumed partners and donors will provide financial resources for the implementation of this Plan and there will continue to be a cooperative attitude of all development partners and sister institutions and that government will not limit funding by development partners/donor funds. The major assumptions for the implementation of the Plan are critical and may negatively impact on the implementation of the Plan if risks are realized. They are political stability in African countries, availability of the planned resource envelope for each objective and qualified and experienced management, administrative and professional staff to carry out the implementation of planned activities

## 4.5 Monitoring and Evaluation

This section focuses on the need for measurements, analysis and reporting on the implementation of the Strategic Plan. It spells out the need for a plan for collection of data, analysis and storage and information flows and communication among AFLI stakeholders. This will provide a basis for generating milestones for measuring progress of the Strategic Plan.

### Objective of M&E of the Strategic Plan

For effective evaluation of the Strategic Plan, a Monitoring & Evaluation Framework will be developed. This will present an aggregate model of all the key components of the Strategic Plan, Present Strategic Plan components in a systematic, concise and coherent way, thus clarifying and exposing the logic of how the Plan is expected to work, Ensure that the sequence of events is plausible and is monitored, and that wider ranging objectives are not overlooked, Clarify the relationships which underlie judgments about likely efficiency and effectiveness of the Strategic Plan, identify the main factors related to the success of the Strategic Plan, Provides the basis for the evaluation by identifying indicators of success, and means of quantification or assessment, encourage engagement with all data providers from the outset and during monitoring, facilitate identification of the best practices and a means of adopting and scaling them up. The monitoring framework includes: the baseline position of the Strategic Plan, choice of metric for each, means of measuring the metric, interval for measurement, and means of benchmarking for each, and methods of adopting and scaling up the best practices.

### Scope of the Monitoring and Evaluation

The Monitoring and Evaluation will cover a number of areas in the implementation of the Strategic Plan including::

   a.   Relevance - The extent to which AFLI projects and activities suit the set goals and priorities.

   b.   Effectiveness - A measure of the extent to which AFLI will have attained its objectives.

   c.   Efficiency - A measure of outcomes - qualitative and quantitative - in relation to the inputs:

   d.   Impact - the positive and negative changes produced directly or indirectly, intended or unintended.

   e.   Sustainability of the Strategic initiatives and benefits in case some donors stop funding some programs..

## Targets and Performance Metrics:

In addition to identifying key indicators of success for AFLI, performance-based metrics should be developed to enable regular reporting of progress against operational targets. The monitoring framework proposed in this document therefore, contains targets for a set of indicators that are expected to be achieved by 2027. The targets and performance metrics should cover all the outcomes at different levels and also linkages between them. The main recipients and users of the performance metrics are the management and staff at AFLI Secretariat and the Board. AFLI members and donors will receive progress reports which are outputs of the monitoring and evaluation system. Stakeholder needs and interests will determine the scope of monitoring and evaluation to avoid information overload, but also ensure that sufficient high quality information of strategic and managerial interest is available. The performance metrics system will at least cover three levels, i.e. how well AFLI Secretariat performs its roles; the level of quality of implementation; and a few core success indicators: Monitoring the performance of key roles and direct contributions to implementation of the five objectives. Measures for internal efficiency for AFLI Secretariat can also be included here. Target districts implementation capturing activities and outputs at regional level within the five objectives. Core success indicators with targets (for all the five strategic objectives) reflecting what AFLI wants to achieve and be assessed against at all levels. Since special efforts are required to collect information about most of such indicators, the number should be limited and mirror the overall performance of AFLI on a quarterly basis.

## Resources for Monitoring and Evaluation.

To ensure effective and quality monitoring and evaluation, it is critical to set aside adequate financial and human resources at the planning stage. The required financial and human resources for monitoring and evaluation should be considered within the overall costs of delivering the agreed results and not as additional costs.

Financial resources for monitoring and evaluation should be estimated realistically at the time of planning for monitoring and evaluation. While it is critical to plan for monitoring and evaluation together, resources for each function should be separate. In practice, each project should have two separate budget lines for its monitoring and evaluation agreed in advance with partners. This will help AFLI and its partners in more realistic budgeting. It will also reduce the risk of running out of resources for evaluation, which often takes place towards the end of implementation. Monitoring and evaluation costs associated with

projects can be identified relatively easily and be charged directly to the respective project budgets with prior agreement among partners through inclusion in the project budget or Annual Work Plan.

Human resources are critical for effective monitoring and evaluation, even after securing adequate financial resources. For high-quality monitoring and evaluation, there should be:

Dedicated staff time - for effective monitoring and evaluation, staff should be dedicated for the function. AFLI therefore, needs to have a monitoring and evaluation units with specific Terms of References (ToRs), dedicated skilled staff, work plans and other resources.

Skilled personnel - staff entrusted with monitoring should have required technical expertise in the area. Where necessary, skill levels should be augmented to meet the needs and with on-going investments in developing such capacity within AFLI as necessary.

# AFLI Organization Chart & Project Implementation Structure 2023 - 2027
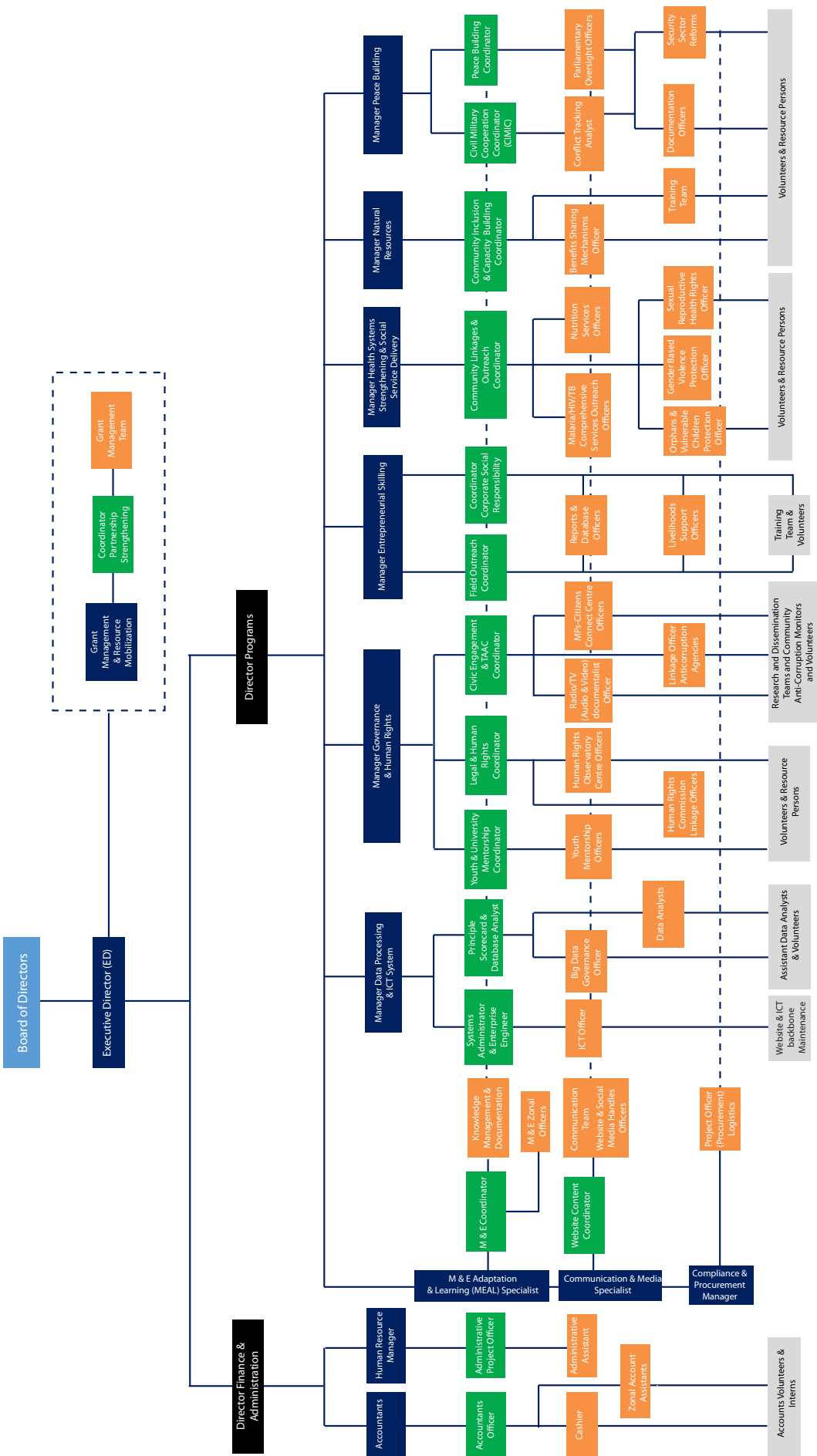
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