



CENTER FOR CONSTITUTIONAL GOVERNANCE (CCG)

STRATEGIC PLAN 2017-2022

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Acknowledgement

Center for Constitutional Governance (CCG) is grateful to all those who participated in the formulation of this Strategic Plan 2017-2022. The Strategic Plan benefited from the ideas and experiences of our board members, experts on constitutionalism and governance, senior staff and partners.

We would like to thank you all for the dedicated work during the strategic planning process that involved in-depth interviews with the staff of CCG as well as our team of consultants.

Mr. Okwiri Rabwoni
Executive Director

Foreword

The Center for Constitutional Governance (CCG) Strategic Plan 2017-2022 provides the guiding framework for the Organization's work for this five-year period in an effort to contribute towards the achievement of its vision. The Strategic Plan builds on our previous efforts and experiences and seeks to consolidate our past achievements, refocus our interventions, improve our response and cause greater impact. This plan, therefore, focuses on further strengthening of the Organization for full implementation of our vision and mission.

The strategic objectives in this plan have been carefully formulated to focus our efforts on fulfilling our vision and mission as well as the institutional capacity building of the Organization. It is our hope that this Strategic Plan will be an important instrument for mobilizing human and financial resources for its implementation.

Prof Edward Rugumayo
Chairperson, Board of Directors

Acronyms

CCG	Center for Constitutional Governance
CSOs	Civil Society Organizations
EAC	East African Community
DGF	Democratic Governance Facility
ICT	Information, Communication and Technology
GPAU	Guild Presidents Association of Uganda
HI	Hope Initiative
MUBS	Makerere University Business School
MOU	Memorandum of Understanding
NYC	National Youth Council
OD	Organizational Development
PM&E	Planning, Monitoring and Evaluation
SP	Strategic Plan
SMS	Short Messages
TV	Television
UCU	Uganda Christian University
YPF	Young Parliamentary Association

Table of Contents

Acknowledgement	2
Foreword	3
Acronyms.....	4
1.0 Introduction and Background.....	6
1.1. Introduction.....	6
1.2. 1.2 Background and rationale.....	7
1.3. The planning process.....	9
1.4. Situational Analysis.....	9
1.5. SWOT Analysis.....	11
2.0 Strategic Direction.....	13
2.1 Institutional Development.....	13
2.2 Programmes and Projects.....	16
2.3 Broad Objectives.....	19
3.0 Log frame.....	29
4.0 Risk Analysis Matrix.....	31

List of Tables

Table 1: Strengths, Weaknesses, Opportunities and Threats.....	11
Table 2: CCG Log frame Strategic Plan 2013-2018	29
Table 3: CCG Risk Analysis Matrix.....	31

1.0 INTRODUCTION AND BACKGROUND

1.1 Introduction

Center for Constitutional Governance (CCG) is a regional organization based in Uganda and reaches out to the Eastern Countries of Kenya, Tanzania, Rwanda, Burundi and South Sudan with a cardinal goal of strengthening constitutional governance by bridging the gaps in governance and challenges in policy and regulatory framework.

CCG seeks to promote constitutional governance in the greater East African region in areas of regulatory policy making and governance concepts by directing attention towards democratic and constitutional governance and bypassing old dichotomies on the future of the nation state.

Mandate:

Making the Constitution a Peoples Document

Vision:

Building a Center that empowers citizens to fully utilize their constitutional rights and obligations to participate in their governance, promote constitutional governance and defend the constitution

Mission:

To promote constitutional governance through carrying out constitutional literacy campaigns and advocacy across East Africa.

Customer value proposition:

CCG is committed to promoting constitutional governance through constitutional literacy, mentorship training, public interest litigation, research and continuous civic education.

Objectives:

- (i) Promoting democratic culture through creating platforms for discourse, debate and activism
- (ii) Promoting integrity of the democratic processes by advocating for effective policy, legal and institutional mechanisms
- (iii) Promoting research-based constitutionalism and constitutional governance
- (iv) Strengthening civil society and other social institutions through social justice campaigns
- (v) Carrying out public interest litigation and legal representation of activists
- (vi) Setting up an Institute for International Studies in East Africa

This strategic plan details out the programmes that CCG aims to carry out in order to fulfill its vision, mission and objectives.

1.2 Background and Rationale to the Development of Strategic Plan 2017-2022

1.2.1 Background

From 2011 - 2012, CCG activities were being implemented with overall guidance of its vision, mission and objectives, institutional development and programming. From 2013-2017, CCG implemented a Five Year Strategic Plan that guided the institution's annual programming and implementation in order to achieve our vision and mission.

This Strategic Plan 2017-2022 is drawn to fit it in the wider vision and mission of the Organization with goals; objectives of some of its key commitments drawn from the Constitution, The EAC Treaty; EAC Draft Protocol on Good Governance; the UN Charter on Human Rights as well as the known cardinal principles and tenets of democracy and good governance and the related Protocols and Declarations.

1.2.2 Purpose of the Strategic Plan 2017-2022:

There is need to have a continued systematic procedure of achieving the Organization's core values and principles. These include the need to maintain, consolidate, and re-energize the strengths while overcoming the present challenges and limitations of CCG. On the other hand, externally, CCG faces a web of threats and opportunities stemming from political trends and or social transformations in the region.

In terms of programming, there is need to have a continued distinction between longer time direction and goals (strategic direction) and the kinds of programmes that should generate benefits towards achieving our vision and mission.

This current Strategic Plan makes a clear distinction between Strategic Goals and Programme Goals. Proposed are two broad strands of the Organization's Strategic Direction in the next five years, namely (i) Institutional and Organizational Development, and (ii) Programmes and Projects. It further captures the need to increase the depth and breadth of priority intervention areas, and the implementation strategies taking into consideration the changing operating environment.

In terms of strategy, the successful implementation of the previous strategic plan depended on seeking partnerships and networking with government, development agencies and Partner Organizations.

CCG needs to identify more areas of collaboration and partnerships to take advantage of every potential opportunity of such linkages, nationally, regionally and globally.

In terms of organization and structure, CCG has undergone increased capacity building in such areas as Planning, Monitoring and Evaluation, Organizational, Financial and Human Resource Development. These constitute critical issues for which further rethinking is required both for institutional growth and effective service delivery of programs.

1.3 The Planning Process for Strategic Plan 2017-2022

This Strategic Plan 2017-2022 is an outcome of a participatory process that entailed national-wide consultations conducted at the national level, regional level, and development partner levels. The national consultative process targeted CCG Board members and associates. Strategic planning workshops targeted the staff, development partners and the beneficiaries.

1.4 Situational Analysis of selected strategic areas in 2017

1.4.1 Youths/Students Programme (The Hope Initiative – HI)

The planning and implementation of the Youths/Students programme is mainly carried out through the Hope Initiative Clubs and Alumni by the youths/students themselves in Universities and Institutions of Higher Learning.

The Hope Initiative Programme in the Institutions of Higher Learning is supported institutionally by the Guild Presidents Association of Uganda (GPAU) which entered into partnership with CCG through an MOU for a continuous support in the Universities and tertiary institutions countrywide.

The major challenge faced by youth/students programme is that being youth or a student is a temporary situation and when, for example, a student completes, then follow up becomes a problem. But for the Hope Initiative which promoted HI clubs in secondary schools, HI Associations in Tertiary Institutions and HI Foras for youths out of school; this enables continued participation of the mentored and mobilized youths/students. The HI clubs, associations, foras are supported by the Catalysts (facilitators), the champions (youths themselves) and Patrons (lecturers and teachers) countrywide.

Another key challenge is formulating self supporting programmes for the Hope Initiative programme including the Alumni.

We have so far formalized HI Clubs in the 25 Universities of:

1. Makerere University (MUK)

2. Mbarara University of Science and Technology (MUST)
3. Gulu University
4. Kyambogo University
5. Busimeta University
6. Islamic University in Uganda (IUIU)
7. Ndejje University
8. Uganda Martyrs University (NKOZI)
9. Bugema University
10. Busoga University
11. Nkumba University
12. Uganda Christian University (UCU)
13. Kampala University
14. Kampala International University (KIU)
15. Metropolitan University Business School (MUBS)
16. Uganda Pentecostal University
17. Bishop Stuart University
18. St. Lawrence University
19. Mutesa 1 Royal University
20. All Saints University -Lango
21. International Health Sciences University,
22. Cavendish University,
23. Ankole Western University
24. Mountains of the Moon University
25. Kabale University

And in the following religious affiliated institutions:

1. Bishop Tucker Theological College – Mukono
2. Uganda Baptist Seminary – Jinja
3. YMCA – Kampala
4. Covenant Bible Institute of Theology – Mbale
5. Nile Vocational Institute – Masaka
6. Uganda Technical College – Elgon (Mbale)
7. Islamic Call University College – Kampala
8. Ndegeya PTC - Masaka

1.4.2 Constitutional Literacy Programme

This programme aims at empowering citizens to know and defend their Constitution by promoting the rights and obligations of citizens as well as the responsibilities of leaders in a continuous civic education campaign. This is to be carried out through summarizing the Constitution and producing an abridged version that can easily be used and understood by ordinary people and then translating this abridged version into seven key local languages of Runyakitara, Luganda, Lusoga, Itesot, Karomojong, Acholi and Lumasaba.

Preparations for the implementation of this programme involved obtaining an endorsement by the Minister of Justice and Constitutional Affairs in line with the operationalising of Article 4 of the Constitution as well as building other partnerships with the Law Development Center, The Law Reform Commission and the Institute of Languages at Makerere University.

We have so far published the constitutional literacy handbook as well as the “Know your Constitution” leaflet. We also distribute simplified copies of the constitution from Law Reform Commission in institutions of higher learning in Uganda.

With increased funding, this will be scaled up to cover all districts as well as enable translations for the grassroots people.

1.4.3 Research

CCG is carrying out research on Re-Examining Democracy in Uganda. This research is in its first phase. It's based on key thematic topics of governance including: constitutionalism; sovereignty, the people, government, multi-party politics and Elections.

It's hoped that this research will provide new information to the challenges of democratization in Uganda.

1.4.4 Organizational Development

Activities under organizational development (OD) have been guided by commitment to building and strengthening CCG. Despite some impressive performance in the programs for youths in Uganda, there is still need for more experienced staff and also coming up with a framework for staff trainings and volunteer motivation as well as opening up of satellite offices in the other member states.

1.4.5 Resource Mobilization, Planning, Monitoring, Evaluation and Reporting

For the last Five years, some progress has been made in implementing activities that define program planning and the broad parameters including targets and indicators to track performance as contained in the last strategic plan. There is increased need to strengthen M&E systems and promote the culture of viewing work plans as planning tools and accounting procedures.

Despite some noticeable achievements, garnering adequate resources to match the budget continued to present a serious challenge.

1.4.6 Previous Implementation Structure

Whereas the initial attempts to streamline work at CCG had brought about some achievements in programme implementation, there is still need to fully implement the organization structure for effective management and effective programme implementation.

For instance, the Department of Planning (in charge of planning, M&E and resource mobilization) needs to be strategically instituted and positioned to perform the critical role of planning, M&E and reporting for CCG.

1.5 A Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Table 1: Strengths, Weaknesses, Opportunities and Threats

Weaknesses	Threats	What you need to be able to do to overcome
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		weaknesses and threats
CCG has gone beyond take off stage but still has challenges in planning, monitoring and resource mobilization areas	Political Environment	<ul style="list-style-type: none"> - Have a strong public relations system and invest in visibility for the organization - String partnerships with key actors
Limited resources to fully implement the organizations work plan and for organizational development	Donor perspectives about Uganda	<ul style="list-style-type: none"> - Institutionalize more strongly existing governance and management structures to enhance programme implementation - Establish linkages and partnerships with stronger organizations - Attract experts who have competencies in resource mobilization
CSO survival in the current political environment	The narrowing political space in the country	<ul style="list-style-type: none"> - Strengthen political support and cooperation for the organization - Build networks with other CSOs and other actors
Strengths	Opportunities	<ul style="list-style-type: none"> - What to need to be able to build on the strengths and opportunities
Active Board Members	Good will from	<ul style="list-style-type: none"> - Utilize the Board

who are passionate about governance and constitutionalism in Uganda as well as the greater East African Community	the national, region and international community partners as well as the youth and students	members in engaging partners and strengthening relationships for resource mobilization
CCG strategic programmes are unique in nature and crucial for advancing constitutional governance especially at this time when the space for civil engagements in the country are narrowing	The management mandate of CCG is its niche – being a constitutional watchdog in East Africa	<ul style="list-style-type: none"> - Build on the uniqueness of CCG programmes to articulate and market ourselves as a leading governance organization to attract increased partnerships, funding and support - Capitalize on the existing good will to build stronger partnerships and linkages
Being a regional organization operating in six countries	Prevailing political environment that calls for increased civil society participation/engagements in the political arena	Build on the energies of the youth and students to promote, popularize and develop the Organization

2.0 Strategic Direction for CCG during 2017-2022

This Strategic Plan (2017-2022) proposes two broad strands of the Organization's Strategic Direction in the next five years, namely (i)

Institutional and Organizational Development, and (ii) Programmes and Projects. This is aimed at building a more resourceful and endowed Organization with appropriate systems to be able to effectively and efficiently develop and sustain programmes and projects. The suggested changes in the strategic direction are further aimed at enhancing co-ordination and synergies between and among partners and beneficiaries.

2.1 Strategic Direction One: Institutional and Organizational Development

2.1.1 Resource mobilization and partnership expansion

For the past five years, CCG deliberately moved to expand her funding base and to develop new partnerships. During 2017-22, the Organization plans to intensify efforts to further expand her funding sources by developing and implementing effective resource mobilization interventions. Particular focus is to continuously looking out for funding opportunities and building synergies and new partnerships as well as an improved financial and accountability system that ensures value for money for the ongoing projects and achieving increased impact.

CCG shall put more effort on strategic fundraising undertakings, and link this with other strategies of networking and collaboration with new and old partners for increased support. In particular, CCG plans to use the new strategic plan to enlist partners' support to fund her core institutional and organizational activities through direct budget support. CCG will also make all effort to link, liaise and co-operate with other partners to tap available resources to support programs and projects.

2.1.2 Organizational Development (OD) and Project Monitoring & Evaluation

Technically, the basic concept underlying OD is to improve organizational efficiency by modifying human behavior rather than technological innovations.

At CCG, OD shall pursue organizational efficiency more strongly to improve impact and visibility. The limitations of financial and logistical resources shall be addressed under a more vibrant OD unit.

As the “human element”, OD shall undertake the planning and M&E functions to assess the future; continually assess the goals of CCG and the overall strategies to achieve the goals. Through OD, 2017-2022 should see CCG more effectively promoting active participation in planning and program development, and expansion. The role of governance at each level is to be further strengthened to build the capacity of governance in strategic development, planning, monitoring and other relevant functions. At the end of the plan period, CCG will have registered significant improvements in terms of a well thought out development path, higher performance standards, and more participation of stakeholders for synergy maximization.

2.1.3 Institutional development for effective organization and administration

During 2017-2022, more attention shall be placed on strengthening CCG structure, policies, and systems. Keen interest is on support structures, strategies, approaches and appropriate resource allocation policies.

Besides systems and procedures, the structure and staffing is to be continuously be updated for effective service delivery. It is expected that relevant and appropriate policies shall be in place for an enabling environment to achieve CCG’s goals and objectives. Under this objective, CCG will continuously review her systems and processes to maximize benefits of a shared vision and mission and better understanding of roles and responsibilities among stakeholders.

The focus in developing institutional structures for effective organization and administration shall be on enhancing the capacity to effectively coordinate, monitor and supervise activities. It is expected that improvements will be registered in financial management with improved budgeting and expenditure control systems. Focus shall also be placed on staff performance at all levels to improve the management and administrative functions within the Organization especially finance, audit, and personnel.

2.1.4 Communication, ICT and public relations

CCG has strengthened organizational capacity in communication, information, dissemination, and advocacy for visibility, greater outreach and self sustenance. This was done through up-grading our website and online platforms, activate our online news letter and greater use of the social media platforms, with the latest being live coverage of events.

The broader intent is to continue to improve and maintain the CCG cyber presence and visibility through publicizing its programmes and projects in various media, and providing for feedback from the beneficiaries.

2.2 Strategic Direction Two: Programmes and Projects:

2.2.1 Hope Initiative (Youths and Students)

In this Strategic Plan 2017-2022, CCG intends to continue with her auxiliary role and niche to improve and popularize our activities with the Youths and students.

The overall goal of the Hope Initiative is transforming Uganda by providing leadership for restoring hope for the future, dignity of the people and building a responsive citizenry through Uganda's Young Citizens.

The specific objectives of this programme include: mobilizing and building a youth movement, motivated to act for a secure productive and free Uganda; transforming political discourse and organization by focusing on citizens well being and nations integrity; mobilizing and organizing an alliance, both national and local for effective demand of more just, equitable and quality social services and to create spaces and platforms for reflection for the emergency of a generation of leaders who are civically aware and can act and demand for their rights as citizens through advocacy.

Categories of the Hope Initiatives include Associations in the Institutions of Higher Learning, Clubs in secondary schools and Community Foras for the youth outside learning institutions.

The activities of the Hope Initiative will be largely run by the youths/students themselves and with the coordination of the Guild Presidents Association of Uganda (GPAU), our Partners for the programme.

CCG hopes to expand the programme further to join youths/students in institutions of learning with those outside on a continuous basis.

2.2.2 Constitutional Literacy

The Strategic Plan should ensure that Constitutional Literacy, which is our flagship programme, creates maximum visibility in the country and the region. For CCG to occupy its rightful place as a Constitutional Watchdog, Constitutional Literacy and other related programme should be popularized up to grass root levels.

This programme entails simplifying the Constitution for easy reading and understanding by ordinary people; and translating the simplified version into seven key local languages of Acholi, Karimajong, Lumasaba, Itesot lusoga, luganda and runyakitara; for distribution countrywide.

There will also be sensitization workshops/seminars and talk shows about key Constitutional Provisions as well as constitutionalism and constitutional democracy.

And the digital coding of the Constitution so that people can easily type on a topic on their phones and receive Constitutional Provisions about it. For example, if a person wants to know what the Constitution says about land, and they send a short message (sms) to a given code, they will receive all the Constitutional provisions about land on their phones. The digitalized constitution will also have a portal on CCG website so that people can google about specific provisions and receive them online as well.

It's hoped that these programmes will indeed make the Constitution a Peoples Document and will enable people to know their Constitutional rights and obligations and ensure that the people defend their Constitution at all times.

2.2.3 Public Interest Litigation

CCG will carry out public interest litigation on matters that affect political responsiveness, accountability and social justice especially civil- political rights; media freedoms and in defence of the Constitution. This will be done through advocacy and engagement and legal representation of activists using the citizens' rapid response mechanism.

It is hoped that this will bring about improved governments responsiveness to peoples demands and aspirations as well as increased access to legal services and representation for common causes and repeal of obnoxious laws that limit people's freedom of expression or in defence of the Constitution.

2.2.4 Continuous Civic Education

The Strategic plan aims to promote constitutional governance in the region through continuous civic education and sensitization on rights and obligations of citizens and their leaders as well as advocacy for the promotion of human rights, good governance and rule of law.

The specific target groups under this programme include youths/students and women. These two social groups form the majority of our population and they are largely marginalized in governance issues.

It is expected that the continuous mobilizations of key sections of our population will bring about a responsive citizenry that fully understands their rights and obligations and can effectively hold their leaders accountable at all levels.

2.2.5 Setting up the Institute for International Studies – East Africa (For Analysis, Policy Development, Research and Publications, Fellowships, Trainings, Internships for Leaders)

CCG aims to set up an Institute for International Studies in East Africa, covering the countries of Uganda, Kenya, Tanzania, Rwanda, Burundi and South Sudan. This Institute will carry out systematic analysis for

advancement of regional perspectives and global insights encompassing the vision of the political, social, economic and cultural problems of today's modern world. The Institute will also be an independent research institution engaged in research in international affairs.

The Institute shall produce research relevant to governance in East Africa in relation to international policy, and international development as well as other issues that transcend national boundaries and compel intellectual creativity.

The Institute of International Studies will offer unique understanding of worldwide problems and the training of the next generation of leaders in diverse areas through fellowships, training and internships. This will provide information and knowledge that can bring about active and effective leadership as well as citizen participation for the promotion of democracy, good governance, accountability and development in East Africa as a Center of Excellence.

2.2.6 Social Justice Campaigns

These campaigns will be premised on the drive to promote just and equitable societies. They will range from quality health and education for all, demand for accountability of public funds, legal reforms, promotion of democratic cultures, etc.

The proposed activities include: advocate for reforms in electoral laws and election management; civic education campaigns on health, education and on electoral reforms; litigation and engagement for general health, education and legal reforms; publication and dissemination of materials on governance benchmarks and monitoring governance performance/standards in member countries.

The expected outcomes include: having acceptable and functioning electoral systems in place; having timely and continuous citizen sensitization on health, education and electoral processes and democracy; archaic laws reformed; increased access to knowledge on

governance and production and publication of performance score cards on governance in the member countries.

2.3 Broad Objectives of SP 2017-2022

2.3.1 Promote democratic culture through creating platforms for discourse, debate and activism

This program seeks to create spaces and platforms in Institutions of learning at secondary, and tertiary levels, as well as in the wider society, where young people in their diversity can engage with issues of their governance (rights and responsibilities) actively through analyzing, challenging, and refining different political ideologies with the overall goal of putting young people at the heart of transforming political discourse, organizing and engagement in Uganda. The program will do this through the "HOPE Initiative", an effort through which spaces to facilitate active citizenship and transformative leadership by young people can be created.

The mission for the Hope Initiative is "transforming Uganda by providing leadership for restoring hope of the future, dignity of the people and building a responsive citizenry through Uganda's Young Citizens.

The objectives of the Hope Initiative include: mobilizing and building a youth movement, motivated to act for a secure, productive and free Uganda; transforming political discourse and organization by focusing on citizens well being and nations integrity; mobilizing and organising an alliance, both national and local for effective of more just, equitable and quality social services; as well as create spaces and platforms for reflection, for the emergency of a generation of leaders who are civically aware and can act and demand for their rights as citizens through advocacy.

The age bracket for Hope Initiative membership is 13-35 years and the values include: diversity, inclusiveness and national unity, young leadership, synergy, social and economic justice, peace and tolerance, freedom and human dignity, critical thinking, lifelong learning and integrity.

The Hope Initiative Societies in Institutions of Higher Learning will be headed by a Committee of five members known as the Champions; facilitated by the Catalysts and with supporters and promoters known as Associates.

CCG will support the Hope Initiative by providing a home for the programme, by mentoring the leaders on leadership and mobilization skills and linking the Hope Initiative with other youth networks countrywide as well as the general population.

Overall Objective: Increased awareness, engagement and participation of youths in civic and political process of democratization and governance in Uganda.

Recognizing that critically minded and informed individuals are the building blocks of an open, globally competitive society, the youth engagement project aims to propagate democratic culture amongst young people, increase their engagement and participation in democratic processes and governance.

Specific Objectives:

Objective 1: Promote ideologically grounded discourse among youth on governance, accountability and development:

(i) Set up and sustain Hope Initiative Clubs in the universities and colleges, clubs in secondary schools and foras for youths outside institutions of learning countrywide:

These Hope Initiative Clubs will be set up with the aim of transforming Uganda by providing leadership for restoring hope for the future, dignity of the people and building a responsive society citizenry through Uganda's Young Citizens. The objectives of the Hope Initiative include: mobilizing and building a youth movement motivated to act for a secure, productive and free Uganda; transforming political discourse by focusing on the citizens well being and the nation's integrity and

creating spaces and platforms for reflection, for the emergency of a new generation of leaders who are civically aware and can act and demand for their rights as citizens through advocacy.

(ii) Hold monthly debates in each of the universities, colleges and secondary schools focusing on each quarterly thematic area:

Each Hope Initiative Society will hold monthly debates on a selected thematic area and this will build into the National Inter University debates to be held on a quarterly basis. These debates will be guided by the thematic areas below: citizenship; nationhood; separation of powers; pluralism and the political parties; accountability; leadership; role and responsibilities of leaders and citizens; universality of human rights; rule of law and the electoral processes.

(iii) Hold National debates for all participating universities, colleges and schools on a quarterly basis focusing on a quarterly thematic area

These National Debates will bring together all the Hope initiative societies together under the Inter University Debate Competition on each of the thematic areas on a quarterly basis. These debates will have media coverage and will be aired on selected radios and televisions. These national debates will raise the bar of political engagements amongst the young people and foster a more focused developmental oriented political discourse amongst the young people countrywide.

(iv) Public Dialogues:

These public dialogues will be held once in each of the Universities and colleges by CCG popularizing the civic education campaign. They will be guided by the campaign guide document highlighting the ten thematic areas. They will be one - day open interactive dialogues and will introduce the wider students' community to the civic education campaign and the various thematic areas.

(v) Mentorship Trainings:

These trainings will focus on leadership skills, mass mobilization skills as well as resource mobilization skills for the Hope Initiative Society Leaders. The trained youth will become part of the pool for civic educators.

Objective 2: Improved civic awareness amongst the youth and access to information through ICT and social media

i) Develop publish and disseminate Civic Education Campaign Guide :

In this intervention, the project will develop and publish campaign guide document on the ten thematic areas, which is easy to read and understand. This will summarize what the civic education campaign is about.

ii) Publish Hope Conversations Magazine:

The program will produce the hope Conversations magazine on a quarterly basis capturing key conversations, views and issues of the youth in the various universities and colleges involved in the campaigns. The debates and views will all focus on the ten thematic areas of Citizenship, Nationhood, Separation of Powers, Pluralism and the Role of Political Parties, Accountability, Leadership, Roles and Responsibilities of Citizens, Universality of Human Rights, Rule of Law and Electoral processes. This will be a key campaign output and will be shared across board with leaders across board.

iii) Online dialogue:

The project will create a social media forum by developing a physical and online Resource Centre equipped with materials on rights, obligations and responsibilities of the state, citizens and society as a whole. These will be fora that will specifically target the ten thematic areas selected for the civic education campaign.

iv) Establish online resource Library:

An online portal will be created on the CCG website to publish Civic Education materials especially the Civic Education Campaign Guide.

Expected outcomes

- Improved governance within the universities, colleges and Schools
- Youth share information; learning experiences and are empowered to participate in national democratic processes
- Shared knowledge about how government works and how the youth can demand for accountability in order to foster development
- Youths are fully aware of their rights and responsibilities as citizens
- Civic education materials are made readily available online
- Network of young civic educators established
- Increased number of young people engaged in civic education
- Functional active hope initiative societies at universities and colleges established
- E- forum for public debates and dialogue on governance, accountability and development established

This schedule will be implemented in 30 months for the 60 selected institutions and can then be rolled out countrywide afterwards.

2.3.2 Promoting integrity of the democratic processes by advocating for effective policy, legal and institutional mechanisms

CCG aims to advocate for legal reforms and promote democratic cultures, space, values through making politics increasingly competitive, transparent; accountable, tolerant based on democratic freedoms and values.

CCG will achieve the above through: advocating for reforms in electoral laws and election management; civic education on electoral laws, democratic cultures and standards; litigation and engagement for general legal reforms; publication and dissemination of materials on governance benchmarks and monitoring governance performance/standards in member countries

The Expected outputs include: having acceptable and functioning electoral systems in place; having timely and continuous citizen sensitization on electoral processes and democracy; archaic laws reformed; increased access to knowledge on governance and production and publication of performance score cards on governance in the member countries

It's hoped that these activities will deliver a competitive, transparent and accountable governance regime in the region.

2.3.3 Promoting constitutionalism and constitutional governance

CCG sets out to promote constitutional governance in the region through continuous civic education and sensitization on constitutional literacy and advocacy for political integration.

In addition to promoting Constitutionalism and constitutional governance through continuous civic education, CCG will carry out public interest litigation on matters that affect political responsiveness, accountability and social justice especially civil- political rights; media freedoms and any related matter in defence of the Constitution.

The activities under this programme will include: continuous civic education; mobilization and sensitization on political integration including a regional stakeholders conference; advocating for harmonization of policies on governance within the region e.g. electoral laws, migration laws; public dialogue for interface between government agencies and the citizens; training of trainers (TOT) for massive sensitization on constitutional rights and obligations and public interest litigation.

The outcomes include:

- (i) Citizens are more knowledgeable about their political rights and responsibilities
- (ii) Citizens have means and avenues for expressing their needs and concerns and for holding political leaders accountable

- (iii) There is increased understanding and participation of citizens in EAC Political integration process
- (iv) Feedback and accountability processes between governments and the citizens are enhanced
- (v) A critical mass to effect the sensitization programme is developed
- (vi) Improved governments responsiveness to peoples demands and aspirations
- (vii) Increased access to legal services and representation and repeal of obnoxious laws that limit peoples freedom of expression and in defence of the Constitution

2.3.4 Strengthening civil society and other social institutions

CCG will advocate for reforms in the health, education and legal sectors among others. To advocate for health, education and legal reforms for improved service delivery and promotion of democratic cultures, space and values for social justice and equity.

The proposed activities include: advocate for reforms in electoral laws and election management; civic education campaigns on health, education and on electoral reforms; litigation and engagement for general health, education and legal reforms; publication and dissemination of materials on governance benchmarks and monitoring governance performance/standards in member countries.

The expected outcomes include: having acceptable and functioning electoral systems in place; having timely and continuous citizen sensitization on health, education and electoral processes and democracy; archaic laws reformed; increased access to knowledge on governance.

2.3.5 Setting up Institute for International Studies in East Africa

CCG aims to set up an Institute for International Studies in East Africa, covering the countries of Uganda, Kenya, Tanzania, Rwanda, Burundi and South Sudan. This Institute will carry out systematic analysis for

advancement of regional perspectives and global insights encompassing the vision of the political, social, economic and cultural problems of today's modern world. The Institute will also be an independent research institution engaged in research in international affairs.

The Institute shall produce research relevant to governance in East Africa in relation to international policy, and international development as well as other issues that transcend national boundaries and compel intellectual creativity.

The Institute of International Studies will offer unique understanding of worldwide problems and the training of the next generation of leaders in diverse areas through fellowships, training and internships.

This will provide information and knowledge that can bring about active and effective leadership as well as citizen participation for the promotion of democracy, good governance, accountability and development in East Africa as a Center of Excellence.

Vision and Mission of the Institute

The vision of this Institute is to be a regional think-tank on EAC matters and on global issues as they affect EAC and Africa in general.

Our Mission is to provide a systematic analysis and promote balanced dialogue on issues crucial to East Africa's advancement and its engagement in a dynamic global context.

CCG intends to achieve this by:

- Making constructive policy input.
- Stimulating informed public debate.
- Building leadership and research excellence in East Africa.
- Offering internships, trainings and fellowship programmes for leaders
- Regular publications

The Institute's activities include:

- Making input into policy development locally and internationally;

- Undertaking research on current issues of importance to East Africa generally with a focus on governance and accountability; trade, investment (i.e. economic diplomacy) and development ; South African foreign policy; existing and emerging powers and their role in Africa; and lastly, global challenges such as climate change and energy security;
- Developing linkages and joint programmes with international organisations and agencies throughout the world;
- Maintaining a resource centre and reference library for students and scholars of international relations and governance;
- Organising conferences, seminars and speakers' meetings on a wide range of topics addressed by prominent East Africans and distinguished international guests; and
- Encouraging an interest in international relations among the youth through its leadership programme for postgraduate interns and its various outreach programmes for university students and high school learners.

The major research projects within the Institute will produce a range of deliverables to its funders and the wider public in the form of publications, policy briefs, workshops and conferences catering for a cross-constituency audience. Key areas of focus will include:

- Governance
- Diplomacy,
- International Law and International relations
- Oil Governance
- Conflict resolution & peace building
- Post - Conflict Reconstruction
- Human Rights

2.3.6 Social Justice Campaigns

These will include legal/electoral laws and election management; civic education campaigns on health, education and on electoral reforms; litigation and engagement for general health, education and legal reforms; publication and dissemination of materials on governance

benchmarks and monitoring governance performance/standards in member countries

3.0 LOGFRAME

Table 2: CCG Log Frame Strategic Plan 2017-2022

Key Activities/ Interventions	Verifiable Indicators (Growth)	Expected Outcomes	Time Frame	Budget In Uganda Shillings (UGX)	Assumptions
Hope Initiative Youths/Students	The number of youth participation in civic and political processes	Increased awareness, engagement and participation of young people in civic and political processes	Five years (2017-2022)	2 Billion Available Funding 893.5 Million	The youths and students are willing to actively participate in the governance, accountability and development issues The youths will eagerly participate through the created platforms, in the civic and political processes of their country There will be acceptance of youth actively challenging and criticizing government policies/ actions
	The number of youth engaged in governance accountability and development issues	Increased number of young people engaged in governance, accountability and development issues			
	The number of Hope Initiative clubs, associations and for a set up in Institutions of learning	Young peoples' platforms for discourse, debate and activism are set up in Institutions of learning			
	The number of youths aware of their rights and responsibilities	Youths are fully aware of their rights and responsibilities as citizens			

Key Activities/ Interventions	Verifiable Indicators (Growth)	Expected Outcomes	Time Frame	Budget In Uganda Shillings (UGX)	Assumptions
Constitutional Literacy	Number of people who understand the Constitution, their constitutional rights and obligations and can refer to it in their day to day work	Increased understanding and use of the Constitution	Five years	5 Billion Available funding 500 Million	That the government is willing to implement Article 4 of the Constitution about popularizing the Constitution and translating into key local languages
	Number of people ready to promote Constitutionalism and can defend the Constitution at all times	Increased number of people promoting constitutionalism			
Public Interest Litigation	No of cases brought up in defense of the Constitution	Repeal of obnoxious laws that conflict with Constitutional provisions	Five years	300 Million 30 Million	That people are interested in seeking legal representation for common causes affecting a group of people
	No of cases brought up which concern large sections of the people	Improved government responsiveness towards peoples demand and aspirations and increased access to legal services and legal representation			
	No of activists represented at police stations and in courts of law	Actualizing the Rapid Response Mechanism for activists	Five Years	500 Million	That social movements activists will be caught up in arrests in the course of their activism

Key Activities/ Interventions	Verifiable Indicators (Growth)	Expected Outcomes	Time Frame	Budget In Uganda Shillings (UGX)	Assumptions
Continuous Civic Education	No of people aware of their rights and responsibilities	Increased number of people aware about your rights and responsibilities	Five years	2 Billion	That people are interested in knowing their rights and responsibilities and hold their leaders accountable from an informed point of view
	No of people demanding accountability from their leaders	Responsive citizenry that fully understands their rights and responsibilities and can hold their leaders accountable			
Institute for International Studies in East Africa	No of contemporary research done and papers published	Systematic analysis done on a regular basis on contemporary issues	Five years	10 Billion	That leaders are interested in making use of the services provided by the Institute and will use its researched publications in their policy making and development work
	No of leaders trained	Leaders trained on a regular basis through experience sharing, trainings and fellowships			
Social Justice Campaigns	No of people advocating for improved service delivery	Improved service delivery to the people	Five years	3 Billion	That people are interested in have improved services from the government
Strengthening Civil Society Networks				3 Billion	

Key Activities/ Interventions	Verifiable Indicators (Growth)	Expected Outcomes	Time Frame	Budget In Uganda Shillings (UGX)	Assumptions
Promoting Constitutionalism and Constitutional Governance	No of people promoting constitutional Governance	Improved governance		5 Billion	That people are interested in promoting constitutional Governance

4.0 RISK ANALYSIS MATRIX

Table 3: CCG Risk Analysis Matrix

RISK		RISK MANAGEMENT	
Impact Analysis		Strategy	Action Plan
Risk areas	Risks identified	Current actions	Action Plan
Hope Initiative	Increased government intimidation that hinders citizen participation	Design mitigation measures for advocacy work	Develop a sensitization strategy that addresses governments interference and intimidation
Constitutional Literacy	Fewer number of people interested in reading and understanding the Constitution	Mobilizing and supporting the ordinary people in capacity building	Develop a capacity building strategy for the programme
Public Interest Litigation	People who are largely affected by government's wrong action do not know their legal rights hence do not seek help for legal representation	Sensitizing communities about their legal/constitutional rights	Developing a strategy for awareness programmes in different communities about their constitutional rights
Continuous Civic Education	Increased government interference and intimidation against citizen participation	Work with existing organizations/networks and build alliances for collective power and engagement	Develop a strategy for building alliances and positive engagements
Institute for	Limited space for	Engaging all	Developing a

International Studies	intellectual creativity and policy engagement	stakeholders positively	strategy stakeholder involvement	for
Social Justice Campaigns	Rigid attitudes towards demanding for improved service delivery	Ensuring participatory approaches and full participation of the beneficiaries	Developing a strategy for full participation of the beneficiaries	a