



CENTER FOR CONSTITUTIONAL GOVERNANCE (CCG)

STRATEGIC PLAN 2022–2027

Contact us on:

P.O BOX 100505, Kampala

Email: info@ccgea.org or Constitutional.governance@gmail.com

Tel (Office): +256–392–176925

Tel (Mobile): 0772 427977

Website: www.ccgea.org

Blog: www.ccgea.blogspot.org

Face book: Center for Constitutional Governance (CCG)

Twitter: CCG@ccgea1

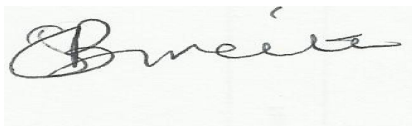
Skype: constitutional.governance2

PLOT 14, MUWAFU ROAD, MINISTERS VILLAGE – NTINDA KAMPLA

Acknowledgement

Center for Constitutional Governance (CCG) is grateful to all those who participated in the formulation of this Strategic Plan 2022–2027 especially our partners and associates.. This Strategic Plan benefited from the ideas and experiences of our board members, partners and associates on constitutionalism and governance, taking into consideration the current changing trends..

We would like to thank you all for the brilliant thoughts, ideas, innovations and dedicated work during the strategic planning process that involved in–depth interviews with the staff of CCG as well as our team of consultants.

A handwritten signature in black ink, appearing to read "Sarah Bireete", written on a light-colored background.

Sarah Bireete

Executive Director

Foreword

The CCG Strategic Plan 2022–2027 provides the guiding framework for the Organization’s work for this five–year period in an effort to contribute towards the realization 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. This plan also clearly stipulates how CCG shall work with the 4 layer partner of Government agencies, Citizens, Civil Society Organisations and Regional/International Agencies. The Strategic Plan highlights 5 priority areas of Hope Initiative/Students program, Shrinking civic space engagements, human rights, public interest litigation and constitutional engagements. It is our hope that this Strategic Plan will be an important instrument for mobilizing human and financial resources for its implementation.

Godber Tumushabe

Chairperson, Board of Directors

Acronyms

CCG	Center for Constitutional Governance
CSOs	Civil Society Organizations
CS TV	Civic Space TV
EAC	East African Community
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 national organization based in Kampala and reaches out to the Countries in the East and Horn of Africa, 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 Uganda 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:

An empowered citizenry that can fully utilize their constitutional rights and obligations to participate in their governance as well as 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 a Constitutional Museum and Academy

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 2022–2027

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 and 2017–2022, CCG has implemented the two– Five Year Strategic Plans that guided the institution’s annual programming and implementation in order to achieve our vision, mission and propel CCG to greater heights.

This SP 2022–2027 is drawn to fit it in the wider vision, 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. Its also drawn in light of the changing context within CSOs are operating in Uganda and the region. Its also drawn to propel citizens to take play an active role in their governance, at all levels and navigate the shrinking civic space.

1.2.2 Purpose of the Strategic Plan: 2022–2027

There is need for a review of CCG programs to concentrate on those that are impactful in terms of advancing the vision and mission; and minimize those that have proven to have less impact for the same, while promoting the core values of the organization. The plan has also been drawn to ensure there is resilience and sustainability for the institution amidst changing trends.

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

This 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 increasing 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 2022–2027

This Strategic Plan 2022–2027 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 beneficiaries, 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 COVID19 lockdowns and closure of universities and schools in Uganda. The other structural challenge is that being youth or a student is a temporary

situation and when, for example, a student completes his or her education, 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.

These challenges have now been mitigated by the shift to the Civic Space online TV which helps with connecting students in and out of universities using online dialogues and the youth round table programme which connects the Hope Initiative alumni and gives them an opportunity to constantly remain engaged on governance issues.

The HI Clubs are formalized 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.

At the regional level, CCG is developing an elections score card for Africa in its leadership on elections in East and Horn of Africa (EHORN) as well as a member of the Africa Elections Network. CCG is also a Board Member of the Global Domestic Elections Observers Network and a Member of the Governing Council for East Africa Civil Society Forum (EACSOFF).

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 and setting up of the Digital Civic Space TV, 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 10 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. This program has now been designed under constitutional engagements and reforms and this gives flexibility for implementation of constitutional literacy programs as well as advocacy on legal and constitutional reforms.

1.4.6 Previous Implementation Structure

The introduction of digital advocacy created a turning point in the implementation of CCG programs. Most of the engagements are conducted on civic space TV, whose audience has been growing steadily. TV programs are amplified on CCG twitter and Facebook handles.

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 weaknesses and threats
CCG is a stable organization but it needs to build its sustainability plan for resilience	Shrinking civic space	- Build a plan for a permanent home and other resilience and sustainability mechanisms
Remaining gaps in the fundraising strategy	Changing funding modalities	- Continue to build and expand funding networks and relationships
Strengths	Opportunities	- What to need to be able to build on the strengths and opportunities
Active Board Members who are passionate about governance and constitutionalism in Uganda as well as the greater East African Community	Good will from the national, region and international community partners as well as the	- Utilize the Board members in engaging partners and strengthening relationships for resource mobilization

	youth/students and other beneficiaries	
CCG strategic positioning as the leader on civic space engagements and governance in Uganda and the region	The is need to continue offering the much needed leadership on civic space and governance in general.	- Maintain and strengthen leadership and coordination role at strategic levels on governance.
Building mechanisms like the Civic Space TV and the Civic Space App for incident tracking	The opportunity for increasing digital advocacy	Continue building and popularizing the digital platforms for better advocacy and for sustainability and resilience
CCG Positioning in the region and global role in elections	CCG is well positioned in the East and Horn of Africa for its role in domestic election observation and this has	There is need to maintain and capitalize on this good positioning to further strengthen the organization

	propelled the organization at the continental and global levels	
--	---	--

2.0 Strategic Direction for CCG during 2022–2027

This Strategic Plan (2022–2027) proposes three broad strands of the Organization’s Strategic Direction in the next five years, namely (i) Institutional and Organizational Development, (ii) Programmes and Projects and (iii) Sustainability and Resilience. This is aimed at building a more resourceful and endowed Organization with appropriate systems to be able to effectively and efficiently develop and sustain the organisation, 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 and build for the future existence of the institution.

2.1 Strategic Direction One: Institutional and Organizational Development

2.1.1 Resource mobilization and partnership expansion

For the past 10 years, CCG deliberately moved to expand her funding base and to develop new partnerships. During 2022–27, the Organization plans to intensify efforts to maintain the current funding partners and further

expand her funding sources by improving mobilization strategies. The advantage in this is that CCG is well positioned as a lead actor on governance in the region and has improved financial system including total cashless transactions.

CCG shall put more effort on new fundraising approaches and strategies 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 sustainability and long term plans.

2.1.2 Organizational Development (OD) and Project Monitoring & Evaluation

This will help to further improve organizational efficiency by modifying human behavior rather than technological innovations.

At CCG, OD shall pursue organizational efficiency more strongly to maintain and 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, 2022–2027 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 2022–2027, more attention shall be placed on strengthening CCG structure, policies, systems, sustainability and resilience. 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 updated for effective service delivery. CCG has relevant and appropriate policies 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 digital advocacy with effective communication, information and dissemination for visibility, greater outreach and self sustenance. This is done through continuous 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 acting on feedback from the beneficiaries.

2.2 Strategic Direction Two: Programmes and Projects:

2.2.1 Hope Initiative (Youths and Students)

In this Strategic Plan 2022–2027, CCG intends to continue with her auxiliary role and niche to improve and popularize activities with the Youths and students. This will be maximized using Civic Space TV.

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. Its important to note that 78% of Ugandans are aged 30 years and below.

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 through the university program and youth round table segment on civic space TV.

2.2.2 Constitutional Engagements/Reforms

The Strategic Plan should ensure that Constitutional Engagements are amplified to create the necessary active citizenry in the country. There is need to amplify constitutional engagements at the grassroots using radio drama series for easy understanding of constitutional rights and obligations by the ordinary people. This will be further amplified on Civic Space TV.

This programme entails use of radio drama series and amplifying citizens debates on Civic Space TV aimed at improving knowledge and information about constitutional governance. It will also cover engagements on constitutional and legal reforms in Uganda 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.

These efforts will be re – enforced with the establishment of the constitutional academy and museum.

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 Shrinking Civic Space

Civic Space in Uganda is closing due to a number of reasons including office break ins of NGOs, closure of NGOs, arrests of NGO leaders and staff, physical and cyber trailing, among others.

CCG has built digital capacities through the civic space app and civic space TV. The program will build on these capacities and continue to engage in work that seeks to expand the space for citizens participation in their governance.

2.2.5 Human Rights

The enjoyment of fundamental human rights and freedoms in Uganda has greatly declined with increasing use of excessive force by the police and army. The most affected rights by these are the freedom of association, expression and assembly. These rights have further been affected by the COVID19 pandemic.

This program will focus on ensuring the protection and observation of human rights through our program implementation as well as partner engagements like the Universal Periodic Review Mechanism coordinated by the National Coalition for Human Rights Defenders and Ministry of Foreign Affairs.

2.3 Broad Objectives of SP 2022–2027

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. The youths voices in governance will be amplified on Civic Space TV.

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:

Objective1: Promote ideologically grounded discourse among youth on governance, accountability and development:

(i) Strengthen 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 strengthened 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 emergence 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. Public Dialogues will be streamed live on Civic Space TV.

(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 and the dialogues will be streamed live on Civic Space TV.

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 at national, regional and continental levels; 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 Promoting constitutional engagements, protecting civic space and Human Rights in general

These will include grassroots advocacy/legal reform campaigns, engaging in public interest litigation as well as topical conversations on Civic Space TV, pushing back against shrinking civic space and protect/defend human rights and promotion of constitutionalism through establishment of the Constitutional Museum and Academy.

3.0 LOGFRAME

Table 2: CCG Log Frame Strategic Plan 2022–2027

Key Activities/ Interventions	Verifiable Indicators (Growth)	Expected Outcomes	Time Frame (2022–2027)	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	5 years	1.6 Billion	The youths and students are willing to actively participate in the governance, accountability and development issues
	The number of youth engaged in governance	Increased number of young people engaged in		Available Funding 600 Million	

Key Activities/ Interventions	Verifiable Indicators (Growth)	Expected Outcomes	Time Frame (2022–2027)	Budget In Uganda Shillings (UGX)	Assumptions
	accountability and development issues	governance, accountability and development issues			eagerly participate through the created platforms, in the civic and political processes of their country
	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			There will be acceptance of youth actively challenging and criticizing government policies/ actions
	The number of youths aware of their rights and responsibilities	Youths are fully aware of their rights and responsibilities as citizens			
Constitutional Engagements /Reforms	Number of people who understand the Constitution, their constitutional rights and obligations and can refer to it in their	Increased understanding and use of the Constitution	5 years	1.63 Billion Available funding 500	That the government is willing to implement Article 4 of the Constitution about

Key Activities/ Interventions	Verifiable Indicators (Growth)	Expected Outcomes	Time Frame (2022–2027)	Budget In Uganda Shillings (UGX)	Assumptions
	day to day work			Million	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			
	No. Of constitutional/legal proposals participated in and influenced				That there will be spaces for citizens participation in legal/constitutional reforms
Public Interest Litigation	No of cases brought up in defense of the Constitution	Repeal of obnoxious laws that conflict with Constitutional provisions	5 years	852 Million Whats already available 80 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 and about violations/non compliance with	Improved government responsiveness towards peoples demand and aspirations and increased access			

Key Activities/ Interventions	Verifiable Indicators (Growth)	Expected Outcomes	Time Frame (2022–2027)	Budget In Uganda Shillings (UGX)	Assumptions
	the Constitution	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	5 Years		That social movements activists will be caught up in arrests in the course of their activism
Human Rights	No of people aware of their rights and responsibilities	Increased number of people aware about your rights and responsibilities	5 years	852 Million	That people are interested in knowing their rights and responsibilities and hold their leaders accountable from an informed point of view
	No of people defending their rights	Responsive citizenry that fully understands their rights and responsibilities and can hold their leaders accountable			

Key Activities/ Interventions	Verifiable Indicators (Growth)	Expected Outcomes	Time Frame (2022–2027)	Budget In Uganda Shillings (UGX)	Assumptions
Shrinking Civic Space	No of contemporary research done and papers published	Systematic analysis done on a regular basis on contemporary issues	5 years	1.13 Billion Available funding 300 Million	That stakeholders are interested in engagements and dialogues about shrinking civic space in Uganda
	No of advocacy engagements done about shrinking civic space	Advocacy amongst several stakeholders about shrinking civic space in Uganda			
	No of people advocating for improved operating environment	Improved service delivery to the people	5 years		That people are interested in have improved operating environment
Establishment of Constitutional Museum and Academy	No. Of people trained in the constitutional academy and No of people accessing resources in the museum	Promotion and entrenchment of the culture of constitutionalism	5	2 Billion	People are interested in acquiring information on constitutionalism and establishing its culture

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/Students Program	Increased government intimidation that hinders citizen participation	Design mitigation measures for advocacy work like online dialogues	Develop a sensitization strategy that addresses governments interference and intimidation
Constitutional Engagements/Reforms	Fewer number of people interested in reading and understanding the Constitution	Mobilizing and supporting the ordinary people in capacity building to understand and defend the constitution	Develop a capacity building strategy for the programme
Public Interest Litigation	People who are largely affected by government's wrong actions either do not know their legal rights and need to seek redress or are scared of repercussions after seeking legal	Sensitizing communities about their legal/constitutional rights	Developing a strategy for awareness programmes in different communities about their constitutional rights

	redress.		
Shrinking Civic Space	Increased government curtailing of rights of freedom of association, assembly and expression	Work with existing organizations/networks and build alliances for collective power to push back	Develop a strategy for building alliances and positive engagements for pushing back
	Limited space for intellectual creativity and policy engagement	Engaging all stakeholders positively	Developing a strategy for stakeholder involvement and influence
Human Rights	Rigid attitudes towards demanding for rights as citizens	Ensuring participatory to continue teaching people about their rights and helping them to safeguard observation and enjoyment of their rights	Developing a strategy for full participation of citizens at the grassroots
Constitutional Museum and Academy	There is a big knowledge gap about constitutionalism	Nurturing and building the culture of constitutionalism as a foundation for promoting constitutional governance	Establish the museum and academy