



AFRICA POLICY CENTRE
COMMUNICATION
AND VISIBILITY
STRATEGY **2021-2024**

SOCIALISING PUBLIC POLICY IN AFRICA



**UGANDA CHRISTIAN
UNIVERSITY**
A Centre of Excellence in the Heart of Africa



AFRICA POLICY CENTRE
STRATEGIC PLAN
2021-2024

SOCIALISING PUBLIC POLICY IN AFRICA

i LIST OF ACRONYMS

APC	Africa Policy Centre
C&V	Communication and Visibility
CSO	Civil Society Organisation
DVC AA	Deputy Vice Chancellor, Academic Affairs
DVC F&A	Deputy Vice Chancellor, Finance and Administration
ICT	Information and Communications Technology
KRA	Key Result Area
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
SRPS	School of Research and Post-Graduate Studies
SWOT	Strengths, Weaknesses, Opportunities and Threats
UCU	Uganda Christian University
VC	Vice Chancellor

It is exciting to present the Uganda Christian University (UCU) Africa Policy Centre (APC) Strategic Plan for 2021-2024. The APC was launched in 2016 and has since done exciting work. This strategic plan theme is 'socialising public policy in Africa' through a focused and interactive communication plan that fosters networks and collaborative partnerships.

The formation of the APC was motivated by the understanding that Africa is largely a net policy consumer in the global policy discourse. The direction of their public policies on critical matters often take the form of 'donor driven agenda' domesticated into national policies, making it a recipient of policy ideas. The region continues to struggle with meeting global policy targets like the Sustainable Development Goals. And as such, Africa has seen many failed public policy experiments.

This Strategic Plan, which will guide the work of APC in the next three years is anchored on the need to initiate and influence global policy discourse through meaningful interactions with various communities. This will require empowering various communities of scholars, policies, practice and partners to take interest and get involved in policy dialogue that affects the continent and particularly, our country.

The Coronavirus pandemic has demonstrated that the continent remains dependent on global policy direction given its response to the challenges -and contribution to prevention of the pandemic, vaccination and impact on various sectors of society.

The next three years will see APC's work focus on the socio-economic aspects of public policy like health, education, employment, agriculture, social protection, urban housing, environment and climate change, gender, family, youth and children, and infrastructure, all of which have been greatly impacted by the coronavirus pandemic as well as low ranking in most government budget priorities. Furthermore, the impact of these issues are directly felt by families and communities. This work will complement efforts to help the continent appreciate their global commitments to the Sustainable Development Goals, and African Union's Agenda 2063. Our goal at APC is to socialise these global, and regional policy frameworks as well as national public policy agenda espoused in Uganda's Vision 2040 and National Development Plan III.

To achieve its aspiration, the APC will build on the work that it has done since 2016, through the Annual Public lectures, the Policy Lab series, Working Papers and Training of the next generation of policy analysts. It will consolidate those gains and reposition itself to do much more. We aim to support the APC by building its capacity to execute research, influence public policy on the continent and elsewhere, while serving the country, community and church. We invite you to partner with the Africa Policy Centre in doing this exciting work.

Thank you and God bless you.

.....
Prof. Aaron Mushengyezi
VICE CHANCELLOR, UCU

.....
Rev. Dr. John Mulindwa Kitayimbwa
Deputy Vice Chancellor, Academic Affairs, UCU

1 INTRODUCTION

Africa Policy Centre is committed to bringing public policy closer to the people and enabling the public to meaningfully contribute to policies that affect them.

This Strategic Plan focuses on socialising public policy, a concept that suggests the Centre will actively analyse, interpret and publicise policies in order to increase awareness and improve implementation efficacy.

This plan is organised around four core inter-related pillars linking research, policy, community and partnerships (RPCP): Pursuing a public responsive social research agenda, promoting socially sensitive public policies, and harnessing active and involved communities in research and policy.

These will be guided by UCU's three strategic principles of professionalism, character and quality. At the end of the three years of this strategic plan, it is envisaged that there will be increased interest and interaction of the Uganda Christian University Community and strategic partners in public policy. Ultimately, the plan will position APC as a centre of excellence for Christian inspired public policy engagement in Africa.

The APC intends to work with various partners in obtaining its vision and mission.

The Africa Policy Centre has a vision to be a centre of excellence in African Christian-inspired public policy research, analysis and talent training in sub-Saharan Africa and beyond.

Its mission is to create a conducive and world-class platform for training and building indigenous capacity for public policy conception, formulation, analysis and research from an African Christian perspective.

It is our hope that this vision and mission will become a reality through this Strategic plan, whose main objective is to bring to life, our hopes and aspirations. Our communities of scholars, researchers, policy makers, civil society organisations and the church are invited to partner with us in socialising public policy in Africa, ensuring that social issues matter and are included in public policies in the spirit of the Sustainable Development Goals and various Country Visions for national development.

The promise of public policy should a reality to the African people and all the innovations should enable real transformations for the continent, from education, health and social protection, to agriculture, climate change and infrastructure. We hope to see real excellence in public policy through the Africa Policy Centre.

Thank you and God bless you.

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Dr. Emilly Comfort Maractho
DIRECTOR, AFRICA POLICY CENTRE
UGANDA CHRISTIAN UNIVERSITY

ABOUT UGANDA CHRISTIAN UNIVERSITY

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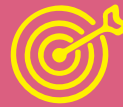
MOTTO:

Alpha and omega:
God is the beginning
and the End



VISION:

A Centre of
excellence in the
Heart of africa



MISSION:

To equip students for
productive, holistic lives of
christian faith and service



CORE VALUES:

Christ-Centredness, Diligence,
Integrity, Servanthood, Stewardship



THEME:

A Complete Education
for a Complete Person

The African Policy Centre (APC) is a Think Tank started by Uganda Christian University (UCU), a private, not-for-profit University, established by the Anglican Church of Uganda in 1997. In 2004, the University was chartered as the first private University in the country. The Main Campus of Uganda Christian University is situated at Mukono.

UCU operates two campuses (Arua, Kampala) and has two (2) constituent colleges at Bishop Barham University College in Kabale and Mbale University College. The Christian Identity of Uganda Christian University is espoused in the Instruments of Identity, and the House of Bishops is corporately and exclusively custodian of the Instruments of Identity.

Staff and Students are required to respect the Instruments of Identity and to observe the laid down rules and the Code of Conduct BOTH at the University and while away on official or authorized events.

In its Strategic Plan (2021-2023), UCU aims at achieving the following objectives that APC will contribute to through this strategic plan:

Identity: UCU's identity as an authentic Christian institution.

Governance and leadership: Accountable leadership.

Teaching and learning: A high quality education with a diverse yet integrated curriculum.

Targeted research: Rigorous, relevant, focused and innovative research.

Service to the Community: Assisting communities to achieve holistic development.

Student recruitment and development: A diverse array of students.

Staffing: Attracts, recruits, and retains a staff noted for excellence in teaching, research, and praxis.

Great campuses: The physical infrastructure that meets the education, ICT, and administrative needs and standards while preserving campus history and beauty.

Of particular interest is the aims on identity, governance and leadership, teaching and learning, targeted research and staff.

The Africa Policy Centre is a Think Tank started by Uganda Christian University, to build a community of policy researchers and political thinkers who are able to wisely engage - public policy and political thought within two broad frameworks: The Christian and biblical framework emerging from the broad and multifaceted Christian tradition as well as indigenous and local perspectives, especially from the multiple ethnic and civilizational traditions and communities in our particular context on the Africa continent. Through our work, we investigate policy issues, political thought and theory, and theological understanding on a wide range of questions, issues, and topics. Our work rests on the foundations of dignity for all people, the necessity of virtue for a flourishing society, and the aim for the common good. We seek to serve the nations in Uganda, the communities in East Africa, the African continent, and the rest of the world.

The motivation for the formation of APC was the major concern that there is less than necessary input that African thinkers are contributing to the global discourse on policy formulation and experimentation. Despite Africa being touted as this century's next geographical area to undergo great development, very few Africans are contributing to framing this narrative and to the generation of ideas and concepts from an indigenous point of view. Likewise, many polls and researches indicate that Africa is experiencing exponential growth in Christianity; but less than required contribution is being made by Africans to the dominant discourse on Christian values and trends.

This observation may be the explanation why many public policy experiments in Africa suffer a higher failure rate or face enormous challenges in helping the continent to develop. One of the underlying causes could be the inadequacy in terms of appreciating African contribution to their generation. Given such concerns and the observed need, there will be use of a proactive approach to solving this problem; and - it is envisaged that the APC will be a forum for practically contributing to solving the identified challenge.

APC's Strategic leverage

Platforms like think tanks that are formed in the 'global South' provide crucial research, discussion and training grounds for the South to analyse, understand and contribute to the global policy discourse. It is understood that those who dominate global variables such as the information highway, big data platforms, among others (i.e. the tools of global 'soft-power') end up controlling the global policy agenda.

These circumstances are quite challenging for the global South but at the same time they present a great opportunity to influence global trends since control of tools such as ICTs, social media, mobile technology, etc. is getting decentralized to the advantage of the global South. They thus provide an avenue for African scholars and thinkers to provide alternative views on policy issues at a global level. Working with community of scholars in Uganda Christian University, Uganda and beyond, community of policy makers, and community of practice, the APC aims to initiate and also influence policy in terms of analysis, formulation and consumption.

Our Achievements

Since 2016, we have obtained some good gains in the area of policy dialogue and training of the next generation of policy analysts under the directorship of Rev. Dr. Lawrence Earl Adams. From its inception in 2016, the Africa Policy Centre has been actively involved in holding symposia; carrying out policy trainings; conducting policy labs which later transitioned online to policy webinars; publishing research reports; publishing policy briefs; carrying out research projects; running a Research Journal; running opinion polls; and blogging on matters of policy.

Lessons Learned

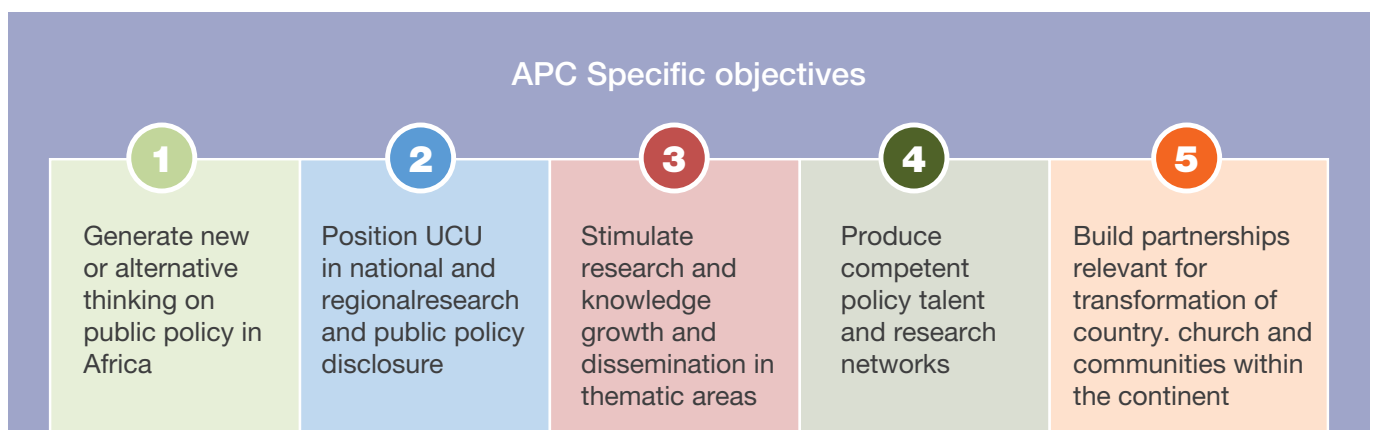
In the last five years, APC was generously supported by the Uganda Partners to implement its activities. The success of these activities were hinged on the buy-in of the donors through Uganda Partners and the Director. The APC strategic plan builds on these achievements in order to direct its activities in 2021-2024. The major lesson learnt in this period is the urgent need to harness the support of the University towards -the growth of APC as well as- to diversify its revenue streams. The new strategic plan aims at mobilising much needed resources to implement the activities that are prioritized in the planning period.

The Vision and Mission of APC

The vision and mission statements are inspired by the worldview and education philosophy of the Uganda Christian University; whose vision is to be a centre of excellence in the heart of Africa. With such envisaged directions for research and training, the UCU-APC Think Tank will provide a platform for grooming highly qualified staff due to its focus on advanced cutting-edge, world-class public policy research and discussion.

Overall Objective

From the above vision the APC has set out to achieve the objective of providing world-class cutting-edge public and private sector research, training and policy frameworks and producing excellent policy talent for governance, integrity, business and sustainable development.



Rationale for the APC 2021-24 Strategic Plan

The Africa Policy Centre has recently changed leadership, at the end of five years of its operations. The three-year strategic plan is an attempt to chart a way forward for APC, identify its priorities and provide direction for its next three years. More importantly, to position itself as a critical player in the public policy agenda on the continent.

To develop this plan, APC involved its internal stakeholders and previous leadership of the APC to look back and into the future. We looked at the current environment defined by disruption of Covid-19, the challenges of the past five years, and the prospects for the next three years. The future is bright with excellent possibilities. Through that process, we identified our priorities, processes needed to execute them and systems required for implementation. Through this system, APC's mandate as described below will be successfully fulfilled.

The APC Mandate

The APC mandate is to:

- Carry out university, public and grant-funded research in support of the Vision, Goal and mission of APC
- Proactively review and evaluate established public policies
- Work to formulate alternative policies
- Regularly issue policy briefs as need arises
- Engage in public policy features research (simulation and projection)
- Periodically issue public policy statements on topical issues
- Provide advice, consultative support, and information to appropriate stakeholders in specified fields within the context of APC's areas of science professional expertise
- Research, monitor, and assess public policy from local to global level
- Formulate strategies that assist clients and other stakeholders in designing and implementing effective and results-driven policies and programs
- Prepare proposals for grants or contracts from relevant funders, authorities, public bodies, corporations, companies or other agencies to achieve the mission.
- Establish offices, mechanisms and tools of high scientific and technical expertise towards the implementation of stated goals of general of specified projects.
- Accept grants, contracts and assistance from authorities, private and public agencies, foundations, corporations, companies or persons in form of money, moveable and immovable property, donations, gifts, subscriptions, devices, bequests and others forms with a view to promoting the objectives of this organization and in receiving any gift of the property to take the same either unconditionally or subject to any special conditions which may be prescribed by the Donor in writing.

The strategic direction of the next three years of APC will focus on three programme areas also known as the pillars that will help us achieve our vision and mission. These are research, policy, community engagement and partnerships. This will enable APC to build on the work done in the last five years. The Strategic Plan Theme is, 'socialising public policy in Africa.'

The Strategic plan adopts a programmatic approach in order to align with government approach to policy development.



1. Research Programme

One of the key mandates of APC is to initiate research as well as - produce evidence to influence policy decisions. In the next three years, APC aims to conduct one major research each year and two if resources allow. These will focus on social issues relevant for public policy in the areas of health, education, employment, agriculture, social protection, urban housing, environment, youth, and gender. These studies will in turn support proposals and recommendations for existing policies. It may also entail impact studies of existing policies as implemented in specific contexts. The programme will ensure responsive social research that engages policy makers in its process.

2. Policy Programme

Policy is at the heart of APC and defines its operations. Research is done for the sake of providing evidence for policy formulation while policy analysis is done for the purpose of initiative alternative policy positions. As already noted in the background, many policy experiments in Africa end up failing as a result of minimum involvement of the continent in the development of those policies. The Public policy programme will focus on how evidence from the social research programme can be put to use but also generate ideas for social research. The programme will ensure that public policies are sensitive to people's realities.

3. Community Engagement Programme

Research and policy both engage with various communities. The APC identifies its partners as actors in three specific communities. These are conceptual communities rather than geographical. Our work focuses on Africa and those engaged with it. As such, APC identifies its three core communities as the community of scholars, Communities of practice, and the community of policy makers. The APC will be the link between these communities for effective and efficient engagement. The programme will enable the formation of collaborative networks and partnerships between APC and its communities of scholars, practice and policymakers.

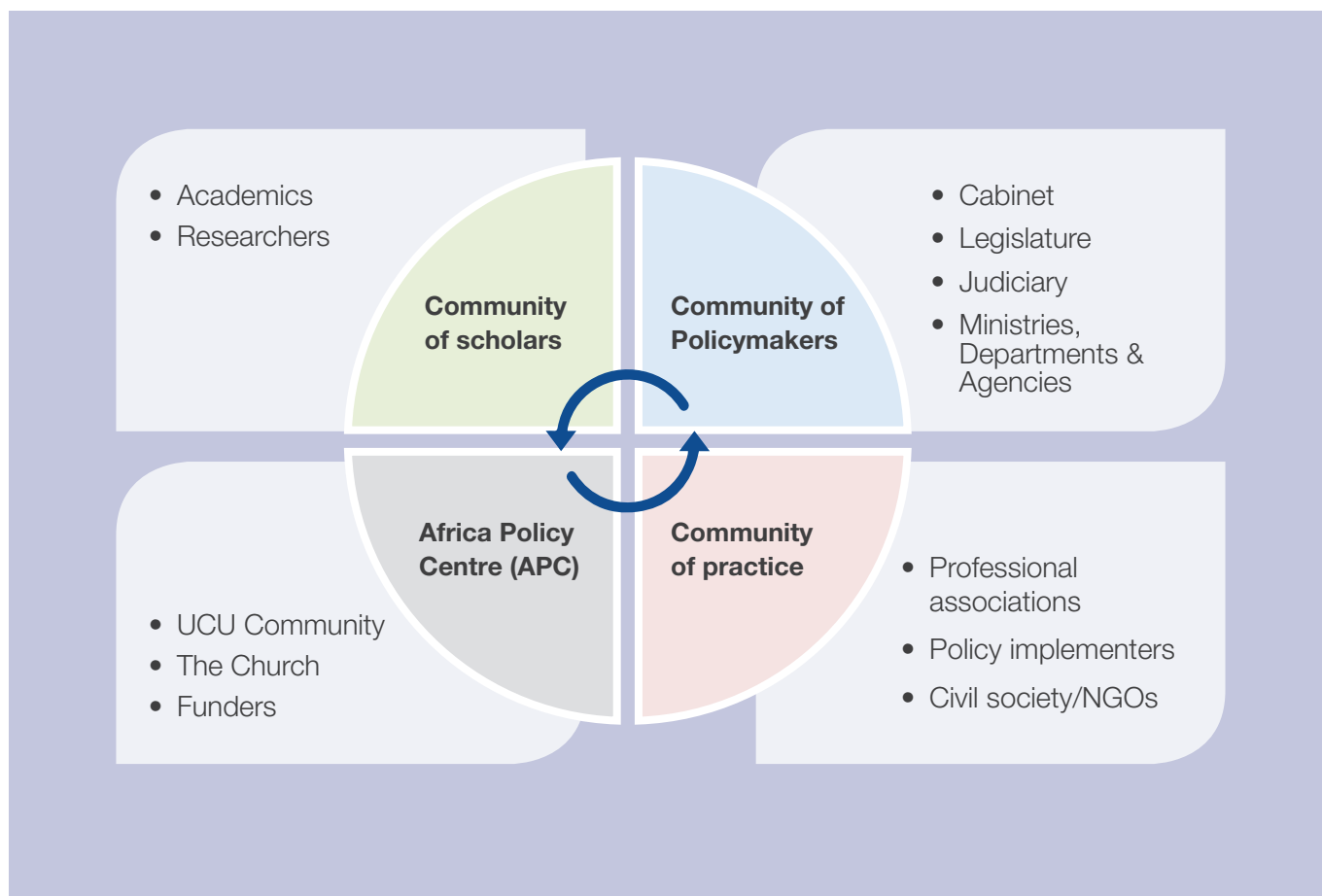
4. The partnership programme: Service to country, church and community

The partnership programme will focus on service and social responsibilities of Uganda Christian University and like-minded universities to be of service to the country, church and community around them. Universities with a Christian worldview can work together in partnership to serve their country, churches and communities.

The existence of every university is swaddled within the country's development agenda and the community and church aspirations. The Africa Policy Centre, can provide a platform for these like-minded universities to have a common agenda in order to have a collective contribution towards the transformation of their country, churches and communities. Partnership with Centres of similar goals will be also pursued.

THE APC AND ITS COMMUNITIES (STAKEHOLDERS)

The APC communities are designed around community of scholars, community of policymakers and community of practice. The APC will interact with these communities through a robust Communication and Visibility Plan, which is intended to support the implementation of this plan.

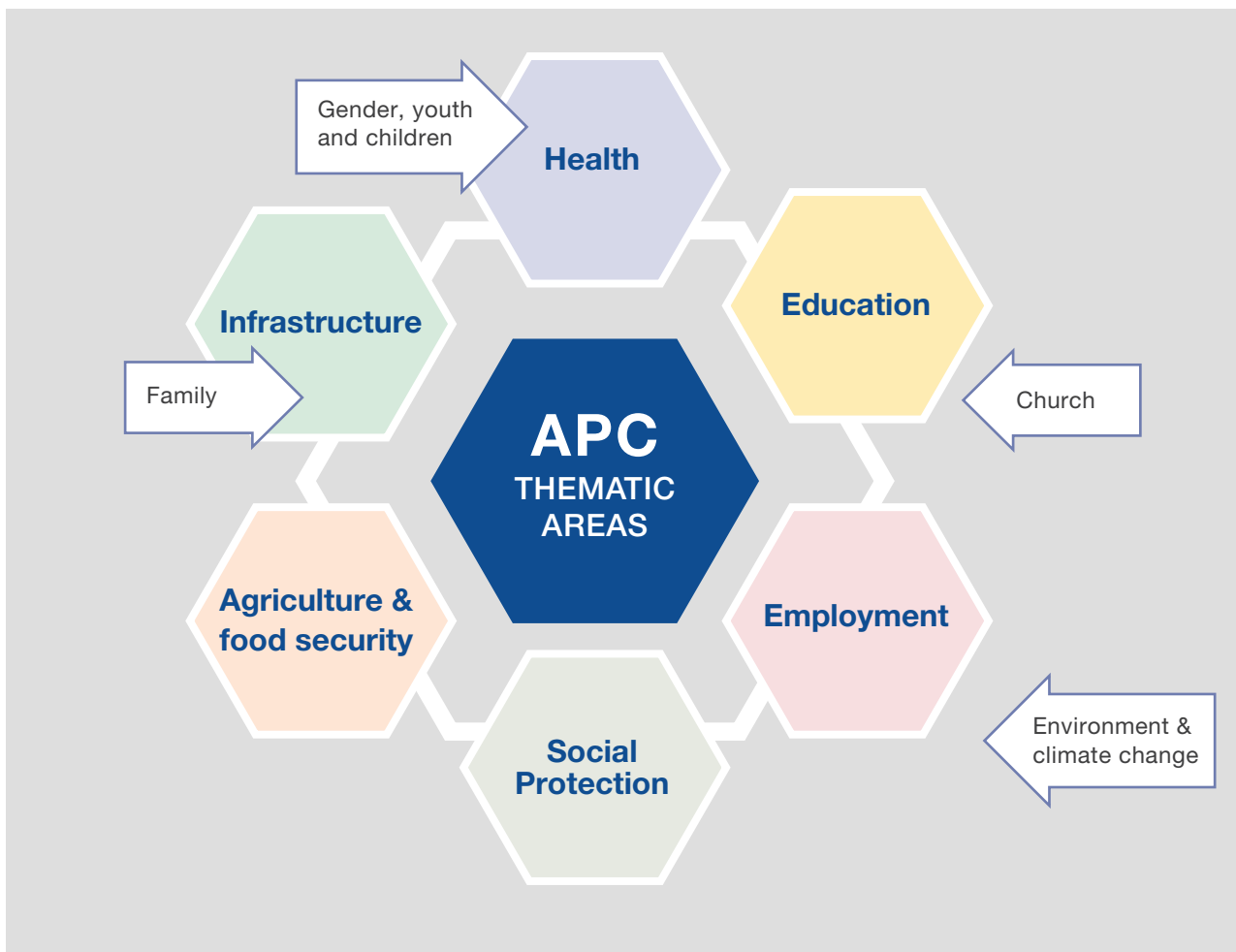


The strategic Plan's goal is to enhance social research that informs public policy and positively impacts on communities of scholars, policies and practice.

KEY INTERVENTION AND THEMATIC AREAS

APC bias will be social policy, - social science and humanities research. The relevance of social policy research in public policy, in the context of Covid-19 makes this a viable choice.

The next three years will see APC's work focus on the socio-economic aspects of public policy like health, education, employment, agriculture, social protection, urban housing, environment, youth, and gender, all of which have been greatly impacted by the coronavirus pandemic as well as low ranking in most government budget priorities. The relationship between these thematic areas is:-



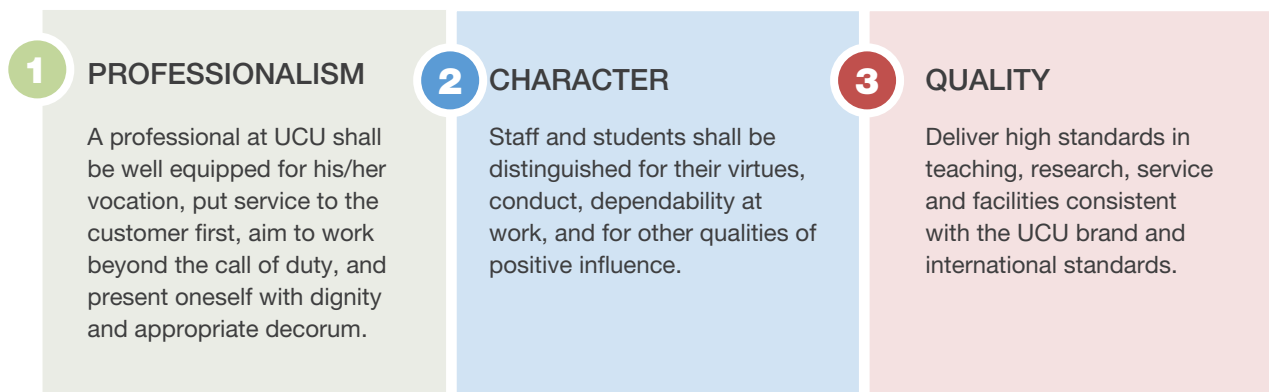
Specifying areas of interest early on allows the APC to focus on the possible quick wins given the current limited funding. The current pandemic also implies that there is need to deal with what people can easily relate with in order to get a buy-in of our communities.

GUIDING POLICY FRAMEWORK

A. UCU's STRATEGIC PRINCIPLES IN THE STRATEGIC PLAN 2021-2023

The APC will be guided by UCU's three strategic principles as stipulated in the Strategic Plan 2021-23: Three strategic principles that guide the university are:

Fig 1: Strategic Principles



B. VISION 2040

Uganda's Vision 2040, set out in 2007 sets the agenda for the transformation of the Ugandan society within 30 years. Its goal is to be a modern and prosperous upper middle income country by 2040. The vision framework identifies some strategic opportunities, with research and development as a key component of social transformation. The APC work, especially in the area of policy evaluation, will necessarily consult the Vision 2040 where specific benchmarks have been set. Many countries in Africa, also have vision documents that guide their planning.

C. NATIONAL DEVELOPMENT PLAN III

Having concluded the implementation of National Development Plan II, the government of Uganda in June 2020 launched the NDP III. Its main theme is 'sustainable industrialisation for inclusive growth, employment and sustainable wealth creation'. The NDP III has five strategic objectives which include (i) Enhance value addition in key growth opportunities; Strengthen the private sector capacity to drive growth and create jobs; consolidate and increase the stock and quality of productive infrastructure; enhance the productivity and social wellbeing of the population; and strengthen the role of the state in guiding and facilitating development." The APC will contribute to these objectives through research, policy influence and community engagement.

D. SUSTAINABLE DEVELOPMENT GOALS

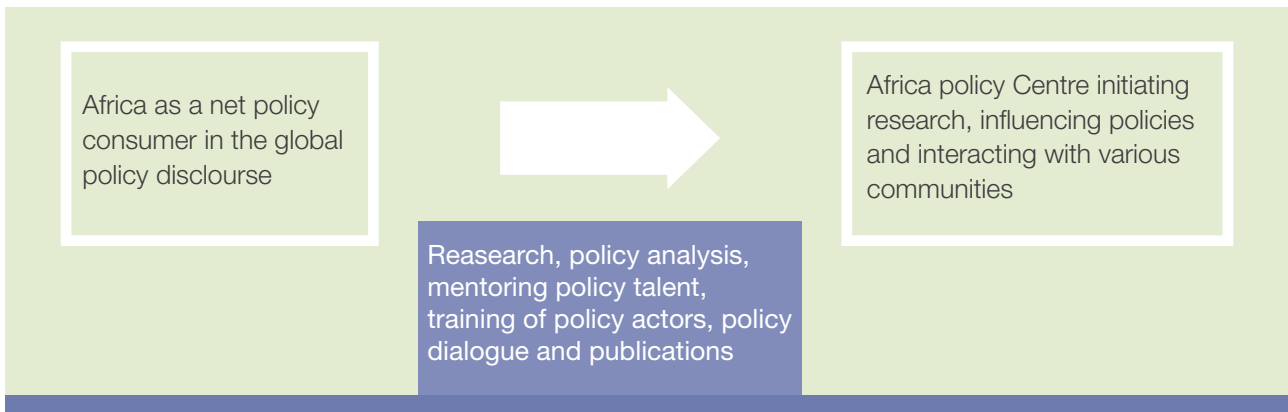
The sustainable development goals relating to the identified themes of education, health, social protection, environment, employment, and gender are of interest to the APC during this strategic plan period. In the future, APC will also look at other areas of public policy.

E. AGENDA 2063

The agenda 2063 defines 'the Africa we Want' and that transformation is as much a matter of commitment as it is of policy engagement by African countries on the continent. The APC will offer a platform to engage with the proposals in the Agenda 2063 and what it means for the continent. Of main interest is also the New Partnership for Africa's Development and the Africa Peer Review Mechanism through which it will be possible to engage with the continent.

THE APC THEORY OF CHANGE

The APC will have several interventions in the three years. These are driven by the current situation and what we hope to achieve in three years. Our theory of change envisions APC initiating research and influencing policy while interacting with various communities. That is the vision of this strategic plan.



The vision will be achieved through research, policy analysis, mentoring policy talent, training of policy actors, policy dialogue and publications.

THE APC IMPLEMENTATION FRAMEWORK: ACTIVITIES



APC SUSTAINABILITY STRATEGIES: BUILDING NETWORKS AND PARTNERSHIPS

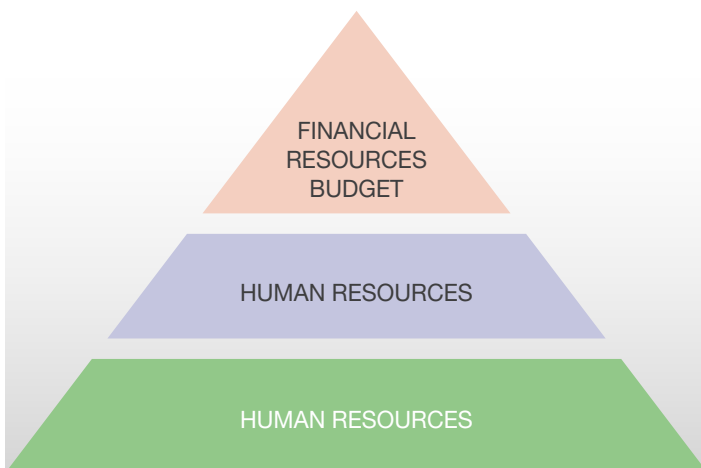
The APC document lists the Church of Uganda, Uganda Christian University, National Council for Higher Education, Stanford Think Tank as actual and potential partners.

The UCU-APC is expected to be useful to the Church of Uganda by filling the gap of research and engaging in discourse on public policy. There is a need for COU to make informed decisions and take positions that are credible and backed - by research to the benefit of both its clergy and the general public.

The UCU-APC will engage in rigorous research and make known its findings to the church on issues of critical importance. The church of Uganda will also benefit from using a scientific approach to issues that may need research in order to be disposed of.

RESOURCE MOBILISATION STRATEGIES

While APC was able to operate, this was on the funding provided by Uganda Partners. There is now need for APC to get a home, and to source for funding to effectively implement its objectives This will include:



Financial resources

It was initially envisaged that when the project of the APC is given endorsement by the concerned university organs, the Acting Steering Committee of the UCU-APC would embark on generating proposals and sourcing for funds to carry out some minimal activities of the UCU-APL. For the initial stage the UCU-APC Design Team would request for basic facilitation to cover minimal costs such as transport, communication, etc. The UCU-APC will be hosted in the School of Research and Post Graduate Studies. It was

expected that the School would provide some temporary office space to shelter the UCU-APC until a more suitable space is secured from the University. Therefore, the UCU-APC would request for basic work enabling equipment and provisions for the think tank, such office space, computers and their accessories, internet connectivity, printing services, among others.

However, the -challenge is that APC was sponsored by Uganda Partners in its activities. As such, APC does not have any other links to funding as - the Uganda Partners do not have available funding for its operations in this financial year. This means that APC will have to embark on diversification of its revenue sources while being supported by the university this initial year. In order to become sustainable in its operations as well as meet both current and future financial needs, APC will adopt the following measures in the mobilisation of resources:

Resource (financial) Mobilisation Strategies

1	Uganda Christian University	<p>APC will establish a relationship with UCU to support its staffing needs by recruiting some of its core staff on the university wage bill.</p> <p>The university will also be requested to transfer administrative costs of all projects won by APC in the first three years to support the APC institutional development.</p> <p>Partnership with academic units that are actively running projects to support some of the component of APC work that directly benefits them.</p> <p>University top management to act as ambassadors for APC, creating networks and partnerships.</p>
2	Strengthening relations with Uganda Partners	APC will stay open to funding opportunities provided by the Uganda Partners for specific projects in the next three years
3.	Donor diversification	APC will initiate donor relations based on competitive response to calls for proposals and in-country embassies, international NGOs working in line with our thematic areas, and postdoctoral opportunities through research networks
4.	Engagement with government programmes	APC will engage with government programmes through co-partnership especially in socialising national policies and offering consultancy services.
5.	Engagement with the private sector	Where policies affect the private sector, APC will engage those sectors to provide them with research services and evidence to influence government policy
6.	Training and mentorship	APC will design some short training programmes that benefit the community of practice that will be offered at a fee in order to raise revenue for its operations. The mentorship programme will also support APCs work at a minimal cost.

The APC Strategy Budget

The financial budget is indicative and will increase each year based on availability of projects and research or institutional capacity grants won. The APC aims at winning atleast two research grants a year.

Strategic Interventions		Annual Budget in UGX ('000)			
		2021 Sept-Dec	2022	2023	2024
	Communication programme- Communication and visibility (branding, visibility materials, engagements, meetings, conferences, e-magazine, training materials etc)	20,000	40,000	40,000	40,000
	Research programme- Consultations, dissemination etc	10,000	60,000	60,000	60,000
	Policy Programme- Guest lectures, policy research, public lectures etc	9,000	15,000	15,000	15,000
	Equipment- 3 Laptops, 1 Printer, 2 desktops and stationary.	11,000	12,000	12,000	12,000
	Fuel	2,000	12,000	12,000	12,000
	Four staff members	-			
Total		52,000	139,000	139,000	139,000

Human resources, roles and responsibilities

The UCU-APC proposed to recruit Research Fellows in two major types or categories, namely: i) Visiting Researchers and ii) Resident Researchers. These are divided into three levels, i.e. i) Senior Research Fellows (SRF); ii) Junior Research Fellows (JRF) and iii) Research Interns (RI). Since there are some senior members of staff in the university who will be members of the UCU-APC, they will form part of the research fellows of the UCU-APC. The ranks of the junior research fellows will be filled by selected graduate students and other excellent undergraduate students; some of whom will act as research interns in the organisation. The UCU-APC will develop an objective and credible criteria for selecting the persons to join as senior and junior researchers. A proposed human resource structure will be as follows:

	Resource	Roles and Responsibilities	Comment
APC	DVC AA	<ul style="list-style-type: none"> To promote APC within respective institutions/ networks To be present at key meetings involving donors and partners To ensure that projects selected are of a sufficiently high standard and conform to APC guidelines 	The DVC AA should be engaged to promote APC
	Director	<ul style="list-style-type: none"> To act as a leading figure in promoting the aims and priorities of the Centre To conduct meetings in a professional manner To communicate with stakeholders –especially donors and development partners on a regular basis and update staff To promote the APC among potential donors and development partners, and engage the national leaders if necessary. Represent APC at international and national functions Write annual reports 	The Director is the chief promoter of APC and its brand ambassador. PhD and experience
	Research Associate Research Fellows Postdoctoral Fellow Research UCU Faculty Mentee research bias	<ul style="list-style-type: none"> To promote the APC's aims and priorities among key audiences, at the highest level To initiate and conduct research To ensure smooth coordination of research activities and projects To promote APC research at national/regional level, including donors To ensure incoming project proposals are of a sufficiently high standard and that projects are implemented in line with APC and Partner standards Contribute to annual report and evaluation 	The Research Associate shall coordinate the social research programme and recruited by UCU, resident at APC. The others will be structured based on grants they are on He/she shall report to Director PhD with requisite experience MA with requisite experience
	Policy Associate Graduate Trainee Policy analyst UCU Faculty Mentee- policy bias	<ul style="list-style-type: none"> To promote the APC's aims and priorities among key audiences, at the highest level To initiate and conduct policy analysis To ensure coordination of policy activities and projects To promote policy agenda 	The Policy Associate shall be deployed in the public policy programme. The others will be structured based on grants they are recruited on He/she shall report to Director PhD with requisite experience MA with requisite experience

	Resource	Roles and Responsibilities	Comment
APC	Communication Associate Graduate trainee 2 Interns (IT) and Journalism and communication	<ul style="list-style-type: none"> To provide tools to promote the organization through media services i.e. online, TV/Radio and Print To spearhead the creation of content to be published on the different media platforms. To advise management on suitability of communication tools/resources in order to maximize visibility To ensure visibility of APC (e.g. logo displayed at events, photos and news items published on websites and those displayed at field office, etc.) Provide communication support to the Director and other programme coordinators To assist the head office in ensuring websites and other social media platforms are kept up-to-date and are of a professional standard 	<p>The Communication Associate shall coordinate the community programme and recruited by UCU, resident at APC. The others will be structured based on grants they are on</p> <p>He/she shall report to Director</p> <p>MA Journalism or Communication or BA with good experience</p>
	APC Administrator	<ul style="list-style-type: none"> Ensure day to day running of the Centre Support the Director in her functions Support in proposal developments Account for petty cash Documentation of APC work Coordinating function Support organization of events 	<p>Recruited by UCU and resident at APC</p> <p>Reports to the Director</p> <p>BA or BBA required</p>

Physical resources

The Africa Policy Centre has been/is operating from the School of Post-Graduate Studies (SPRS), where it had two offices. One was occupied by the Director, Prof. Larry Adams, who is still a visiting Professor, and the other was occupied by the other members. I have checked both spaces and believe that a complete physical move out of SPRS is a strategic step to re-branding APC and creating the image of a serious Centre. The APC is currently mobilizing a number of resources, with a home being a critical one (APC initial Work Plan attached). A home for APC will have several benefits, namely to:

1. Raise the profile of the Centre
2. Provide a working environment for dynamic operations
3. Opportunity to host our partners and Policy Labs
4. Provide for expansion when we begin to run projects and hire more staff
5. Create space for Researchers, Volunteers and Mentees to work
6. Office space for doctoral and postdoctoral fellows to be hosted by the Centre

There will be need for a liaison office in Kampala Campus, which in the time being does not need to a recruit. This- we can use as and when needed.

MONITORING, EVALUATION AND LEARNING FRAMEWORK

Strategic Intervention:	Activities	Outputs	Timeline (implemented in line with UCU Strategic Plan 2021 -23)												
			Year 2021/22				Year 2022/23				Year 2023/24				
			Qtr.1	Qtr.2	Qtr.3	Qtr.4	Qtr.1	Qtr.2	Qtr.3	Qtr.4	Qtr.1	Qtr.2	Qtr.3	Qtr.4	
KRA 1: To raise awareness and disseminate information among key stakeholders (internal and external) of UCU-APC															
Strengthen Information dissemination and Visibility for the UCU-APC stakeholders	Weekly blog (APC Impact blog)	No. of blogs	X	X	X	X	X	X	X	X	X	X	X	X	X
	Research Dissemination (Monthly)- Webinar/Online	No. of Webinars	X	X	X	X	X	X	X	X	X	X	X	X	X
	Newsletter (Every two months)	No. of Newsletter editions	X	X	X	X	X	X	X	X	X	X	X	X	X
	Policy briefs (Every three months)	No. of Policy briefs	X	X	X	X	X	X	X	X	X	X	X	X	X
	Documentary (one per year)	No. of documentaries				X						X			X
KRA 2: To promote and support UCU-APC initiatives as part of a collective approach towards raising the organizations profile.															
Promote Research and Community engagement	Media Monitoring report/Media engagement - ongoing all year (With one sponsored feature and one press conference a year)	No. of engagements	X	X	X	X	X	X	X	X	X	X	X	X	X
	Conference attendance (4 a year)	No. of conferences attended	X	X	X	X	X	X	X	X	X	X	X	X	X
	Research All year round (Plan for 2 ongoing research each year)	No. of research done	X	X	X	X	X	X	X	X	X	X	X	X	X
	Community engagement programme (Twice a year)	No. of community engagements		X		X		X		X		X		X	

To Create partnerships and collaborative engagements that foster funds' mobilization.												
KRA 3:												
Build partnerships and mobilize resources/funding	Application for research grants (at least four a year) or general resource mobilisation	No. of research grants applied for and obtained	X	X	X	X	X	X	X	X	X	X
	Creating partnerships and collaborative engagements (ongoing)	No. of new partnerships created.	X	X	X	X	X	X	X	X	X	X
KRA 4:	To reinforce and enhance capacity development in the UCU-APC											
Promote Training and Mentorship	Training (3 a year - organised around every semester)	No. of trainings	X	X	X	X	X	X	X	X	X	X
	Mentorship (Faculty, Postdoctoral and doctoral student engagement) - structured around 6 months to host 3 students	No. of staff and students mentored	X	X	X	X	X	X	X	X	X	X
KRA 5:	To create environment for policy initiation and influence											
Strengthen Policy influence	Face to face meeting - Policy Lab – Every Quarter	No. of policy labs	X	X	X	X	X	X	X	X	X	X
	Policy Position Paper or Working paper (Every Quarter)	No. of position papers or working papers	X	X	X	X	X	X	X	X	X	X
	Policy evaluation or analysis (two months)	No. of policies evaluated	X	X	X	X	X	X	X	X	X	X
	Annual public Policy Lecture	No. of lectures held					X					X

