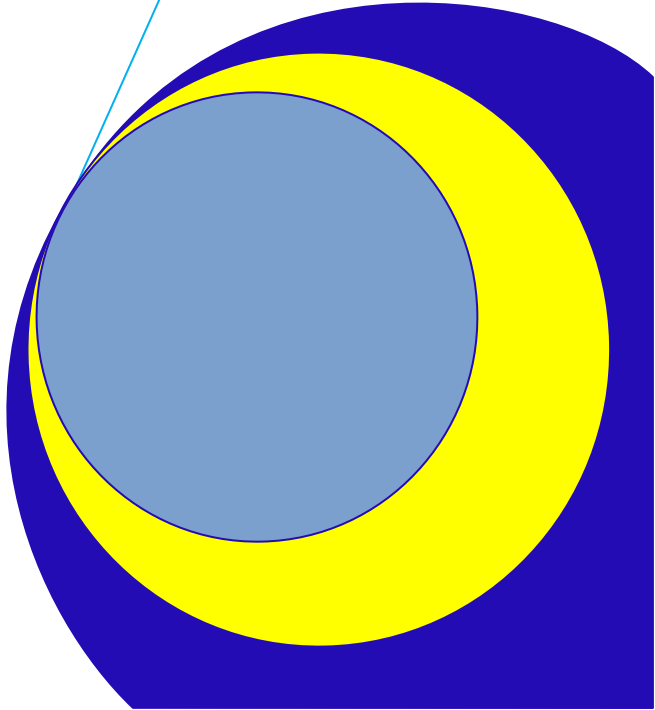
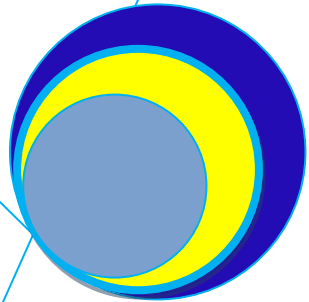
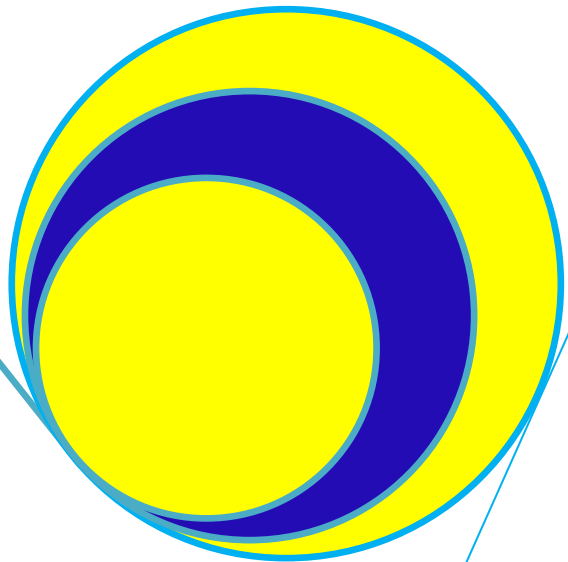
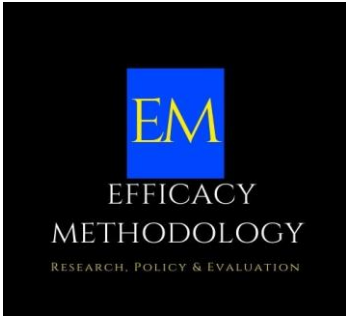


Strategic Plan

2021-2026



Published By

Efficacy Methodology Limited

P. O. Box 102888, Kampala

Plot 21, Ntinda Road

Email: info@efficacymethodology.org

Website: www.efficacymethodology.org

Citation:

Efficacy Methodology Limited Strategic Plan 2021 - 2026

© EM 2021

All rights reserved.

No part of this publication may be reprinted or reproduced or utilized in any form or by any means, electronic, mechanical or other means now known or hereafter invented, including copying and recording, or in any information storage or retrieval system, without permission in writing from the publishers.

Table of Contents

List of Acronyms	4
1.0 Background	5
2.0 About Efficacy Methodology Limited	6
2.1 Vision	6
2.2 Mission	7
2.3 Core Values	7
3.0 Strategic Objectives	9
4.0 Pillars of Efficacy Methodology	10
4.1 Governance and Leadership programmes	10
4.2 Climate Change and Environment programmes	11
4.3 Research, Data Collection and Management System	12
4.4 Research Evaluation Practices, Impact Evaluation and Policy Evaluation	13
5.0 Alignment with the SDGs	13
6.0 Alignment with the African Agenda 2063	14
7.0 Strategic Implementation Plan	16
8.0 SWOT Analysis	18
8.1 Strengths	18
8.2 Weakness	18
8.3 Opportunities	18
8.4 Threats	19

List of Acronyms

COVID-19	Corona Virus 2019
NDP	National Development Plan
EM	Efficacy Methodology Limited
NGOs	Non-Governmental Organisation
SDGs	Sustainable Development Goals
UN	United Nation

1.0 Background

Africa has recently had progressive economic growth averages in most countries, but the continent still faces poverty challenges, unemployment, climate change and underdevelopment. These circumstances justify the low transition into a stable economic development and high income per capita among the populace welfare. In addition, the emergence of COVID-19 worsens the situation that demands immediate redress through the adoption of evidence-based policies.

To contribute effectively to avert the current trajectory in East Africa/Africa, Efficacy Methodology has developed a five-year strategic plan covering from 2021 to 2026. The strategic plan builds on the four pillars: Economic Growth and Development, Leadership and Governance, Climate Change and Environment, and Strategic Partnerships with Private Sector and Academic Institutions.

This strategic plan is well-aligned with the SDGs, NDPs, and African Agenda 2063.



2.0 About Efficacy Methodology Limited

Efficacy Methodology Limited (EM) is Africa's leading independent Non-profit Public Policy Think Tank with its headquarters in Kampala, Uganda Plot 21 Ntinda Road. EM is working towards establishing collaborative administrative secretariats in Nigeria, Kenya, South Africa and Ethiopia.

EM was founded by a motivated team of experts in the field of Research, Public Policy and Evaluation functioning to cause a paradigm shift in the public policy discourse in Africa. EM's focus is on integrating evidence-based practice in all the public policy decisions in governments and within the private sector domain in Africa.

2.1 Vision

To become Africa's best model think tank that advances evidence-based public policy practices through robust research and evaluation.

Efficacy Methodology shall bridge the limited empirical data and appropriate policy reforms by conducting robust policy research, evaluation and recommend best public policies. In Agenda 2063, the African aspiration is to eliminate poverty, unemployment, gender inequality, develop a robust climate change approach, and create continental free trade, among others. These aspirations, however, cannot be achieved without evidence underscoring our public policy that is at the heart of EM vision.

2.2 Mission

To unify public policy actors into appreciating evidence-based public policy practice in Africa.

The major challenge that most think tanks and public policy actors face is policy integration into the government agenda-setting. EM shall exploit its research evidence, independence and ensure policy recommendations adoption within the national agenda.

2.3 Core Values

We pride ourselves on five key-value systems;

- a) **Ethics:** The desired Africa is where a high level of ethical conduct, good moral character, truthfulness and fairness. We recognize where Africa is currently, and our ability to hold a high level of professional conduct based on integrity is critical in nurturing the Africa we desire.
- b) **Innovation:** the ability to rethink approaches is where the future lies. Africa cannot afford to do the same things and expect a different result. EM relies strongly on innovation to rethink and redefine a new path for Africa.
- c) **Equality:** Our engagements are not gender bias. We believe that everyone has an equal right and deserve equal opportunity and respect.
- d) **Excellence:** Our responsibility is to provide top-notch quality and excellent reports, briefs, policy recommendations and

evaluations. To us, mediocrity doesn't exist. All our team members are committed to producing quality output.

- e) **Independence:** We are an independent think tank that offers our recommendations based on objectivity. Although, we work closely with all our partners and players in the public policy arena. We do that cautiously and in full awareness to protect our independence.



3.0 Strategic Objectives

For the period 2021 – 2026, our focus will be on seven strategic objectives:

1. To conduct research and offer policy recommendations on strategic areas; climatic actions, poverty, oil and gas and nexus to the environment, unemployment and gender equality.
2. To improve local collaboration and innovation on climate change mainstreaming, mitigation sustainability, and local participation to encourage effective utilization of environmental resources.
3. To develop a world-class data centre that uses the latest technology for effective and real-time reporting.
4. To nurture young thought leaders who will effectively contribute to achieving sustainable development goals in line with the African agenda 2063.
5. To reinforce internal capacity development of Efficacy Methodology team members in academics, critical and soft skills.
6. To develop an online policy advocacy channel that discusses well-grounded policy perspectives and offer new ideas to improve the status quo of Africa.
7. To ensure the establishment of a secretariat in Ethiopia. The country choice is based on the strategic position with the African Union.

4.0 Pillars of Efficacy Methodology

Efficacy Methodology Limited has four key priority areas (i) Governance and Leadership (ii) Climate Change and Environment (iii) Economic Growth and Development (iv) Strategic Partnership (Private sector engagement and Academic Intuitions).

4.1 Governance and Leadership programmes

The governance and leadership programme is to strengthen responsive leadership in East Africa/Africa. It shall ensure the adoption of rational policies informed by research, development of young leaders and grassroots deliberative democracy. In the next five years, we will work with parliament, develop a strong link with grassroots/communities and nurture SDGs thought leaders.



This programme has four specific interests; (i) Encourage rational approach in parliament through providing well-research reports on strategic bills presented by Efficacy Methodology to the parliamentary committees and encourage informed parliamentary debates (ii) Improving capacities of the local people to ensure responsible leadership and accountability. (iii) Nurture young thought leaders in the SDGs arena through training and fellowships. (iv) Stimulate policy debates that will set precedence on the level of policy debates in Africa and become a model platform for policy reference for Africa.

4.2 Climate Change and Environment programmes

Climate change is not only an African problem. It is a global challenge that requires a well-coordinated response. In the next five years, we will focus on two key areas; (i) Improving local participation at the grassroots and institutions. This participation will be designed based on well-researched innovations intended to ensure efficient resource utilization and advocacy that is responsive to protecting the environment. The local participation will also extend to activities of tree planting. (ii) Efficacy Methodology will guide its research on unearthing what is working and what is not in East Africa/Africa. The research will be on the oil and gas nexus to the environment, local participation, clean energy, sustainable cities and mitigation strategies. These studies will be cognizant that most African countries are

dependent on natural resources and the environment.

In the last decade, there has been a renewed effort by the conglomerates and governments to exploit natural resources. The community usage of natural tree resources as a source of energy has increased leading to the rapid depletion of forest cover. Africa is home to minerals, petroleum deposits, endowed with diverse vegetation, water resources, rich soils, fresh air and an enviable land resource that is all attractive to the rest of the world. These resources will continue to experience pressure unless the populace actions are guided by good policies.

4.3 Research, Data Collection and Management System

What hinders African is her inability to quickly collect and generate the required data in real-time to offer timely policy recommendations. Efficacy methodology with her strategic partners and consultants will build a system that will bridge this gap. The system will fully appreciate the local contexts, update the status of respondents and generate quarterly reports. This data collection and management is critical for scaling up all the activities at EM across the continent.

4.4 Research Evaluation Practices, Impact Evaluation and Policy Evaluation

This focused programme is to improve research, impact evaluation and policy evaluation in Africa. In the next five years, EM will develop a system that will allow consistent evaluation of interventions and policies being implemented. This programme is a collaborative initiative with institutions and international organizations seeking to advance evaluation in Africa.

- i. **Research Evaluation:** We focus on ensuring that all our research processes are evaluated and ensure the process conforms to the global standard.
- ii. **Impact Evaluation:** All engagements of EM ought to go through impact evaluation to ensure that our interventions achieve their purpose.
- iii. **Policy Evaluation:** The assertion that Africa has good policies though limited at implementation must change. Efficacy Methodology will review existing policies in place to recommend necessary policy adjustments.

5.0 Alignment with the SDGs

Efficacy Methodology strategic plan for 2021-2026 is aligned to the global adopted frameworks. The 2015- 2030 UN Sustainable Development Goals that were adopted offer guidance on addressing poverty, climate action, strong institutions, and sustainable cities among others. The SDGs hinges on seventeen pillars to create a more secure, equitable and resilient society.

However, with the emergence of COVID-19, the progresses are significantly affected and will not be achieved by 2030 as was earlier projected. Efficacy Methodology works areas of climate change and environment, economic growth and development and governance and leadership feed to the core of SDGs thus, making us a key player in the SDGs arena.

The data centre system of EM will generate a pool of data that will fasten response by governments, NGOs and Civil society in achieving the SDGs.

6.0 Alignment with the African Agenda 2063

In 2013, African leaders converged and adopted the Agenda 2063 as a document that informs the future of Africa for the next 50 years. The agenda captures the African Union vision of an integrated, prosperous and peaceful Africa driven by its citizens and effective representation at the international arena. The overall objective is to optimize Africa's resources for the benefit of the continent's populace.

The agenda promises seven objectives, and five are well-aligned to this strategic plan.

1. A prosperous Africa based on inclusive growth and sustainability: This promise is in line with our objectives (1), (2), and (3) of the strategic plan. We believe inclusive growth and development can be realized if policies are data-driven.
2. An Africa of good governance, democracy, and respect for human rights, justice and the rule of law: this promise by the agenda fits within our objectives (3) and (4), which strongly advances the need for good democratic practices on governance and leadership.
3. An integrated continent politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance. This promise is aligned to objectives (4) and (6) that focus on leadership development and working with other countries.
4. An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children, is linked to our objective (2) and (4).
5. Africa as a strong, united and influential global player and partner. Our objective (3) of developing a data centre means becoming a global influencer.

Other promised by the African Agenda 2063 which are not well aligned in this strategic plan are;

1. A peaceful and secure Africa
2. An Africa with a strong cultural identity, common heritage, shared values and ethics

7.0 Strategic Implementation Plan

In the next five years, we will contend with the challenges of sustainability and expansion. We recognized that we are at the initial stages and establishing firm structural systems necessary to effectively operate the organization and ensure sustainable growth without deviation from the vision. These efforts will be driven by undertaking rigorous research and response to calls/proposals in our focus areas, expedite the policy analysis, active community engagements, and establishing key strategic partnerships with institutions that can quickly advance the organization towards achieving its vision.

These six key areas guide the development of the operational activities, programmes and work plan.

- i. Adopt an efficient policy research approach that allows quick data collection to strengthen our policy research, policy entrepreneurship and advocacy.
- ii. Strategically focus on strengthening the internal human capital development, and ensure that the team competency matches the global standard of a think tank.
- iii. Engage in strategic partnerships with individuals, organizations, foundations and stakeholders who have the heart of changing the

narrative of Africa. Efficacy Methodology will seek partnerships with like-minded persons to help strengthen our contributions. It includes establishing a global team of senior advisors to the think tank.

- iv. Strengthen Monitoring, Evaluation, and Learning function to enable implementation and close follow-ups to inform adjustments for better impact. It will ensure that our programs and policy recommendations are well polished to deliver the intended outcome.
- v. Adopt a more dynamic and flexible board structure as opposed to traditional boards. A board system that will allow the board to engage in critical affairs of the activities with full knowledge of the local contexts of our operations. Our plan is also to allocate two (2) institutions seats on our board.
- vi. Engage with ICT Firms and consultants to ensure effective development of our research data collection and data management system.

8.0 SWOT Analysis

We are mindful and critical of our situation and operational dynamics.

8.1 Strengths

- Competent, experienced and well-qualified team of experts
- An inclusive value system that drives the organization
- Our independence and objectivity to approach work and engagements
- Adequate knowledge of Africa as a continent
- Ability to navigate a political environment and challenges of growing democracies.

8.2 Weakness

- Limited network as this is a start-up think tank.
- Weak publication history
- Limited name recognition and brand visibility

8.3 Opportunities

- The presence of technology that we can leverage to develop an EM data centre for Africa
- Our policy areas are linked to the SDGs that allows for effective linkages with the international community.
- The growing demand for evaluation on the continent offers an opportunity for the strategic position of Efficacy Methodology.
- The desire for Africa to take control over its policies and recommendation puts EM at the centre of policy recommendations for Africa.
- The growing global demand for collaboration and partnership

underpins EM opportunities for growth.

8.4 Threats

- Unstable political environment in some parts of Africa.
- The limited Civil Society Spaces and Think Tanks
- Lack of political will from governments to adopt evidence-based policies.
- The politics of evidence which is common in most African countries.
- The conditions the comes with funding and grants

Efficacy Methodology Limited
P. O. Box 102888, Kampala
Plot 21, Ntinda Road
Email: info@efficacymethodology.org
Website: www.efficacymethodology.org