



ANNUAL REPORT

December, 2022



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LIST OF ACRONYMS



COVID-19	CoronaVirus 2019
EU	European Union
EM	Efficacy Methodology
PAC	Policy Advisory Council

Citation

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All rights reserved; Efficacy Methodology (EM) is Africa's leading independent Nonprofit Public Policy Think Tank. EM was founded by Benard Cankara and a motivated team of experts in the field of Research, Public Policy and Evaluation. The think tank focus is on integrating evidence-based practice in all the public policy decisions in governments and within the private sector domains in Africa.



1.0 Remarks from the Founder and Executive Director



I welcome you all to the closure of yet another productive year. It has been a remarkable 2022 for us! This report reminds us of our purpose, engage with stakeholders, and provide accountability for the year. This year we close two years of consistent progress towards our vision. We have had a lot of activities, strategic engagements, and team building among others. Efficacy Methodology means providing an effective approach to public policy and I can confirm that we are on the right path to becoming Africa's

best model think-tank that advances evidence-based public policy practice through robust research and evaluation.

I am so grateful to the Chairperson Board of Directors, Dr. Katrina Bledsoe (PhD) and the entire Executive Board of Directors for guiding us strategically through the year. I am also thankful to the management team with whom we have worked closely under very tough circumstances of a startup institution, and pleased with the newly instituted team of Policy Advisory Council, welcome aboard.

Together, Efficacy Methodology is in the right hands and being guided by distinguished experts. We look forward to working effectively in 2023 and seek solutions to solve the most pressing challenges of Africa through research, policy and evaluation.

Our core functions to promote data-centric decision making in public policy discourse across the African continent is unwavering. Our activities and engagements that are focused on Climate Change, Environment, Economic Growth & Development and Governance are hinged on the niche of data-centric decisions. However, we are strategically narrowing it further to energy, development, infrastructure and governance to improve on our impact.

We continue to receive extraordinary welcome from Uganda and from all across the globe. Our contribution is timely and it is the much-needed building block for the Africa we want. When Africa aspires for prosperity, good governance, peace and security, United Africa, Democracy, Humans Rights and Poverty free continent, it comes down to the extent to which our policies are data informed. Now that our system is established, we shall now do more in terms of research, policy and evaluation.

In this report, you will read about some of our key achievements in 2022, but you will also appreciate how EM is laying the foundation for an ambitious effort for 2023 and beyond.

Thank you for being part of this journey with us, and for Africa.

Glory to God Almighty.

A handwritten signature in black ink, appearing to read 'Benard Cankara', with a stylized flourish at the end.

Benard Cankara

Founder and Executive Director



2.0 About Efficacy Methodology



Efficacy Methodology (EM) is Africa's leading independent non-profit public policy think-tank with the headquarter located in plot 2388, Namanve, Jinja Road, P.O. Box 102888, Kampala, Uganda.

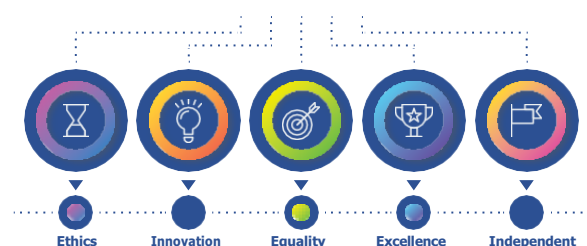
Our strategic core functions are; to promote data-centric decision making in public policy discourse, gather and disseminate critical national and international public policy information, and train and develop leaders & policy actors to use evaluation and data in areas of Climate Change, Environment, Economic Growth & Development and Governance.

Vision

We strive to become Africa's best model think-tank that advances evidence-based public policy practice through a robust research and evaluation.

Core Values

- Ethics
- Innovation
- Equality
- Excellence
- Independent



Strategic Plan 2021-2026.

We are pleased to report that we are making progress towards our strategic plan. Although we have made a few adjustments to the plan, the main thrust still remains the same. We once again appreciate the Executive Board of Directors for always offering the much-needed advice. The plan prioritizes; Research, Evaluation, Advocacy, Training and Development, Policy Dialogues and expansion to other countries. You may download a full copy for your review on https://static.s123-cdn-static-d.com/uploads/4416013/normal_6138970699fcc.pdf

The Official EM Flag





3.0 Note from the Chairperson Board of Directors



Greetings to all Efficacy Methodology Associates, Partners, and Friends. As Efficacy Methodology completes its second year in existence, we take the opportunity to thank all partners, and collaborators in Uganda and around the world with whom we are working, and we look forward to continuing to strategically collaborate with all in the coming year—our third year—and beyond.

The work that EM is doing is important for Uganda and Africa. The significance of research and evaluation to be used in policy decision-making is tremendous. EM will continue to offer its expertise and skills to ensure that governments throughout the continent, as well as other stakeholders will make policy decisions that better the lives of local communities and people.

One of EM's goals is to become a leading think tank within Africa. This requires work, collaboration, and trust.

We are pleased that we are gradually being recognized as an organization that can be trusted to work with in the best interests of Africa.

I am grateful to EM's Board Members, the management team, and the Policy Advisory Council. Benard Cankara, Executive Director and his team are committed to making a significant contribution to Uganda, and to Africa rite large.

In 2023, we will continue to work effectively towards the strategic plan to be financially consistent to be able to continue to work with governments, NGOs, and the private sector to promote evidence-based decision-making and generate data for organizations to use to make good decisions for the citizens of Africa.

Finally, I encourage you to review the work of EM including webinars, media spots, policy briefs, parliamentary engagement and community activities. EM is dedicated to being a voice that helps to solve challenges and promote Africa's growth.

Dr. Katrina L. Bledsoe, Ph.D.

Chairperson, Board of Directors

4.0 Global Disruptions from Covid-19 Pandemic and Russia-Ukraine War



Starting in the middle of a pandemic in November 2020 was tough, but emerging through the pandemic to a stable institution even proved tougher. The global disruption war continues to affect operations in the non-profit industry immensely. This has specifically affected securing funding and strategic partners for startup think-tanks like EM. Thus, we had to re-design our model and cut operations in order to stay afloat, manage our staff level and still be able to grow.

Adaptation

We continued to operate in a hybrid model. Our team had to work physically at the office on Monday and Wednesday only and the rest of the days were online. We continue to urge our teams and stakeholders to observe SOPs issues by the Ministry of Health to guard against covid-19 pandemic and the recent Ebola in Uganda.

4.1 A call to African Leaders.

Uganda and most African countries continue to experience pandemics like Covid-19 and other epidemics like Ebola. We advised all Africa governments to develop laws that will enable effective response to such occurrences. It is imperative the systems, capacities of doctors and medical research are enhanced to prepare Africa for these eventualities.

It may interest you to watch our call to African Leaders regarding Covid-19 in Africa using the

link below: <https://www.youtube.com/watch?v=zrP2XskkRF0>





5.0 Recap of 2022 Activities

5.1 National Dialogues

Working with African Institute of Investigative Journalism and Uganda Humans Rights Commission we held a webinar on National Policy Dialogue on the theme **"Humans Rights Respect for Social Economic Development"**. The dialogue which was attended by over 100 participants featured distinguished panelists like Mr. Solomon Sserwajja - Executive Director of AIJ, Mr. Davis Byaruhanga - Managing Director, New Eden Research and Resource Center, and Mr. Angelo Izama, Senior Journalist and a writer. It was moderated by Benard Cankara, Executive Director, Efficacy Methodology, and attracted participants from Uganda and from across the region.

5.2 Research and Publications

We are pleased with our policy department that published four well researched and data driven policy briefs that were integrated within the national debate. They can be obtained from our website: www.efficacymethodology.org

The Development of No Development: Analysis of Uganda's Debt Burden and Its Sustainability. In this policy brief, we concluded that the rapid increase in government borrowing over the past five years indicates a worrying trajectory. If it continues, Uganda is highly likely to find

herself in a financial distress position in both the medium and long term. A full report can be downloaded from https://static.s123-cdn-static-d.com/uploads/4416013/normal_63124c61950a3.pdf

DRC Joins the East African Community: Aligning Ideology, Economic Interest and Security for Political Federation.

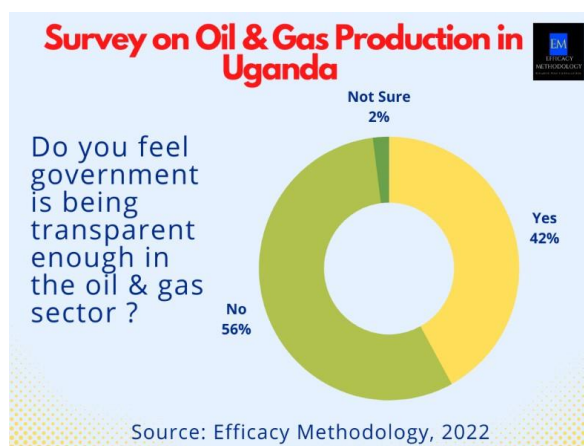
It is inescapable that the East African Community to aligns its ideology, economic interests and security questions for a sustainable regional integration and political federation. https://static.s123-cdn-static-d.com/uploads/4416013/normal_6271a138ed104.pdf

The Russia-Ukraine War: Analysis of An East African Nation's Dilemmas and Its Nexus to Economy and Ideology.

For the world to remain politically stable in the 21st century, democracy must outweigh autocracy in Ukraine and prevent the war from escalating into World War III. The Ukraine war couldn't have been avoided given the geopolitics and world supremacy which had lasted for over 70 years. The Russians dared to test the jigsaw constructed on 24th October 1945 is still holding. https://static.s123-cdn-static-d.com/uploads/4416013/normal_6230449b95329.pdf

Africa Election Preview 2022 https://static.s123-cdn-static-d.com/uploads/4416013/normal_623329fdd3e46.pdf

National Survey Report on Oil & Gas Production in Uganda. This survey was prompted by the EU's resolution on September 15th to halt oil & gas production in Uganda. An online approach was used to generate data from Ugandan respondents using our official social-media pages. Subsequently, the survey ran on twitter, LinkedIn, Facebook and on EM Website. A total of 1,351 adult respondents participated in the survey. descriptive statistics was used to analyze, interpret and present the results. Methodological constraint was mainly attributed to the small number of respondents.



Full Report: https://static.s123-cdn-static-d.com/uploads/4416013/normal_634d433f4422c.pdf

5.3 Global Think-Tank Listing

EM has this year been listed among the top progressive think-tanks globally by On Think Tank. On Think Tank is an international organization that monitors and develops think tanks cross the world. This has been because of series of engaging programmes, research and strategic direction. Our profile can now be viewed at <https://onthinktank.org/open-think-tank-directory/?keywords=Efficacy+Methodology>

5.4 Partners, Funders and Sponsors

We are pleased to share that our work continues to attract multitudes of people, organizations, governments and philanthropists. This year we worked with many institutions locally and internationally. We continue to invite organizations, government and other institutions to reach out for strategic collaboration. We are legal and fully established institutions with clear purpose and with authentic leadership. We are grateful to all donors for the support we have received this year.

5.5 The Authors Guild

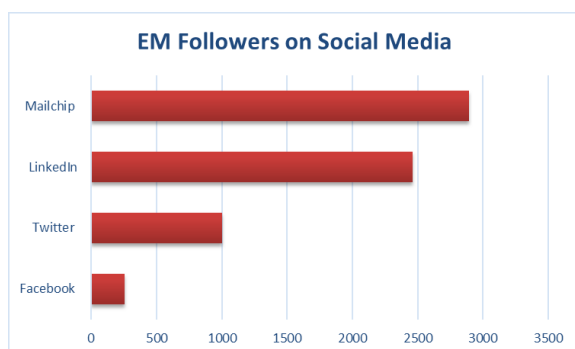
We are also pleased to have launched our Authors Guild this year. This is a highly specialized concept for training and development of policy experts to work effectively in Think-Tanks. Many of our team members were admitted to the Guild including other subscribers from the public. A total of eight members became part of the inaugural Guild and are still undergoing training and development. We also admitted the first batch of interns and graduate trainees from Uganda Christian University.



Members Of the Author's Guild Undergoing Policy Analysis Training by Prof. Dr. Essien Bruno of Charles University and Member of the Policy Advisory Council.

5.6 Efficacy Methodology on social media

We have established ourselves on social media and we continue to attract many followers. We use the social media platforms to make official communication of our activities, engage with broader audiences and influence policy discourse direction. This continues to contribute to our brand visibility and credibility across the globe. Next year, through the Africa Policy Desk programme we will aggressively promote our YouTube Channel and turn it into a Digital TV for policy communication and policy debates.



Statistics of Organic Social Growth as at 24th November, 2022

5.7 EM in the Mainstream Media

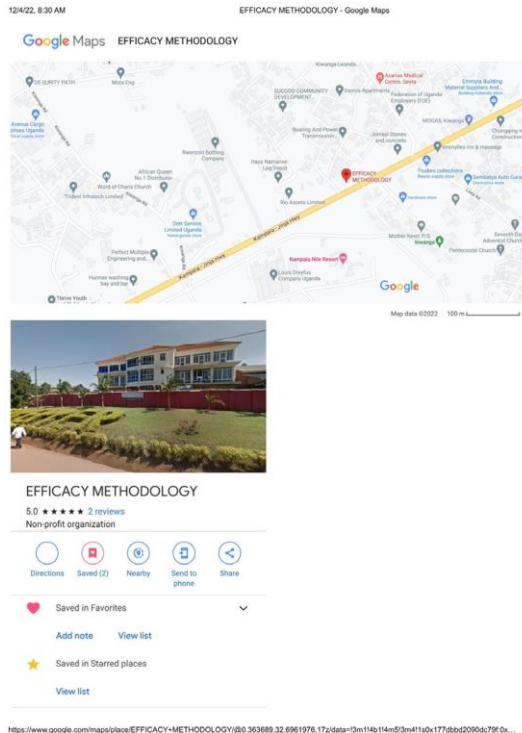
We have continued to attract media participation in our activities and dialogues. This year we were pleased to contribute and work with top media houses in Uganda like NTV Uganda, NBS TV and also engage at the Citizens Chat Show by Center for Constitutional Governance. We are pleased to media personalities like Mr. Solomon Sserwanja of NBS but now the Executive Director of African Institute of Investigative Journalism, Mr. Daniel Lutaaya of NBS but now with NEWS247, Damiano Masesa of Citizens Chat Show and Mr. Chris Higenyi of NTV Uganda.

Our Executive Director was also featured in panel discussion on several national and international issues. <https://t.co/u5nXK757Ma>



5.8 Moving to a New Office Space

With the help from Partners and the Board, we have been able to move into a new office space. This has significantly improved our work engagements, and team building. We now have space to establish a Policy Library and the training wing for the Authors Guild. Our new office is at the former Red Papper building, the address is Plot 2388, Namanve, Jinja Rd. P.O. Box 102888, Kampala, Uganda.



Other future establishments.

As we expand and grow our impact, we have identified three strategic countries across Africa where we shall establish other working secretariats. The identified countries include; **Ethiopia, Ghana and Botswana**. This will become regional headquarters for effective engagements across the continent.



6.0 The Local Communities for Inclusive Development

Progress towards development and fighting poverty continue to face multitudes of challenges. Governments across Africa are increasingly finding it difficult to understand the local community changes and direct funding appropriately. The community is the major unit for development because it engrains human needs and rights, hence, understanding community changes is critical for appropriate developmental initiatives. This year we have commenced one research on community development and also understood policy dialogues.

A renowned scholar Balyejjusa, in his 2009 work, suggested that wellbeing can only be achieved when the ideal needs are gratified. Therefore, community members as a unit for development must first understand their needs and rights so that they can collectively work towards achieving it. Subsequently, government programmes and initiatives ought to be developed from the collective community needs. Further, governments should be interested in nurturing human or social capital within the communities to support a structure necessary to sustain the developmental agenda. Notably, these can only be effective if both the political and economic will are congruent to the community needs. Poverty would not have persisted on the African continent if leadership and the politics were right.

Unfortunately, Africa has suffered from repressive, less focused and miss diagnosed policies that lack facts. This has resulted in corruption and misappropriation of funds, hence, exacerbating inefficiency in health, education and social welfare at the grassroots.

In 2023, we will focus on linking the grassroot issues to the mainstream government policy formulation process and accelerate research. We are convinced that community voices are critical for development. Thus, our community engagement and research will contribute directly to bridging this gap.



Mr. Eyuko Patrick
Programme Officer

7.0 Impact of Our Work



Our parameters of research, policy and evaluation fit into the core of what forms the right public policy decision. Thus, we are extremely focused on building an environment that will allow effective integration of data usage in mainstream public policy decision making in Uganda and Africa.

EM's approach is focused on linking those at the grassroots with those at the top governance administration. Our work is able to guide and influence the actions of public policy actors through providing the required data and information for a rational decision.

This year, we have trained 15 young people in policy analysis, held a national three policy dialogue on humans' rights and development, and the events were attended by over 100 from 15 countries across the world.



Mr. Robert Sasiya
Head of Research

“It was exciting to participate in the policy dialogue on human's rights and development”

We also trained Guild members, and our website have attracted users and readers from over 85 countries. The top users are from Uganda, Kenya, Nigeria, Ghana, South Africa, United State of America, United Kingdom, China and Malaysia.



7.1 A Case of our Authors Guild 2022 Trainee

It has been a great experience learning with the Authors Guild. When I first joined the Guild, I was immature and didn't have a clear direction. This has since changed significantly owing to the Scholarship I was awarded to become a member of the EM Authors Guild and a Mentee. Being a member of the Guild has transformed my thinking, leadership abilities, writing skills, and I have professionally grown.



Ms. Nabaasa Lillian Tumwine
Guild Member and Trainee
A Law Student at Uganda Christian University.

Today, I am able to make better decisions and life choices because of the training. My confidence has improved and I gained my focus towards my vision of becoming a top lawyer and a national leader in future. For instance, my

confidence saw me elected as a Member of Parliament of the Law School at Uganda Christian University. A leadership position that I will serve diligently and professionally.

Mr. Cankara mentorship in social life, decision making and leadership has been so life changing. Because of the mentorship, I was able to fit well as a member of the law journal at Uganda Christian University.

My sincere appreciation to Mr. Cankara Bernard and the team at Efficacy Methodology for the opportunity. I look forward to more learning, relearning and unlearning so I can grow to the highest levels professionally.

Lastly, I encourage fellow young people who wish to grow and develop to join the EM Authors Guild.

8.0 Key Activities for 2023 at Glance



- Africa Policy Desk. We will launch this programme to facilitate quality policy debate online.
- EM Authors Guild. We will continue to admit Guild Members for the cohort of 2023. This is six months of highly specialized training in policy writing. The fee for admission remains at \$100. Details can be found on our website or you can send us an email.
- Human Resource Training and Development
- Community Engagement.
- Media Policy Briefings and engagements
- Policy Research and paper presentations.
- Evaluation research
- EM Library and Conference Facility
- Developing a new parliamentary score card for Uganda and EALA.
- Strategic partnerships
- Strategic thematic positioning and realignments
- Development of the Kusiriki App to increase participation in the policy making process.
- Direct Independent Research support to Parliament of Uganda.

8.1 EM Policy Library

We are pleased to be establishing EM Public Library targeting policy scholars. This library will be within EM premises and will be accessed by registered members of the public. Efforts are being made for this initiative to see that the library is established and fully stocked with high quality policy materials. The library is proposed to be named after the **Dr. Katrina Bledsoe** in honor and appreciation of her role as the inaugural Board Chairperson. We hope that the library will be ready for use by **October, 2023**.

We continue to request for partners, funders and well-wishers to support this initiative.

***Note:** All contributions can be sent to the company bank account details attached at the end of this report or to our mobile money number or cash/cheque can be delivered at our offices.*





9.0 Welcoming the Inaugural Policy Advisory Council Members

We are thrilled to welcome the members of the Policy Advisory Council. In the strategic direction of EM of becoming a powerhouse in guiding the policy direction of Uganda and the continent, it was imperative that this important body is instituted in the ladder of our corporate governance. Much as we need 15 PAC members, this year we have been able to identify seven (7) distinguished members from across Africa. The PAC will play a critical role in aligning our policy direction and engaging directly with governments. The PAC is headed by Professor Florence Wakoko, as the Chairperson and Ms. Pheona Wall as the Vice-Chairperson. Other members are; Dr. Emmanuel Dei-tumi, President-Human Capital International, Prof. Dr. Essien Bruno, a distinguished Professor of Social Policy at Charles University, Dr. Alfred Wamurubu, a Banker at Bank of Uganda and Senior Lecturer at Uganda Christian University, Mr. Martin Kizito a Lecturer at Uganda Christian University, and Prof. Wakoba Johnson, Editor in Chief at Uganda Technology and Management University & Carnegie African Diaspora Fellow.

Congratulations and welcome! We look forward to your leadership in building this premium policy think tank.

Members of the Policy Advisory Council



Professor Florence Wakoko, Chairperson PAC



Mrs. Pheona Wall, Vice Chairperson PAC



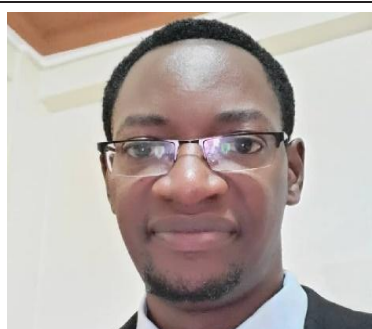
Prof. Makoba Johnson



Prof. Dr. Essein Bruno



Dr. Alfred Wamurubu



Mr. Martin Kizito



Dr. Emmanuel Dei-Tumi



10.0 Members of the Executive Board of Directors



Katrina Bledsoe (PhD)
Chairperson Board of Directors



Dan Ayebale (PhD)
Vice Chairperson Board of Directors



Professor Geoffrey Whitbread
Board Member



Professor Bothale Emmanuel
Board Member



Professor Thomas Archibald
Board Member



Benard Cankara
Board Secretary

11.0 Support Our Work



You can support our work by donating any amount. Kindly send your donation through the details below;

Bank: BANK OF AFRICA UGANDA LIMITED

Account Name: EFFICACY METHODOLOGY LTD

Account Number: 06651610000

Branch: Mukono Branch

City: Mukono

Swift Code: AFRIUGKA

Thank You!



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