

PART ONE

HISTORY AND ORGANISATIONAL PROFILE

CHAPTER 1

INTRODUCTION

1.1 Background

NURRU is the Network of Ugandan Researchers and Research Users. It was established in October 1994 by 25 representatives of member organisations (MOs) to **promote quality demand-led research for socio-economic development and poverty eradication**. The initiative was taken at a workshop by the Netherlands government through its Ministry of Foreign Affairs to deliberate on a new research funding policy that aimed at levelling the asymmetric relations between the North and the South.

The asymmetry was reflected in the fact that the rich countries of the North often made choices regarding research objectives, agenda setting, financing, and management of research activities and dissemination of research results for the poor countries in the South. The approach meant that these countries and partners were rarely consulted on matters affecting them and yet they were expected to be the users of research results. The consequence of this relationship was that the research results and findings had little relevance to the researches funded in the south. Consequently, a new funding policy that promotes demand-led research in developing countries was adopted. This policy opted for the local stakeholders to identify and set priorities themselves. The new policy meant that the local stakeholders had been given autonomy in undertaking research. They were now free to define research programmes in a participatory way and use locally generated knowledge to solve local problems. At the same time, the role of the North, in this case the Netherlands Government, would be to provide long-term finance, facilitate the development of autonomous research institutions and provide marginal supervision to the research institutions to ensure financial accountability.

The workshop also endorsed the philosophy of **Multi-Annual, Multi-Disciplinary Research Programme (MMRP)** as a model for funding research of local stakeholders. The MMRP aims are to promote demand-led research that is essential for local development, develop and strengthen local research capacity for development-oriented-research, strengthen relevant research capacity and stimulate the dissemination and use of research findings in policy formulation and implementation. NURRU embraced the MMRP philosophy and joined the family of members comprising Research Initiatives Bangladesh (RIB) (Bangladesh); Programa de Investigación Estratégica en Bolivia (PIEB), (Bolivia); International Forum Bosnia (Bosnia and Herzegovina); Social Research Center – Partnership in Development Research (PDR), (Egypt); Institute of Public Enterprise (IPE), (India); The Kerala Research Programme on Local Level Development (KRPLLD), (India); Project de Recherché Delta du Niger, (Mali); Asociación para la Investigación del Desarrollo Sostenible de Las Segovias (ADESO), (Nicaragua); the Research on Poverty Alleviation (REPOA), (Tanzania); and Vietnam-Netherlands Research Programme (VNRP), (Vietnam).

1.2 VISION, MISSION AND VALUE STATEMENTS

NURRU has the vision and mission statements, which are still valid since they reflect the purpose for its existence, and its desired direction and destination for the period 2005-2009. However, the values for which NURRU hold had not been articulated before. Consequently, six value statements were suggested and adopted as NURRU's guiding principles and for MOs to put them in practice.

1.2.1 Vision

“A leading national network promoting quality, participatory, action-oriented and demand-led research for sustainable socio-economic development.”

1.2.2. Mission

“To promote effective action-oriented research focused on poverty reduction through linking researchers and research users.”

1.2.3. Values

NURRU is an autonomous independent organization that is guided by the following values:

i. **Commitment to Stakeholders' Interest**

NURRU endeavours to provide services to all stakeholders whose goals and missions are consistent with its mandate.

ii. **Gender and Social Equity**

NURRU commits itself to gender and social equity.

iii. **Ethics and Integrity**

NURRU strives to uphold the highest standards of professionalism, honesty, transparency, fairness and discretion in dealing with the public and stakeholders.

iv. **Quality Assurance**

NURRU commits itself to the key components of the Quality Indicator Framework (QIF) in research management, and values careful analysis, skill and diligence in whatever it does. It recognizes and rewards employees and other stakeholders who are guided by these principles.

v. **Teamwork**

NURRU is committed to working together with all the stakeholders to arrive at coherent and effective policies and programmes.

vi. **Confidentiality**

NURRU maintains appropriate confidentiality in all transactions with its employees, clients and stakeholders.

These statements were developed during a participatory process in which the EXCOM, staff and stakeholders now take on a shared ownership and accept accountability to the community. The EXCOM

believes that this will lead to strategic management, which involves on-going assessments of current and long term plans. The values were developed within the context of external and internal environments as explained in **Appendix 2**.

1.3 Organisational Structure

The 1998 NURRU Constitution provides for the organisational structure consisting of the **Annual General Assembly (AGA)**, the **Executive Committee (EXCOM)**, the **Board of Trustees (BOT)** and the **Secretariat**. The Organogram is provided in **Appendix 1**.

1.3.1 NURRU Membership

The AGA, comprising representatives of 29 member organisations as of June 2004, is the supreme organ. Member organisations are those involved in research as researchers or users, or both. The organisations must be registered in Uganda, must be of Ugandan origin and must be governed by a body based in Uganda.

1.3.2 The Executive Committee (EXCOM)

The EXCOM is composed of ten members that are elected by the AGA. The members serve for a period of three years, renewable only once for a further three-year term. The EXCOM provides the strategic direction for NURRU and oversees the activities of the Secretariat. Within the EXCOM, there are three sub-committees: Finance and Administration, Research and Capacity Building, and Publication and Dissemination. The sub-committees assist in the execution of NURRU's duties and manage detailed consultations involving complex issues. The EXCOM reports to the AGA.

1.3.4 The Board of Trustees (BOT)

The BOT has five members. The nominations of eminent persons to serve as the members of the BOT are approved by the AGA. These members serve for a period of three years. The BOT is responsible for looking after the assets of NURRU, including building an endowment fund for the organisation's sustainability.

1.3.5 The Secretariat

The Secretariat implements NURRU's programme and is responsible for its day-to-day operations. The **Executive Director (ED)** heads the Secretariat and reports to the EXCOM. The Executive Director is assisted by a cadre of staff to run the organisation, including management of the research processes, publication and dissemination of the research results.

1.4 The Structure of the Document

The rest of the document is structured as follows, Chapter 2 presents the genesis of the NURRU research programme, Part 2, Chapters 3 and 4 contain the Five-year NURRU goals and strategies, and the budget respectively.

CHAPTER 2

THE GENESIS NURRU'S RESEARCH PROGRAMME

2.1 Research Pillar

NURRU's cardinal foundation/pillar is its research programme. It produces results which, if effectively disseminated and utilized, have the potential for significant impact on poverty reduction and sustainable development. The conceptual frameworks, the research process and research output and linkage are respectively highlighted in **Appendix 3 and 4**.

2.2 Philosophy

The philosophy underlying NURRU's research is embedded in the need to maximize both efficiency and effectiveness of its research processes. The cardinal elements of its philosophy are:

- i. Demand-led, participatory, action-oriented research approach to increase stakeholder ownership of the research process;
- ii. Multi-disciplinary, multi-annual research philosophy (MMRP) to increase the systems focus;
- iii. Location specific research to maximize efficiency of resource use;
- iv. Gender sensitivity to account for specific needs of different groups; and
- v. Prioritization to focus the use of the limited resources on a few problems whose solution will have maximum impact.

The implementation of the research programme, while focusing on defined problems depend on the elements as the guiding operational principles which are used in the evaluation of the research proposals and the monitoring and evaluation of the research processes and results.

2.3 The Research Grant Fund

2.3.1 Objectives of the Research Grant Fund

- i. To fill the methodological gap for relevant research on poverty eradication;
- ii. To assist stakeholders understand better the NURRU research philosophy, principles and methodologies;
- iii. To provide an enabling environment for influencing the overall government policies on poverty eradication from an informed position by building research capacity in the country and providing a strategic research input to feed into the policy making and analysis processes;
- iv. To equip policy and decision makers with reliable data on specific issues.

2.4. Core programmes

NURRU research programme (Phase I and II) focused on the generation **of quality research, capacity building, and the publication and dissemination of research results**.

2.5 Phase 1 Objectives

Under the **Phase I** of the programme, the research agenda concentrated on the “Impact of Development Conditions and Policies (Structural Adjustment Programmes; Democratisation and Governance; Peace and Stability) on Household Poverty (**Category A**) and Welfare (Family, Education, Employment, Land Tenure, Natural Resource Management and Health Conditions) (**Category B**).

NURRU was guided by three principal objectives:

- i. To identify a priority research agenda on socio-economic issues and to support research. The process of agenda setting involved research users at the outset, with problem-oriented, participatory, and multidisciplinary research with a long-term perspective.
- ii. To support the step-by-step building of research infrastructure and research capacity to address socio-economic issues within Uganda.
- iii. To set up an active Secretariat with responsibility to document all research conducted on the priority areas, organize the training of researchers, coordinate research efforts of its members, establish a network of researchers and research users, and disseminate the results of its research.

2.6. Phase 1 Research Agenda

2.6.1 Category A

- i. Structural adjustment programs (SAPs) and liberalization
- ii. Democratization and governance
- iii. Peace, stability and effects of warfare

2.6.2 Category B

- i. The family
- ii. Education and employment policy
- iii. Land tenure and natural resources management
- iv. Health conditions

This Phase recognized that gender was a crosscutting issue and thus, demanded the research process be sensitive in this area.

2.7 Phase II Objectives

Under **Phase II**, efforts were made to involve all stakeholders at all levels of the research process. Two approaches were adopted and implemented, namely, **Benchmark Site Research (BSR)** and **National Policy Research (NPR)**.

The following objectives guided the core programmes:

- i. To identify, through a participatory approach, a priority research agenda on socio-economic issues and to support research;
- ii. To provide research findings from participatory, action-oriented research on priority issues regarding poverty eradication and sustainable socio-economic development;
- iii. To provide services to member organisations that increase their efficiency in generating and utilising research results for poverty eradication and socio-economic development;
- iv. To document all the research results, organize the training of researchers, coordinate the research efforts of its members, establish a network of researchers and research users and to disseminate the results of its research.

2.7.1 The Benchmark Site Research Agenda (Window One)

“Benchmark Sites” are areas in each region of Uganda where about ten strategic research projects are selected and focused upon. This research is location specific, multi-disciplinary and participatory. The data obtained and recommendations made are expected to have a high probability of resulting into feasible interventions that address the problem of poverty in the region. **Appendix 8** highlights the specific prioritized research areas in each region of Uganda selected in the Phase II NURRU Research Programme.

2.7.2 The National Policy Research Agenda (Window Two)

The National Policy Research (NPR) window offers research grants for analysis and independent critique of key national policies affecting poverty eradication in Uganda. These may be sectoral or crosscutting and over-arching for the whole country. The core policy research areas include the following:

- i. Education, Skills Development, Human Resource Planning, and Employment Policies;
- ii. PMA cluster: Plan for Modernization of Agriculture, Trade Liberalization and Marketing, and Cooperative Societies;
- iii. Industrialization and Linkages to the Modern Economy: Support for Small and Medium Scale Enterprises (SME) Policies, Taxation and the Response of the Population, and Micro finance;
- iv. Decentralization;
- v. National Peace and Conflict Resolution (Reserve Theme).

NURRU ensures integration of the two windows while continuing with quality research management and capacity building within the overall system.

2.8 Achievements of Phase I and II

The following achievements were realised according to the goals and objectives set for the two programmes.

2.8.1 The Secretariat

During the Phase II, NURRU’s Secretariat was up-graded both in numbers and skills of staff. The aim was to build a team of dynamic, skilled and motivated professionals. The EXCOM recruited two programme

officers for **Publication and Dissemination**, and **Research and Capacity Building**. It also developed governance policies, systems and procedures and acquired infrastructure and equipment to strengthen the capacity of the Secretariat to deliver services effectively and efficiently.

2.8.2 Research

NURRU has nurtured a distinctive style of management for its demand-led, multidisciplinary, participatory, action-oriented research methodology. The research management procedures are formal and clear as depicted in **Appendix 3**. Such clarity and processes have facilitated efficiency in the management of the NURRU research process, capacity building and enhanced stakeholders' participation.

As shown in **Table 1** below, from **Phase I to II**, a total of 126 research projects have been supported. Of these, 79 were completed, 8 stalled, and 39 are on-going under the 5th Competition. Of those completed, 34 working papers and 36 policy briefs and other publications have been disseminated. Another 15 Working Papers and Policy Briefs are in the process of getting published. The collection of nearly 100 titles of monographs, journals, dissertations, newsletters and brochures are now available in the newly established Resource Centre.

Table 1: Research Grants: 1st – 5th Competition Status as at July 31st 2004

Competition	No. of Grants	Completed / On-going	Uncompleted	Total of Researchers trained and executed research
1 st	32	27	5*	40
2 nd	21	21	0	24
3 rd	17	17	0	17
4 th	17	14	3**	34
5 th	39	On-going	39***	78
Total	126	79	47	193

* 4 researchers died before completing their projects; 1 opted not to proceed.

** 2 researchers are yet to submit their final reports; one failed to continue beyond the progress review workshop.

*** 39 on-going 5th research projects were scheduled for completion in September 2004.

The research **Monitoring and Evaluation Manual** has been developed to guide the tracking of progress and impact evaluation of all the research processes. The establishment of the **BSRs** has led to the formation of local associations, clubs and pressure groups. In Kabale District, Western Uganda, for example, an association of Mushroom growers and conservation groups have been formed. There is also a Rice Growing Association in Tororo district, in Eastern Uganda, formed as a result of NURRU's research efforts.

The impact of NURRU's research approach is evident in the building of capacities of the researchers and research users to adapt to work within the Quality Indicator Framework (QIF), which focuses on academic excellence and social relevance. Evidence of research results utilisation that is socially relevant is seen, for example, in the control of moles / rodents through planting of particular tree specie along plot boundaries.

This is also noted in the implementation of recommendations for improvement of performance of health management committees in Kachonga Sub-county, in Tororo district and through improved household food security and income by mushroom growing in Kabale District. For academic excellence, improved research skills of researchers trained by NURRU have enabled them to gain access to research grants from other international research funding organisations. Others have made presentations of the research findings supported by NURRU at international conferences.

2.8.3 Capacity Building

The **Phase II** programme concentrated on training of stakeholders in Participatory Action-Oriented Research (PAOR) methodologies. The beneficiaries included researchers, research users, and representatives from government, civil society organisations, and the private sector. More than 201 researchers have undergone NURRU training programmes. Of this number, 32 young researchers and stakeholders have trained in multidisciplinary, participatory action oriented research methodology; 24 NURRU research collaborators have been trained in Training of Trainers (ToT) and in mainstreaming multidisciplinary, participatory action-oriented research in development planning, and the rest have been equipped with other PAOR methods.

The impact of the NURRU capacity building programme varies however, for the researchers, the emphasis on multidisciplinary and participatory research and training of stakeholders in these methodologies, has contributed to the enhancement of competence and advancement of researchers' careers. The NURRU external reviewers' report of 2003 shows that the experience and knowledge gained have enabled the researchers to carry out research successfully, contributed to their career development, and is helping them apply participatory approaches in whatever they do.

In addition, NURRU as an institution is contributing to the emergence of new institutional collaborations and professional networks, such as the maintenance of external international linkages with the other MMRPs. NURRU is among the organisations forming the core team in the Office of the Prime Minister that is charged with the responsibility for finding ways to improve utilisation of research in Uganda. Contributions to the national processes include NURRU's membership in the review team for the Plan for the Modernization of Agriculture and the National Agricultural Research Systems (NARS).

2.8.4 Dissemination and Utilisation of Results

The dissemination of research reports is conducted mainly at workshops in which key stakeholders, including local leaders, private sector representatives, NGOs, government and MOs participate to identify research recommendations for action. Besides, NURRU uses the media in its dissemination, lobbying, advocacy and networking activities. It also uses its website, www.nurru.or.ug, as well as the Resource Centre to allow easy access to its publications. There is now increased access to information by the stakeholders.

In terms of achievement, a number of publications, working papers, policy briefs, newsletters, bulletins and annual reports have been generated. Newspaper advertisements and features, and television documentaries as well as radio talk-shows have increasingly become channels of dissemination. As a result, there are increased requests from the researchers who have completed their researches to allow them to present their findings at both national and international conferences. Government ministries are

requesting for NURRU publications for their planning purposes. Academic institutions are registering with NURRU to access regularly, NURRU publications. On average, NURRU's Documentation Centre receives about 20 visitors daily from academia, NGOs, some MOs and government departments, seeking preferred research publications. Meanwhile, the NURRU website averages 100 hits per month.

2.9. Strategic Competencies of NURRU

NURRU has gradually developed skills for managing research and its strategic competencies are embedded in its values and approach to participatory research and utilisation. These are demand-led, multidisciplinary, participatory, and action oriented research approaches involving:

- i. The customisation of a research process to peoples needs and problems;
- ii. Capacity building for research and utilisation;
- iii. Advocacy and networking by stakeholders.

2.10. Major Challenges

The achievements have been realised amidst challenges in research, capacity building, dissemination and utilisation. With regard to research, the usefulness of PAOR cannot be over emphasised. The challenge is to crystallise the methodology and promote it as a vehicle for incorporating research results into local and national planning processes. The **NURRU Strategic Plan 2005 (NSP2005)** proposes the framework for linking research results with utilisation as described in chapters 3 and also **Appendices 6 and 7**.

The second challenge is to build the capacity of the Secretariat staff to effectively manage the research process and undertake monitoring and evaluation to validate the impact of the research at all levels of the research process, including research utilisation. The third challenge is to strengthen the capacity of stakeholders in advocacy and networking skills for countrywide stakeholder consultations and contributions to influence the decision-making processes at local, national and international levels. The proposed framework for capacity building is described in Chapter 3. The fourth challenge for NURRU is to further sharpen its network and advocacy strategies so as to increase dissemination and utilisation of research results in order make greater impact on poverty eradication and socio-economic development. See **Appendix 6** for the proposed framework for networking, coalition building and advocacy.

2.11. Critical Success Factors

These factors are likely future events that could have a significant impact on operations over which NURRU would have little or no control. The factors are subject to review and revisions, as need would be. Key among them are:

- i. Current knowledge about the future conditions, sufficient and credible enough to ensure the reliability of the strategic plan over the duration of its implementation;
- ii. NURRU research competencies, including EXCOM and the Secretariat maintained and sustained;
- iii. Sustainability of funding; and
- iv. A stable political and macroeconomic environment.

2.12 Way Forward and Conclusion

The way forward is to undertake the remaining unfulfilled activities envisaged in the **Phase II** Programme and implement and monitor this **NSP2005**. Part two outlines the goals and strategies that will be pursued in the next five years. NURRU identified the goals and strategies through extensive consultations and reviews as documented in **Appendix 11**. The following **Goals** have therefore been approved for the **NSP2005**:

1. **GOAL 1: Demand-led, Multidisciplinary, Participatory Research (DMPR)**
 - **Objective 1.1: (Ref:3.1.3.1).**
To promote action-oriented research through competitive, commissioned and solicited studies.
 - **Objective 1.2: (Ref:3.1.3.2).**
To integrate on-going NURRU research into socio-economic plans and programme priorities at local, national and regional levels.
2. **GOAL 2: Develop Stakeholder Capacity for Research and Research utilisation**
 - **Objective 2.1: (Ref: 3.2.2.1).**
To enhance stakeholder skills in NURRU research methodology.
 - **Objective 2.2: (Ref: 3.2.2.2).**
To strengthen stakeholder skills in research results utilisation, advocacy and networking.
 - **Objective 2.3: (Ref: 3.2.2.3).**
To support MOs, in the promotion of NURRU research philosophy.
3. **GOAL 3: Enhance Advocacy and Networking**
 - **Objective 3.1: (Ref: 3.3.3.1).**
To promote networking among stakeholders linking them to local and central government machinery and to development partners at all levels.
 - **Objective 3.2: (Ref: 3.3.3.2).**
To initiate and support fora for advocacy and research uptake.
4. **GOAL 4: NURRU Secretariat Strengthening**
 - **Objective 4.1: (Ref: 3.4.4.1).**
To strengthen the NURRU governance organs.
 - **Objective 4.2: (Ref: 3.4.4.2).**
To strengthen the capacity of NURRU Secretariat.
 - **Objective 4.3: (Ref: 3.4.4.3).**
To develop a permanent NURRU Network Centre (NNC).
 - **Objective 4.4: (Ref: 3.4.4.4).**
To consolidate the NURRU resource base.

The **strategies** include the specification of **objectives** that are **SMART** and associated with the achievement of goals. These are followed by **Action Plans** to implement each objective. Finally, the **Action Plans** are linked to the annual **Work Plans**, which consolidate the yearly **Tasks** and **Budgets** to ensure implementation of **Activities** specified in the **Action Plans**. The continuous monitoring of the activities will reflect the extent to which the goals are being achieved. The Monitoring and Evaluation plan in **Appendix 10** will be applied. Other strategic interventions are in **Appendix 9**.

PART TWO

THE FIVE-YEAR NURRU GOALS AND STRATEGIES

CHAPTER 3

NURRU GOALS AND STRATEGIES

Chapter three presents the details of the NURRU goals and strategies. The goals and strategies are aligned to the core programmes that will be responsible for implementing each goal, namely, research, capacity building, advocacy and networking, and secretariat management.

3.1 Demand-led, Multidisciplinary, Participatory Research

3.1.1 Introduction

Over the last ten years, NURRU supported research and capacity building and has gained more experience in the process. The research activities carried out in the first two phases are reflected in Table 1 on page 9. In the next five years, NURRU plans to continue with demand-led, multi-disciplinary, participatory research using the Benchmark Site (BSR) and National Policy (NPR) research approaches. The BSR will undertake location specific research on priority problems identified by the communities while the NPR will analyse national policies under the five national themes identified by NURRU. Four sub-counties in four districts per year will be selected for Benchmark site research, making it possible for 20 districts to benefit from the research programme during the period. The research programme will be responsible for selecting, characterising and setting priorities for four benchmark sites and national policy research themes. The research programme will also be responsible for validating NURRU national priorities, ensuring the award and supervision of 20 BSR and 5 NPR grants yearly; commissioning and soliciting studies, disseminating of the research results, and publishing of the final reports. Training of researchers and research users for capacity building is integral to the programme. The programme will adhere and apply NURRU's Quality Indicator Framework (QIF) in monitoring research to obtain a quality research output. Regular field monitoring of the research process and interactions with stakeholders will be undertaken at all levels. Such activities will contribute to early detection and addressing of problems that may affect research output. At the same time, the researchers together with stakeholders will ensure NURRU's continuous presence among stakeholders in order to consolidate their interest in research and research benefits. The research outputs will be utilised for decision making at all levels. It is envisaged that the research results will contribute to sub-county and district development plans, national budgeting processes, sectoral reviews for the PEAP, and regional and international dialogue.

3.1.2 Justification

The internal and external evaluation reports confirmed the relevance of NURRU's DMPR to Uganda's decentralised structure of local governance and development context. The decentralisation policy framework provides for involvement and participation of the stakeholders from the village to the national level in all planning, implementation and evaluation activities. NURRU's research programme has demonstrated its competence in identifying and mobilising stakeholder participation and filling the gaps of capacities that exist, especially at the district and national levels. The programme has served to generate reliable data for development planning and poverty eradication. NURRU's approach concentrates on building capacity of all the stakeholders, either as researchers or research users in participatory knowledge generation and research results utilisation. That capacity acquired by the researchers and research users can then be applied to any given development process at any level.

In addition, NURRU's research could help in sectoral reviews for the PEAP reviews that aims to guide policy action towards poverty eradication. NURRU's research outputs also are relevant at the regional and international levels. For regional arrangements such as the East African Community and the African Union, NURRU research outputs are well placed to contribute information on issues that demand regional or international perspectives and resolutions.

3.1.3 Objectives

Two objectives have been formulated to guide the achievement of the DMPR goal:

3.1.3.1 *To promote action-oriented research through competitive, commissioned and solicited studies.*

The overall programme targets by the end of the plan period are:

- Nationally accepted BSR and NPR themes;
- Effective administration of research grants;
- Increased and efficient supervision, monitoring and evaluation of research grants.

3.1.3.2 *To integrate on-going NURRU research into socio-economic plans and programme priorities at local, national and regional levels.*

The overall programme targets by the end of the plan period are:

- Inventory and/or status reports, on plans and programmes at all levels;
- NURRU's research activities linked to Uganda's Comprehensive Development Framework (i.e., PEAP);
- Strategic workshops for integrating on-going NURRU research activities into development plans;
- Stakeholders and communities sensitised at all levels through disseminated key publications on research use;
- Appropriate technologies produced and disseminated.

3.1.4 Implementation Strategy

The National Policy Research (NPR) and Benchmark Research (BSR) approaches that were implemented during NURRU **Phase II** Programme will continue. Adherence will be made to the QIF guided by the NURRU Research Manual. Research grants will be awarded through competition, commissioning and solicitation. The research grant management includes open calls for proposals, critical research selection processes, training, supervision, progress reviews, validation of results, and publication as in **Appendix 3**. Technical support from qualified and competent persons will be obtained for specific assignments to assist the Secretariat towards effective research management and quality research outputs.

NURRU will promote participation of the stakeholders namely: the community, civil society organisations, research institutions, local councils (3 and 5), the private sector, technical officers from local and central governments, as well as parliamentarians and development partners. NURRU will exploit the existing decentralisation structure as presented in **Appendix 5** to ensure participation at all levels. This will promote ownership of the research results, implementation of the research recommendations and integration into on-going national policies and programmes. In its activities at all levels, NURRU will promote gender sensitivity and involvement and participation of the socially marginalised groups. The research processes

will be organised both at district and national levels. National level venues will be rotated to extend reach to areas of the country that are not benchmark sites.

To expand its services to a wider area of the country NURRU will every year, identify four new districts for its programme. One district will be selected per region on the basis of the “traditional” regions of east, west, north and south of Uganda. Stakeholders will converge at the respective district level to select a sub-county for the benchmark site. Thereafter, stakeholders at the sub-counties will set the benchmark site research (BSR) agenda, which agenda will be advertised to attract competitive research proposals or for commissioning and soliciting research proposals. A total of 100 benchmark site research grants will be awarded within the five-year period. This will enable 20 districts to take part in the NURRU participatory research programme. NURRU, thus, will manage 100 benchmark site research grants from 2005 to 2009. This is shown in **Table 2** below.

Table 2: Projection for Research Grants for the Benchmark Site Research (BSR).

One District per year	Year 1	Year 2	Year 3	Year 4	Year 5	Total
District – East	5	5	5	5	5	25
District – West	5	5	5	5	5	25
District – North	5	5	5	5	5	25
District – South (Central)	5	5	5	5	5	25
Total research grants	20	20	20	20	20	100

For the national policy research, NURRU intends to continue with the present five themes namely: education, decentralisation, plan for modernisation of agriculture (PMA), industrialisation, and peace and conflict. The meeting of stakeholders will set or validate the national policy research themes every year. Each NPR theme will be awarded one grant, hence a total of 5 grants per year as shown in **Table 3** below.

Table 3: Projection for Research Grants for National Policy (NPR).

Themes	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Theme 1	1	1	1	1	1	5
Theme 2	1	1	1	1	1	5
Theme 3	1	1	1	1	1	5
Theme 4	1	1	1	1	1	5
Theme 5	1	1	1	1	1	5
Total research grants	5	5	5	5	5	25

The research results will be published for utilisation, both within and outside Uganda. Furthermore, NURRU plans to publish books on related themes during the five year period.

Implementation arrangements for promotion of action-oriented research and the integration of ongoing NURRU research into socio-economic plans and programmes are presented in logframes in the subsequent pages.

Strategic Objective 1.1: Promote Action-oriented Research through Competitive, Commissioned and Solicited Studies.

No.	Output	Activity	Verifiable Indicators	Means of Verification	Key Assumptions
1.1.1.	Benchmark Site Themes (BSR) set. National Policy Research Themes (NPR) set. <u>Inputs:</u> (Refer to p.31)	Set themes for the Benchmark Site and Policy competitive commissioned and solicited research.	Annual dialogue Number of sensitisation workshops at all levels. Identified themes for competitive, commissioned and solicited Benchmark Site and Policy research.	Workshop reports NURRU reports and publications Stakeholders reports Field visit reports	Political will Resources availability Stakeholder commitment NURRU competencies Cooperation at research sites Relevance of research problems
1.1.2.	Research grants awarded <u>Inputs:</u> (Refer to p.31)	Administer research grants	Number of research grants	Minutes of meetings Press releases Grant contracts	NURRU capacities Environmental support Researcher interest and capability Technical and material support
1.1.3	Research projects supervised, monitored and evaluated. <u>Inputs:</u> (Refer to p.31)	Monitor and evaluate research	Number of field supervision visits by NURRU per research site Reports of review processes Number of published research reports per year	Inception reports Supervision reports Research reports Publications and policy briefs	NURRU staff competences Technical and material support Stakeholder involvement

Strategic Objective 1.2: Integrate On-going NURRU Research into Socio-economic Plans and Programme Priorities at Local, National and Regional Level.

No.	Output	Activity	Verifiable Indicators	Means of Verification	Key Assumptions
1.2.1.	<p>Inventory of reports on plans and programmes at all levels</p> <p>Status reports developed</p> <p>Research activities linked to the PEAP</p> <hr/> <p>Inputs: (Refer to p.32)</p>	<p>Establish the plans and programmes existing at local, national and regional levels</p> <p>Joint and complimentary activities that address priorities</p> <p>Link NURRU research activities at all levels, focusing on poverty eradication</p>	<p>Number of joint and complimentary programmes initiated at all levels</p> <p>Research carried to completion, catalogued and available to stakeholders</p> <p>Number of research activities linked to the PEAP</p>	<p>Status Reports</p> <p>Inventory records and databases.</p> <p>Background to the budgets</p> <p>Research reports</p>	<p>Conducive environment</p> <p>Stakeholder interest and commitment</p> <p>NURRU's capacity for mobilisation at all levels</p>
1.2.2.	<p>Workshops integrating on-going NURRU research activities organised</p> <p>Publications disseminated</p> <p>Communities and stakeholders at levels sensitised</p> <hr/> <p>Inputs: (Refer to p.32)</p>	<p>Build awareness and concretise on issues requiring research attention</p>	<p>Number of meetings</p> <p>Proportion of publications reflecting integration</p> <p>Number of communities adopting perspectives, strategies, technologies of integration</p>	<p>Workshop reports</p> <p>Verification visits</p> <p>Feedback from stakeholders</p>	<p>Co-operation as a valued strategy</p> <p>Support structures and policies</p> <p>Channels for networking.</p>
1.2.3	<p>Sensitized communities at all levels</p> <p>Seminars, workshops and conferences organised</p> <p>Appropriate technologies produced and disseminated</p> <p>Publications on the electronic and print media.</p> <hr/> <p>Inputs: (Refer to p.32)</p>	<p>Disseminate and promote research use</p>	<p>New ideas and research recommendations incorporated into programmes and plans</p> <p>Proportion of reports showing changed levels of awareness and adopting NURRU research Philosophy</p> <p>Number of hits on the NURRU website</p> <p>Number of visits to the NURRU resource centre</p> <p>Number of requests for NURRU publications</p> <p>Number of appropriate technologies produced and disseminated</p>	<p>Guest register</p> <p>Research use reports</p>	<p>Favourable environment to adopt research outputs</p> <p>Effective networking</p> <p>Participation of stakeholders</p>

3.2 Developing Research Capacity and Research Results Use

3.2.1 Introduction

During the next five years, NURRU will develop the capacity of its stakeholders in participatory research methodology, research utilisation, advocacy and networking. The programme will be carried out in four districts, selected annually. To ensure continuity of capacity development at local level, 20 persons will be selected and trained as trainers. In addition, four member organisations will be chosen and facilitated to continuously promote the NURRU research philosophy in the 4 districts. The programme will also support 4 groups to participate in the exchange visits that provide learning opportunities. Such visits should make possible effective and strategic linkage. The stakeholders at the district level will be encouraged to utilise the NURRU Resource Centre and its website for continuous access to information from NURRU and other sources.

3.2.2 Justification

NURRU has generated significant outputs through its research, capacity building and publication and dissemination programmes. But there is evidence of under-utilisation of research results at various levels. There is need to address the capacity of districts to absorb and effectively utilise research results for development. A strategy for the development of stakeholder capacity will help in enhancing awareness of the significance of utilising reliable data for planning, implementing and evaluating purposes. Enhanced capacity of stakeholders will enable data-backed planning for socio-economic development and poverty eradication programmes at the micro level. The NURRU research outputs as well as information from other institutions will provide tools for use by the stakeholders. The member organisations are fairly well versed in the DMPR philosophy. They are well placed to promote it, and hence their participation in the programme. The choice of resident trainers, apart from reducing costs, contributes to increasing human resources that can be used at the local level.

3.2.3 Objectives

The following objectives will be pursued to develop stakeholder capacity for research and research utilisation.

3.2.3.1 To enhance stakeholder skills in NURRU research methodology.

The overall programme targets by the end of the plan period are:

- Trained key stakeholders, researchers, benchmark site communities and the member organizations in DMPR methodologies;
- Evaluated training programmes.

3.2.3.2 To strengthen stakeholder skills in research results utilisation, advocacy and networking.

The overall programme targets by the end of the plan period are:

- Designed communication strategies and tools;
- Workshops and seminars organized around research utilization, advocacy and networking;
- An improved NURRU website;
- Exchange visits conducted across districts;

- Research results disseminated at all levels;
- TOT workshops organized.

3.2.3.3 To support member MOs in the promotion of NURRU research philosophy.

The overall programme targets by the end of the plan period are:

- Member organizations provided support and training facilities to promote NURRU research philosophy.

3.2.4 Implementation strategy

NURRU Secretariat will provide professional guidance to the programme. Trainers will implement the training activities. Trainers will be persons who have undergone the NURRU ToT programme. Furthermore, MOs participating in the NURRU series of capacity building activities will be facilitated to ensure that the training activities are implemented, and networking and information sharing among stakeholders is enhanced. This programme area will take advantage of the MO’s institutional set-up and knowledge about the NURRU research philosophy. The participatory processes will guide other stakeholders in mainstreaming participatory research in development activity planning, implementation and evaluation. The training programme will be subjected to annual evaluation to ensure that any necessary adjustment is made. Exchange visits will be organised to promote dissemination of research results, adoption of good practices and replication.

The programme to develop stakeholder capacity is presented in log frames in the subsequent pages.

Strategic Objective 2.1: Enhance Stakeholder Skills in NURRU Research Methodology

No.	Output	Activity	Verifiable Indicators	Means of Verification	Key Assumptions
2.1.1.	All key stakeholders trained in DMPR methodologies	Designing training materials Selection of trainees and benchmark sites Training researchers	At least 200 key stakeholders: researchers, benchmark site communities and representatives of the member organizations trained.	Training reports Monitoring reports Evaluation reports	Resource availability Committed trainees Timely availability of resources Stable political environment
	Inputs: (Refer to p.32)	Training benchmark communities Training member organisations Evaluation of training	At least 4 additional benchmark sites opened and operationalised MOs continuously trained At least 60% to 80% successfully complete their research		

Strategic Objective 2.2: Strengthen Stakeholder Skills in Research Results Utilisation, Advocacy and Networking.

No.	Output	Activity	Verifiable Indicators	Means of Verification	Key Assumptions
2.2.1	Improved flow of research results information among NURRU stakeholders <hr/> Inputs: (Refer to p.33)	Design communication strategies and tools Workshops and seminars Improving the NURRU website Conducting exchange visits among stakeholders	Number of communication strategies and tools developed At least 4 workshops conducted per annum A fully functional NURRU website Number of hits on the NURRU website At least 4 exchange visits per annum	Reports (internal and external)	Resource availability and timely releases Sustenance of the NURRU philosophy
2.2.2.	Increased utilisation of research results for policy, planning and development Increased networking, information sharing and advocacy among stakeholders <hr/> Inputs: (Refer to p.33)	Design appropriate communication tools to reach the various stakeholders Educating all stakeholders on the benefits research results utilisation Dissemination of research results at all levels Networking, information sharing and advocacy among stakeholders	At least 60% - 70% of stakeholders receiving research results At least 60% - 70% of research results disseminated At least 70% of stakeholders educated on the benefits of research utilisation Number of stakeholders involved in advocacy and information sharing Number of appropriate messages reaching out to the different stakeholders	Stakeholder reports Evaluation reports	Resource availability Timely release of financial resources Conducive environment Sustenance of DMPR philosophy
2.2.3	Trained ToTs for skills development in research results utilisation, advocacy and information dissemination <hr/> Inputs: (Refer to p.33)	Selection of Trainees Training Follow-up of ToTs	At least 4 ToTs trained per benchmark site At least 4 ToTs trained at the national research focus and MO level	Training reports Evaluation reports	Resource availability Timely availability of financial resources Committed trainees Sustenance of DMPR philosophy

Strategic Objective 2.3: Support Member Organisations (MOs) in the Promotion of NURRU Research Philosophy

No.	Output	Activity	Verifiable Indicators	Means of Verification	Key Assumptions
2.3.1	Facilities, materials and/or equipment provided Technical assistance and support provided Technical training Small research and operational grants Provision of publications <hr/> Inputs: (Refer to p.33)	Sensitisation of Member Organisations Provide support and training facilities to the MOs	Man-hours for technical assistance Quantity and quality of facilities, materials and/or equipment availed Amount of grant in relation to the operational budgets of MOs List of training facilities available for training by MOs	Audited books of account Memorandum of Understanding (MoU) Inventory	Resource availability Timely availability and release of resources Commitment of members

3.3 Advocacy and Networking

3.3.1 Introduction

Over the next five years NURRU will enhance advocacy and networking of its stakeholders. The advocacy and networking programme is to ensure increased involvement and participation by stakeholders at all levels of the NURRU research process. This programme will support activities that promote utilisation of the research results by the stakeholders to produce desired changes at sub-county, district, regional and international levels. **Appendix 6** illustrates linkages of research outputs to the aforementioned levels. The programme activities will include allocation of responsibilities and resources to implement the priority activities of the stakeholders. Stakeholders will be organised in Thematic Coalitions in line with the NURRU research themes of Education, Decentralisation, and Plan for Modernisation of Agriculture (PMA), Industrialisation, and Peace and Conflict. NURRU will provide continuous technical and material support to the coalitions. Technical support will comprise services from experts for organising advocacy materials for specific themes. Material support will include furniture, ICT equipment, books, and journals. The advocacy coalitions will use various fora to network among themselves and other stakeholders at different levels. The advocacy, networking and coalition building are to promote consensus building on priority issues for advocacy, the advocacy strategies, targets and time frame.

3.3.2 Justification

From Phase I to the present time, 79 research projects have been completed. The recommendations arising from them have few traceable policy actions. However, the country's decentralisation policy provides a favourable structure for inputs to policy formulation that may be obtained from advocacy recommendations. Increased stakeholder involvement and participation in advocacy using NURRU policy or benchmark site research outputs, will nevertheless promote integration of research recommendations into local, district, and national level plans and policies. NURRU advocacy and networking should ultimately promote utilisation of NURRU research outputs at the regional and international levels. The potential of utilising research results is inherent in good country case studies whose information can be generalised and utilised for planning development activities at all levels.

NURRU's relationship with other research institutions and its ability to access and organise information on demand provides NURRU with the pivotal capacity for effective support to advocacy and networking activities. NURRU members and stakeholders have already demonstrated readiness and enthusiasm for effective utilisation of research results. The readiness by the NURRU members and stakeholders therefore offers a platform for advocacy and networking to contribute to Uganda's socio-economic development and poverty eradication.

3.3.3 Objectives

Enhancing advocacy and networking will be achieved through the two objectives described below.

3.3.3.1 To promote networking among stakeholders, linking them to local and central government machinery as well as to development partners at all levels.

The overall targets by the end of the plan period are:

- Organise stakeholder consultative and planning meetings
- Support provided to sub-county resource centres
- Research results translated into local languages
- Documentaries produced for networking

3.3.3.2 To initiate and support fora for advocacy and research uptake.

The overall programme targets by the end of the plan period are:

- Thematic advocacy coalitions formed and operational at district and national levels
- Regular advocacy coalition meetings and advocacy campaigns
- Continuous dissemination of research result at all levels
- Effective monitoring of research use.

3.3.4 Implementation Strategy

Advocacy meetings and fora will be organised at sub-county, district and national levels. The participants will be composed of individuals and representatives of local and central governments, civil society organisations, private sector, academic and research institutions.

In each of the 4 districts, one sub-county Resource Centre will be supported to provide a district base for advocacy and networking. Information materials including research results translated into local languages will be used to promote effective participation of the local communities. NURRU will supply documentary films, CD ROM and other print materials to the coalitions.

Annually, NURRU will organise stakeholders in the four participating districts into five advocacy coalitions in line with the NURRU's five national themes. Preliminary consultative and planning activities will be undertaken to organise stakeholders for coalition formation. The coalitions will select a leading organisation from among them for coordinating advocacy and networking activities at the district level.

With the advocacy infrastructure in place, there will be monthly public dialogue on selected advocacy issues organised by NURRU. The venues will rotate to provide opportunities for participation by stakeholders in other areas of Uganda. At the district level, annually, at least 3 advocacy activities for each of the five thematic coalitions in the four participating districts will be organised; while at the national level, two thematic coalitions will be supported.

NURRU will develop a timetable to ensure that the advocacy activities are linked to the national planning processes such as the National Budgeting Programme. This will facilitate integration of advocacy recommendations into the sub-county, district and national plans for action. NURRU also will use its research outputs to link up with other advocacy processes at the regional and international levels.

Implementation arrangements for enhancing networking and advocacy are respectively presented in log frames on the subsequent pages.

Strategic Objective 3.1: Promote Networking among Stakeholders Linking Them to Local and Central Government Machinery as well as to Development Partners at All Levels.

No.	Output	Activity	Verifiable Indicators	Means of Verification	Key Assumptions
3.1.1	Increased stakeholder participation in network programmes <hr/> Inputs: (Refer to p.33)	Organise stakeholder consultative and planning meetings.	Number of meetings held Joint and shared activities among stakeholders	Minutes and resolutions of meetings Reports of networking activities	Resources availability Stakeholder commitment and participation and consensus
3.1.2	Sub-county Resource Centres for NURRU support <hr/> Inputs: (Refer to p.34)	Identify and select sub-county Resource Centres for NURRU support	List of sub-county Resource Centres eligible for support by NURRU	Selection Reports	Stakeholder commitment and participation Political will of Governments Timely implementation of policy establishing Sub county resource centres
3.1.3	Well-equipped and functional sub-county Resource Centres <hr/> Inputs: (Refer to p.34))	Provide the Sub-county Resource Centres with necessary materials and equipment Supply Sub-county Resource Centres with NURRU publications and those from other sources	Number of Resource Centres equipped and operational Increased access and use of NURRU Resource Centre materials Number of publications supplied	Inventory databases and Resource Centre reports	Resources availability Stakeholder commitment and participation
3.1.4	Translated research results in local languages Improved local utilisation of research results <hr/> Inputs: (Refer to p.34)	Translate research results into 10 local languages	Number of research reports translated in local languages Proportion of research results locally utilised	NURRU Publications Community feedback	Resource availability Appreciation of the value of research results as an input in the policy process

No.	Output	Activity	Verifiable Indicators	Means of Verification	Key Assumptions
3.1.5	Films, audio tapes produced. Audio tapes and film broadcasts <hr/> Inputs: (Refer to p.34)	Produce documentaries for and advocacy networking	Number of documentaries produced Number of documentaries broadcast	Films and audio tapes	Resource availability Political will Conducive environment Community cooperation

Strategic Objective 3.2: Initiate and Support Fora for Advocacy and Research uptake.

No.	Output	Activity	Verifiable Indicators	Means of Verification	Key Assumptions
3.2.1	Thematic advocacy coalitions formed <hr/> Inputs: (Refer to p.34)	Form thematic coalitions for advocacy	Number of meetings organised Number of thematic coalitions formed	Reports Records of minutes	Resource availability Stakeholders commitment and participation Consensus building
3.2.2	Thematic advocacy coalition meetings conducted <hr/> Inputs: (Refer to p.34)	Support and facilitate thematic coalition meetings in promotion of research results utilisation	Number of coalitions supported and/or facilitated Number of meetings held by the coalitions	Financial reports Coalitions progress reports Reports of the proceedings	Resources availability Stakeholder commitment and participation Consensus building Consistency in government policies Transparency
3.2.3	Advocacy campaigns organised at all levels Advocacy messages transmitted <hr/> Inputs: (Refer to p.35)	Organise platforms/campaigns for stakeholder engagements on NURRU advocacy issues	Number of stakeholder platforms/campaigns organised Number of stakeholders involved in advocacy issues Number of appropriate messages transmitted Types of responses to the campaigns (e.g. government statements) Evidence of influence of policy/planning processes	Electronic and print reports Campaign reports	Supportive policy environment Stakeholder cooperation Political stability Transparent and conducive policy making process
3.2.4	Research results utilisation at community, sub-county, district, national, regional and international levels	Disseminate research results at all levels Monitoring of research results use	Number of research results disseminated The extent of research use monitoring Number of dissemination workshops	NURRU publications Workshop reports Hits on the NURRU website	Research user interests Research users have capacity to operationalize research results

No.	Output	Activity	Verifiable Indicators	Means of Verification	Key Assumptions
	Inputs: (Refer to p.35)		Listserve and e-mail research inquiries or observations Number of hits on the NURRU website Number of documentaries on print and electronic media	Listserve and e-mails Electronic and print reports Monitoring reports	

3.4 Strengthening and Sustaining NURRU (Building a viable and sustainable institution)

3.4.1 Introduction

The year 2003 internal and external review reports strongly recommended that a plan be developed for NURRU's strengthening and sustainability. Several consultations were held with members and stakeholders; four areas were selected for concentration during the next five years. The areas are: NURRU governance organs, the capacity of its Secretariat, development of a permanent NURRU network center, and broadening and consolidation of the NURRU resource base.

3.4.2 Justification

Over the past ten years NURRU has expanded its research programme. Many stakeholders consider the programme as unique because of the emphasis in the promotion of participatory research in the country. The demands for NURRU's research outputs and services are increasing. Furthermore, in addition to NURRU's research capacity building which targets stakeholders at all levels, NURRU is being requested to participate on national committees such as the Plan for Modernisation of Agriculture (PMA) and the National Agricultural Research System (NARS) implementation Task Force. Such requests place an increasing demand on NURRU to be represented on such committees by high calibre staff. The increasing interests by the stakeholders therefore, justify NURRU's existence and calls for an effective capacity building strategy for its human resources to satisfactorily respond to public demands.

With evidence of contributions to socio-economic development and poverty reduction on the ground, NURRU needs a governance structure that will manage its strategic direction for more impact at all levels without losing focus.

NURRU also needs sufficient office space to efficiently administer its expanding programme. The rented building is too small to house the growing number of staff. NURRU research activities such as training, seminars, meetings, research progress review workshops, which could have been cost-effectively organised, are becoming very expensive due to the hire of halls for such functions. Further, donor policy shifts are likely to affect NURRU. To ensure sustainability, NURRU has devised strategies to mobilise resources from a diverse base of funding. All the above strongly suggest the need for a permanent home for the organisation.

3.4.3 Objectives

To create a viable and sustainable institution, NURRU will pursue the following four objectives:

3.4.3.1 To strengthen the NURRU governance organs

The overall targets by the end of the programme period are:

- NURRU policy documents review accomplished
- Operational manuals developed and in use
- Orientation of the members of key organs of NURRU provided.

3.4.3.2 To strengthen the capacity of NURRU Secretariat

The overall targets by the end of the plan period are:

- A reviewed organizational structure and programmes
- Developed human resource capacity and recruitment of appropriate staff.

3.4.3.3 To Develop a Permanent NURRU Network Centre (NNC)

The target by the end of the plan period is:

- Resources mobilised to build and equip a permanent NURRU Network Centre (NNC)
- Land acquired for the building
- Architectural plan developed.

3.4.3.4 To consolidate NURRU resource base

The overall programme targets by the end of the plan period include:

- Consolidated resource base from increased membership to NURRU, solicited grants and loans, contributions towards the endowment fund, fund raising events, strategic partnerships, and aggressively marketing of the organisation.

3.4.4 Implementation strategy

To strengthen its governance organs, NURRU will review and implement the recommendations made in its policy documents, including the Constitution and operations manuals. The Executive Committee and the Board of Trustees will be provided with capacity development training focussed on management of a non-governmental research organisation. The Secretariat will address the needs of an improved organisational structure and human resource development policy.

Contributions by the NURRU members themselves will be used for the construction of a permanent NURRU Network Centre (NNC). During the 2003 Annual General Assembly, the members, together with the Secretariat, resolved to contribute, from 10% to 30% from the earnings from research consultancies that their respective organisations undertake. In addition, other sources from which resources will be mobilised including donations, grants, loans, endowment fund, and revenue from sales of publications.

Implementation arrangements for strengthening and sustainability of NURRU are respectively presented in the log frames on the subsequent pages.

Strategic Objective 4.1: Strengthen the NURRU Governance Organs.

No.	Output	Activity	Verifiable Indicators	Means of Verification	Key Assumptions
4.1.1.	Effective and efficient operational governance structures Inputs: (Refer to p.35)	Review the existing policy documents (i.e., Constitution) Develop and operational manual for key organs (i.e. AGA, EXCOM, BOT). Orient all members of the key organs	Policy manuals Minutes of meetings Resolutions of the various organs Consultancy reports/contracts Functional roles of the key organs executed	Internal and external review reports	Resource availability Conducive environment Commitment of the organs

Strategic Objective 4.2: Strengthen the capacity of NURRU Secretariat

No.	Output	Activity	Verifiable Indicators	Means of Verification	Key Assumptions
4.2.1.	Well qualified, professional, motivated and effective staff Human resource policy reviewed Efficient and effective Secretariat executing NURRU programmes NURRU organisational structure, programme activities and human resources capacity reviewed Staff performance reports Recruitment of staff Highly Trained staff Inputs: (Refer to p.35)	Review of organisational structure, programme activities Review of human resource capacity and recruitment Human resources development	Satisfied stakeholders Increased stakeholder inquiries and public demand	Annual General Meeting reports Review reports Programme documents	Conducive environment Commitment and integrity of staff Political will Good incentive structures Transparency Favourable organisational culture

Strategic Objective 4.3: Develop a Permanent NURRU Network Centre (NNC)

No.	Output	Activity	Verifiable Indicators	Means of Verification	Key Assumptions
4.3.1	NURRU Network Centre (NNC) building <hr/> Inputs: (Refer to p.35)	Development of a NURRU Network Centre (NNC) building - Resources - Land - Building plan	NNC operational	NNC Operational Inventory	Resources availability Stakeholder commitment and contributions
4.3.2	Functional and well equipped NURRU Network Centre (NNC) <hr/> Inputs: (Refer to p.35)	Equip the NURRU Network Centre (NNC)	Well equipped NNC	Inventory	Resources availability

Strategic Objective 4.4: Consolidate the Resource Base of NURRU

No.	Output	Activity	Verifiable Indicators	Means of Verification	Key Assumptions
4.4.1.	Resource mobilisation strategy developed Consultancies Diverse resource base Increased membership base Diverse Funding Increased sale of publications Endowment fund established Fundraising events done Strategic partnerships established <hr/> Inputs: (Refer to p.36)	Soliciting for grants / loans Membership recruitment Aggressive marketing of the organisation Marketing of NURRU product Engaging in competitive consultancies Soliciting contributions towards endowment fund	Contracts and reports New members Revenue from sale of publications Fund generated Grants secured Loans secured Number of new partners Consultancies won	Membership register Accounting records Legal documents Grants agreements Bank accounts Consultancy reports	Conducive environment Commitment of stakeholders Political will Good incentive structures Transparency Favourable organisational culture

3.5 Conclusion

The goals and strategies contained in Chapter 3 are in line with NURRU's vision, mission and organisational objectives. The experiences gained in research grants management, capacity building, research publications and guidance of stakeholders in utilisation of research results provided significant inputs for the development of the NSP2005 strategic plan. Details of budgets for implementation of the plan are in the following Chapter 4.

CHAPTER 4

THE BUDGET AND THE WORKPLAN

4.1 Introduction

NURRU's financial system is fully set out in its Accounting Manual. The manual provides guidelines on all aspects of managing NURRU resources. All resources and inputs will be budgeted for and implemented according to the strict guidelines. Monitoring of budget performance will be undertaken through analysis of performance and financial decisions made basing on the periodic financial reports, which are monthly, quarterly, half yearly and annually. During the five-year period, adherence to the approved budget will be emphasised. Adjustments on the budget will only be made when circumstances demand and after critical reviews. Audits will be carried out annually, or according to the specific demands of each contract. All the organs of NURRU and its partners will access financial information according to the regulations and respective contracts and agreements.

4.2 Background to the Budget

The NURRU Strategic Plan 2005 (NSP 2005) covers the period of five years from 2005 to 2009. The background to the Budget provides the details of all the activities in the respective objectives.

GOAL 1: DEMAND-LED, MULTIDISCIPLINARY, PARTICIPATORY RESEARCH (DMPR)

Action Plan Number 1.1.1

The activities include setting themes for BSR and NPR. Workshops will be organized during the month of January 2005 in each of the four districts for sensitization on the NURRU research philosophy, setting the agenda for location-specific research (Benchmark site research – BSR). There will also be one national level workshop for the same purpose. A total of 200 (50 per district) and 100 participants at district and national levels, respectively, are provided for.

A budget is made for facilitators' honoraria, stationery, workshop administration and hire of halls. Costing details are on page 39.

Action Plan Number 1.1.2: Research Grants Administration

This budget line is for research and research grants administration. The provisions include one advertisement per year for calling research proposals, remuneration of technical reviewers who vet the proposals, research grant funds for BSR, NPR, commissioned and solicited research. There will be annual award of 20 BSR and 5 NPR grants respectively. The Executive Committee will approve commissioned and solicited research. Such projects will be based on the urgency of demand for use of researched information on particular issues at national, regional or international levels. Details are on 39.

Action Plan Number 1.1.3: Research Monitoring and Evaluation

NURRU's monitoring of research begins immediately researchers are paid their first installment of the research grants. After every four months period in the field, researchers will be requested to produce research progress reports. The research progress reports will then be subjected to technical reviews for assessment by experts to determine whether the researchers are on track according to the research

methodology and work plan. The reviewers and researchers at the progress review workshops will then present both the reviewer's comments and the progress reports. After the first review and more research work in the field, the researchers will then submit draft final reports, which will also be subjected to technical reviews and validation. At this stage, all the stakeholders including representatives from government, private sector, civil society and the community will participate and critique the draft final report. Finally, the validated reports will be submitted to NURRU for publication. The budget provision has been made for remuneration of reviewers, workshops, and publication of final reports. Details are on 40.

Action Plan Number 1.2.1: Plans and Programmes for integrating NURRU Research.

The activities will include one consultancy service to establish the status of the various development programmes at district level. Stakeholder workshops will be organized in four districts to allow them an opportunity to participate in prioritizing areas for integration into the plans and policies. Fifty (50) participants will attend per district. They have been catered for in terms of meals and transport allowances. Other costs include stationery, facilitators' allowances, and workshop administration. Details are on 40.

Action Plan Number 1.2.2: Awareness Building

General awareness building workshops in the four districts and at the national level will be held to consolidate and popularize DMPR among the stakeholders. At each district, fifty participants will be catered for while one hundred will be expected at the national level. Meals, transport refunds, stationery, facilitators' honoraria, workshop administration and hire of halls are budgeted. Details are on 40.

Action Plan Number 1.2.3: Disseminate and promote and research Use

This budget line is for the activities to promote research use in the four participating districts. Venues for fifty participants per district and one hundred at the national level have been catered for in terms of meals and transport refunds. Other costs include stationery, facilitators' honoraria, and workshop administration. Details are on page 41.

Inputs for attaining Goal 1:

To effectively implement activities under Goal 1, provision is made to recruit one Programme Officer, pay for technical support, provide a computer and accessories, meet costs for field trips for the Programme Officer and one driver, and cater for vehicle running costs. Details are on page 41.

GOAL 2: DEVELOP STAKEHOLDER CAPACITY FOR RESEARCH AND RESEARCH UTILISATION

Action Plan Number 2.1.1: Select and train stakeholders in DMPR

The selection and training of stakeholders in DMPR will involve stakeholder meetings, three rounds of training in DMPR methodologies, and the evaluation of training. The budget will cater for meals and transport refunds, stationery, facilitators' honoraria, workshop administration and hire of halls. Details are on page 42.

Action Plan Number 2.2.1: Design and improve communication tools and strategies

There will be a participatory review of NURRU's communication tools and strategies through a workshop at the national level, redesign and update of NURRU website, and facilitation of groups from the research locations for exchange visits. The budget will cater for facilitators' honoraria, meals and transport refunds, stationery, workshop administration and hire of halls, website consultant's fee and transport and accommodation for the parties on exchange visits. Details are on page 42.

Action Plan Number 2.2.2: Educating stakeholders and disseminating research results

This budget will support activities aimed at developing skills of stakeholders in disseminating research results and use of research findings. The activities will be district level workshops in the four participating districts. Fifty participants are provided for in each district whereby facilitators' honoraria, meals and transport refund, stationery, workshop administration and hire of halls will be catered for by NURRU. Details are on page 42.

Action Plan Number 2.2.3: Selecting and training trainers

The provision will cater for training of trainers. Five trainers will be selected per district per year from the four participating districts. These will be provided a ToT course. Each year, twenty trainers will benefit from the course and be able to train others in their respective districts. The budget is for course expenses, Trainers' allowances, meals and transport refunds, accommodation, stationery, workshop administration and hire of the training venue. Details are on page 43.

Action Plan Number 2.3.1: Providing support and training facilities to Member Organisations

Member organizations are instrumental in promoting the NURRU philosophy. The needs assessment report revealed that some MOs require support if they are to participate effectively in building the capacities of their individual members in participatory research. The Budget is to provide support and training facilities to MOs in the form of equipment and desktop computers or technical assistance by paying for experts who can help the MOs. Four MOs will benefit per year from the support. Details are on page 43.

Inputs for attaining Goal 2:

To effectively implement activities under Goal 2, provision is made to recruit One Programme Officer, pay for technical support, provide computers and accessories, meet costs for field trips for the Programme Officer and one driver, and cater for vehicle running costs. Details are on page 43.

GOAL 3: ENHANCING ADVOCACY AND NETWORKING**Action Plan Number 3.1.1: Stakeholders' consultative and planning meetings**

NURRU intends to organize stakeholder meetings to lay a foundation and basics necessary for advocacy and networking. This is to prepare stakeholders by informing them of the benefits of utilizing valid data to fight for their rights and employ advocacy as one of their strategies. Provision is made for 50 participants per theme for two thematic meetings or activities per annum. At the national level, 100 participants are

expected for each round of activities. The budget will cater for facilitators' honoraria, participants' meals and transport refunds, stationery, workshop administration and hire of hall. Details are on page 44.

Action Plan Number 3.1.2: Selection of sub-counties

NURRU plans to maintain continuous linkage, networking and information sharing with the sub-counties through their respective Sub-county Resource Centers. A meeting will be held in each district to select the sub-county for the purpose. The budget will cater for the participants from the sub-counties to attend the meetings at district headquarters. The provision is for facilitators' honoraria, participants' meals and transport refunds, stationery, workshop administration and hire of halls. Details are on page 44.

Action Plan Number 3.1.3: Support Sub-county Resource Centers with materials and equipment.

NURRU plans to provide desktop computers and accessories to help Sub-county Resource Centers organize materials at their level for DMPR or for advocacy and networking. Annually, four sub-counties will be selected. By the end of the programme period, 20 sub-counties will have permanent linkage with the NURRU Resource Center. Details are on page 44.

Action Plan Number 3.1.4: Translation of research results into local languages.

In order to promote participation of communities in the DMPR and in advocacy and networking to influence policies, research reports will be translated into local languages. The translated and distributed materials accessed by the communities will enable them to articulate their views using relevant research materials. A provision is made to pay for translators' fees. Details are on page 45.

Action Plan Number 3.1.5: Documentaries for broadcasting.

Increased utilization of research results are linked to various strategies, including the extent to which the results are disseminated and how the audiences are targeted. NURRU plans to document research results that have made contributions to improving socio-economic conditions of the participants, so as to promote replication. A budget is made to pay a consultant for production of the documentary as well as for documentary filming. A provision is also made for producing a CD ROM and for buying resource center acquisitions: books, journals and magazines to provide researchers with up-to-date materials required. Details are on page 45.

Action Plan Number 3.2.1: Thematic coalitions formation

Annually, stakeholders in the four districts will hold district workshops to form thematic advocacy coalitions in line with NURRU themes. This is specifically to promote NURRU research utilization. Details are on page 45.

Action Plan Number 3.2.2: Support to thematic coalitions

During the year, each of the five thematic coalitions will be supported to hold three advocacy activities per coalition at district level. At the national level, two coalitions will be supported annually to carry out one advocacy activity each. The provision will support 50 participants per theme for two thematic meetings or

activities per annum; while at the national level, 100 participants will be expected for each round of activities. The budget will cater for the facilitators' honoraria, participants' meals and transport refunds, stationery, workshop administration and hire of halls. Details are on page 46.

Action Plan Number 3.2.3: Advocacy and campaigns by stakeholders

Issues that have been refined and demand mobilization for stakeholders' support will be popularized through intensive campaigns. Districts will hold four campaigns per year. NURRRU will also hold monthly dialogue on the priority areas identified by stakeholders. Two coalition representatives will be supported to participate in campaigns at the international level. Regular broadcasts over radios and television will also be supported by the budget. Advocacy and campaigns are intended to promote engagements with the relevant decision-making organs. Details are on page 46.

Action Plan Number 3.2.4: Dissemination and monitoring research use

NURRU staff will undertake periodic monitoring of research uptake. As such, we have a budget provision for One Programme Officer, a driver and vehicle running costs for official travels. Details are on page 46.

Inputs for attaining Goal 3:

To effectively implement activities under Goal 3, provision is made to recruit One Programme Officer, pay salaries and statutory obligations, technical support, provide computers and accessories, and meet costs for field trips for the Programme Officer and one driver with vehicle running costs, inclusive. Details are on page 47.

GOAL 4: NURRU STRENGTHENING AND SUSTAINABILITY

Action Plan Number 4.1.1: Review and development of policy documents.

The budget provision covers payment of consultancy fees for review of the NURRU Constitution, Operations Manual, and for orientation of the governing organs. Details are on page 47.

Action Plan Number 4.2.1: Strengthen the capacity of NURRU Secretariat

The budget is to pay for consultancy fees for review of the organizational structure, human resource capacity and staff training. Details are on page 47.

Action Plan Number 4.3.1: Develop a permanent NURRU Network Center (NNC)

The members of NURRU resolved to make contributions and mobilize resources for building a permanent home for administration and various activities such as training, meetings, and conferences. Various strategies will be used to mobilize resources. Details are on page 48.

Action Plan Number 4.3.2: Equipping the NURRU Network Center (NNC)

As is 4.3.1, the members will contribute to mobilizing resources for equipping the NNC. Details are on page 48.

Action Plan Number 4.4.1: Expanding NURRU resource base.

The budget is to facilitate reaching out and the organization of various activities to raise resources for NURRU. Costs of seminars for public information about NURRU 's activities will be met from this budget line, while fees for consultancies will be paid for special services for fund raising. Details are on page 48.

Inputs for Attaining Goal 4:

Inputs under this goal consist of members' contributions and resources mobilized from partners.

MANAGEMENT OPERATIONS**Action Plan Number 5.1.1: Policy budget.**

This provision is to facilitate the performance of the policy-making organs. The provision is for the Annual General Assembly, Executive Committee and Board of Trustees' meetings. It is planned that in 2006, there will be an internal review and an external review in 2007. Details are on page 49.

Action Plan Number 5.1.2 – 5.1.12: Secretariat budget

The provisions have been made for staffing, remunerations, official travels, telephones, rent, insurance, security services, audit, stationery, vehicle running costs, and staff terminal benefits. Details are on pages 49 - 51.

Action Plan Number 5.1.13: Assets

A provision is for a vehicle, mini-bus, photocopier and generator. Details are on page 51.

4.3 Summary of the Budget for the 5-year Period

The budget for the **NSP2005** is in Uganda shillings covering the period 2005 to 2009. Budget details are presented for the respective activities under each objective. For ease of reference, the Action Plan Numbers are reflected against each budget item. Below is a summary for each budget line under each goal.

4.3.1 Budget for Goal 1: Demand-led, Multidisciplinary Participatory Research (DMPR)

Objective 1.1: To Promote Action-oriented Research through Competitive, Commissioned and Solicited Studies.

Action Plan Number: 1.1.1: Setting themes for BSR and NPR	-sh.	23,750,000=
Action Plan Number: 1.1.2: Research grants administration	-sh.	1,236,750,000=
Action Plan Number: 1.1.3: Research monitoring and evaluation	-sh.	200,000,000=

Objective 1.2: To Integrate On-going NURRU Research into Socio-economic Plans and Programme Priorities at Local, National and Regional Levels

Action Plan Number: 1.2.1: Integrating NURRU Research	-sh.	41,000,000=
Action Plan Number: 1.2.2: Awareness building	-sh.	31,500,000=
Action Plan Number: 1.2.3: Promotion of research results use	-sh.	31,500,000=

Inputs for attaining Goal 1: Salaries, equipment, etc. -sh. 147,040,000=

The total budget for Goal 1 is Uganda Shillings 1,711,540,000/=

4.3.2 **Budget for Goal 2: Develop Stakeholder Capacity for Research and Research Utilisation**

The budget summary for activities during the plan period is presented below.

Objective 2.1: To enhance stakeholder skills in NURRU research methodology.

Action Plan Number: 2.1.1: Training stakeholders in DMPR -sh. 63,500,000=

Objective 2.2: To strengthen stakeholder skills in research results utilisation, advocacy and networking.

Action Plan Number: 2.2.1: Improve communication tools -sh. 57,000,000=

Action Plan Number: 2.2.2: Educating stakeholders -sh. 16,000,000=

Action Plan Number: 2.2.3: Training of trainers -sh. 46,000,000=

Objective 2.3: To Support Member Organisations (MOs) in the Promotion of NURRU research philosophy.

Action Plan Number: 2.3.1: Support and training facilities -sh. 70,000,000=

Inputs for attaining Goal 2: Salaries, equipment, etc. -sh. 147,040,000=

The total budget for Goal 2 is Uganda Shillings 399,540,000/=.

4.3.3 **Budget for Goal 3: Enhancing Advocacy and Networking**

The budget summary for activities during the plan period is presented below.

Objective 3.1: To promote networking among stakeholders linking them to local and central government machinery as well as to development partners at all levels.

Action Plan Number: 3.1.1: Consultative and planning meetings -sh. 206,500,000=

Action Plan Number: 3.1.2: Meetings to selection of sub-counties -sh. 16,000,000=

Action Plan Number: 3.1.3: Support resource centers -sh. 80,000,000=

Action Plan Number: 3.1.4: Translate research results -sh. 12,500,000=

Action Plan Number: 3.1.5: Production of documentaries -sh. 142,500,000=

Objective 3.2:

To Initiate and Support Fora for Advocacy and Research uptake.

Action Plan Number: 3.2.1: Forming thematic coalitions -sh. 7,750,000=

Action Plan Number: 3.2.2: Facilitation of thematic coalitions -sh. 305,500,000=

Action Plan Number: 3.2.3: Advocacy and campaigns -sh. 355,000,000=

Action Plan Number: 3.2.4: Dissemination and monitoring use -sh. 30,840,000=

Inputs for attaining Goal 3: Salaries, equipment, etc. -sh. 115,000,000/=.

The total budget for Goal 3 is Uganda Shillings 1,272,790,000/=.

4.3.4 Budget for Goal 4: NURRU Secretariat Strengthening

The budget summary for activities during the plan period is presented below.

Objective 4.1: To strengthen the NURRU governance organs.

Action Plan Number: 4.1.1: Review of NURRU documents - sh. 8,000,000=

Objective 4.2: To strengthen the capacity of NURRU Secretariat.

Action Plan Number: 4.2.1: Review of structure and HR policy - sh. 24,000,000=

Objective 4.3: To Develop a Permanent NURRU Network Centre (NNC).

Action Plan Number: 4.3.1: Design and construct of NNC - sh.100,000,000=

Action Plan Number: 4.3.2: Equipping NNC - sh. 25,000,000=

Objective 4.4: To consolidate the resource base of NURRU.

Action Plan Number: 4.4.1: Expansion of NURRU resource base - sh. 32,500,000=

The total budget for Goal 4 is Uganda shillings 189,500,000/=.

4.3.5 Management Operations

The budget summary for activities during the plan period is presented below.

Governance meetings:

Annual General Assembly, EXCOM, Board of Trustees, and reviews - sh.87,500,000=

Secretariat:

Salaries, travels, telephones, insurance, security, audit, vehicle

Running costs and terminal benefits - sh.703,900,000=

Assets - sh. 93,000,000=

The total budget for Management Operations is Uganda Shillings 884,400,000/=.

The overall NSP2005 budget is Uganda shillings 4,457,770,000/=, and the details are on pages 38 to 50.

DETAILS OF THE NURRU STRATEGIC PLAN BUDGET: 2005 – 2009

1. STRATEGIC GOAL 1: DEMAND DRIVEN, MULTIDISCIPLINARY, PARTICIPATORY RESEARCH

Objective 1.1: To promote action-oriented research through competitive, commissioned and solicited studies

(In Uganda Shillings '000)

Action Plan No	Activities	Unit	Unit Cost	2005	2006	2007	2008	2009
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1.1.1. **Set Themes for BSR and NPR**
Sub activities

	Sensitization Workshops & Agenda setting for BSRs in 4 Districts (Meals & Transports 50@ 10.000/= = 500.000/=, Stationery @ 100.000/=, Facilitators=100.000=, Workshop Administration = 50.000=, Hall = 50.000=)	4	800	3,200	3,200	3,200	3,200	3,200
	National Dialogue (NPR) x 1: (Meals & Transport - 100 people @ 20.000/= =1.000.000/= Stationery @ 100.000= Facilitators=100.000=, Workshop Administration = 50.000=, Hall =300.000=)	1	1,550	1,550	1,550	1,550	1,550	1,550

Sub total				4,750	4,750	4,750	4,750	4,750
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1.1.2 **Research Grants Administration**
Sub activities

	Call for Proposals: 1 Advertisement X 350.000/=	1	350	350	350	350	350	350
	Vetting Research Proposals: 5 Reviewers @ 400.000/=	5	400	2,000	2,000	2,000	2,000	2,000
	Research Grants: BSR - 20 Grants @ 9.000.000/=	20	9,000	180,000	180,000	180,000	180,000	180,000
	Research Grants: NPR - 5 Grants @ 13.000.000/=	5	13,000	65,000	65,000	65,000	65,000	65,000

Sub total				247,350	247,350	247,350	247,350	247,350
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(In Uganda Shillings '000)

Action Plan No	Activities	Unit	Unit Cost	2005	2006	2007	2008	2009
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1.1.3 Research Monitoring and Evaluation Sub activities

	Technical Reviewers- Progress Reports: 25 Reports @ 50.000/=	25	50	1,250	1,250	1,250	1,250	1,250
	5 Progress Review Workshop: - 4 BSR + 1 NPR @ 2.000.000/=	5	2,000	10,000	10,000	10,000	10,000	10,000
	Technical Reviewers - -Draft Final Reports: 25 Reports @ 50.000/=	25	50	1,250	1,250	1,250	1,250	1,250
	5 Validation Workshops: -4 BSR + 1 NPR @ 2.000.000/=	5	2,000	10,000	10,000	10,000	10,000	10,000
	Technical Review of Final Reports: 25 Reports @ 500.000/=	25	500	12,500	12,500	12,500	12,500	12,500
	Publication of Final Research Reports	1	5,000	5,000	5,000	5,000	5,000	5,000
Sub total				40.000	40.000	40.000	40.000	40.000

Objective 1.2: To integrate on-going NURRU research into socio-economic plans and programme priorities at local national and regional levels

1.2.1 Plans and programmes for integrating NURRU research into the PEAP Sub activities

	1 Consultancy @ 5.000.000/=	1	5,000	5,000	5,000	5,000	5,000	5,000
	Stakeholder Workshops - 4 Districts: (Meals \$ Transport - 50 participants @ 10.000/= = 500.000/=, Stationery @100.000/=, Facilitators = 100.000/= Workshop Administration = 50.000/= Hall = 50.000/=)	4	800	3,200	3,200	3,200	3,200	3,200
Sub total				8,200	8,200	8,200	8,200	8,200

1.2.2 Awareness building Sub activities

	Awareness Building Workshops: - 4 Districts @ 800.000/= (Meals & Transport -50 participants @ 10.000/= = 500.000/=, Stationery 100.000/= Facilitators = 100.000/=, Workshop Administration = 50.000/=, Hall = 50.000/=)	4	800	3,200	3,200	3,200	3,200	3,200
	National level awareness building x 2 times @1,550,000/= (Meals & transport – 100 people @ 20,000/= = 1,000,000/=, Stationery – 100,000/=, Facilitators – 100,000/=, Workshop administration – 50,000/=, Hall – 300,000/=)	2	1,550	3,100	3,100	3,100	3,100	3,100
Sub total				6.300	6.300	6.300	6.300	6.300

(In Uganda Shillings '000)

Action Plan No	Activities	Unit	Unit Cost	2005	2006	2007	2008	2009
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1.2.3 Promote research use
Sub activities

	(4) District Workshops per year linked to National Budget Cycle @ 800.000/= Meals & Transport 50 participants @ 10.000/= =500.000/= Stationery @ 100.000/= Facilitators = 100.000/= Workshop Administration= 50.000/= Hall = 50.000/=	4	800	3,200	3,200	3,200	3,200	3,200
	National Policy Review meetings per year @ 1.550.000/= Meals & Transport-100 ppts @ 20.000/= =1.000.000/=Stationery @ 100.000/= Facilitators = 100.000/= Workshop Administration = 50.000/= Hall = 300.000/=	2	1,550	3,100	3,100	3,100	3,100	3,100
Sub total				6,300	6,300	6,300	6,300	6,300

Inputs for Attaining Goal 1:

	Programme Officer (PO) - Salary + Statutory payments @ 1.600.000/- per month	12	1,600	19,200	19,200	19,200	19,200	19,200
	Technical Support - @ 250.000/= per month	12	250	3,000	3,000	3,000	3,000	3,000
	Computer Accessories and maintenance p.a	1	4,000	4,000	300	300	300	300
	PO Official per diem = 3 days per month = 36 days @ 48.000/= per day	36	48	1,728	1,728	1,728	1,728	1,728
	Driver per diem equivalent 3 days per month = 36 days @ 40.000/= per day	36	40	1,440	1,440	1,440	1,440	1,440
	Vehicle running costs estimate: 2,000 litres per annum @ 1.500/= per litre	1.5	2,000	3,000	3,000	3,000	3,000	3,000
Sub total				32,368	28,668	28,668	28,668	28,668
STRATEGIC GOAL 1: TOTAL				345,268	341,568	341,568	341,568	341,568

2. STRATEGIC GOAL 2: DEVELOPMENT STAKEHOLDER CAPACITY FOR RESEARCH AND RESEARCH UTILIZATION

Objective 2.1: To enhance stakeholder skills in NURRU research methodology

(In Uganda Shillings '000)

Action Plan No	Activities	Unit	Unit Cost	2005	2006	2007	2008	2009
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2.1.1 Select and train stakeholders in DMPR

Sub activities

	Meeting to select Trainees in 4 Districts @800.000/= per District. (Meals and Transport - 50 participants @ 10.000/= = 500.000/= Stationery @ 100.000/=Facilitators = 100.000/= Workshops Administration = 50.000=, Hall = 50.000/=)	4	800	3,200	3,200	3,200	3,200	3,200
	3 Training workshops per @ 2.500.000/=	3	2,500	7,500	7,500	7,500	7,500	7,500
	Annual Evaluation of Training @ 2.000.000/=	1	2,000	2,000	2,000	2,000	2,000	2,000

Sub total				12,700	12,700	12,700	12,700	12,700
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Objective 2.2: To strengthen stakeholder skills in research results utilization, advocacy and networking

2.2.1 Design and Improve Communication Tools and Strategies

Sub activities

	Workshop to review NURRU communication strategies and tools @ 2.000.000/=	1	2,000	2,000	0	0	0	0
	Redesign & update of NURRU website	1	2,500	2,500	0	0	2,500	0
	Exchange visits	4	2,500	10,000	10,000	10,000	10,000	10,000

Sub total				14,500	10,000	10,000	12,500	10,000
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2.2.2 Educate stakeholders and Disseminate research results

Sub activities

	3 District Level Workshops to Improve Networking and Information sharing	4	800	3,200	3,200	3,200	3,200	3,200
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Sub total				3,200	3,200	3,200	3,200	3,200
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(In Uganda Shillings '000)

Action Plan No	Activities	Unit	Unit Cost	2005	2006	2007	2008	2009
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2.2.3 Select and train Trainers of Trainers (ToTs)**Sub activities**

	Selection activities at 4 District sites	4	800	3,200	3,200	3,200	3,200	3,200
	Training workshop for 20 ToTs @ 6.000.000/= per annum	1	6,000	6,000	6,000	6,000	6,000	6,000

Sub total				9,200	9,200	9,200	9,200	9,200
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Objective 2.3: To support member organizations in the promotion of NURRU research philosophy**2.3.1 Provide support and Training facilities****Sub activities**

	Facilitates to 4 M0s @ 2.500.00/= per member organization	4	2,500	10,000	10,000	10,000	10,000	10,000
	Technical Assistance Training, etc	4	1,000	4,000	4,000	4,000	4,000	4,000

Sub total				14,000	14,000	14,000	14,000	14,000
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Inputs for Attaining Goal 2:

	Programme Officer (PO) - Salary + Statutory payments @ 1.600.000/- per month	12	1,600	19,200	19,200	19,200	19,200	19,200
	Technical Support - Allowances @ 250.000/= per month	12	250	3,000	3,000	3,000	3,000	3,000
	Computer Accessories and maintenance	1	4,000	4,000	300	300	300	300
	PO Official per diem = 3 days per month = 36 days @ 48.000/= per day	36	48	1,728	1,728	1,728	1,728	1,728
	Driver per diem equivalent 3 days per month = 36 days @ 40.000/= per day	36	40	1,440	1,440	1,440	1,440	1,440
	Vehicle running costs estimate: 2,000 litres per annum @ 1.500/= per litre	1.5	2,000	3,000	3,000	3,000	3,000	3,000

Sub total				32,368	28,668	28,668	28,668	28,668
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STRATEGIC GOAL 2: TOTAL				85,968	77,768	77,768	80,268	77,768
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3. STRATEGIC GOAL 3: ENHANCING ADVOCACY AND NETWORKING

Objective 3.1: To promote networking among stakeholders linking to the local and central government machinery as well as to development *****

(In Uganda Shillings '000)

Action Plan No	Activities	Unit	Unit Cost	2005	2006	2007	2008	2009
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3.1.1 Stakeholders' Consultative and planning meetings Sub activities

	Four districts x 5 Thematic meetings @ 2 times per annum (Each meeting = Sh. 800.000/= (4 X 5 X 2 times = 40 meetings, Meals and Transport - 50 people @ 10.000/= = 500.000/=, Stationery @ 100.000=, Facilitators = 100.000/=, Workshops Administration = 50.000/=, Hall = 50.000=)	40	800	32.000	32.000	32.000	32.000	32.000
	2 National Level Thematic meetings @ 3 times per annum: (Each meeting costs Sh. 1.550.000/= (2 X 3 = 6 meetings), Meals and transport - 100 participants @ 20.000/= = 1.000.000/= Stationery @ 100.000/=, Facilitators = 100.000/= Workshop Administration = 50.000/=, Hall 300.000/=)	6	1,550	9,300	9,300	9,300	9,300	9,300
Sub total				41,300	41,300	41,300	41,300	41,300

3.1.2 Identify and select Sub counties Sub activities

	4 Stakeholders workshops at district level	4	800	3,200	3,200	3,200	3,200	3,200
Sub total				3,200	3,200	3,200	3,200	3,200

3.1.3 Provide Resource Centres with materials and equipments Sub activities

	4 Sub County Resource Centres @ Sh. 4.000.000/= per annum	4	4,000	16,000	16,000	16,000	16,000	16,000
Sub total				16,000	16,000	16,000	16,000	16,000

(In Uganda Shillings '000)

Action Plan No	Activities	Unit	Unit Cost	2005	2006	2007	2008	2009
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3.1.4 Translate Research results into local Languages

Sub activities

	Research results translation into 10 major languages	10	250	2,500	2,500	2,500	2,500	2,500
Sub total				2,500	2,500	2,500	2,500	2,500

3.1.5 Produce documentaries for broadcasting

Sub activities

	Consultancy for documentary production @ Sh. 3,000,000/=	1	3,000	3,000	3,000	3,000	3,000	3,000
	Production of documentary Film @ Sh. 3,000,000/=	1	3,000	3,000	3,000	3,000	3,000	3,000
	Produce CD ROM	1	2,500	2,500	2,500	2,500	2,500	2,500
	Acquisitions for the NUURU Resource Centre	1	20,000	20,000	20,000	20,000	20,000	20,000
Sub total				28,500	28,500	28,500	28,500	28,500

Objective 3.2: To initiate and support for a for advocacy and research uptake

3.2.1 Form thematic coalitions

Sub activities

	1 Stakeholder meeting to form 5 Thematic Advocacy Coalitions @ 1,550,000/=	1	1,550	1,550	1,550	1,550	1,550	1,550
Sub total				1,550	1,550	1,550	1,550	1,550

3.2.2 Support and facilitate Thematic Coalitions Sub activities

(In Uganda Shillings '000)

Action Plan No	Activities	Unit	Unit Cost	2005	2006	2007	2008	2009
	4 Districts X 5 Advocacy Coalitions x 3 Annual activities = 60: (Meals and Transport -50 ppts @ 10.000/= =500.000/=, stationery @100.000/=, Facilitators = 100.000/=, Workshop Administration 50,000/=, Hall = 50.000/=)	60	800	48,000	48,000	48,000	48,000	48,000
	National Level x2 Advocacy Coalition X 1 Annual Activity = 2: (Meals & Transport - 100 ppts @ 20.000/= = 1.000.000/= Stationery @ 100.000/=, Facilitators = 100.000/=, Workshop Administration = 50.000/=, Hall = 300.000/=)	2	1,550	3,100	3,100	3,100	3,100	3,100
	International/Regional Conference Advocacy Activities X 2	2	5,000	10,000	10,000	10,000	10,000	10,000
Sub total				61,100	61,100	61,100	61,100	61,100

3.2.3 Advocacy and Campaigns by Stakeholders Sub activities

	4 Districts x 2 Advocacy Campaigns X 2 times per year = 1.000.000/=	16	1,000	16,000	16,000	16,000	16,000	16,000
	National Level monthly Stakeholders dialogue @ 2.500.000/= per month	12	2,500	30,000	30,000	30,000	30,000	30,000
	International Level participation by 2 Coalition representatives	2	5,000	10,000	10,000	10,000	10,000	10,000
	Broadcast of documentaries:- National radios x 1 x 12 times	12	300	3,600	3,600	3,600	3,600	3,600
	Broadcast of documentaries:- National Television X 6 Times	6	400	2,400	2,400	2,400	2,400	2,400
	Broadcast - 10 Local Languages on FM Radios X times = 30	30	300	9,000	9,000	9,000	9,000	9,000
Sub total				71,000	71,000	71,000	71,000	71,000

3.2.4 Disseminate and Monitor research Use Sub activities

	PO Official per diem = 3 days per month = 36 days @ 40.000/= per day	36	48	1,728	1,728	1,728	1,728	1,728
	Driver per diem equivalent 3 days per month =36 days @ 40.000/= per day	36	40	1,440	1,440	1,440	1,440	1,440
	Vehicle running costs estimate: 2.000 litres per annum @ 1.500/= per litre	1.5	2,000	3,000	3,000	3,000	3,000	3,000
Sub total				6,168	6,168	6,168	6,168	6,168

(In Uganda Shillings '000)

Action Plan No	Activities	Unit	Unit Cost	2005	2006	2007	2008	2009
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Inputs for attaining Goal 3:

	Programme Officer - Salary + Statutory payments @ 1.600.000/= per month	12	1,600	19,200	19,200	19,200	19,200	19,200
	Technical support - Allowances @ 250.000/= per month	12	250	3,000	3,000	3,000	3,000	3,000
	Computer, accessories and maintenance	1	4,000	4,000	300	300	300	300

Sub total				26,200	22,500	22,500	22,500	22,500
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STRATEGIC GOAL 3: TOTAL				257,518	253,818	253,818	253,818	253,818
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4. STRATEGIC GOAL 4: NURRU STRENGTHENING AND SUSTAINABILITY**Objective 4.1: To Strengthen the NURRU Governance Organs**

(In Uganda Shillings '000)

Action Plan No	Activities	Unit	Unit Cost	2005	2006	2007	2008	2009
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**4.1.1 Review Policy Documents and develop Manuals
Sub activities**

	Consultancy for review of NURRU Constitutions @ 1.500.000/=	1	1,500	1,500	0	0	0	0
	Consultancy for development of NURRU Operations Manual @ 2.500.000/=	1	2,500	2,500	0	0	0	0
	Orientation workshop for members of the governing organs @ 2.000.000/=	1	2,000	2,000	0	0	2,000	0

Sub total				6,000	0	0	2,000	0
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Objective 4.2: To Strengthen the Capacity of NURRU Secretariat**4.2.1 Review organizational structure and human resource policy
Sub-activities**

	Consultancy for organizational development @ 2.000.000/=	1	2,000	2,000	0	0	0	0
	Consultancy of review of NURRU human resource capacity @ 2.000.000/=	1	2,000	2,000	0	0	0	0
	Training of 2 NURRU staff per annum @ 2.000.000/=	2	2,000	4,000	4,000	4,000	4,000	4,000

Sub total				8,000	4,000	4,000	4,000	4,000
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Objective 4.3: To develop a permanent NURRU Network Center (NNC)**(In Uganda Shillings '000)**

Action Plan No	Activities	Unit	Unit Cost	2005	2006	2007	2008	2009
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**4.3.1 Develop a NURRU Network Centre
Sub - activities**

	Design and construction of NURRU Network Centre (NNC) @ 20.000.000/= per annum	1	20,000	20,000	20,000	20,000	20,000	20,000
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Sub total				20,000	20,000	20,000	20,000	20,000
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**4.3.2 Equip the NURRU Network Center
Sub-activities**

	Equipment, accessories, materials and furniture for the NNC @ 5.000.000/= p.a.	1	5,000	5,000	5,000	5,000	5,000	5,000
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Sub total				5,000	5,000	5,000	5,000	5,000
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Objective 4.4: To consolidate the resource base of NURRU**4.4.1 Expand and diversify NURRU resource base
Sub-activities**

	Activities for mobilization of stakeholders: e.g. seminars @ 2.000.000/= p/annum	2	1,500	4,000	4,000	4,000	4,000	4,000
	Consultancies for managing fund raising events @ 2.500.000/=	1	2,500	2,500	2,500	2,500	2,500	2,500

Sub total				6,500	6,500	6,500	6,500	6,500
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STRATEGIC GOAL 4: TOTAL				45,500	35,500	35,500	37,500	35,500
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5. MANAGEMENT OPERATIONS

(In Uganda Shillings '000)

Action Plan No	Activities	Unit	Unit Cost	2005	2006	2007	2008	2009
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Policy
**5.1.1 Governance meetings
Sub-activities**

	Annual General Assembly @ 1.500.000/= per annum	1	1,500	1,500	1,500	1,500	1,500	1,500
	Executive Committee meetings (4 EXCOM + 9 Sub Committees) @ 800.000/=	13	800	10,400	10,400	10,400	10,400	10,400
	Bi-annual Board of Trustee meetings @ 600.000/=	2	800	1,600	1,600	1,600	1,600	1,600
	Internal review 5.000.000/=	1	5,000	0	5,000	0	0	0
	External review @ 15.000.000/=	1	15,000	0	0	15,000	0	0

Sub total				13,500	18,500	28,500	13,500	13,500
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Secretariat
5.1.2 Salaries plus statutory payments

	Executive Director (ED - Sh. 5.200.000 per month	12	5,200	62,400	62,400	62,400	62,400	62,400
	Finance and Administration Officer (FAO) Sh. 700.000/= per month	12	700	8,400	8,400	8,400	8,400	8,400
	Secretary - Sh. 400.000/= per month	12	400	4,800	4,800	4,800	4,800	4,800
	Drivers (2) Sh. 300.000/= per month	24	300	7,200	7,200	7,200	7,200	7,200
	Logistics Officer - Sh. 250.000/= per month	12	250	3,000	3,000	3,000	3,000	3,000

Sub total				85,800	85,800	85,800	85,800	85,800
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5.1.3 Local travels –Executive Director

	Local travels (ED) - 4 days per month X 12 = 48 days @ 60.000/= per day	48	60,000	2,880	2,880	2,880	2,880	2,880
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Sub total				2,880	2,880	2,880	2,880	2,880
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5.1.4 International travels – Executive Director

	International travels (ED) - 4 trips @ Sh. 4.500.000/= per trip	2	4,500	9,000	9,000	9,000	9,000	9,000
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Sub total				9,000	9,000	9,000	9,000	9,000
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(In Uganda Shillings '000)

Action Plan No	Activities	Unit	Unit Cost	2005	2006	2007	2008	2009
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5.1.5. Telephone, faxes, etc

	Telephone, faxes, e-mails @ 250.000/=	12	250	3,000	3,000	3,000	3,000	3,000
Sub total				3,000	3,000	3,000	3,000	3,000

5.1.6 Office accommodation - Rent

	Office Accommodation - rent @ 700.000/=	12	700	8,400	8,400	8,400	8,400	8,400
Sub total				8,400	8,400	8,400	8,400	8,400

5.1.7 Insurance

	Insurance = 2.500.000/= per annum	1	2,500	2,500	2,500	2,500	2,500	2,500
Sub total				2,500	2,500	2,500	2,500	2,500

5.1.8 Security services

	Security services @ 250.000/= per month	12	250	3,000	3,000	3,000	3,000	3,000
Sub total				3,000	3,000	3,000	3,000	3,000

5.1.9 Audit services

	Audit services = Sh. 6.000.000/= per annum	1	6,000	6,000	6,000	6,000	6,000	6,000
Sub total				6,000	6,000	6,000	6,000	6,000

5.1.10 Stationery

	Stationery, etc @ 250.000/= per month	12	250	3,000	3,000	3,000	3,000	3,000
Sub total				3,000	3,000	3,000	3,000	3,000

5.1.11 Vehicle running costs – Field trips by the Executive Director and short distance official trips

	Vehicle running costs estimate 1,500 litres per annum @1.500/= per litre	1.5	1,500	2,250	2,250	2,250	2,250	2,250
	Vehicle running costs (Short distance) X 2 vehicles X 1.000 litres per annum	1.5	2,000	3,000	3,000	3,000	3,000	3,000
Sub total				5,250	5,250	5,250	5,250	5,250

(In Uganda Shillings '000)

Action Plan No	Activities	Unit	Unit Cost	2005	2006	2007	2008	2009
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5.1.12 Staff Terminal Benefits

	Executive Director	1	5,200	5,200	5,200	5,200	5,200	5,200
	Programme Officers (3)	3	1,600	4,800	4,800	4,800	4,800	4,800
	Finance and Administration Officer	1	700	700	700	700	700	700
	Secretary	1	400	400	400	400	400	400
	Drivers (2)	2	300	600	600	600	600	600
	Logistics Officer	1	250	250	250	250	250	250

Sub total				11,950	11,950	11,950	11,950	11,950
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MANAGEMENT OPERATIONS TOTAL				154,280	159,280	169,280	154,280	154,280
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5.1.13 Assets

	Double - Cabin 4 WD = Sh. 40.000.000/=	1	40,000	40,000	0	0	0	0
	Mini Bus = Sh. 20.000	1	20,000	20,000	0	0	0	0
	Photocopier = 18.000.000/=	1	18,000	18,000	0	0	0	0
	Generator = Sh. 15.000.000/=	1	15,000	15,000	0	0	0	0

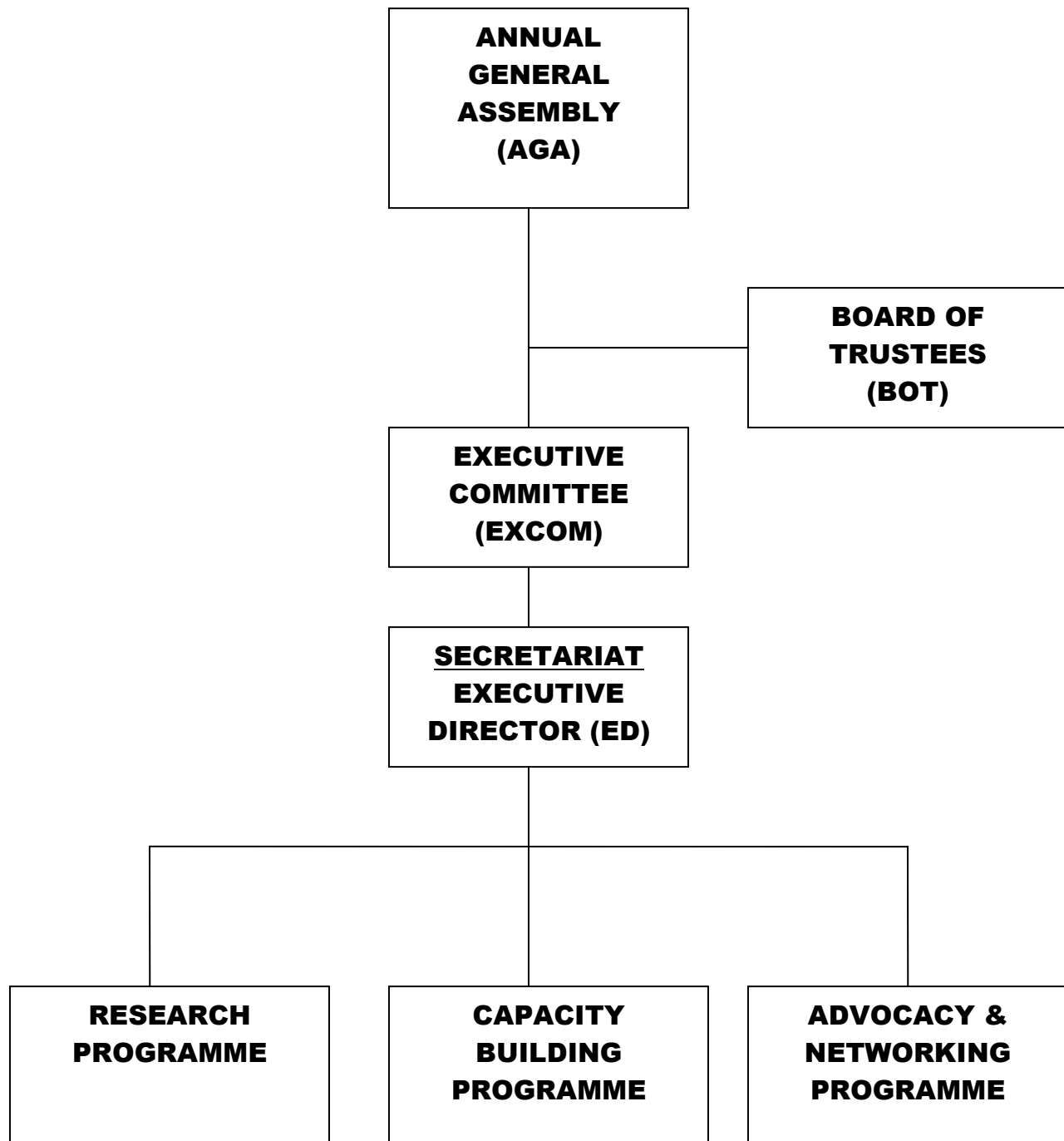
Sub total				93,000	0	0	0	0
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ASSETS TOTAL				93,000	0	0	0	0
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GRAND TOTAL				981,534	867,934	877,934	867,434	862,934
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The total budget for the years 2005 to 2009 is Uganda shillings 4,457,770,000/=, equivalent to USD \$ 2,622,218 (Rate used: USD \$1 = Ug.sh.1,700/=).

NURRU ORGANISATIONAL STRUCTURE



The above structure was approved by the AGA of 2003, held on 19 June 2004 at Hotel Africana in Kampala, Uganda.

A1 CONTEXT REVIEW AND GOALS DETERMINATION

A1.1 INTRODUCTION

This section outlines the external and internal environments that affect NURRU's operations and its critical strengths and weaknesses. While the external environment comprises factors that are beyond NURRU's direct control, the internal environment is within NURRU's control. The context review then gives rise to the determination of critical issues that NURRU must address. The issues are then prioritised according to their importance and whether they can be accomplished within the next five years. Finally, the priorities are recast into strategic goals, with assumptions made about factors that may affect their achievements.

A1.2 EXTERNAL ENVIRONMENT

The external environment of concern to NURRU includes the international context, Uganda's political and conflict situation; its economy and regional economic arrangements, the debt burden, poverty, information and communications technology, corruption, gender sensitivity, HIV/AIDS pandemic, and perception of stakeholders.

International context

In the international context, NURRU subscribes to the Declaration of Principles on a common vision for building the Information Society, which was made in Geneva in December 2003. The Declaration emphasises commitment to “.. *build a people-centred, inclusive and development-oriented Information Society, where everyone can create, access, utilize and share information and knowledge, enabling individuals, communities and peoples to achieve their full potential in promoting their sustainable development and improving their quality of life ...*”¹.

NURRU also recognises a challenge to contribute, through its research, achievement of the Millennium Development Goals (MDGs), namely: “*The eradication of extreme poverty and hunger; achievement of universal primary education; promotion of gender equality and empowerment of women; reduction of child mortality; improvement of maternal health; to combat HIV/AIDS, malaria and other diseases; ensuring environmental sustainability; and development of global partnerships for development for the attainment of a more peaceful, just and prosperous world*”².

Through its research outputs, NURRU is well positioned to participate in the processes that influence decision-making at regional and international levels. The challenge is to enhance awareness of its stakeholders about the relevance of NURRU's research at the international level and to encourage their participation and utilization of research results at these levels. For example, NURRU should link research outputs with programme priorities of stakeholders in government, private sector, and civil society and to

¹ World Summit on the Information Society (2003). *Declaration of Principles: Building the Information Society: A Global Challenge in the New Millennium*. Document WSIS-03/GENEVA/DOC/4-E (12 December 2003).

² <http://www.developmentgoals.com/>

individuals at all levels. Their participation in the processes should make globalisation a benefit to the country.

Uganda's political environment

Uganda lies in Africa's sub-Saharan region. It is a landlocked country situated in the eastern part of Africa, bordering with Kenya to the east, Tanzania and Rwanda to the south, the Democratic Republic of Congo to the west and Sudan to the north. Uganda is among the least developed countries (LDCs) in the world. The UNDP Uganda Human Development Report 2002 put the country's GDP at \$8.676 million for 2001/2002 at a growth rate of 5.6% and the real GDP per capita at Uganda shillings 371,300 for 2000/2001. The Human Poverty index was estimated at 37.5% in 2001³.

The 1995 Constitution and the Decentralization Act of 1997 guide the governance of the country. The Decentralisation Act devolved most functions and powers to the present fifty-six districts, also known as Local Government Authorities. The districts are responsible for the delivery of services to the grassroots communities. The central government focuses on policymaking, setting standards, supporting supervision, and providing national security. The Uganda Constitution and the Decentralisation Policy constitute the national environment within which NURRU is operating. The challenge is for NURRU to link its programmes to the existing governance structure for effective contribution to sustainable development in Uganda.

The Conflict situation

Conflict and instability have been prevalent in the northern and western regions of Uganda for a greater part of the 1990s up to the present time. Such situations could in turn adversely affect the efforts being made in the fight against poverty. The challenge to NURRU is to use its research output to draw the attention of stakeholders to the effects of the internal conflicts on the affected population as well as to the general development of Uganda, so that urgent action is taken for conflict resolution.

Macroeconomic Environment

Uganda has for the last 15 years pursued the economic policy reforms that ensured fiscal discipline, restructuring public expenditure and liberalisation of the economy. The government has facilitated foreign investment with attractive incentives and streamlined import and export procedures. The reforms have enabled Uganda to record remarkable economic performance during the 1990s. For a decade now, the average real rate of annual growth in GDP has stood at 6.9 percent. Inflation also fell from 16.1 percent in the past sixteen years to an average of about 5.2 percent. The majority of the population are engaged in agriculture and contributes 44% to the national economic sector. However, over 35% of the population lives below the poverty line⁴. The issues of policy reforms of fiscal discipline, restructuring public expenditure and liberalisation of the economy appear to have varying impacts on the country. A complex situation emerges especially when statistics show that poverty is on the increase. NURRU is challenged to use its national policy research window to identify adverse macroeconomic situations that demand policy action.

³ UNDP, 2002 Human Development Report.

⁴ The poverty line used in Uganda is an absolute, not a relative one. It measures a level of expenditure needed to secure basic food consumption. (The Poverty Status Report of 2001,2002, and 2003).

The East African Community (EAC)

Uganda is one of the members of the East African Community (EAC). Other countries are Kenya and Tanzania. To boost trade, the three countries have signed protocols for the establishment of the Customs Union between Uganda, Tanzania and Kenya. Such arrangements have national policy implications. Furthermore, Uganda has entered a number of agreements with many countries and such agreements have varying levels of benefits to the population. The challenge for NURRU is to undertake research that identifies the areas of disparity and make recommendations for action by government and stakeholders in Uganda.

The Debt burden

Uganda's external debt is about \$4.3 billion as of June 2004. The debt service payments have risen from \$133 million in 1999/2000 to \$172 million in the 2002/2003 financial year. Analysts view the situation as complicating the attainment of the targets for eradication of poverty being proposed in the PEAP for which the money was borrowed⁵. Despite access to debt relief, debt sustainability is still a problem because of rising debt service payments. The challenge to NURRU is to facilitate the research on Uganda's debt sustainability so that policy makers, creditors and relevant stakeholders can advocate for the cancellation of debts to Uganda.

Poverty

With respect to the socio-economic environment, poverty is a most outstanding issue. Poverty is defined as low income, limited human development, and powerlessness⁶. Uganda's determination on poverty reduction is contained in the Poverty Eradication Action Plan (PEAP)⁷ that is currently under review. The plan's priorities are on economic transformation. The on-going stakeholders consultations for the revision of the PEAP has recommended for action: 1) restoring security: dealing with the consequences of conflict and improving regional equity; 2) restoring sustainable growth in the incomes of the poor; 3) human development: addressing quality and drop-out in UPE, paying for post – primary education, reducing mortality and family planning; and, 4) promoting transparency, efficiency and accountability in the use of public resources to eradicate poverty. Those action areas have, in turn, been grouped under **five pillars** of the PEAP: **first**, economic management; **second**, production, competitiveness and incomes; **third**, security, conflict resolution and disaster management; **fourth**, governance; and, **fifth**, human development. Meanwhile, crosscutting issues include: gender, environment, HIV/AIDS, employment, population, social protection; income distribution and regional equity. NURRU's challenge in this direction includes the provision of qualitative and relevant research results for macroeconomic objectives; the building of coalition networks and upholding values that translate into participatory policy formulation and review; and implementation, monitoring and evaluation of development plans.

⁵ Mutumba A. L. (2004). The East African, Nairobi. Nation Centre. July 19-25:p.1

⁶ Definition of poverty: <http://www.thefreedictionary.com/poverty>

⁷ 2004 Review of the PEAP.

UBOS. Uganda National Household Survey 2002/3. Report on Socio-Economic Survey.

Information and Communications Technology (ICT)

Uganda is increasingly embracing new information and communication technologies in promoting development. The growth of ICT infrastructure from 1996 to 2004 can be seen in, for example, the number of fixed telephone lines which have risen from 46,000 to 71,272, mobile phone subscribers increased from 3,500 to 987,456, FM radio stations from 14 to 129, and television stations from four to 25. The government plans to award service agreements to three or more internet service providers to provide universal service access Internet Points of Presence networks in 32 designated districts. Table 4 below shows the increase in use of ICTs.

Table 4: Uganda's Information and Communication Technologies Infrastructure from 1996 to 2004

SERVICES PROVIDED / YEAR	1996	1998	1999	2000	2001	2002	2003	June 2004
Fixed Telephone Lines	46,000	56,000	58,000	58,000	56,149	59,472	65,793	71,272
Mobile Subscriber	3,500	40,000	70,000	140,000	276,034	505,996	777,563	987,456
National Telephone Operators	1	2	2	2	2	2	2	2
Mobile Cellular Operators	1	2	2	2	3	3	3	3
Internet Access Service Providers	2	7	9	9	9	*	*	*
Internet / E-mail Subscribers (Wireless Access)	*	*	*	500	6,500	6,500	7,024	8,000
Internet / E-mail Subscribers (Dial up)	*	*	*	4,000	4,500	*	*	*
VSAT International Gateways	*	*	*	4	8	8	8	8
Public Internet Service Providers (Cafes)	*	3	8	17	17	17	18	18
Public Payphone Licenses	*	7	13	19	18	*	*	*
Paging Service Providers	2	3	3	3	3	*	*	*
FM Radio Stations	14	28	37	40	110	117	125	129
Television Stations	4	8	11	11	20	22	23	25
Private Radio Communications Operators	453	530	688	688	1,210	*	*	*
National Postal Operators	1	1	1	1	1	1	1	1
Courier Service Providers	*	7	8	10	10	11	19	19

Source: Uganda Communications Commission, 2003 and 2004. <http://www.ucc.co.ug> (28/10/2004).

*Data not obtained.

In the year 2004, Uganda had over 100 radio stations operational, three mobile phone providers and seventeen Internet Service providers. There are also scores of vibrant print media in the country. The challenge for NURRU is to tap the communications media as an uptake for research results dissemination channel for socio-economic development. The government's Communication Development Programme aims at providing a minimum of one or two public access points to telephones in each sub-county and internet points in every district by 2005⁸. Linkage to the Sub-county Resource Centres would ensure utilisation of NURRU's research outputs at community, sub-county, district and national levels.

Corruption

Uganda has continued to feature badly in the corruption index compiled every year by **Transparency International (TI)**. Thus, the view that there is rampant corruption in the civil service has exerted pressures for good governance at all levels of society. NURRU is encouraged to specify its governance policies and principles, and publicly disclose and practice them. Furthermore, the NURRU participatory action research has the challenge of enhancing stakeholders' adoption of anti-corruption policies and principles that promote development in the country.

⁸ Ministry of Finance, Planning and Economic Development, Budget Speech 2004/5: Kampala, June 10 2004.

Gender Issues

NURRU'S research programme emphasizes gender sensitivity as cross – cutting in all the activities. Both men and women have played various roles in the research process with outstanding performance. The challenge for NURRU is to continue promoting gender sensitivity in planning and management of development activities in Uganda.

HIV/AIDS

The Uganda's Ministry of Health Surveillance Unit estimated that the national HIV prevalence rate was at an average of 6.2% at the end of 2002. The Ministry also estimated new infections in 2002 alone at 70,170 cases, new AIDS cases at 73,830 and AIDS deaths at 75,290⁹. NURRU's research can contribute more information about the impact of HIV/AIDS on the Ugandan population that can lead to positive action.

Perception of Stakeholders

The main achievement of NURRU research programmes has been the development of the capacity of young researchers to conduct field research. This has generated considerable good will and respect for the organization among the research community. NURRU has also earned respect from the MOs and other stakeholders because of their involvement in the research process throughout its cycle. As a result, the number of stakeholders involved in the research programmes has expanded. However, there is a perception amongst some stakeholders that NURRU still follows the traditional academic research approach and exhibits less the benefits of demand-led, participatory research. Therefore, it is a challenge for NURRU to develop programmes that bring to the forefront involvement and participation of the MOs so that negative perceptions can be cleared.

A1.3 INTERNAL ENVIRONMENT

Analysis of the internal environment revealed the need to focus on the role of the EXCOM, organisation and communication structures, staff capacity, remuneration and job satisfaction, and physical facilities and equipment. Following are some details.

The Role of the EXCOM

Article 24 of its Constitution clearly specifies the roles for the EXCOM. This organ has played this role well by acting responsibly, ethically and with the highest standards of integrity, transparency and probity. The governance policies and practices that the EXCOM has developed are sound and have been implemented throughout all levels of management. The policies emphasize accountability and democratic governance. The qualifications and diversity of experience of individual members of the EXCOM make it possible to continue guiding NURRU in its institutional development.

⁹ <http://www.health.go.ug/docs/hic0603.pdf>

Organisation Structure

Changes in the external as well as internal environments may require reviewing organisation structures to facilitate decision-making and implementation of plans. As such, NURRU is out to periodically review its structure in concert with its strategic priorities. The challenge is for the EXCOM to propose a Secretariat staffing in consonance with the planned change.

Staff Capacity

NURRU has competent staff. But the increasingly complex and changing environment requires the enhancement of staff capacity. This can be achieved through regular skill needs assessment and training. The challenge is for NURRU's staff to cope with research management demands whose outputs can be of relevance to the international, national and local levels. There is need to develop a strategy for staff capacity development as well as plans for filling short-term gaps with experts.

Remuneration and Job Satisfaction

NURRU has a human resource policy that has catered for staff conditions of service, including remuneration and other benefits that are considered competitive to attract, motivate and retain staff. However, the challenge is for it to develop a mechanism for periodic reviewing of this policy as an essential part of NURRU's strategic goals.

Physical Facilities and Equipment

NURRU has acquired equipment, including vehicles and computers to facilitate and enhance staff efficiency. However, it lacks the permanent home. The challenge is to acquire a home specifically with more office space for the Secretariat's management, stakeholders' meeting and training as well as a Centre. It is hoped that such a home would enhance efficiency and reduce cost for hall hire.

A1.4 THE SWOT ANALYSIS

During 2003, the internal and external reviews identified NURRU's strengths and weaknesses, its opportunities and threats (SWOT). The SWOT analysis was done on the basis of its management of CORE programmes. Key areas for attention are discussed below. First, brief information is provided on its strengths and opportunities regarding its secretariat, Demand-led participatory research, and linkage to partners, capacity building, and dissemination of research results.

The Secretariat

The Secretariat is fully equipped to run and monitor research programmes. The Executive Director and other staff are competent. The EXCOM and its subcommittees guide them. The EXCOM is composed of persons of integrity and experience. The Secretariat is also endowed with adequate equipment and a Resource Centre to facilitate intensive exchange of information in networking with its members and stakeholders. The challenge for the Secretariat is to optimise their operations.

Demand-led Participatory Research (DMPR)

Participatory action research is increasingly and globally being recognized as an effective means for planning, implementation, monitoring and evaluation of activities. Community participation in research necessitates information sharing and activities implementation with a communal goal. This approach facilitates internalisation and ownership of the generated knowledge and capacity development that ensures implementation for achievement and improvement of outputs. The participating communities are able to build a foundation for a long-term and sustainable impact. NURRU's experience has proven the above assertions to be true and applicable to the Ugandan environment, especially, in building capacity for community participation under the Decentralisation structure.

The research process guarantees quality research and transparency in the process. This is because its PAOR has a system of instruments and procedural guidelines to achieve quality. The process includes agenda setting, selection of themes, calling for proposals, training of researchers, the monitoring and assessment of on going research, bringing together senior and junior researchers and directing research towards socially relevant areas (**see Appendix 4 for the framework**). There are also experienced staff, operational rules and a body of experts to supervise the process. For this matter, the research process passes the Quality Indicator Framework (QIF) test, which is academic excellence and social relevance.

The NURRU research process is unique to the Uganda situation and, on the basis of its strength, NURRU is challenged to crystallise the PAOR methodology and promote mainstreaming Participatory Action-Oriented Research methodology in development planning and activities implementation.

Linkage with Partners

NURRU's research framework offers enormous opportunity in which researchers, community groups, policy makers, planners, MOs, the private sectors, the media and development partners share platforms for advocacy and networking. Incentives that drive teamwork include communication with colleagues. The challenge for NURRU is to facilitate the building of network and advocacy coalitions to increase the scope for application of research, and to match its research cycle with government planning and budgeting cycle.

Capacity Building

The PAOR strategy has community and national appeal since it promotes discussions at all levels, and creates an environment in which people are constantly learning. One of its key innovations is **diffusion of knowledge**. The key success indicator of this strategy is the increasing demand by stakeholders, including policy makers, for research results and participation in the research process. The research programme has an element by which young researchers receive training, in addition to support, supervision and feedback from senior researchers.

The focus on PAOR has improved collaboration between researchers and research users. However, it is thought that some researchers have not fully understood the MMRP objectives; and the participation of stakeholders especially at NPR level is minimal. The challenge to NURRU will be to increase collaboration among researchers and among research users, and between young and experienced researchers a means of capacity building. The Secretariat is also challenged to deepen the culture of learning. This will be achieved by increasing the number of opportunities for public participation in the NURRU research programmes as new initiatives and new capacities develop.

Another area, which was identified during the SWOT analysis is the governance organ, which is composed of independent minded, qualified and experienced individuals. A strategy will be developed to enhance the capacities of the Executive Committee and Board of Trustees to enable them direct and control NURRU and protect its resources to the best interest of the organisation. Capacity building will help in maintaining a high level of PAOR acceptability at the BSR and national levels for an improved corporate image.

Dissemination of research results

NURRU's dissemination strategy has been measured by the increase in use of its research results and services in decision-making, policy formulation, planning and community action aimed at reducing poverty and achieving sustainable socio-economic development as demonstrated by the majority of results from the BSRs. NURRU has established a national catalogue of dissemination channels to ensure maximum utilisation of especially NPR results. The challenge is to strengthen dissemination at the point of research and utilise the uptake channels identified in the catalogue.

A1.5 WEAKNESSES AND THREATS

NURRU has some weaknesses, which include research monitoring and evaluation, adequate, stable and sustainable funding base, and unrealistic expectations generated by the research, understaffing, lack of permanent home, poor response by the members, weak communication link with policy makers, and dissemination. These are briefly discussed below. The threats are listed at the end.

Research monitoring and evaluation

NURRU has a comprehensive research process that produces clear research recommendations. However, evaluation to ascertain the extent to which research outputs have been utilised for policy development at the national level and activities implementation at the various levels is a challenge. The Monitoring and Evaluation (M&E) manual, with indicators and a questionnaire to track contributions made by NURRU's research was developed in 2004. The manual is ready for use from 2005. During the NSP2005 period, the monitoring and evaluation activities will be continuous using the tools in the M & E manual. The challenge for NURRU, therefore, is to effectively operationalise the monitoring and evaluation manual and to produce regular reports.

Sustainability of Funding

The demand for NURRU's services by the stakeholders has expanded. Such demands require adequate, stable and a sustainable funding base. Expansion of the research funding base is therefore a major issue. The challenge before NURRU is for it to intensely market its research programme to many potential supporters to attract funding. Such efforts will ensure continuous research, research capacity building, advocacy and networking by NURRU. The outputs will no doubt contribute to development at local, national, regional and international levels.

Unrealistic Expectations

NURRU's participatory approach to research could lead to greater expectations at national, district and research locations. But it appears that the organization does not have the capacity to meet them. The main challenge is to help stakeholders to adopt specific research methodologies and to apply them in their development planning processes as a means of mobilising resources, which they can use for implementing activities that address identified problems.

Understaffing

NURRU's research output is increasing while its staffing position is not expanding correspondingly. Since the Secretariat acts as the facilitator, it has the challenge of soliciting the services of research volunteers to fill gaps, which come up from time to time. Such volunteers could be recruited from MOs on attachment basis and are paid one lump sum of money at the end of their services.

Temporary home

Since its establishment in 1994, NURRU is still renting premises for its Secretariat. As a long-term strategy and for purposes of sustainability acquiring own home remains the challenge.

Slow response among members to networking concerns

Member Organizations have been slow in responding to network concerns like acting as advocacy groups in disseminating information on socio-economic and environmental issues that promote development and implementation of policies and practices. The slow response is attributed to the lack of guidelines for networking activities. NURRU has the challenge of building networking and advocacy coalitions to further its impact on applied research. Building networking and advocacy coalitions of the members will involve providing guidelines to MOs and identifying members who can participate effectively in networking and advocacy.

Poor communication with policy makers

Policy makers are institutions that promote implementation of research results in NURRU network. There is evidence that this target group has not been reached due to poor communication. The challenge is for NURRU to create and sustain channels of communication with all the stakeholders. NURRU must develop a strategic plan in which its niche is clearly spelt out while remaining relevant to the Ugandan situation and marketable to development partners worldwide. The strategic plan will take into account research fatigue in the areas likely to be proposed, insecurity that is likely to affect research, and the ever-changing policy environment.

Dissemination

Illiteracy hampers NURRU's efforts to disseminate research findings to the larger section of the Ugandan population. To offset this, NURRU will publish some of its findings in the user-friendly formats for maximum impact. The issue of speed in disseminating the solutions to the identified problems has also been raised. The time lags between research and dissemination is wide. Time lags have often led to research

recommendations being overtaken by events, rendering them inapplicable. The challenge for NURRU is to develop a framework that facilitates quicker dissemination of results in tandem with research progress rather than a one-off dissemination exercise at the end the research work.

Threats

The following is a summary of threats that have been identified:

1. PAOR methodologies tend to raise greater expectations than the capacity of NURRU can meet them;
2. Political instability has affected NURRU's programmes in the North;
3. A change in donor priorities may shift NURRU's mission and mandate;
4. Low investment in research at all levels of government programmes;
5. Poor reading culture by Ugandans;
6. Dissemination programmes are ranked least in stakeholders' budget considerations.
7. Uncertainty of sustainable funding;
8. Low inputs from the services of the BOT;
9. Competition with other research organisations in providing quality research.
10. Research fatigue in research areas;
11. Ever changing policy environments, including those of donors.

A1.6 EMERGING ISSUES

From the Environmental and SWOT analyses, these are the key issues that the NURRU will address:

Research

The emerging issues that NURRU plans to address in the next five years are:

1. Refinement of strategy to make the BSR more effective and efficient in promoting socio-economic development;
2. Provision of qualitative and relevant research for macroeconomic objectives;
3. Crystallizing the PAOR methodology and process as a market product;
4. Enforcement of contracts with supervisors through monitoring performance of key indicators;
5. Developing research reporting formats and guidelines;
6. Putting into operation the M&E system and producing regular reports;
7. Developing a code of conduct for researchers.

Capacity Building

For capacity development the issues are:

1. Deepening the culture of learning;
2. Building the capacity of stakeholders to uptake NURRU activities and values;
3. Creating channels of communication with all stakeholders;

4. Strengthening dissemination at the point of research and utilizing the uptake channels in the catalogue;
5. Developing a framework for progressive dissemination to take place in tandem with research in progress;
6. Creating BSR resource centres.

Advocacy and Networking

In advocacy and networking the issues include:

1. Increasing collaboration both among researchers and among research users to form multidisciplinary teams;
2. Building network and advocacy coalitions to increase the scope for use of applied research;
3. Taking advantage of ICT to enhance performance;
4. Tapping the communications media as an uptake dissemination channel;
5. Providing the MOs with guidelines and identifying those, which can market NURRU.

NURRU Secretariat

For the Secretariat, the issues are:

1. Designing a market strategy for seeking alternative sources of funding;
2. Specifying governance policies and principles, and publicly disclosing them;
3. Assessing and training of staff regularly;
4. Review of Human Resource policy for competitive remuneration of staff;
5. Acquisition of a permanent home;
6. Volunteer placement.

A1.7 NURRU PRIORITIES

As a result of the various reviews, NURRU prioritised key issues according to whether they are “urgent” or “important”, “too narrow” or “too broad”, “can be accomplished over the next five years” and whether “something can be done about them”. Accordingly, only issues that are important and can be accomplished over the next five years are prioritised as follows:

1. Crystallising the PAOR methodology and process as a market product;
2. Building the capacity of stakeholders to uptake NURRU activities and values;
3. Building network and advocacy coalitions to increase the scope for use of applied research;
4. Strengthening the capacity of the Secretariat.

A1.8 STRATEGIC GOALS

The priorities were recast into the strategic goals achievable over the period 2005 to 2009, namely:

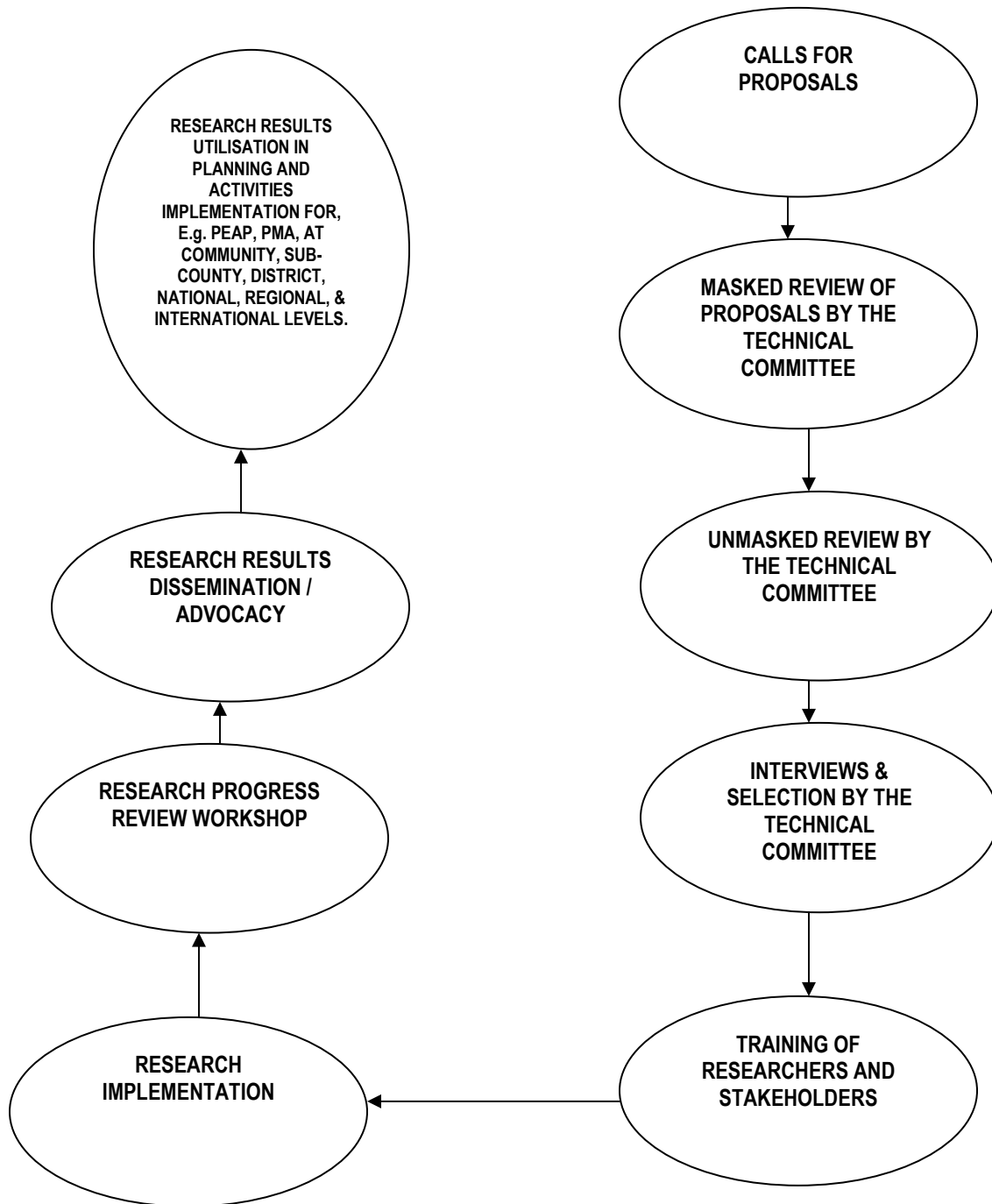
1. Demand-led, Multidisciplinary, Participatory Research (DMPR).
2. Development of Stakeholder Capacity for Research and Research Utilisation.
3. Enhancing Advocacy and Networking
4. Strengthening and Sustaining NURRU.

The goals reflect the realistic priority of the EXCOM and the direction of NURRU towards achieving its vision and mission.

A1.9 CONCLUSION

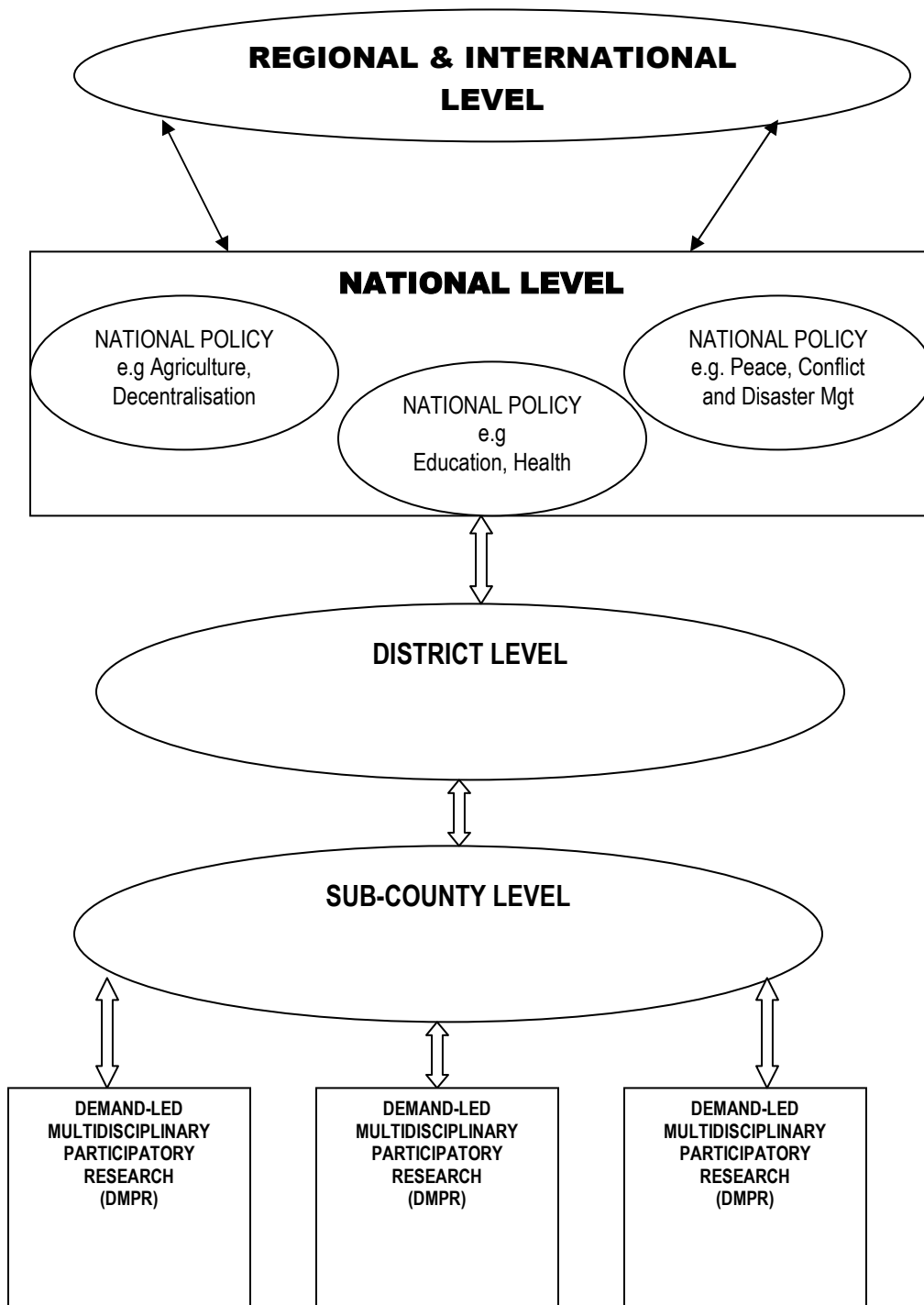
This section shows how the context review involving environmental and SWOT analyses, has led to the identification of critical issues that NURRU will address over the next planning period. The issues were prioritised and recast into strategic goals to be achieved over the next five years. The EXCOM believes that the strategic goals reflect the direction NURRU desires to move towards achieving its vision and mission.

NURRU RESEARCH PROCESS



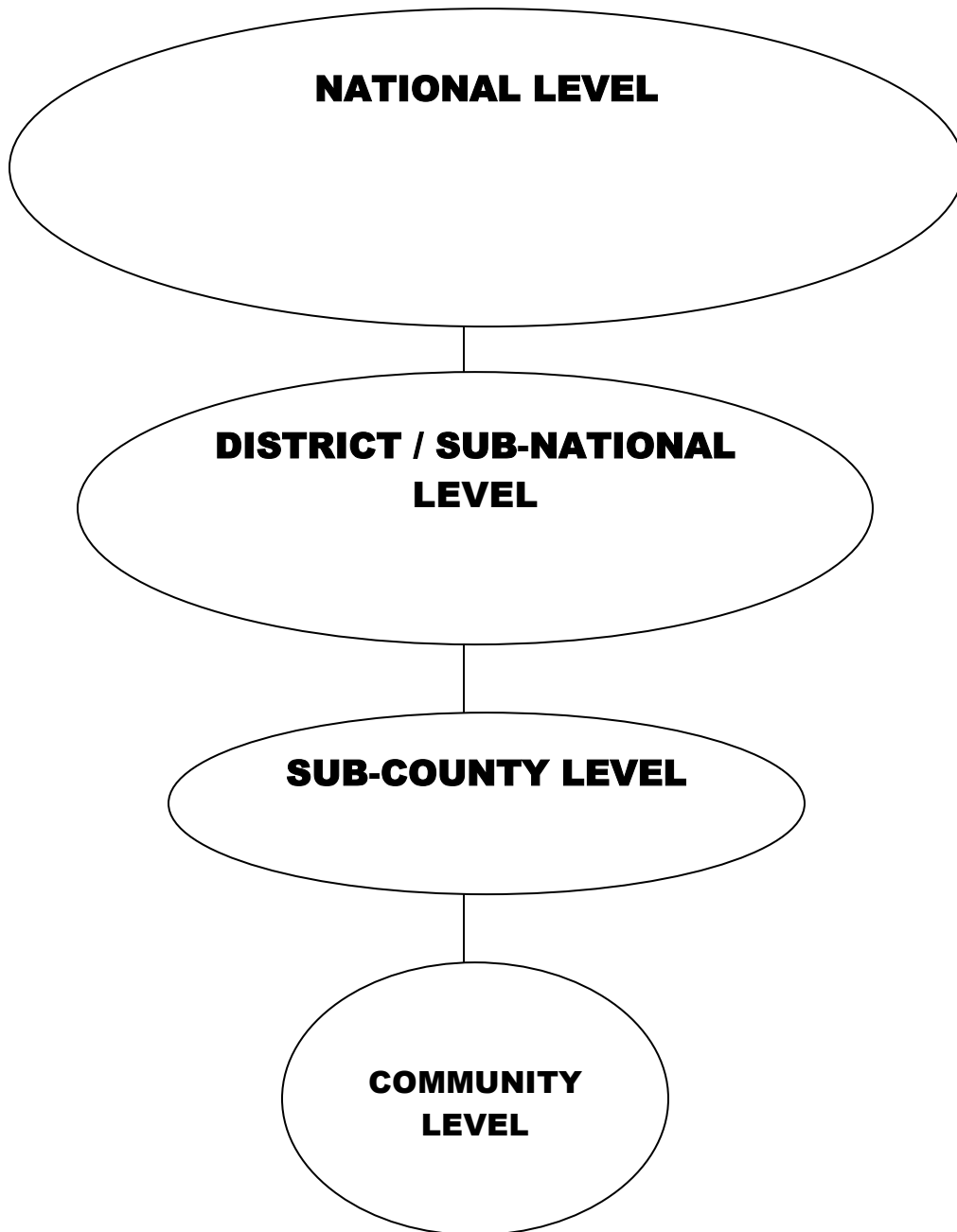
The NURRU research process has stages that allow inputs by technical reviewers for the guidance of researchers toward quality research outputs.

NURRU RESEARCH OUTPUT LINKAGE



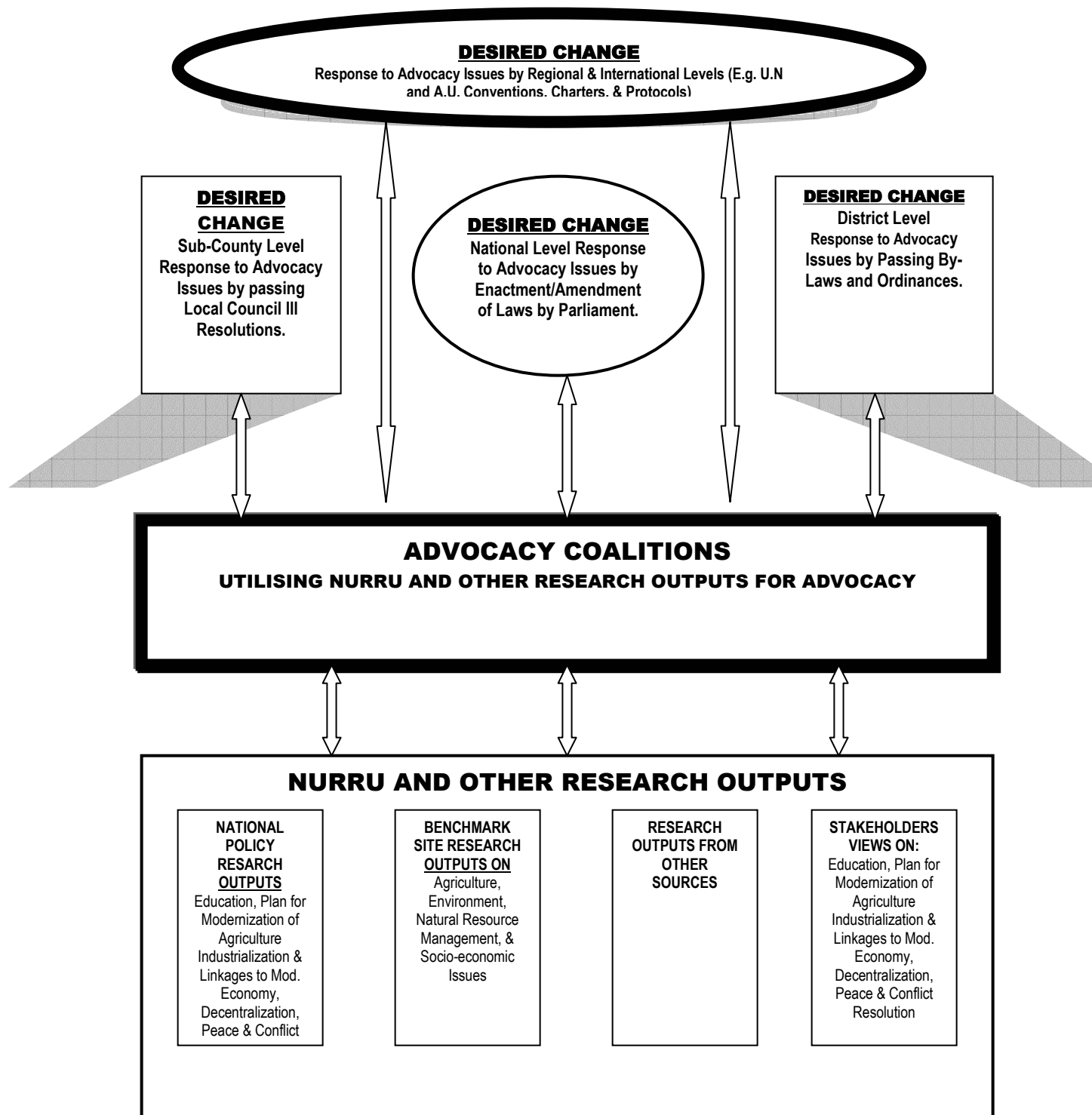
The framework shows linkage of research to local, sub-county, district, national and to international levels.

LINKAGE OF THE VARIOUS LEVELS IN THE DECENTRALISATION SYSTEM



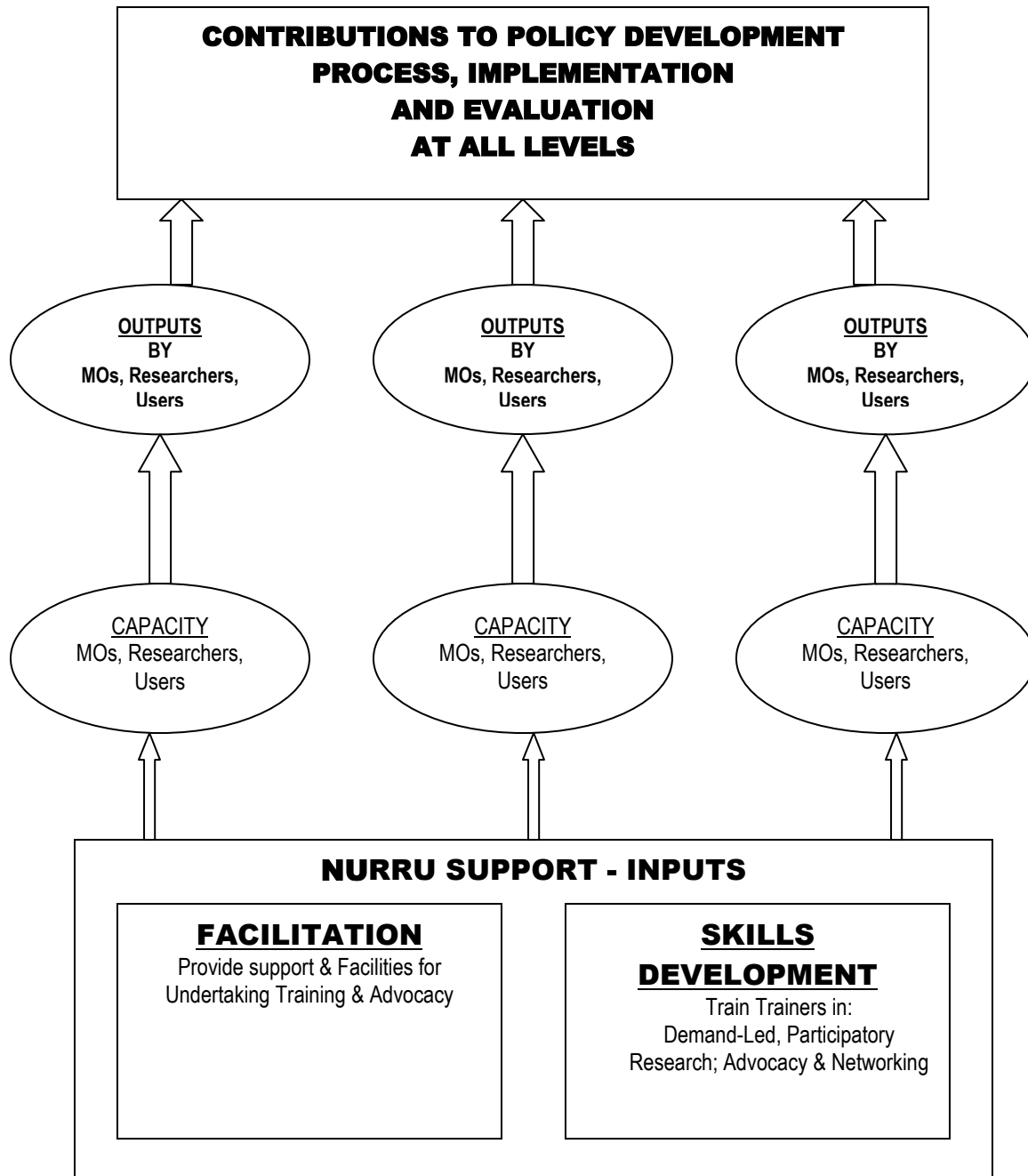
The NURRU participatory research works well at all levels of the Uganda Decentralisation system.

NURRU ADVOCACY AND NETWORKING FRAMEWORK



The NURRU advocacy strategy will promote and ensure utilization of the research outputs by Advocacy Coalitions at all levels toward changes desired.

NURRU CAPACITY BUILDING FRAMEWORK



The support by NURRU to the Trainers will make possible continuous capacity building of stakeholders in participatory research. In the process the participants will make contributions to policy development, implementation of development activities and evaluation.

NURRU RESEARCH AGENDA

NPR: National Policy Research and BSR: Benchmark Site Research

National Policy Research

The NURRU National Policy Research (NPR) Window gives grants for analysis and independent critique of key national policies affecting poverty eradication in Uganda. These may be sectoral or crosscutting and over-arching in the whole country.

There are four core policy research areas and one reserve theme under NPR:

1. **Education:** Skills Development and Human Resource Planning, and Employment Policies;
2. **PMA Cluster:** Plan for Modernization of Agriculture, Trade Liberalization/Marketing, Cooperative Societies;
3. **Industrialization and Linkages to the Modern Economy:** Support for Small and Medium Scale Enterprises policies, Taxation and the Response of the population, Micro finance;
4. **Decentralization:** Good governance and taking services closer to the people.
5. (Reserve Theme): **National Peace and Conflict Resolution.**

BSR Priority Research Problems/Agenda are set at the Respective Site namely:

- Kabale: Kyanamira and Ikumba Sub- counties;
- Kawempe Division;
- Lira: Adwari Sub- county;
- Tororo: Kachonga and Osukuru Sub- counties.

Research Agenda (Kyanamira, Kabale):

Agriculture/Environment/Natural resource management:

- Exhausted soil fertility due to continuous cultivation without use of any fertilizers or manure;
- Lack of improved (food) crop seeds (beans/Irish potatoes)/animal seed;
- Failure to get market for locally produced foodstuffs;
- Lack of technical know how resulting from lack of informal training;
- Lack of capital to use improved farming inputs;
- Abandonment of terraces and "*hinga raza*" on steep slopes partly due to shortage of land and partly due to lack of political will to enforce soil and water conservation byelaws.

Socio-economic Issues:

- One woman single-handed, toiling the land (digging, planting, harvesting, transporting, cooking etc...) to support and feed the whole family (husband, children and other dependants);
- Over-taxing farm produce by levying market dues up to three times on the same basket at every checkpoint from a farmer who tries to transport his produce to a peri-urban market place;
- Negligence of duties by public officers;
- Corrupt/poor/irresponsible community leadership;

- Lack of environmental seminars, workshops, and allowances for village/parish/sub county communities;
- Poor feeder roads to villages for transportation of people, inputs and farm produce and poor communication network;
- Prohibitive costs of medical services by private doctors.

Research Agenda (Ikumba, Kabale)

Agriculture/Environment/Natural resource Management:

- Soil fertility decline;
- Poor extension services, inadequate access to information;
- Land shortage/ Land fragmentation.

Socio Economic Issues

- Lack of profitable enterprises;
- Absence of small-scale industries;
- Malnutrition and other diseases;
- Poor markets;
- Impact of rural finance on the rural economy;
- High incidence of substance abuse;
- Gender disparity;
- Poor performance in primary and secondary schools;
- Poor road network.

Research Agenda (Kachonga, Tororo)

Agriculture/Environment/Natural resource Management

- Lack of capital to embark on improved farming or start any business venture;
- Unemployment, in availability of credit/discriminatory/poor channels of government loans over taxation;
- Lack of food security/lack of improved seeds crop pests and diseases;
- Lack of market/low farm produce prices/poor marketing strategies/poor on-farm storage;
- Small farm size - land shortage/land-fragmentation/poor soils;
- Shortage of labour, lack of ox-plough and tractors;
- Deforestation/poor environment/bad weather.

Socio-economic Issues

- Uncontrolled population growth/lack of family planning/lack of honesty between husband and wife;
- Poor communication network/lack of feeder roads/lack of transport;
- Lack of Extension workers, lack of seminars at parish level/poor methods of farming;
- Lack of researched information for making policies;
- Lack of education.

Research Agenda Tororo – Osukuru Sub-County

Agriculture/Environment/Natural resource Management:

- Low agricultural production;
- Environmental degradation due to poor farming practices and pollution from the cement factory;
- Poor land use planning.

Socio Economic Issues

- Variances in education performance in rural and urban, private and public schools;
- Unemployment / under employment;
- Inadequate health services, water and sanitation (due to long distances to health centers);
- High rate of school dropouts;
- Inadequate markets for agricultural produce;
- High illiteracy level;
- Child abuse;
- Lack of support of community innovations to combat HIV/AIDS prevalence;
- Poor physical infrastructure: roads, schools, houses;
- Political interference in program implementation by government and NGOs, e.g.; taxation policy;
- Lack of economic empowerment for marginalized groups.

Research Agenda (Kawempe Division, Kampala)

Agriculture/Environment/Natural resource management:

- Solid waste management and garbage disposal;
- Pollution of air and water – water contamination, noise and smoke;
- Wetland usage and management;
- Poor implementation of government policy on environmental protection;
- Land tenure system; poor planning, poor marketable products, alternative;
- Means of urban livelihood e.g. zero grazing, poultry.

Socio Economic Issues

- Poor development planning;
- Social problems of drug abuse, domestic violence, prostitution, corruption and street children;
- Unfavorable government policies on employment and small local investors, unemployment and illiteracy;
- HIV/AIDS and other epidemics;
- Inappropriate tax policies and tax administration; revival of collapsed industries, government policies on MFIs, low access to loans;
- Political interference vis-à-vis technical implementation;
- Inadequate supervision and management of schools and poor curriculum.

Research Agenda Lira – Adwari Sub-County**Agriculture/Environmental/Natural Resource Management:**

- Poor natural resource management;
- Low level of extension services and adoption of appropriate technology;
- Poor planning for agricultural and natural resource management;
- Famine/food security.

Socio-Economic Issues

- Insecurity;
- Poor performance at primary and secondary schools;
- High incidence of disease;
- Poor infrastructure;
- HIV/AIDS;
- Challenges of Decentralization;
- Low level of involvement of CSOs in development programmes;
- Liberalized marketing;
- Low socio-economic status;
- Poor social services.

OTHER STRATEGIC INTERVENTIONS

A9.1 Management Strategy

Each year, every NURRU operating unit within the Secretariat will be required to prepare detailed **Annual Work Plans (AWPs)** that are consistent with the action plan, elements of the strategic plan and the overall NURRU managerial operations. Work plans specify planned output or target, the tasks to be undertaken for every activity in the action plans, the duration of the tasks, the responsibility of the operating units or lead persons and the budget for the year.

A9.2 Marketing Strategy

NURRU will employ various strategies to market its strategic plan. These will involve sending NSP2005 to its members and other stakeholders including government, statutory organisations, academic institutions, etc.

A9.3 Promotion Strategy

NURRU will organise periodic fairs, exhibitions, and conferences, to promote its products.

A9.4 Monitoring and Evaluation (M&E)

The monitoring and evaluation of NURRU programmes is a key component of strategic management. The monitoring and evaluation activities are reflected in the M and E plan (see **Appendix 9**). Meanwhile, the detailed strategic management is depicted in **Appendix 10**.

A9.5 Reporting

Financial and task/activity monitoring reports from operating units will be made on a quarterly basis. These reports will provide the input for the annual reports. The EXCOM will review the annual reports and its recommendations will feed into the work plans of subsequent years.

A9.6 Evaluation at the Plan Completion

Ex-post and impact evaluations, including internal and external reviews, will be done one year before the completion of the NSP2005 to inform the next cycle of the strategic planning process.

NURRU MONITORING AND EVALUATION PLAN

No.	Activity	Start Date	End Date	Performance Measure(s)	Lead Person	Notes
1.	Ensure that approved Strategic Plan is disseminated.	August 2004	October 2004	Provision of Strategic Plan notebooks to management	Executive Director	To ensure ownership
2.	Ensure that approved Annual Work Plans are disseminated.	August 2004	September 2004	Provision of Annual Work Plan notebooks to management	Executive Director	To ensure that plans become active
3.	Track performance and disseminate pertinent information	2005	2009	Performance Monitoring Report	Executive Director	This would provide early warning and facilitate execution of timely solutions
4.	Provide authorization and resources for solving minor bottlenecks	2005	2009	Decisions on bottleneck issues	Chairperson	This will clear bottleneck problems and allow management to be on course
5.	Carry out mid-term evaluation	2007	2007	Mid-term Evaluation Report Follow-up on recommendations	Chairperson	This may involve revision of the Strategic Plan May need the use of consultants
6.	Ensure that the revised Strategic Plan is disseminated	2008	2008	Provision of revised Strategic Plan notebooks to management	Executive Director	Only if part of follow-up on recommendations
7.	Carry out end-of-term evaluation	2009	2009	Project Completion Report	Chairperson	May need use of consultants
8.	Communicate Strategic Plan effects to stakeholders	2009	2009	Workshop on Strategic Plan Performance	Chairperson	Workshop output would be used as input in following Strategic Plan

Appendix 11

MILESTONES LEADING TO THE DEVELOPMENT OF THE NURRU STRATEGIC PLAN 20005-2009
(NSP2005)

	Date	Activity
1	10 th –12 th June 2003	Internal Review Workshop facilitated by an External Consultant Namirembe Guest House, Kampala
2	3 rd To 7 th November 2003	Monitoring visit and report by an official from the Netherlands Ministry Of Foreign Affairs. Kabale, Kampala, Kawempe and Tororo
3	1 st - to 22 nd December 2003	External Review by One International and One Local Consultant Kabale, Kampala, Kawempe and Tororo
4	22 nd Dec 2003	Extraordinary Meeting of The Executive Committee (EXCOM) with the External Reviewers to receive feed back and chart way forward Muyenga, Kampala
5	1 st March 2004	EXCOM meeting to progress on NURRU Strategic Plan 2005 development. NURRU Secretariat, Kampala
6	19 th June 2004	Presentation and approval of the NSP2005 Goals and Strategies by the Members at the Annual General Assembly. Hotel Africana, Kampala
7	30 th July To 1 st August 2004	Stakeholders Consultative Workshop for comments on the Final Draft NSP 2005. Windsor Lake Victoria Hotel, Entebbe.

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7. NURRU Phase II Programme document
8. NURRU Management Policies and Guideline
9. NURRU Uptake Ways Study Report