EVIDENCE AND METHODS LAB STRATEGIC PLAN 2024-2028

Data-Driven Impact for Social Justice, Transparency And Accountability

April 2024 Version

Plot 13 Kenneth Dale Lane, Kamwokya
Kampala, Uganda (East Africa)
www.evidenceandmethodslab.org
Evidence and Methods lab @Evidence-method

Registration and Compliance

URSB:
Evidence and Methods Lab is registered in
Uganda by the Uganda Registration Services Bureau under section 18(3)
of the companies Act of 2012 as a company limited by guarantee (not-for-profit)
with registration number 80020000250362.

D-U-N-S:
We are also registered with U.S. Government grantees
Unique Entity Identifier UGWWG9HN2RK5

NGOSource:
We are privileged to have been certified by NGOSource as equivalent to a
Certified Public Charity after ably completing the rigorous Equivalency

Determination process, an assessment that determined that we are organized
and operated in accordance with guidelines that U.S. tax authorities require for
public charities.

URA:
We are registered taxpayers with the Uganda Revenue Authority,
Tax Identification number 1010498256

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Foreword

Our Strategic Plan for 2024-2028 marks a refinement in our strategic orientation while upholding the core vision of our organization. This strategy evolution aims to enhance how we leverage data visualization to effect systemic change across Africa. By maintaining our foundational vision, we are deepening our commitment to transforming data into a potent force for societal advancement. This plan signifies a strategic enhancement, focusing more intently on empowering communities to use data to influence policy and foster active civic participation. It's a testament to our belief in the power of well-informed communities to drive transparent and accountable governance. In this refined strategic approach, we are intensifying our efforts on strategic priorities that have shown the most significant potential for impact. These include technological innovation, policy influence, community empowerment, transparent governance, and social justice. Moreover, we're placing a stronger emphasis on local capacity building and engagement, recognizing that lasting change is most effective when it aligns closely with the needs and aspirations of local communities. We ensure our strategic direction is measurable and impactful by implementing a solid framework that includes detailed monitoring and evaluation. This approach reinforces our commitment to our vision, guiding us to make meaningful and sustainable advances in societal development across Africa.

Chairperson Advisory Board

This strategy evolution aims to enhance how we leverage data visualization to effect systemic change across Africa.

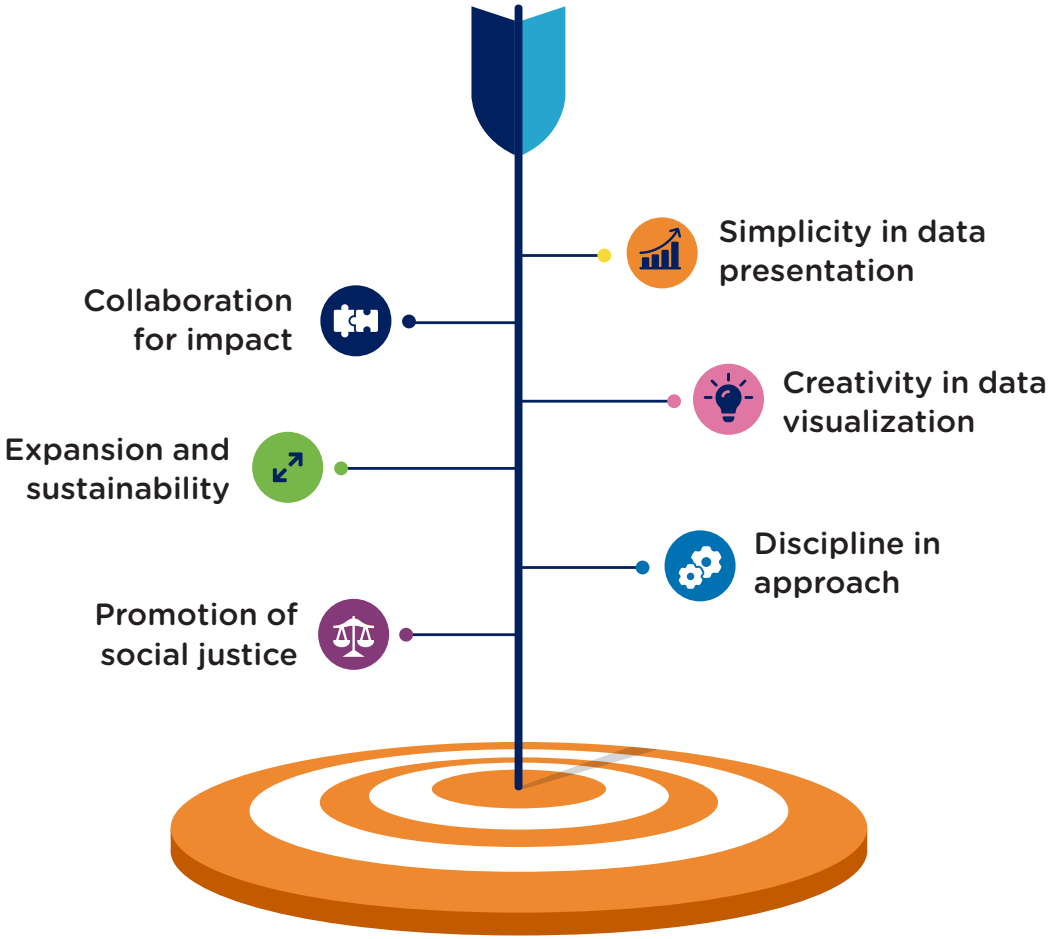
Acknowledgment

I want to express my gratitude to everyone who has contributed to shaping our Strategic Plan for 2024-2028. This plan reflects the spirit and dedication of a diverse group of individuals and organizations committed to using data to empower society in Africa. I appreciate the innovative and passionate EML team, our invaluable partners, and our supportive donors and funders. The communities we serve are at the heart of our mission. I also thank all stakeholders who have engaged with us in meaningful dialogues and collaborations. Together, we embark on this journey to harness the transformative power of data for societal change. Our refined focus and strategic priorities enable us to achieve our goals and create a lasting impact in the coming years.

Team Leader

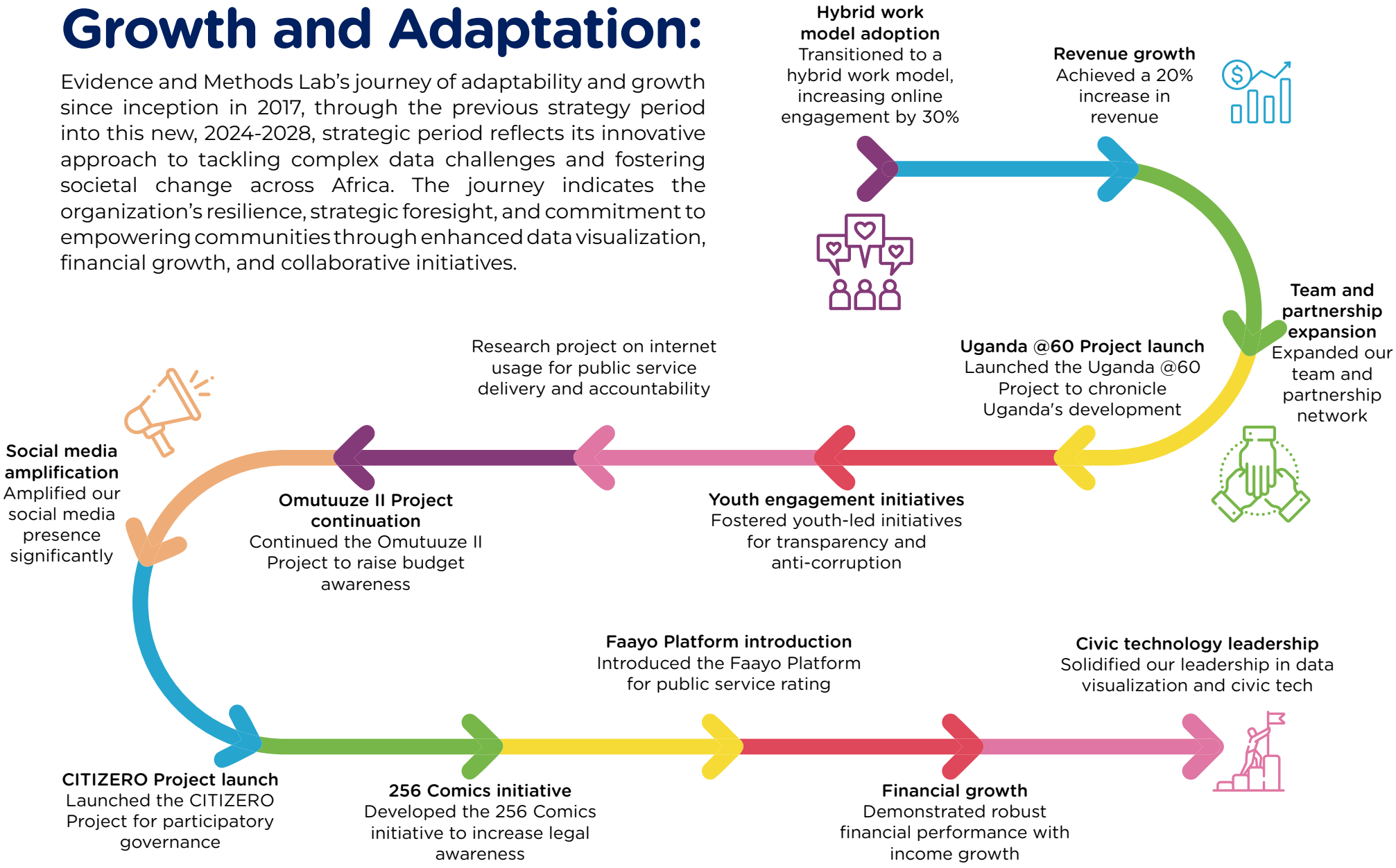
Background

Evidence and Methods Lab (EML) is a technology-driven initiative that strives to make information more accessible and foster accountability in Africa's public sector. EML collaborates with esteemed partners such as the United States Embassy in Kampala, The Hague Institute for Innovation of Law, and Voice to simplify complex data and information for public empowerment. The organization values simplicity, creativity, and discipline, which helps empower the public by providing precise and easy-to-understand information. EML works closely with funders and clients such as the partners mentioned above to expand its reach and ensure its sustainability plan, thereby continuing its impactful work in informing policy-making and enhancing public discourse and service delivery throughout the continent. EML aims to promote social justice through informed policy-making and public discourse. Every initiative contributes to creating equitable and accountable societies, ensuring that EML promotes and reinforces these values.



Growth and Adaptation:

Evidence and Methods Lab's journey of adaptability and growth since inception in 2017, through the previous strategy period into this new, 2024-2028, strategic period reflects its innovative approach to tackling complex data challenges and fostering societal change across Africa. The journey indicates the organization's resilience, strategic foresight, and commitment to empowering communities through enhanced data visualization, financial growth, and collaborative initiatives.



Context: Key Issues Facing Sub-Saharan Africa

Corruption:

Deep-seated corruption plagues governance and economic stability. Petty, grand, and systemic patronage breed disparities and undermines public sector effectiveness. Deterred investment, drained resources, and eroded trust contribute to instability.

Human Rights Violations:

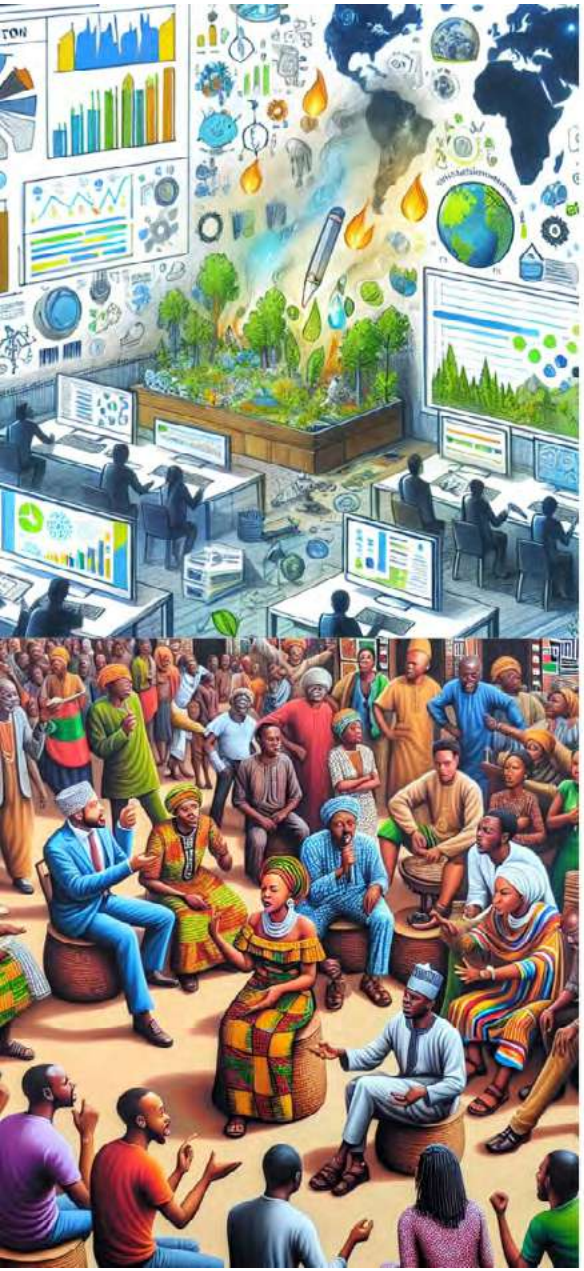
Severe restrictions on expression, assembly, and association in Uganda, Zimbabwe, Burundi, Ethiopia, Cameroon, and the DRC. Weak institutions and political corruption curtail freedoms and civil society development, fostering potential conflict.

Political and Electoral Violence:

Electoral violence in the DRC, Nigeria, Kenya, and Uganda disrupts democratic integrity, causing displacement and crises. Historical violence in Nigeria underscores instability and undermines electoral processes. High-stakes elections in Kenya and Uganda reflect entrenched tensions.

Climate Change Impact:

Kenya, Mozambique, and Madagascar face critical climate threats, with droughts, floods, and disrupted livelihoods. Increased extreme weather events exacerbate health risks and food/water insecurity, highlighting the need for resilient infrastructure and adaptive agriculture.



STRATEGIC SHIFTS IN 2024-2028 STRATEGIC PLAN

1 **Increased Focus on Data Visualization for Activism**

New plan emphasizes using data visualization to empower citizen activism and engagement.

2 **Expanded Strategic Positioning Around Data Visualization**

EML now views itself as a leading data visualization civic-tech organization in Uganda exploring regional growth.

3 **Greater Emphasis on Citizen Engagement Platforms**

New plan focuses on creating platforms for two-way dialogue between citizens and duty-bearers.

4 **Capacity Building for Government Agencies**

New plan devotes more attention to building government capacity to use data visualization tools.

5 **Strengthening Internal Organizational Capacity**

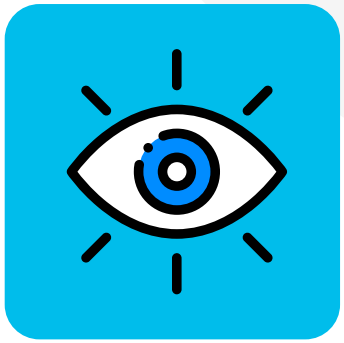
New plan emphasizes investing in EML's staff, technology, and culture of innovation.

Sectors of Focus

These 4 sectors of focus reflect EML's strategic priorities for 2024-2028.

EML's Sector Focus	SDG Target	Impact Areas for the African Region (Specifically Sub-Saharan Africa)
Accountability and Anti-Corruption: EML will prioritize addressing pervasive corruption that negatively impacts Uganda's governance and public service	**SDG 16:** Peace, Justice, and Strong Institutions	Enhances public service delivery and reinforces democratic processes, setting a standard for institutional trust and integrity across Sub-Saharan Africa.
Human Rights: EML aims to bridge the gap between constitutional rights and their practical implementation	**SDG 16:** Peace, Justice, and Strong Institutions **SDG 5:** Gender Equality	Critical for upholding civil liberties, ensuring the rule of law, fostering gender equality, and societal fairness, thereby contributing to the regional push for human rights and gender parity.
Conflict and Violence Prevention: EML will focus on mitigating political and electoral conflicts to promote tolerance and constructive engagement	**SDG 16:** Peace, Justice, and Strong Institutions	Supports peacebuilding and community-based conflict resolution initiatives, maintaining national peace and promoting civic participation across Sub-Saharan Africa's often volatile regions.
Climate Change: Tackling adverse impacts of climate change on agriculture, biodiversity, and health is a primary focus for EML	**SDG 13:** Climate Action	Addresses climate vulnerabilities, contributing to environmental sustainability and supporting adaptation measures in regions of Africa facing severe climate impacts.

Strategic Direction:



Vision:

Revitalizing the Civic Technology Revolution in Africa

Mission:

Simplifying Data for Empowerment

Goal:

Shaping the Future with Data-Driven Transformation

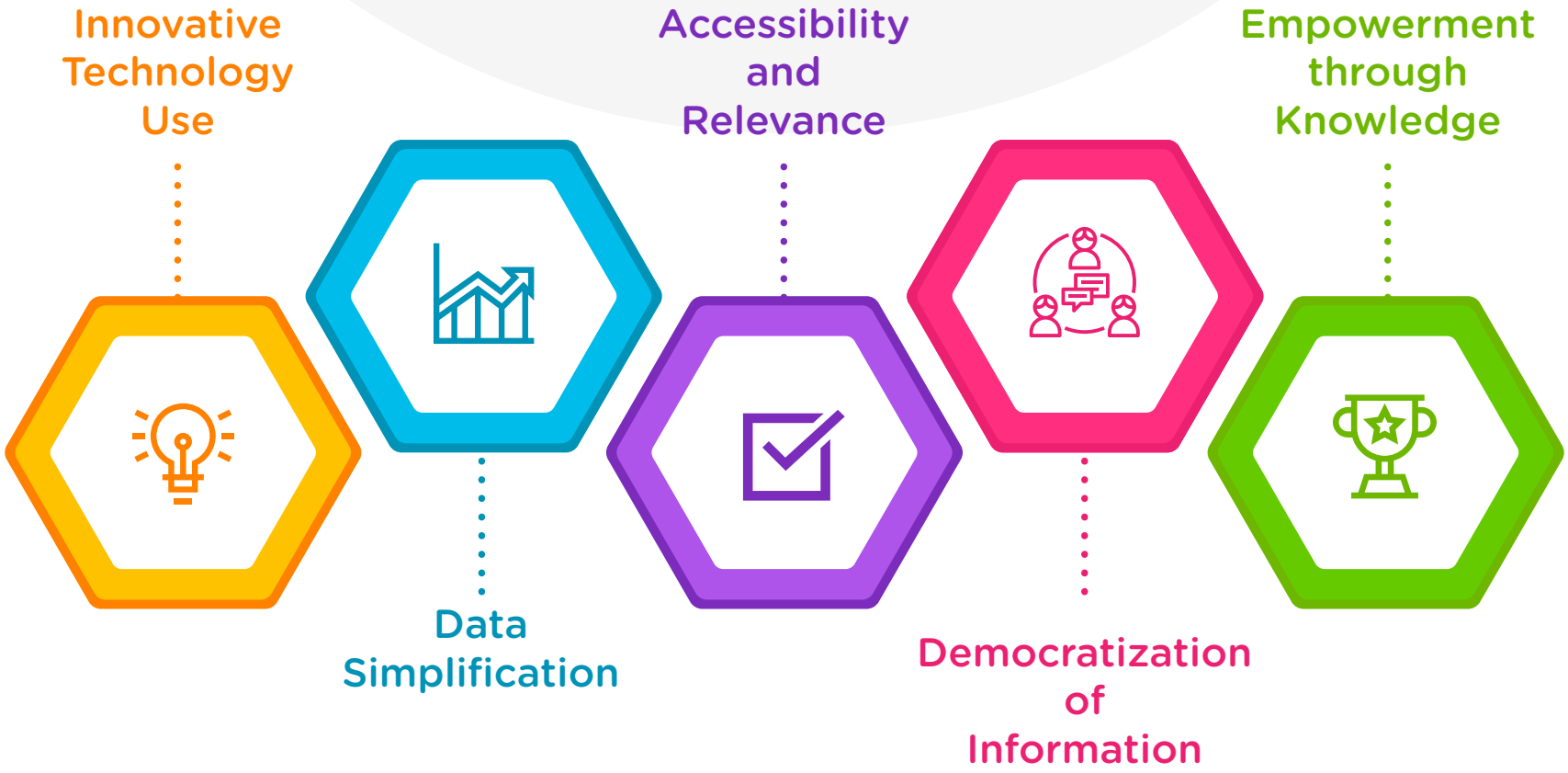
Strategic Direction: Vision

Revitalizing the Civic Technology Revolution in Africa

EML'S vision centers on 4 core elements of leadership, data transformation, innovation, and storytelling to advance Data Visualization across Africa.

Strategic Direction: Mission

Simplifying Data for Empowerment



OUTCOMES

1

Redefining Policy Impact and Civic Engagement

Transformation in policy development and public participation, influenced by data-driven insights

2

Empowering Local Communities and Governments

Provision of data-driven insights to local and governmental organizations, enabling tailored solutions to challenges

3

Advancing Transparent Governance

Promotion of open, accountable government operations through innovative data accessibility and reliability tools

4

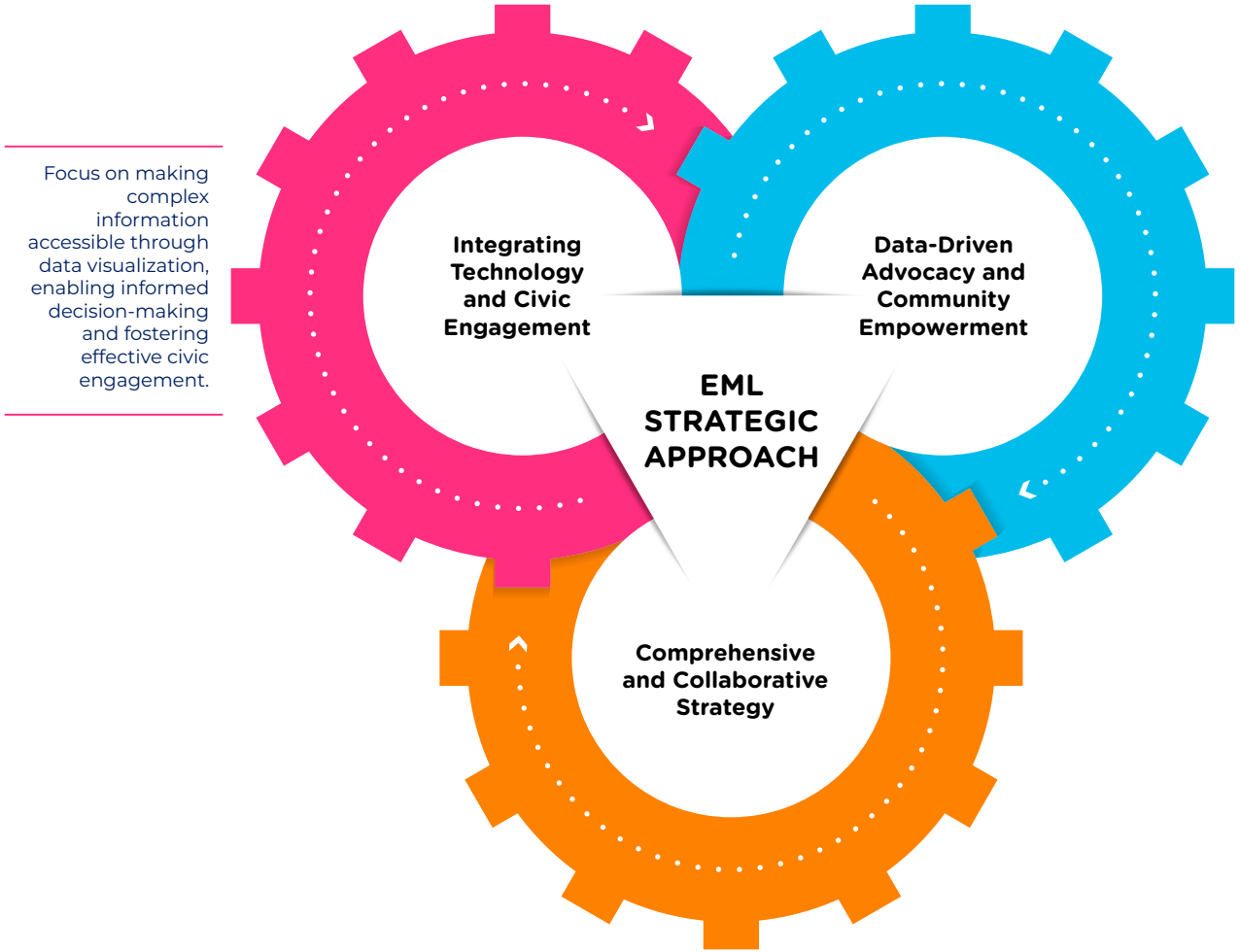
Promoting Social Justice

Use of accurate and reliable information to advocate for equality, fairness, and rights, aiming to reduce societal inequities

5

Cultivating a Culture of Accountability and Progress

Establishing data as a fundamental element of decision-making and societal advancement, leading to sustainable development across Africa



Focus on making complex information accessible through data visualization, enabling informed decision-making and fostering effective civic engagement.

Utilize data visualization to tell compelling stories, mobilize communities with actionable insights, innovate for inclusivity, collaborate in design and development, influence policy with data, and ensure sustained engagement and impact.

Long-Term Program Implementation: Develop and implement multi-year projects with a focus on sustainability and measurable outcomes.

Active Civil Society Cultivation: Engage communities, build capacity, and undertake collaborative projects to ground initiatives in local realities.

Strategic Partnerships: Forge partnerships with a variety of stakeholders to enhance dissemination, align projects with strategic goals, and influence policy.

Whole System Collaboration: Engage in cross-sector partnerships and integrated approaches to address challenges comprehensively.

Advocacy and Influence: Use data for advocacy, engage with policymakers, run public campaigns, build advocacy networks, and leverage media for broader impact.

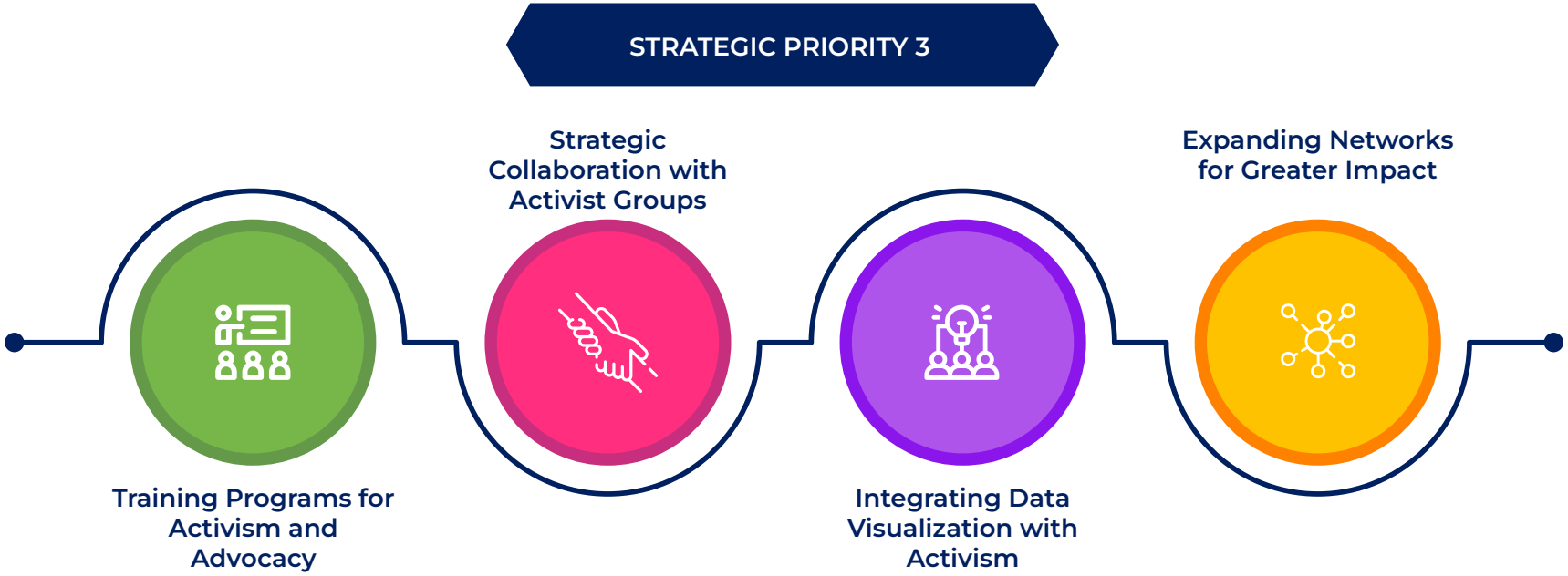
STRATEGIC PRIORITY I:
TECHNOLOGICAL INNOVATION AND LOCALIZATION

Objective: To develop innovative data visualization platforms and tools that enhance transparency, accountability, and social justice.

STRATEGIC PRIORITY II:
BUILDING CAPACITY AND EXPANDING NETWORKS

Objective: To utilize data visualization as a strategic tool to influence policy decisions and enhance civic participation.

STRATEGIC PRIORITY III:
ENHANCED COMMUNITY ENGAGEMENT



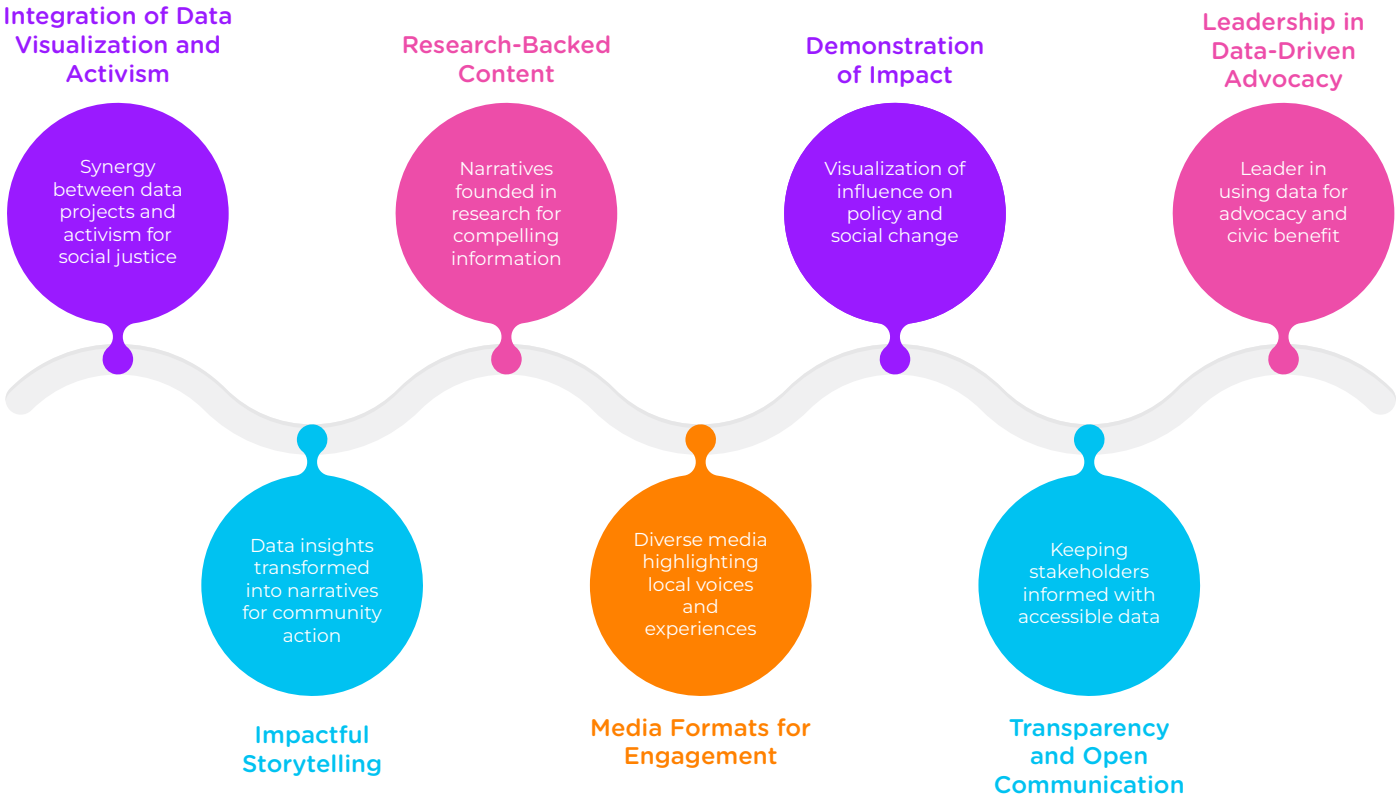
Objective: To strengthen internal capabilities and external partnerships to drive greater impact through data-driven activism and advocacy.

STRATEGIC PRIORITY IV:
EMPOWERING POLICY AND CIVIC ENGAGEMENT

Objective: To foster meaningful and sustained engagement with local communities, empowering them to leverage data visualization for activism and social change.

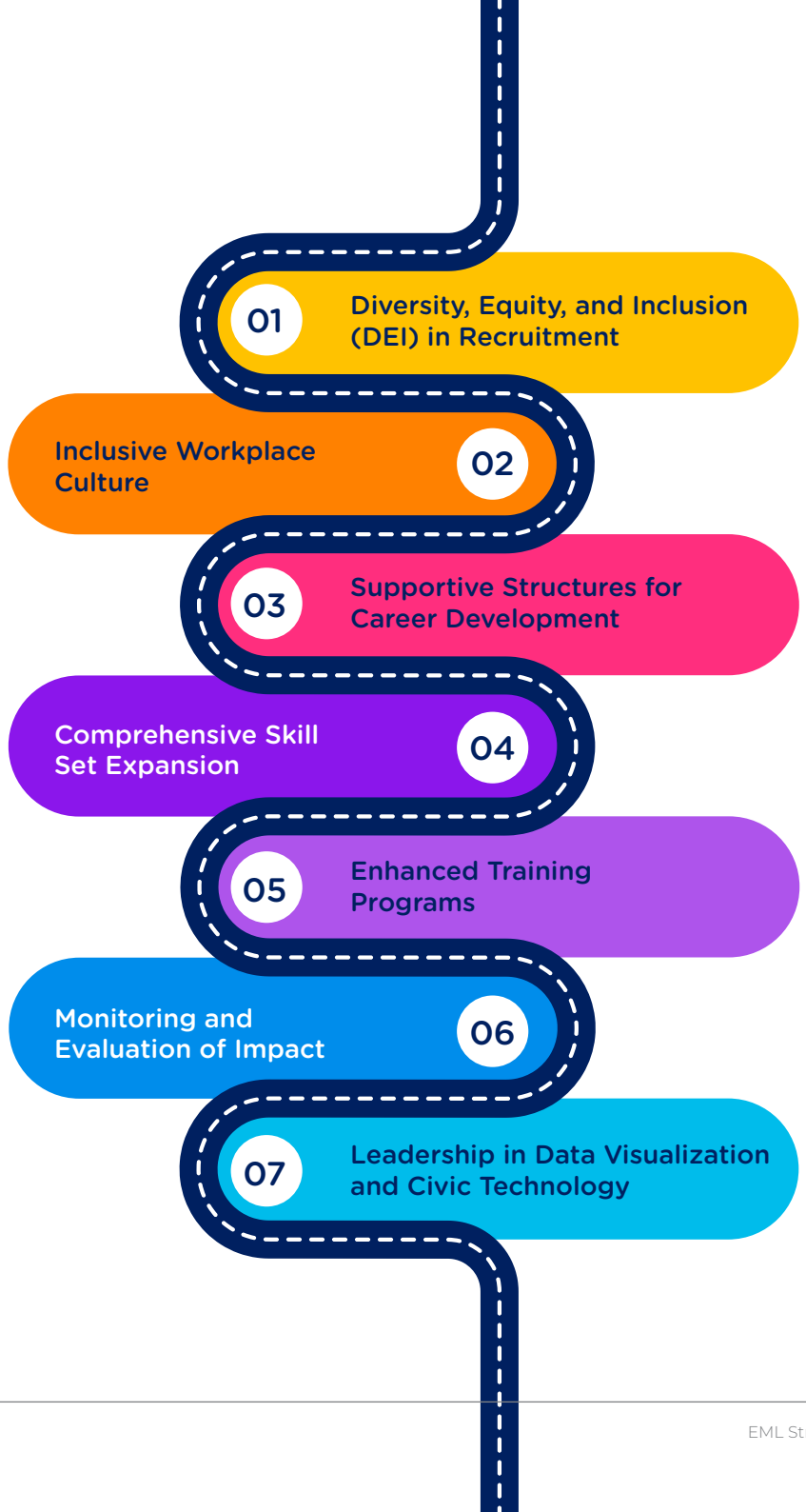
Communication:

EML's communication approach is centered on bridging data-driven projects with direct activism to craft narratives that resonate deeply with the pursuit of social justice and community empowerment. By employing diverse media formats and research-backed content, our communication strategy is designed to transform data insights into compelling stories of impact, amplifying the voices of those affected by our initiatives while maintaining a steadfast commitment to transparency and stakeholder engagement. This comprehensive approach aims to inform, engage, inspire action, and reinforce our leadership in data-driven advocacy and civic technology.



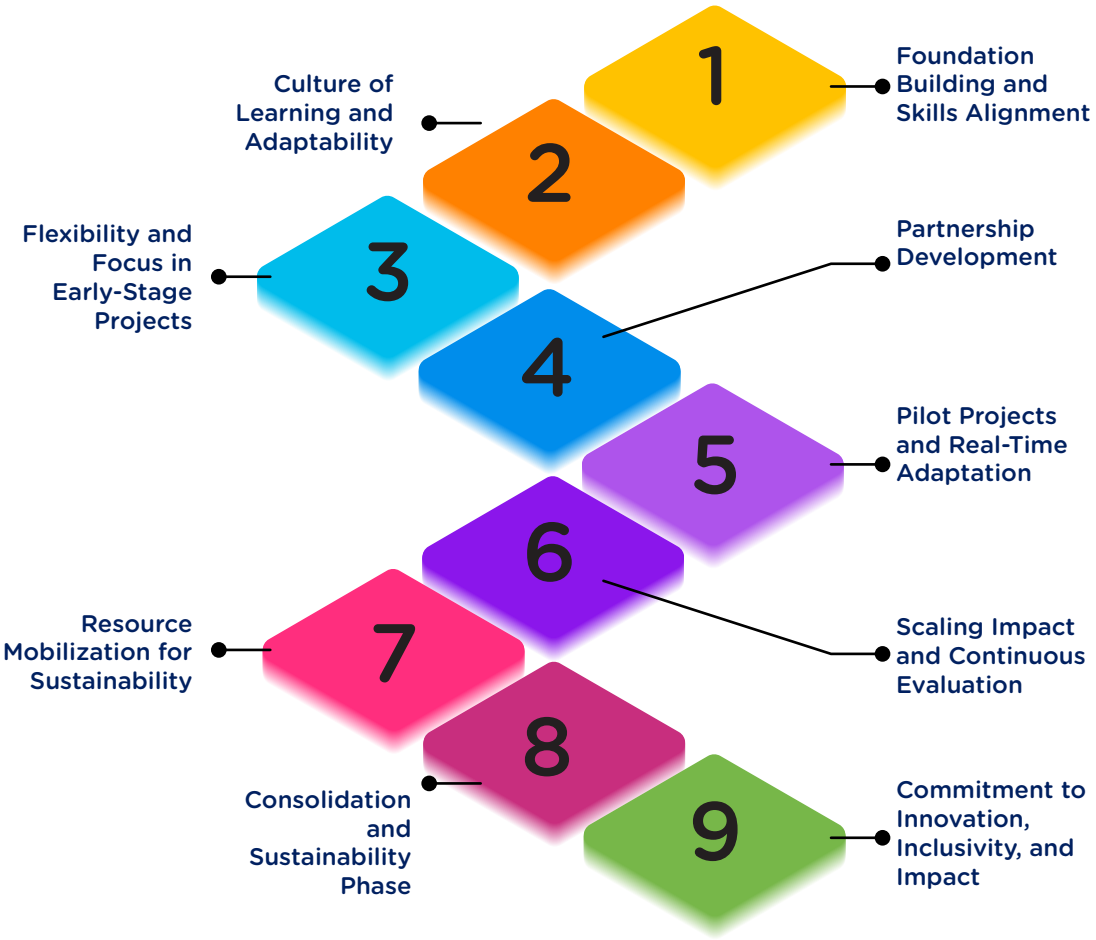
Skills and Talent Development:

EML's approach to Skills and Talent Development is designed to nurture a diverse and inclusive workforce, emphasizing gender equity in leadership and decision-making while fostering an environment rich in continuous learning and supportive structures. By expanding skill sets to encompass community mobilization, activism strategy, and policy advocacy, alongside enhancing gender awareness and inclusive communication, EML is setting a new standard for cultivating talent proficient in data visualization and civic technology and deeply committed to driving meaningful social change and community engagement.



Implementation Plan

EML's plan for implementing the Strategic Plan 2024-2028 is designed to ensure a dynamic approach towards achieving our expanded focus on data visualization, activism, and community engagement. Starting with building a solid foundation through comprehensive skills alignment and fostering a culture of learning and adaptability, the plan progresses through stages of flexible project execution, strategic partnership development, and pilot project testing. It culminates in scaling our impact and consolidating our achievements for sustainability. This shows our commitment to balancing flexibility with strategic focus, ensuring continuous improvement and sustainable support across our initiatives while maintaining our core ethos of innovation, inclusivity, and transformative change.



MELIA PLAN:

EML's Monitoring, Evaluation, Learning, and Impact Assessment (MELIA) Plan for 2024-2028 is a flexible framework that integrates adaptive monitoring, strategic evaluation, and a culture of institutional learning to continually refine and enhance our initiatives. Through an impact-driven approach that assesses the effects of our work on policy, community empowerment, and data visualization practices, alongside the integration of a balanced scorecard and responsive feedback mechanisms, our MELIA plan is designed to ensure our actions are both practical and aligned with our overarching goals of innovation, inclusivity, and social progress.

Impact-Driven Approach

Commitment to analyzing societal and policy impacts of EML's transformative initiatives through evaluative frameworks.

Balanced Scorecard Integration

Using a balanced scorecard to evaluate financial sustainability, internal processes, learning, growth, and beneficiary satisfaction.

Responsive Reporting and Feedback Mechanisms

Setting up reporting schedules and feedback methods for accountability and strategic flexibility.

Adaptive Monitoring

Using digital dashboards and feedback systems for strategic changes through real-time data collection.

Strategic Evaluation

The process includes formative and summative evaluations through surveys, interviews, reviews, and data analysis at project completion.

Institutionalized Learning

Developing a central digital system, debriefing sessions, and workshops to encourage feedback and continuous improvement culture.

ORGANIZATIONAL GROWTH ASPECTS & KEY PERFORMANCE INDICATORS

Enhanced Capabilities

1. Number of staff completing training programs (e.g., adaptive project management, inclusive practices)
2. Integration rate of new technological tools (e.g., AI, data analytics) for improved project execution and service offerings

Increased Stability

1. Ratio of funding sources (e.g., diversification of funding sources)
2. Continuity of cash flow and long-term funding agreements
3. Effectiveness of sustainability plans for project continuity

Expanded Reach

1. Growth in geographic coverage
2. Audience size on digital platforms
3. Number of new global partnerships formed.

Improved Effectiveness

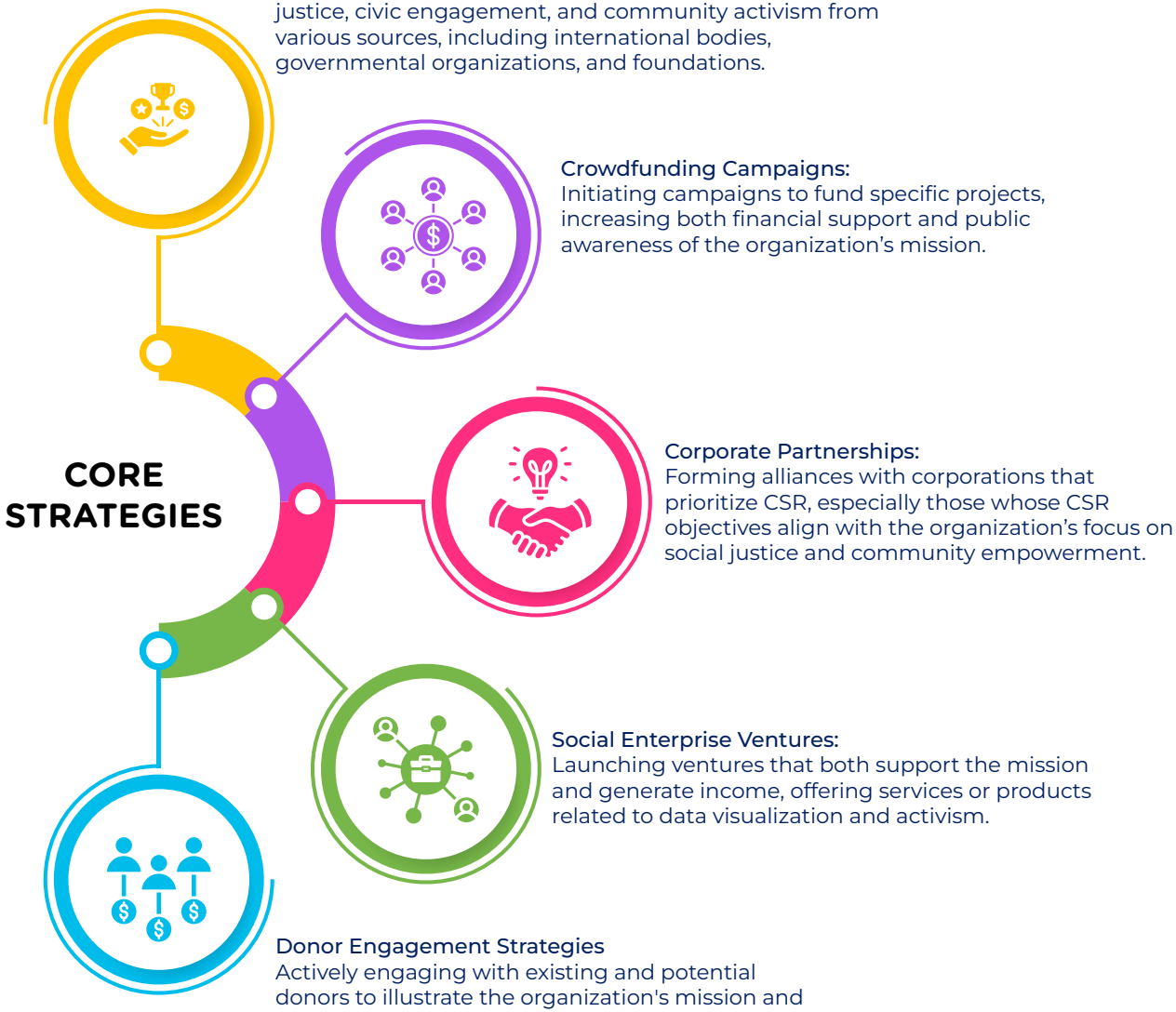
1. Project impact assessed through evaluations.
2. Operational efficiency (decreased costs or increased outputs)
3. Stakeholder satisfaction

Innovation and Adaptability

1. Rate of New Innovations Implemented
2. Investment in R&D as a Percentage of Total Budget

Resource Mobilisation

A multifaceted resource mobilization strategy is essential to effectively supporting our mission of utilizing data for social change. Through strategic grant sourcing, innovative crowdfunding, collaborative corporate partnerships, and engaging social enterprises, we aim to diversify our funding sources, ensure sustainability, and expand our impact on communities. Engaging donors, building membership programs, and fostering global collaborations amplify our reach and effectiveness.



Strategic Grant Sourcing:
Seeking out and applying for grants related to social justice, civic engagement, and community activism from various sources, including international bodies, governmental organizations, and foundations.

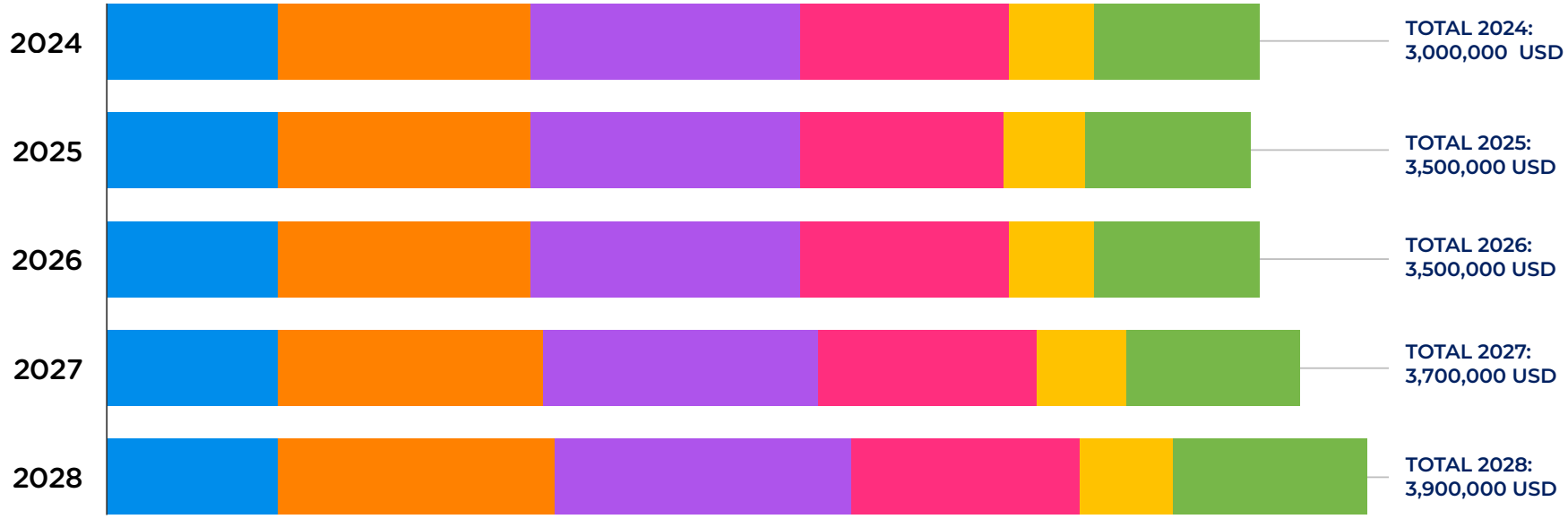
Crowdfunding Campaigns:
Initiating campaigns to fund specific projects, increasing both financial support and public awareness of the organization's mission.

Corporate Partnerships:
Forming alliances with corporations that prioritize CSR, especially those whose CSR objectives align with the organization's focus on social justice and community empowerment.

Social Enterprise Ventures:
Launching ventures that both support the mission and generate income, offering services or products related to data visualization and activism.

Donor Engagement Strategies
Actively engaging with existing and potential donors to illustrate the organization's mission and the impact of their support, aiming to secure financial contributions.

TOTAL BUDGET: 17,600,001



Personnel Cost

14%

2,539,685 USD

Strategic Priority 1: Technological Innovation And Localization

22%

3,815,450 USD

Strategic Priority 2: Empowering Policy And Civic Engagement

22%

3,820,800 USD

Strategic Priority 3: Building Capacity And Expanding Networks

18%

3,117,900 USD

Strategic Priority 4: Enhanced Community Engagement

7%

1,265,000 USD

Linking & Learning

14%

2,503,665 USD

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Engage with Us

michael@evidenceandmethodslab.org
www.evidenceandmethodslab.org
Call or WhatsApp: +256 783 474784
Facebook: Evidence and Methods lab
Twitter: @Evidence-method
Or Visit us at: Plot 13 Kenneth Dale Lane,
Kamwokya Kampala, Uganda (East Africa)