

ACE POLICY RESEARCH INSTITUTE (APRI)

COMPANY PROFILE



Ace Policy Research Institute (APRI) is an independent research, advisory, and educational institution whose mission is to build institutional capacity and partnerships for research, advocacy, and policy development for evidence-based approaches towards institutional growth and socio-economic transformation.

The founders of APRI strongly believe that there is a disconnection between the academia (the people who do research and innovate) and the policy makers and practitioners. While ‘evidence-based policy making’ is a common phrase thrown around, there is an ever-widening chasm between research, policymaking, and practice. Our mission is to effectively bridge this gap in the most innovative yet, practical manner.

At APRI we believe in the principles and ideals of rigorous research to support institutional growth and socio-economic development of nations with evidence. The pursuit of our mission implores us to undertake timely, accurate research on key policy issues nationally, and effectively sensitizing our primary audiences within and outside government about our findings. APRI’s team competencies are multi-disciplinary to take care of your development needs.

Our public advisory services enable our clients to fine-tune the quality of governance, strategic planning, policy and programme management, process reform, and managing public private partnerships.

Vision

A model institution using evidence-based approaches for sustainable growth of institutions and transformation of economies.

Mission

To build institutional capacity and partnerships for research, advocacy, and policy development for evidence-based approaches towards institutional growth and socio-economic transformation

Our Values

- 1) Professionalism
- 2) Inclusiveness
- 3) Independence
- 4) Innovativeness
- 5) Excellence

Areas of Focus

- 1) Micro and socio-economic research
- 2) Project development and Evaluation
- 3) Governance and political economy
- 4) Institutional development
- 5) Strategic planning and Capacity development

Past and Current Assignments

DURATION	ASSIGNMENT	CLIENT	ASSIGNMENT ACTIVITIES
April 2022	Consultancy services to conduct a study titled ‘CONMIG: Geographies of Conflict-Induced Migration’.	Peace Research Institute Oslo (PRIO)	<p>Guided by the two overarching research questions:</p> <ol style="list-style-type: none"> 1). How do different types and intensities of violent conflicts impact forced migration? (Why do they go?) 2). What factors make an area more likely to host refugees? (Where do they go?) <p>The study aims to:</p> <ul style="list-style-type: none"> • To capture the heterogeneous nature of conflict by measuring the local impact of different forms and intensities of violence on displacement, separating between state-based (between government and a rebel group), non-state (between two rebel groups), and one-sided violence, where civilians are attacked by either a government or a rebel group. • To understand how geographic opportunities affect where people flee towards, CONMIG will analyze the characteristics of locations where people seek refuge
Date of Bidder Notice: 2nd March, 2022	Consultancy services for preparation of toxic chemical or oil products spill contingency plan from water transport vessels for the Ugandan inland waterbodies.	Ministry of works and Transport MOWT/CONS/21-22/00106 Best Evaluated Bidder	<p>According to the ToRs, APRI’s team will employ her technical competencies and experience in purposing to see it that, the assembled team develop an operational oil contingency spill plan that is implementable, efficient and comprehensive in the management of an oil spill.</p> <p>The consultant shall work with both state and non-stakeholder to identify the hazards and risks associated with transportation on inland water lakes. The consultant shall thereafter develop a risk management plan and an emergency response plan with process and procedures. A list of resources (equipment and personnel) required for the operationalization of the oil contingency plan. Working the proposes that a drill with the available and equipment to test the current readiness that shall inform the update emergency response plan.</p>
January 2022	Rapid Assessment of the Socioeconomic Effects of Covid-	APRI firm	The study intended to investigate vulnerabilities due to Covid-19 of businesswomen in the Kampala metropolitan area and the

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	19 on Businesswomen in the Greater Kampala Metropolitan Area Uganda		<p>efficacy of the coping mechanism used. Specific objective included.</p> <ul style="list-style-type: none"> • 1.How Covid-19 and the government responses impacted on wellbeing (stress, anxiety, confidence, GBV), income and livelihood of the businesswomen. • 2.How the pandemic affected gender roles and subsequently distribution of unpaid care work? • 3.What coping mechanisms were used by businesswomen and their efficacy – increased unpaid care work, increased cost of doing business, reduced revenues?
July 2021	The feasibility study for the establishment of a cassava starch factory in the greater Acholi sub-region	Uganda Development Corporation (UDC)	<ul style="list-style-type: none"> • Assess the extent of raw cassava production in Uganda and the Acholi Sub region; • Establish the demand for cassava starch in the country and the region; • Identify and appraise (financial, economic, social and environmental) the best project implementation alternative for establishing the cassava starch factory; • Undertake a risk analysis of the project and identify mitigation measures; • Carry-out a stakeholder analysis from the point of view of economic and social benefits and the role of different actors. • Make conclusions and recommendations on the overall feasibility of the proposed project
2021	The sugarcane value chain analysis in Uganda	NPA	<ul style="list-style-type: none"> • Analyze the structure and performance of the sugar industry highlighting among others: the actors and their relationships; trends in sugar demand and supply, sugarcane production acreage and volumes, sugar trade, linkages to other sectors; • Understand different players at different nodes of the sugar value chain including; the support functions such as R&D, financial institutions, extension services, inputs supply such as

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			<p>fertilizers and herbicides, and key-value chain players e.g., producers, aggregators, processors, and end markets;</p> <ul style="list-style-type: none"> • Examine the existence of supporting infrastructure, technology, skills, and support services including transport, utilities, tax and trade incentives, finance, etc. • Examine the successes, challenges, and opportunities towards the transformation of the sub-sector including current and potential markets, product range, and how they can be best utilized; • Analyze the Policy, Legal and Regulatory Framework for the Sugar Industry; • Provide recommendations aimed at increasing household incomes for the players in the lower value chain; and alternative value addition facilities/processes that could increase the contribution of the sugar sub-sector to the country's GDP
February 2021	Baseline Survey for Compliance on the implementation of Community service Programme	Directorate of Community service (DCS)-Ministry of Internal Affairs	<ul style="list-style-type: none"> • Assess the current levels of compliance in the Directorate of community Service. • Generate baseline data on compliance with the implementation and management of Community Service. • Develop a compliance database/ system for the Directorate of Community Service
February 2021: A three- Year Research Project	Topic: Supporting Parenting care/Childcare facilities in Markets to reduce Unpaid Care Work for Vulnerable Businesswomen in Uganda	International Development Research Centre (IDRC): IDRC Project is under GrOW East Africa.	<p>The purpose of this research is to explore and test a childcare model that works for poor Ugandan women operating in unstructured markets.</p> <p>Specifically, the project intent is to;</p> <ul style="list-style-type: none"> • To deepen the evidence base on whether and how reducing women's unpaid childcare burden increases their productivity and income. • To examine the factors that impede access to parenting care facilities among vulnerable women engaged in business markets in Uganda and how these could be mitigated.

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			<ul style="list-style-type: none"> • Evaluate the effects of parenting care facilities, financial subsidy and parents’ training on the productivity of mothers and profitability of their businesses. • To inform government action through tested and proven models for scaling up parenting care corners to both structured and unstructured markets • To provide proof of concept on how governments can introduce affordable, effective, and sustainable childcare models that work for vulnerable mothers who work in informal markets in Uganda
February 2021	Development of a National Action Plan for the Transitional Justice Policy AC/CONS/20/21/00023	Amnesty Commission	<ul style="list-style-type: none"> • Analyze the structure and performance of the current transitional justice arrangements in Uganda through stakeholder mapping, and situation analysis of the various Government and Non-Government resettlement programs and interventions. • Review the institutional capacity of all the various stakeholders to implement the Policy. • Identify focus areas and recommend strategic guidelines/ sustainable recommendations to be followed during implementation of the Policy Framework. • Develop a concrete Action Plan to operationalize the NTJP
February 2021	Preparation of a Report and Guidelines on Land Banking No. UG-NPA-181230-CS-CQS	National Planning Authority (NPA), with support from the World Bank	<ul style="list-style-type: none"> • Prepare a report and guidelines on the land banking concept to inform decision making and facilitate coordinated land acquisition and implementation of the identified priority projects in the GKMA.

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			<ul style="list-style-type: none"> • Develop a business case for land banking concept for public investments. • Provide a basis for replication of the GKMA land banking process in the rest of the country.
January 2021	Development of Uganda's Industrialisation Master Plan No. 100004260	Global Green Growth Institute (GGGI)	<ul style="list-style-type: none"> • Support National Planning Authority and Ministry of Trade, Industry and Cooperative to identify the appropriate approach to investment in industrial development. • Develop a national database of all industrial actors and a monitoring and compliance framework through an interactive dashboard.
December 2020	Development of Uganda's Green Growth Report 2020 2020/NatuReS/004	GIZ	<ul style="list-style-type: none"> • Track progress of implementation of the Uganda Green Growth Development Strategy and its implementation roadmap. • Take stock of Uganda's transition to a green economy with focus on green industrialization practices and sustainable waste management.
October 2020	Pre-Feasibility and Feasibility Studies for Regional Oncology Centre In Arua and Mbale UCI/CONS/2019-20/00145	Uganda Cancer Institute (UCI)	<ul style="list-style-type: none"> • Engagements with relevant stakeholders; preparation of Terms of Reference (ToRs); procurement processes; and, process meetings of the technical working committee on how to undertake the study. • Finalization of initial project documents: Project concept and Project profile. • Preparation of inception reports; primary consultations; stakeholder mapping; and, arranging of teams. • Technical analysis: survey data collection, preparation of concept designs; preparation of detailed technical designs; and estimation of the Bills of Quantities (BoQs). • Environmental Social Impact Assessment (ESIA): data collection, analysis of collected samples; preparation of ESIA report; and NEMA review, approval and certification. • Financial, Economic and Risk Analysis: financial analysis; economic analysis; risk analysis; and distributive analysis.

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			<ul style="list-style-type: none"> • Preparation of draft and final feasibility report: module consolidation, integration, and report submission. • Finalization of the feasibility report: report review, integration of comments, validation, and approval.
June 2020	<p>Consultancy services for the Development of Uganda Cancer Institute (UCI) Strategic Plan 2020/21-2024/25</p> <p>UCI/CONS/2019-20/00139</p>	Uganda Cancer Institute (UCI)	<ul style="list-style-type: none"> • Assess the appropriateness of the key assumptions made in the design of the strategic plan 2015/16-2019/20 • Determine the extent to which the strategic objectives and key expected results set out in the strategic Plan have been achieved • Identify constraints and challenges encountered by the Institute during the implementation of the strategic Plan and recommendations on how the challenges may be addressed in the next 5-year strategic plan 2020/21-2024/25. • Assess the current situation and future projections of the cancer burden in the country and region, as well as the institutional capacity to intervene. • Apprise and review the strategic direction of the Institute and align its Vision, Mission and Strategic objectives to the current and future cancer projection, and in line with the Constitutional mandate, National Development Plan III; Uganda Vision 2040 and the Health Sector Development Plan II; • Identify Key issues for consideration in the 3rd 5-year Strategic Plan; • Identify Strategic Objectives, interventions and key expected results for the 3rd 5year Strategic Plan that will enable the Institute fully implement its mandate; • Prepare and present a costed draft 3rd 5 years Strategic Plan with an implementation strategy, human resource plan, financing framework, Monitoring and Evaluation Framework; • Submit drafts and final soft and hard copies of the 3rd 5-year Strategic Plan by end of June 2020.
June 2020	Consultancy services to Review the current strategic plan (2015/16-2019/20) and	NGO bureau	<ul style="list-style-type: none"> • Review the progress made towards achievement of the Strategic objectives and key outputs of the expiring the

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	<p>Development of a 5-year Strategic Plan (2020/21-2024/25)</p> <p>MIA/CONS/2019-20/00186</p>		<p>strategic plan (2015/16-2019/20) to inform the development of the new strategic plan (2020/21-2024/25).</p> <ul style="list-style-type: none"> • Assess the extent to which the Plan has been instrumental in guiding management in decision making and actions; • Assess the extent to which the annual budgets are aligned to the strategic plan • Establish whether funds received from GoU were utilized in line with the strategic plan. • Make actionable, realistic, results-oriented and concrete recommendations on changes that are required to achieve the next Plan’s targets. • Identify the best practices that have enabled Bureau to effectively and efficiently execute its mandate. • Critically follow the sector guidelines to align the new strategic plan to NDPIII in content, context and timelines and to Vision 2040 • Prioritize outputs that were not achieved into the new plan • Recommendations from the review should be addressed in the new plan • The basic planning principles of; Effective inclusive participation in the planning process; evidence based planning and Integration of cross cutting issues using the Human Rights Based approach.
May 2020	<p>Consultancy Services for Terminal Review and Evaluation of the 3rd 5 Year Strategic Plan 2015/16-2019/20 And Development of the 4th 5 Year Strategic Plan 2020/21-2024/25.</p> <p>HSC/CONS/19-20/00091</p>	Health Service Commission	<ul style="list-style-type: none"> • Assess the appropriateness of the key assumptions made in the design of the strategic plan 2015/16 to 2019/20.; • Determine the extent to which the Strategic objectives set out in the Strategic Plan have been achieved; • Identify constraints and challenges encountered by the Commission during the implementation of the strategic plan and recommendations on how the challenges may be addressed • Apprise and review the strategic direction of the Commission and align the Commission’s Vision, Mission and Strategic objectives with the Constitutional mandate, National

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			<p>Development Plan II; Uganda Vision 2040 and the Health Sector Strategic Plan III;</p> <ul style="list-style-type: none"> • Identify key issues for consideration in the fourth 5-year Strategic Plan; • Identify Strategic Objectives for the fourth 5-year Strategic Plan that will enable the Commission fully implement its mandate; • Prepare and present a costed draft fourth 5 years Strategic with implementation strategy and action plan; • Validate the draft and monitoring and evaluation tool for the HSC; • Submit a draft fourth 5-year HSC Strategic Plan by end of March 2020
March 2020	<p>Consultancy Services to Review the Judiciary Strategic Plan IV for FY 2016/17-2019/2020</p> <p>JUD/CONS/19-20/00763</p>	The Judiciary of Uganda	<ul style="list-style-type: none"> • Measure the extent to which the Judiciary Framework has been able to guide and coordinate efforts of the different stakeholders in achieving the strategic plan goal • Assess the appropriateness of the key assumptions made in the design of the strategic plan FY 2015/16 to 2019/20 towards delivery and implementation of the Plan. • Identify and document achievements during the implementation of the Judiciary strategic plan (FY 2016/17 -2019/20) against the goals and targets for the planned period • Identify and document achievements constraints, challenges and lessons learnt by the Judiciary during the implementation of the strategic plan and recommend on how the challenges may be addressed in the next five-year strategic plan (FY 2020/21 – 2024/25)
February 2020	<p>Consultancy Services for developing procedure manuals and policies for the NGO Bureau</p> <p>MIA/NGOB/CONS/19-20/004</p>	National Bureau of NGOs	<ul style="list-style-type: none"> • To develop the human resource manual for the NGO Bureau • To develop a Board Charter • To develop a Client Charter; will also include sections of (partnership policy, complaints management system policy) • To develop the IT manual

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			<ul style="list-style-type: none"> To develop a communication and brand policy for the NGO Bureau To develop assets management manual
January 2020	<p>Consultancy Services to Support Costing of The Third National Development Plan (NDPIII)</p> <p>NPA/SRVC/19-20/00030</p>	National Planning Authority (NPA)	<ul style="list-style-type: none"> Facilitate production a costed NDPIII to enable smooth implementation of the Plan's interventions, projects and programs. Provide harmonized and accurate costing of NDPIII; Provide a schedule of annualized NDPIII resource requirements; Participate in the production of an NDPIII PIP and Implementation Strategy; and, Guide the division of labour, in financial terms, among key stakeholders.
May 2017	Consultancy to Develop a Strategic Development Plan	Government Analytical Laboratory (DGAL)	<ul style="list-style-type: none"> Review all relevant literature including Ministry strategic plan, NDP II, DGAL mandate among others Conduct an Institutional capacity analysis Develop institutional five-year strategic direction Hold consultative meetings with all stakeholders Develop an M&E framework Develop and present the first draft Strategic Plan to DGAL Address all comments from meetings Facilitate stakeholders meeting
June 2020	<p>Pre-Feasibility for Expansion of the Naguru National Trauma & Emergency Centre</p> <p>CUFH/SRVCS/19-20/00020</p>	China-Uganda Friendship Hospital, Naguru	<ul style="list-style-type: none"> Conduct technical analysis (designs and Bills of Quantities) Undertake Environmental and Social Impact Assessment Financial, Economic and Risk Analysis: financial analysis; economic analysis; risk analysis; and distributive analysis Conduct legal, human resource, equipment analysis and other stocking requirements. Engagements with KCCA on the expansion of the hospital since they are the land owners, meetings of the technical working committee on how to undertake the study.

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			<ul style="list-style-type: none"> • Finalization of initial project documents: Project concept and Project profile. • Preparation of inception reports; primary consultations; stakeholder mapping; and, arranging of teams. • Technical analysis: survey data collection and coordinate mapping; preparation of concept designs; preparation of detailed technical designs; and estimation of the Bills of Quantities (BoQs). • Environmental Social Impact Assessment (ESIA) • Preparation of draft and final feasibility report: module consolidation, integration and report submission. • Finalization of the final feasibility report: report review, integration of comments, validation and approval.
Nov 2018	Consultancy services to conduct a Tea Value Chain Analysis	National Agriculture Advisory Services (NAADS) Secretariat	<ul style="list-style-type: none"> • Identifying key players and their role along the tea value • Establish the tea acreage that has been added since the supply of seedlings commenced in sampled sub-counties and districts • Carry out a profitability analysis of tea growing at household level • Review the performance of the NAADS interventions in the tea subsector value chains • Establish tea value chain constraints
December 2018 to August 2019.	Scoping Study on Refugee Issues to Generate Evidence for Planning and Strengthening Capacity for National, Sector, and Local Government Planning to Integrate Refugees' Issues into Planning Frameworks	World Bank.	<ul style="list-style-type: none"> • Undertake a refugee scoping study to generate evidence for planning for and management of refugees in Uganda. • Support the NPA to integrate refugee issues into the 3rd National Development Plan (NDP III) currently being drafted. • Support NPA to assess and build capacities for Local Government to plan for and manage refugees. • Support Local Governments to develop refugee response plans aligned to the NDP III. • Organize a national symposium on refugees in Uganda

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January 2019	Impact survey on reporter demobilisation, resettlement and re-integration	The Amnesty Commission	<ul style="list-style-type: none"> • Generate evidence-backed findings on reporter and community copying trends related to resettlement and reintegration of reporters as a result of the amnesty initiative. • Establish the communities' experiences with and perceptions about reporter resettlement and reintegration. • Examine the direct and indirect impact of the Amnesty Commission's demobilization, resettlement, reintegration / reinsertion interventions since inception to-date. • Identify the role played by actors (Government MDAs, CSOs, International NGOs) in supporting demobilization and reintegration of reporters and reporter and communities' copying processes in Uganda.
August 2019	Consultancy services to undertake a public expenditure review on green growth	National Planning Authority (NPA)	<ul style="list-style-type: none"> • Assess public expenditure on the principles of green growth such as on social equity and inclusiveness, resource use efficiency, accelerated economic growth, low carbon emissions, climate change response and environmental sustainability. • Assess the state, adequacy, effectiveness, and efficiency of public expenditure progress towards national green growth targets from 2015/16-2017/18 • Recommend appropriate investment expenditure to orient the country towards green growth development path
May 2018	Consultancy Services to conduct a baseline survey for key Ministry of Internal Affairs services and develop an M&E Plan	Ministry of Internal Affairs (MIA)	<ul style="list-style-type: none"> • Gathering and reviewing relevant literature • Hold consultative meetings with the planning unit of; UPS, UPF, DGAL, DCIC, NIRA, NCS, National Bureau of NGO's, National focal point for Arms and Light weapons, coordination of Anti-trafficking and government security office. • Document the status of all key stakeholders • Develop a baseline report for the ministry of internal affairs services • Facilitate and make presentation in a validation workshop.

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July 2016	Uganda's Readiness Review Report to Implement Agenda 2030. Review Report presented at the High-Level Political Forum on Sustainable Development,	United Nations Development Programme (UNDP)	<ul style="list-style-type: none"> • Consult with key institutions to establish their roles and responsibilities with regards to implementing the Agenda 2030 • Collect and analyze required data and information as guided by the voluntary guidelines for national review shared by UNDESA • Prepare drafts of the report and present to the stakeholder taskforce • Work closely with the drafting team to prepare and finalize the report • Make presentations to the multi-stakeholder task force as the quality assurance team, as and when required
January 2016	Evaluating the Role of Churches in Fostering Local-Level Social Accountability and Governance. End of Term Evaluation,	Tearfund.	<ul style="list-style-type: none"> • Hold inception meetings with key programme participants, including Tearfund staff, PAG staff, and CCM facilitators • Undertake literature review of the programme documents (including reports and project documents); the legal and policy frameworks that support social accountability in Uganda; other reports and documents on social accountability documents in Uganda; and any other literature relevant to the role of churches (and other faith-based organizations) in local governance and social accountability in different contexts. • Undertake development of tools (questionnaires) for data collection, with input from the key program participants. • Conduct field work in the pilot programme areas to gather qualitative and quantitative data. • Facilitate a live workshop to present findings from the research, collectively analyze results, and generate further research questions based on the findings at that time. • Address comments and recommendations from the workshop • Draft and submit a draft research report and facilitate an online workshop to receive input and comments into the research report. • Write and submit the final research report, having incorporated comments and recommendations from the programme participants and the workshops.

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July 2015	Midline Evaluation of the 1000 Good Schools Project in Uganda. Consultant,	Raising Voices/Girl Education Challenge/DFID.	<ul style="list-style-type: none"> • To gauge implementation progress of the 1000 Schools Project since inception (Baseline) in schools • To follow up and assess any emerging differences in project outcomes between control and intervention districts