

ADVANCING **AFRICENTRIC ALTERNATIVES** FOR EQUITABLE AND SUSTAINABLE DEVELOPMENT

STRATEGIC PLAN
2026 – 2030



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WHO WE ARE

The Southern and Eastern Africa Trade Information and Negotiations Institute (SEATINI) is a pan-African, research and advocacy organization established in 1996 in the aftermath of the WTO Singapore Ministerial Conference. It was founded in response to the systemic marginalization of developing countries in global trade and economic governance.

Over nearly three decades, SEATINI has evolved into a recognized center of excellence, producing rigorous evidence-based research, policy analysis, and advocacy tools that shape trade, fiscal, and investment policies at all levels. The organization has strengthened the capacity of government actors, civil society, private sector actors, and communities to engage effectively in

national, regional, and global policy processes. SEATINI continues to demystify complex economic issues and also creates platforms for marginalized groups including women, youth, smallholder farmers, fisherfolk, and artisanal miners to effectively engage in and influence policy processes, thereby advancing social justice, environmental sustainability, and inclusive development across Africa.

SEATINI advances Africentric, evidence-based policy solutions rooted in local realities, lived experiences, and indigenous knowledge systems to ensure that trade, fiscal, and investment policy frameworks deliver context-responsive, people-centered, and sustainable development outcomes.



OUR MOTTO

Strengthening Africa in World Trade



VISION

A Strong and Confident Africa in World Trade



OUR MISSION

To strengthen stakeholders' capacity to influence trade, fiscal and investment related policies and practices for sustained equitable development and improved livelihoods in the East African region and Africa at large.

SEATINI'S Journey Towards Confronting the Emerging Challenges to Equitable and Sustainable Development for Africa.

SEATINI's work has been shaped by a persistent structural cycle within the global political economy: Africa's limited participation in global rule-making leads to development-constraining rules; these rules undermine productive capacity and fiscal space; weakened capacity, in turn, further limits Africa's influence in global decision-making. This cycle has historically reinforced dependency, extractivism, and policy subordination.

OUR VALUES AND PRINCIPLES

SEATINI thrives as an independent, people-centered, non-profit making organisation driven by the values of openness, transparency and accountability, integrity and non-violence, working with diligence towards greater justice and equity.

We abide by the following principles in letter and in spirit:

- Human rights justice, democracy and fairness.
- People-centered development that considers economic social and cultural rights
- Inclusive and sustainable development that considers the different categories of people including the women, youth, PWDs among others.
- A Rights Based Approach to development.
- Commitment to search for Africentric alternatives to the contemporary mainstream neo-liberal model of development.
- Non-partisan, professional, non-racist, non-sexist and objective in relation to national, regional and global issues.
- Non-profit seeking and non-exploitative work ethics
- Commitment to national, regional and continental unity.

WHERE WE CAME FROM:

Founded at a time when Africa was largely a rule-taker in an increasingly legalized and asymmetric global trade system, SEATINI positioned itself as a corrective force. The organization focused on producing rigorous technical analysis, demystifying complex economic issues, linking global policy processes to local livelihoods, and advancing advocacy aimed at restoring Africa's policy agency in trade, investment, and fiscal governance.

WHERE WE ARE:

SEATINI now operates in a significantly more complex and volatile global economic environment. A deepening polycrisis characterized by climate change, inequality, debt distress, shrinking fiscal space, geopolitical tensions, and rising protectionism continues to reshape global economic governance.



Within this context, SEATINI has strengthened its engagement across national, regional, continental, and global policy spaces. Over the last five years, the organization has:



Influenced policy debates on trade, investment, taxation, illicit financial flows, and climate-related trade measures through evidence-based research and targeted advocacy, contributing to discussions on domestic resource mobilization and fiscal reform.



Supported African delegations, parliamentarians, civil society actors, and negotiators with technical briefings, policy alternatives, and coordinated advocacy, including engagement with national parliaments and the East African Legislative Assembly.



Convened inclusive multi-stakeholder platforms linking grassroots movements, policymakers, academia, and continental institutions to advance people-centered and accountable economic governance.



Invested in leadership development and public education to broaden Africa's policy agency beyond elite spaces, notably through the Equator School for Alternative Development, which serves as a hub for critical inquiry, alternative economic thinking, and leadership incubation.



Engaged youth through targeted outreach and dialogue, building the capacity of young Africans to critically engage with global economic governance, climate justice, and development policy, and nurturing the next generation of social justice advocates and policy analysts.



Maintained a sustained presence in global economic governance processes, including WTO Ministerial Conferences and Public Forums, LDC Conferences, IMF and World Bank Spring Meetings, World Social Forums, and UNCTAD research and advocacy spaces contributing African civil society perspectives to debates on structural transformation, productive capacity development, and equitable integration into the global economy.

Through these interventions, SEATINI has consolidated its reputation as a center of excellence for trade, fiscal, and investment policy research and advocacy, with its work frequently referenced by policymakers, civil society networks, and international partners. The achievements above demonstrate SEATINI's ability to remain relevant, responsive, and credible amid shifting global dynamics anchored in rigorous evidence, strategic alliances, and a people-centered approach that foregrounds not only critique but also the construction of progressive alternatives.

LEARNING FROM CRISES:

A CALL TO REIMAGINE AFRICA'S DEVELOPMENT PATH

The previous strategic period unfolded within an unprecedented convergence of crises a polycrisis that continues to intensify. COVID-19, accelerating climate change, geopolitical fragmentation, debt distress, shrinking fiscal space, and rising protectionism have reinforced one another, exposing deep structural weaknesses in global economic governance. These experiences yielded critical lessons that inform SEATINI's 2026–2030 strategy:



Global economic governance frameworks are no longer fit for purpose. Trade and financial systems require fundamental reform to address climate change, digitalisation, health emergencies, and development asymmetries.



Africa's fragmented engagement weakens outcomes. Greater coordination and coherence are essential for effective collective bargaining.



Negotiating capacity and institutional strength are decisive. Technical expertise and institutional memory remain critical constraints.



Responsiveness is a strategic imperative. Agility and adaptability are essential in an era of rapid policy shifts.



Narratives matter. Challenging dominant neoliberal paradigms is central to enabling transformative policy change.

These lessons directly inform SEATINI's 2026–2030 strategy.



STRATEGIC FOCUS:

ADVANCING AFRICENTRIC ALTERNATIVES FOR EQUITABLE AND SUSTAINABLE DEVELOPMENT

Under the theme "Advancing Africentric Alternatives for Equitable and Sustainable Development," SEATINI's 2026–2030 strategy marks a shift from reactive engagement to proactive system-shaping. The strategy prioritizes reclaiming policy space, strengthening Africa's collective voice, and embedding human rights and ecological sustainability in economic governance.

This strategy recognizes that Africa's development challenges are not isolated crises but symptoms of systemic design flaws. Addressing them requires:

- Updating global trade and financial systems to reflect contemporary realities;
- Strengthening Africa's collective voice and negotiating coherence;
- Reclaiming policy space for industrialization, climate justice, and social protection;
- Anchoring economic governance in human rights and ecological sustainability.

STRATEGIC POSITIONING:

SEATINI'S ROLE IN DELIVERING STRUCTURAL CHANGE

To deliver meaningful structural transformation, SEATINI will consolidate its positioning as:



A Centre of Policy Excellence in alternative development economics and governance.



A Catalyst for Regional Integration, advancing coherent African positions.



A Defender of Economic Justice, challenging unjust regimes and advancing pro-people alternatives.

A Bridge Between Grassroots and Policy Spaces, ensuring legitimacy and accountability.

An Incubator of Future Leaders, through the Equator School for Alternative Development equipping a new generation of Pan-African critical-thinkers, activists, and policy advocates.



THEORY OF CHANGE:

FROM EVIDENCE TO ACTION

SEATINI's Theory of Change is premised on the understanding that Africa's persistent structural and systemic development challenges stem from inequitable, exclusionary, and externally skewed trade, fiscal, and investment policies, alongside limited capacity and agency among policymakers and citizens especially women and youth to shape and influence these frameworks. SEATINI therefore generates rigorous research and evidence-based alternatives, strengthens the technical and negotiating capacities of policymakers and technocrats, and amplifies citizen agency through advocacy, capacity building, and policy engagement. By producing and disseminating credible knowledge products, facilitating inclusive policy dialogues, and mobilizing citizens to demand accountability within a conducive civic space, SEATINI enables the adoption of people-centered, equitable, and sustainable policy alternatives. Over time, this leads to improved policy formulation and implementation, stronger accountability, and more inclusive participation, ultimately contributing to Africa's structural transformation and sustainable development that advances economic, social, and cultural rights.

PATHWAYS TO IMPACT

1. Evidence and Knowledge Pathway (Research to Policy Influence): SEATINI generates rigorous research, analyses, and evidence-based alternatives that expose gaps, inequities, and power imbalances in existing trade, fiscal, and investment policies. By translating this evidence into accessible knowledge products such as policy briefs, position papers, and factsheets and strategically disseminating them, SEATINI enables policymakers, technocrats, and other stakeholders to access credible, context-specific alternatives. This pathway assumes that when quality evidence is available, cited, and utilized, it can directly shape more equitable, inclusive, and sustainable policy choices.

2. Capacity Strengthening Pathway (Skills to Better Policy Design and Implementation): Through targeted trainings, technical consultations, high-level engagements, and capacity-building forums, SEATINI strengthens the technical, analytical, and negotiating capacities of policymakers and technocrats. This pathway focuses on addressing the skills and knowledge gaps that limit effective participation in complex national, regional, and global policy processes. As capacities improve, policymakers become better equipped to negotiate, enact, and implement people-centered trade, fiscal, and investment policies that align with Africa's development priorities.

3. Citizen Agency and Participation Pathway (Empowerment to Accountability): SEATINI works to amplify citizens' agency particularly women and youth by supporting community dialogues, public awareness campaigns, advocacy initiatives, and civic education. This pathway enables citizens to understand policy issues, articulate alternatives, and engage meaningfully in decision-making spaces. As citizens



become more informed, organized, and confident, they are better able to influence policy processes and demand accountability, ensuring that policies respond to lived realities and public interest.

4. Advocacy and Engagement Pathway (Dialogue to Policy Commitment): By convening advocacy dialogues, consultative meetings, and multi-stakeholder platforms, SEATINI bridges the gap between evidence, citizen voices, and decision-makers. This pathway creates structured opportunities for engagement where research findings and citizen proposals are presented, debated, and negotiated. Sustained engagement increases the likelihood of policy commitments, resolutions, joint statements, and formal adoption of progressive alternatives.

5. Enabling Environment Pathway (Civic Space to Sustainable Change): SEATINI's change model assumes the presence and actively supports the protection of a conducive and enabling civic space where citizens and civil society can organize, speak, and engage without restriction. This pathway underpins all others: without civic freedoms, evidence dissemination, capacity building, and citizen participation cannot translate into lasting change. An open civic space allows policy influence efforts to be sustained over time, reinforcing accountability and democratic governance.

6. Women's Agency and Feminist Participation Pathway (Empowerment to Accountability): SEATINI intentionally amplifies the agency of women especially women workers, farmers, informal traders, and young women through community dialogues, civic education, leadership development, and advocacy campaigns. This pathway recognizes that women face compounded barriers to participation, including time poverty, care responsibilities, economic exclusion, and gender-based violence. By creating safe, accessible, and inclusive engagement spaces, SEATINI enables women to articulate policy demands, propose alternatives, and hold duty bearers accountable for gender-just outcomes.

Our Programme Design: Four Thematic Pillars

Our programmatic work will be organized around four interconnected pillars, each with distinct but complementary programme areas that collectively drive our strategic objectives;

PILLAR 1:

Trade and Investment for Sustainable Development

Ensure trade and investment policies, practices, and systems are fair, climate-resilient, inclusive, and development-oriented.



Program: Trade Justice

Strategic Objective: To promote fair and inclusive trade policies and practices that advance economic, social, cultural and environmental rights thereby contributing to Africa's structural transformation.
Program: Investment for Sustainable Development
Strategic Objective: To promote fair, inclusive, and sustainable investment policies and practices that uphold economic, social, cultural, and environmental rights, and foster Africa's structural transformation and resilience.



Program: Agricultural Trade for Rural Transformation

Strategic Objective: To promote sustainable and inclusive Agricultural trade policies and practices that enhance food security, foster green industrialization, create opportunities, strengthen climate-resilient and farmer-centered agricultural systems in Africa.



Program: Trade and Investment for Climate Justice

Strategic Objective: To advance climate-responsive trade, fiscal, and investment policies and practices that address climate challenges, promote green industrialization, and foster a just energy transition, while safeguarding the rights and livelihoods of marginalized communities.



Program: Women Economic Justice

Strategic Objective: To enhance the capacity of women and girls to effectively influence gender responsive trade, fiscal and related policies and practices at national, regional and Global levels.

PILLAR 2:

Financing for Development

Ensure inclusive, transparent, accountable and equitable fiscal policies and practices are adopted and implemented.



Program: Tax Justice and Domestic Resource Mobilization (DRM)

Strategic Objective: To promote equitable, inclusive, transparent and accountable revenue mobilization, allocation, utilization and accountability at the national, regional, continental and global levels.



Program: Local Revenue Mobilization and Civic Engagement

Strategic Objective: To promote inclusive, equitable and transparent local revenue mobilization, allocation and utilization at the subnational levels.



Program: Debt and Aid for Development

Strategic Objective: To promote prudent, transparent and sustainable debt and aid acquisition, management and accountability for efficient financing for development.



PILLAR 3:

Building Africentric Alternatives for Social Justice:

Shape the next generation of policy analysts, critical thinkers and social justice champions to advance Africentric and transformative development alternatives.



Program 3.1:
Yash Tandon Trade and Development Knowledge Hub:

The hubs serves as a transformative and dynamic platform for the generation, curation, and dissemination of knowledge that advances critical thinking, policy innovation, and leadership grounded in Africentric values and perspectives. It aims to:

- Develop and disseminate Africentric, policy-oriented trade and development policy solutions that critically interrogate and challenge prevailing neoliberal paradigms, while advancing equitable, sustainable, and locally-driven development pathways.
- Build a robust and credible body of knowledge that reflects African realities, priorities, and aspirations, and informs inclusive and transformative policymaking processes.
- Strengthen the capacity of policymakers, technocrats, researchers, and civil society actors to engage with evidence-based, contextually relevant analysis for effective advocacy and decision-making.
- Foster a dynamic and collaborative knowledge ecosystem that promotes dialogue, learning, and thought leadership across the African continent and beyond.



Program: Africentric Trade and Development Policy Academy:
Strategic Objective: To strengthen Africa’s voice and agency in the global trade landscape by equipping policymakers, technocrats, civil society actors, and young professionals with the technical expertise and critical policy perspectives needed to drive inclusive, development-oriented trade agendas.



Program Graduate Trainee Program:
Strategic Objective: To provide structured learning and mentorship opportunities for graduate trainees, interns, and research fellows in order to shape a new generation of critical thinkers, social justice champions and policy analysts to influence trade, fiscal, and investment policies in Africa.

PILLAR 4:

Institutional Development and Sustainability:

Strengthen the institutional and operational capacity of SEATINI as center of excellence on trade, fiscal and investment related issues.

Strategic Direction and Priorities

The 2026–2030 Strategic Plan represents both continuity of purpose and strategic evolution. It builds on three decades of principled engagement in shaping trade, fiscal and investment policy debates, while positioning SEATINI to respond to a rapidly changing global economic landscape.

The strategy recognizes that Africa’s development challenges are systemic and therefore require coordinated, structural and Africentric responses grounded in evidence, solidarity and political agency.

Over the next five years, SEATINI will strengthen its role as a centre of policy excellence, a catalyst for coherent African engagement, a defender of economic justice, and a bridge between grassroots realities and decision-making spaces. Through its four strategic pillars, SEATINI

will work with governments, civil society, academia, the private sector, media, communities and solidarity movements to advance development alternatives that promote dignity, resilience, equity and shared prosperity.

The strategic direction set out in this section provides the foundation for the programme, institutional and implementation frameworks that follow.





DRAWING LESSONS LEARNED FROM 2021 TO 2025

Trade is central to the complex challenges facing Africa, influencing economic growth, social equity, and sustainable development

One key lesson drawn from 2021–2025 is clear: trade is not just a peripheral concern but central to Africa’s struggles and its future. Addressing poverty, inequality, food insecurity, and climate change demands that trade policy be reimagined as a tool for justice, transformation, and resilience anchored in Africa’s realities and driven by the voices of its people. For instance, our advocacy around the African Continental Free Trade Area (AfCFTA) has highlighted how inclusive trade governance can empower women-led MSMEs and smallholder farmers to access regional markets, thus addressing both inequality and poverty. Similarly, our work on agricultural trade and food systems has shown how unfair global trade rules such as harmful subsidies in the Global North exacerbate food insecurity in Africa, and how Africa must advance food sovereignty through farmer-centred policies.

Green Industrialization is Shaping Global's Development Pathways

Green industrialization is shaping the Global's development discourse as governments and institutions shift towards pathways that reconcile economic growth with environmental sustainability. For Africa, industrialization is no longer just about factories and exports, it is about adopting low-carbon technologies, renewable energy, sustainable agriculture, and circular economy practices that can create jobs while safeguarding the environment. Our work has highlighted the importance of aligning trade and investment policies with climate commitments under the Paris Agreement. Our interventions in debates on the EU Green Deal and Carbon Border Adjustment Mechanism (CBAM) further demonstrated how global green industrialization policies directly impact Africa’s exports, market access, and fiscal revenues.

Economic governance is central to achieving structural transformation

Our reflections from 2021–2025 show that economic governance is key to achieving structural transformation in Africa. Structural transformation not only requires more than industrial policies or trade agreements but also how effectively resources are mobilized, managed, and allocated. Therefore, strong governance ensures that taxation, trade, investment, and debt policies are coherent, transparent, and aligned with national development priorities. Through advocacy on progressive tax reforms, curbing illicit financial flows (IFFs), and improving Public Financial Management (PFM), we have demonstrated that governance failures weaken the very foundation of transformation. When revenues are lost through mismanagement, investments in health, education, infrastructure, and climate resilience suffer. Conversely, inclusive and accountable governance creates fiscal space to support industrialization, gender equality, and sustainable livelihoods.

Re-imagining Africa in the New Economic Order is Essential for Sovereignty and Transformation

Re-imagining Africa in the new economic order is about moving beyond inherited colonial economic structures and unequal global systems to envision a future where the continent drives its own development agenda. The disruptions of 2021–2025 including COVID-19 recovery, the Ukraine war, climate crises, and shifting geopolitical alliances have shown that Africa cannot rely on external prescriptions. Instead, it must re-imagine its place in the global economy, grounded in resilience, justice, and self-determination. Our work on Economic Partnership Agreements (EPAs) and EU-Africa trade relations has highlighted the risks these agreements pose to Africa’s economic sovereignty. Through research, policy briefs, and advocacy, SEATINI has shown how EPAs could undermine regional integration under the East African Community (EAC) and conflict with Africa’s broader continental trade agenda under the AfCFTA. SEATINI has actively engaged in shaping civil society positions, including issuing statements on the EU-Kenya EPA and supporting Tanzania’s stance on safeguarding regional economic interests, ensuring that EPAs do not compromise Africa’s development priorities.

Structural Transformation is the Positive Agenda We Need to Pursue

Structural transformation is the positive agenda we need to pursue to move Africa from vulnerability and dependence to resilience, equity, and self-determined development. It is about shifting away from raw commodity dependence and extractivism toward diversified economies built on value addition, industrialization, innovation, and sustainable trade. For instance, our advocacy for promoting industrialization through increased investment in Agriculturalization has focused on enhancing value addition, improving product quality, and enforcing standards in value chains such as Coffee that enable African products to compete in regional and global markets. These efforts have contributed to creating jobs, raising incomes, and reducing poverty, particularly in rural economies where agriculture remains the backbone of livelihoods. By linking industrialization with trade policy, we have underscored how Agro-processing can transform raw commodity exports into higher-value products, strengthening local economies and ensuring that trade benefits are retained within the continent.

Addressing Power Imbalances in Economic Governance is Fundamental to Justice and Equity

Addressing power imbalances in economic governance is essential if Africa is to reclaim sovereignty, mobilize resources fairly, and achieve inclusive development. Current global trade, tax, and financial systems are tilted in favor of powerful countries and multinational corporations, limiting Africa’s policy space and deepening dependency. These imbalances shape whose voices count in negotiations, who sets the rules, and who benefits from them.

Repositioning multilateralism, which remains under strain, requires a comprehensive review of the global economic system to make it fair, inclusive, and equitable for all

Repositioning multilateralism, which remains under strain, requires a comprehensive review of the global economic system to make it fair, inclusive, and equitable for all. Over the period 2021–2025, SEATINI’s engagements have shown that current multilateral institutions often reinforce asymmetries between the Global North and South, privileging powerful economies while limiting Africa’s policy space. The COVID-19 pandemic, the war in Ukraine, the climate crisis, and the weaponization of trade have exposed the fragility of global governance systems. From the WTO’s inability to deliver a fair outcome on the TRIPS waiver for vaccines, to the dominance of the OECD in global tax rule-making, multilateralism has been strained by geopolitical rivalries and unequal decision-making. These dynamics underscore the urgent need to reposition multilateralism as a space where all voices particularly from the Global South carry equal weight.



**OUR NEW
STRATEGIC
DIRECTION:
RE-IMAGINING
THE FUTURE**

Over the next five years 2026–2030, SEATINI will position itself as a “centre of excellence”, leading policy think-tank and advocacy

institution that advances trade, fiscal, investment and climate justice in the East and Southern Africa. SEATINI’s strategic direction is anchored under the theme “ADVANCING AFRICENTRIC ALTERNATIVES FOR EQUITABLE AND SUSTAINABLE DEVELOPMENT” which reflects our commitment to reimagining development from the perspective of Africa’s realities, aspirations, and strengths. This theme emphasizes reclaiming policy and fiscal sovereignty, addressing structural inequalities in global and regional governance, and centering people and the planet at the core of economic transformation.



Our Strategic Commitments

SEATINI's transformative agenda is anchored in eight core commitments:

1. Reclaiming Our Regional Footprint

This aims at strengthening Africa's voice and influence in regional and continental policy spaces to assert self-determined priorities in trade, investment, and development.

We will amplify engagement with key regional and continental policy platforms such as the African Union (AU), East African Community (EAC), and Southern African Development Community (SADC). We will build partnerships and coalitions with civil society, farmer organizations, women's groups, and think tanks to present unified advocacy positions across the East and Southern Africa.

2. Shifting the Pendulum

Moving policy, economic, and social paradigms away from extractivist, neoliberal models toward people-centered, equitable, and sustainable development approaches.

We will lead in transformative policy discourse by generating and disseminating alternative development models grounded in African realities. We will conduct research that exposes the failures of neoliberal and extractivist paradigms and promote policy alternatives rooted in equity, sustainability, and inclusivity.

3. Re-imagining Africa's New Economic Order

Designing an economic framework rooted in African realities and priorities that fosters industrialization, value addition, regional integration, and resilience.

We will work with regional economic communities, trade ministries, and private sector actors to advance policies that promote value addition, industrialization, and intra-African trade. We will facilitate South-South knowledge exchange, document successful local innovations, and support policy harmonization across the region.

4. Centering Human Rights

Ensuring that all policies, investments, and development initiatives prioritize human rights, equity, and protection for all citizens, particularly marginalized groups.

We will work to mainstream human rights principles in its policy analysis, advocacy, and

capacity-building work. We will collaborate with human rights organizations, legal experts, and grassroots movements to hold governments and corporations accountable for rights violations linked to trade, fiscal, and investment policies.

5. Reclaiming Human and Environmental Rights of the Most Vulnerable from Extractivist Policies

Advocating for the protection of communities and ecosystems disproportionately affected by extractive industries, ensuring sustainable livelihoods and environmental justice.

SEATINI will strengthen alliances with environmental justice movements, indigenous communities, and CSOs working on extractives governance. We will produce evidence-based analyses on the socio-economic and ecological costs of extractivism, and advocate for laws and frameworks that safeguard land rights, environmental integrity, and community consent.

6. Advancing Social Justice and People-Centered Development Agenda

Promoting policies, practices, and governance frameworks that prioritize equitable resource distribution, social inclusion, and community-led development.

We will promote inclusive policy-making through participatory research, citizen dialogues, and social accountability initiatives. We will work to ensure that fiscal and trade policies are responsive to the needs of marginalized populations particularly women, youth, and informal sector actors.

7. Advancing Fiscal Justice at All Levels

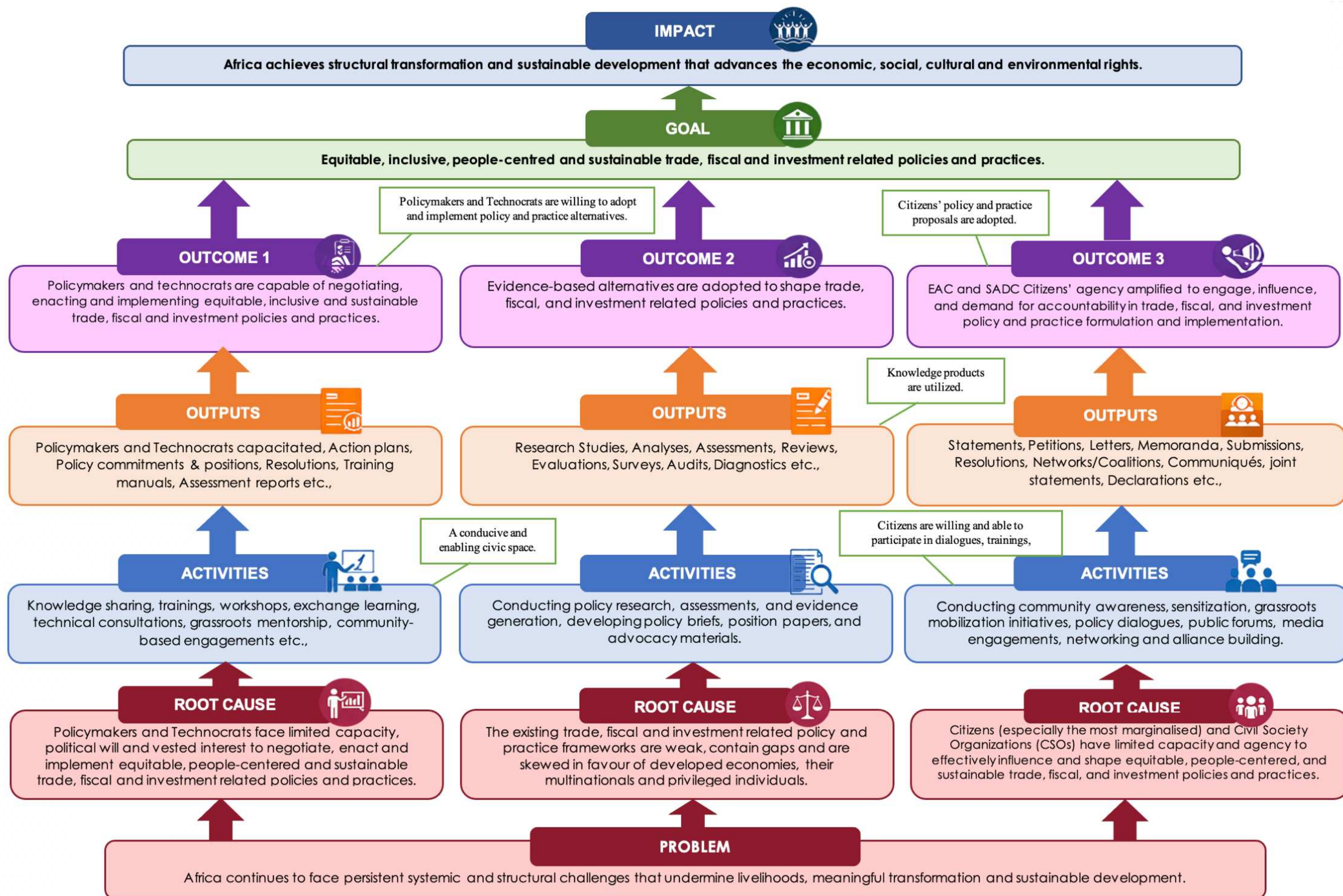
Strengthening transparency, accountability, and equity in domestic resource mobilization, allocation, and utilization to support inclusive development outcomes.

We will engage governments, parliaments, and revenue authorities to promote progressive tax systems and curb illicit financial flows. We will build the capacity of civil society to monitor public finance management and demand fiscal accountability. Through research, advocacy campaigns, and participation in regional fiscal justice networks, we will push for fair taxation of multinational corporations, gender-responsive budgeting, and equitable allocation of public resources to essential services such as health, education, and social protection.

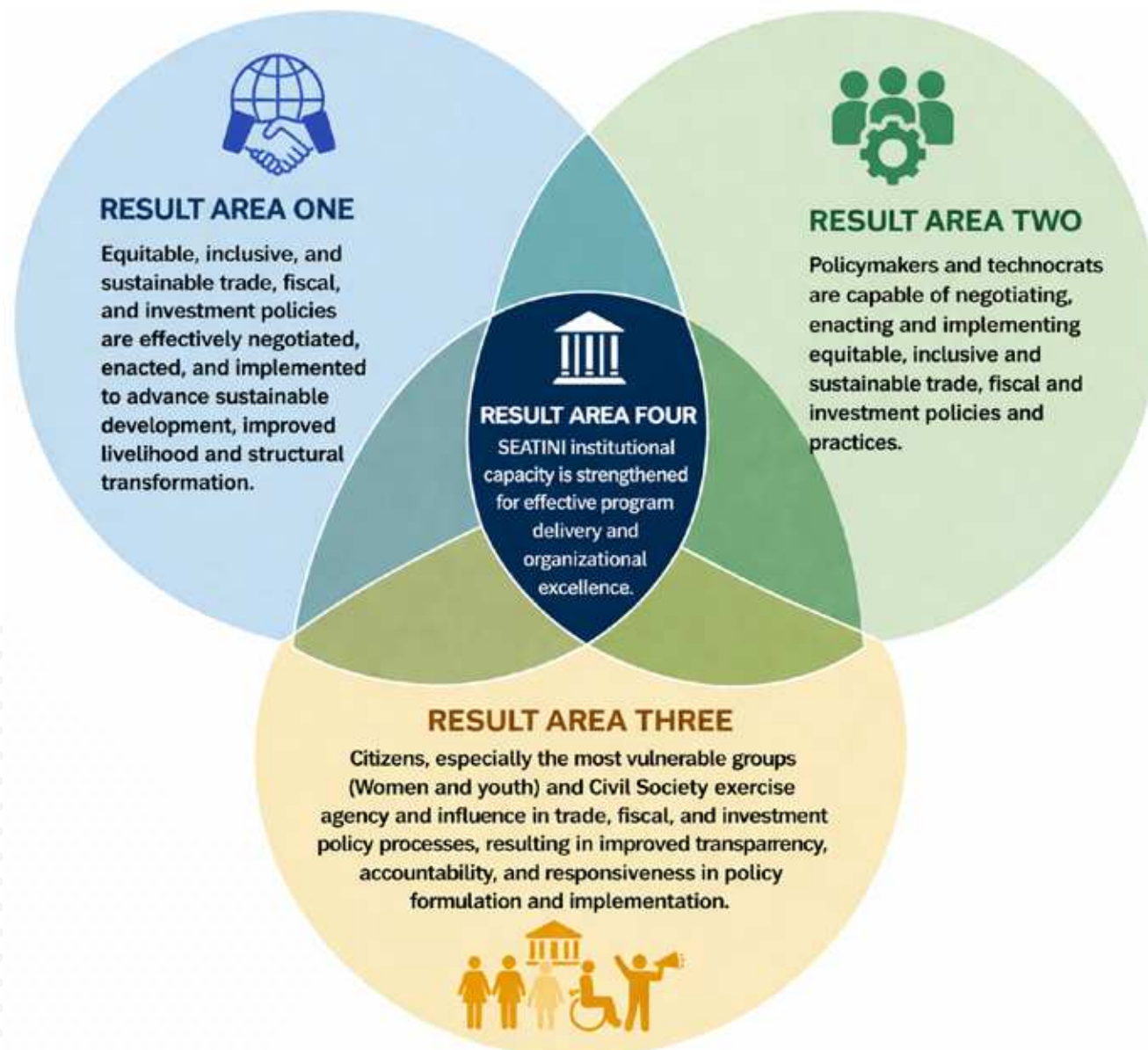
8. Shaping the Next Generation of Critical Thinkers, Policy Analysts, and Social Justice Champions

Nurturing knowledge, skills, and leadership among youth and professionals to challenge inequitable systems and drive transformative change across African societies.

We will expand the Equator School for Alternative Development to serve as a hub for mentorship, leadership training, and critical thought. We will partner with universities, think tanks, and social movements to develop Africentric curricula that cultivate transformative leadership and policy literacy among young people.



KEY RESULT AREAS



OUR PROGRAMME DESIGN

Thematic Area 1: **TRADE AND INVESTMENT FOR SUSTAINABLE DEVELOPMENT** Context Analysis

1. Global Context

The global trade and investment landscape is undergoing profound transformation, marked by increasing geopolitical tensions, fragmentation of multilateralism, and intensifying competition over critical resources. The rules-based multilateral trading system under the World Trade Organization (WTO) has weakened due to unilateral trade measures, tariff wars, and growing protectionism by major economies. This has created uncertainty and instability, particularly for developing regions like Africa that rely heavily on predictable and rules-based trade regimes.

At the same time, the global economy is being reshaped by two imperatives; the green transition and the digital revolution. The scramble for critical energy transition minerals such as cobalt, lithium, and rare earths minerals vital for renewable energy technologies and digital infrastructure has triggered new geopolitical rivalries, deepened colonial ties and extractivism.

While these minerals are abundant in Africa, global governance frameworks and corporate investment models still largely exclude African countries from equitable value capture, perpetuating commodity dependency and unequal exchange.

Climate change, meanwhile, has laid bare the injustices of the global economic order. Africa, which contributes least to global greenhouse gas emissions, bears the brunt of climate crisis, while access to climate finance, green technologies, and fair-trade terms remains limited. The global climate and trade governance systems thus continue to reproduce inequality, undermining both climate justice and development in African countries.

Existing efforts have largely failed to tackle the systemic and structural challenges faced by African economies thus locking them into a viscous cycle of commodity dependence, impoverishment and marginalization.



2. Continental Context (Africa)

Across Africa, trade and investment policies and practices are still largely shaped by extractive, export and private sector-led, and externally driven models that prioritize profit and corporate gains over social welfare and environmental protection. Most of the continent's economies remain highly dependent on the export of raw commodities especially minerals and agricultural products while importing high-value manufactured goods, leading to recurrent trade deficits, balance of payment problems, externalization of capital accumulation and cycles of debt crisis. This unequal exchange has continued to curtail economic diversification and industrialization efforts in Africa. This development model has further entrenched the unregulated extraction of natural resources, leading to ecological degradation, displacement of communities, and the erosion of food sovereignty thereby contributing to high levels of hunger and malnutrition.

These mutually reinforcing crises coupled with the volatile global economic landscape have further dimmed Africa's prospects of achieving Sustainable Development Goals by 2030.

In response, Africa has also put in place Agenda 2063 which Africa's development blueprint to achieving inclusive and sustainable social economic development. The African Continental Free Trade Area

(AfCFTA) which is a flagship project under Agenda 2063 represents the continent's most ambitious economic integration project, aiming to create a single market for goods and services and boost intra-African trade. Complementary frameworks such as the African Mining Vision (AMV), African Green Minerals Strategy) and the Comprehensive Africa Agriculture Development Programme (CAADP) provide platforms to reorient trade and investment towards inclusive and sustainable development. Yet, implementation has been uneven and slow, often focusing on increasing trade volumes rather than on the quality, sustainability, and equity of outcomes.

Globally, the digital revolution is profoundly transforming the economic and social fabrics of societies. However, Africa's capacity to integrate into and trade in the digital economy is still constrained by the limited infrastructure, digital skills gaps, and restrictive intellectual property regimes that hinder technology transfer. Strengthening Africa's capacity to leverage emerging digital tools requires negotiating technology transfer through fair trade agreements, addressing the bottlenecks to internet availability, accessibility and affordability, undertaking partnerships, and coordinating digitalisation efforts across the Regional Economic Communities (RECs).

3. Regional Context (East African Community and Other Regional Blocs)

At the regional level, RECs such as the East African Community (EAC), Southern African Development Community (SADC), and Economic Community of West African States (ECOWAS) have made efforts to strengthen economic integration through harmonizing trade and investment policies. Within the EAC, such initiatives include; customs union integration, development of regional industrialization strategies, and rolling out a Simplified Trade Regime to ensure inclusiveness especially at the cross-border points. These initiatives have provided a foundation for deeper economic cooperation. At the EAC level, there are deliberate efforts to strengthen key institutions to make EAC regional integration work for the citizens and the

private sector. However, such efforts are undermined recurrent non-tariff barriers, limited policy harmonisation, limited adherence to the EAC Treaty and other policy instruments, weak infrastructure connectivity, limited participation of citizens in the EAC regional integration processes, lack of a unified voice on trade and investment related matters, conflicts, and overlapping memberships in multiple regional blocs.

As envisaged under the Abuja Treaty, 1991, Regional Economic Communities have a critical role to play in addressing the emerging challenges confronting African countries.

4. National Context (Uganda and Other African States)

At respective national levels, many African countries have developed dedicated National Development Plans to guide long-term structural changes and to coordinate efforts across various sectors. Various countries have made progress in aligning trade and investment policies with broader global development objectives and goals. For example, Uganda's Fourth National Development Plan (NDP IV) emphasizes industrialization for inclusive growth, sustainable job creation, and export competitiveness. However, most African countries remain trapped at the lower end of the Global Value Chain as exporters of primary commodities such as coffee, tea, fish, oil and gold among other minerals due to limited levels of industrialisation. This commodity dependency has weakened agricultural production, productivity, rural transformation efforts and further deepened indebtedness,

unemployment and inequality within countries and between the Global North and Global South countries. Additionally, the agriculture sector which employs the majority of the people has further been weakened by climate change and the solutions advanced to address climate change.

In order to address the above challenges and to meet development goals and to achieve sustainable development, countries have intensified their efforts to attract foreign direct investment (FDI) in various sectors of the economy.

To overcome these barriers, Uganda and other African countries must reclaim policy space to design and implement Africentric and climate-responsive trade and investment frameworks. This involves strengthening institutional capacities for negotiation, data-driven policy formulation,

and effective monitoring and evaluation. Civil society, academia, and private sector actors should be empowered to participate in shaping and overseeing trade and investment governance to ensure transparency, accountability, and inclusivity.

Thematic Area Objective: To promote climate-resilient, inclusive, and development-oriented trade and

investment policies and practices that advance Africa’s structural transformation, green industrialization, and just energy transition thereby safeguarding the rights of marginalized communities.

Outcome: Trade and investment policies, practices, and systems are fair, climate-resilient, inclusive, and development-oriented.



PROGRAM AREAS

1.1 Trade Justice

Context Analysis

At the national level, Uganda’s graduation from Least Developed Country (LDC) status marks a critical transition point. While graduation signals progress in income, human assets, and economic resilience, it also entails the gradual loss of LDC-specific trade preferences covering over 60-70% of Uganda’s exports, alongside reduced access to concessional financing and Special and Differential Treatment (SDT). LDC-related concessional flows currently account for an estimated 20-30% of

Uganda’s external development financing, particularly in infrastructure, health, and agriculture. The withdrawal of these flexibilities places increasing pressure on Uganda to strengthen domestic productive capacity, diversify exports beyond primary commodities which still constitute over 70% of export earnings and enhance competitiveness, especially for small producers and nascent industries that have historically relied on preferential market access and policy space.



While Uganda’s graduation from LDC status is assessed using macro-economic indicators such as Gross National Income (GNI) per capita (currently estimated at USD 1,000-1,100), the Human Assets Index, and the Economic Vulnerability Index, these measures often mask lived economic realities. GDP growth rates averaging 5-6% annually and aggregate income measures tend to overstate progress by relying on averages that obscure inequality, informality, and rising living costs. Over 70% of Uganda’s workforce remains in informal employment, and inflation in food and fuel has periodically exceeded 8 to 10%, eroding real incomes. Even corrective tools such as Purchasing Power Parity (PPP) fail to capture intra-country disparities and affordability of essentials. As Uganda exits LDC status and risks losing trade and financing preferences, there is an urgent need to complement macro indicators with context-specific measures. Informal indices such as food affordability benchmarks such as the “Jollof Index” could provide grounded insights. In Uganda’s case, indices based on matooke, posho, soap, cooking fuel, and transport costs, which collectively account for over 50% of household expenditure for low-income households, would better reflect real purchasing power, vulnerability, and resilience. Shifting toward people-centred metrics is critical to ensuring LDC graduation translates into substantive development rather than a statistical milestone detached from structural transformation.

Within this context, debates on circular economy and green industrialization have gained prominence. Uganda’s manufacturing sector contributes only about 16–18% of GDP, with limited value addition and weak backward and forward linkages.

Energy costs remain high, accounting for 20–40% of production costs for small manufacturers, while logistics costs are estimated at 30–35% of the final product price. Although industrial policy frameworks exist, financing gaps persist, with less than 10% of total credit flowing to manufacturing. Circular economy principles resource efficiency, waste reduction, recycling, and sustainable production offer opportunities to reduce costs and emissions, yet remain weakly integrated into industrial planning, despite Uganda losing an estimated USD 1 billion annually through inefficient resource use and waste.

Relatedly, the Local Content Bill aims to enhance domestic participation in extractives and large-scale investments, sectors where foreign firms currently dominate over 80% of high-value contracts. Without strong enforcement, clear thresholds, and alignment with industrial policy, local content risks benefitting a narrow elite rather than broad-based enterprises. Similarly, the National Competition Authority and Competition Policy are vital in an economy where market concentration is increasing, and SMEs constituting over 90% of businesses face barriers from unfair practices. Effective competition regulation is essential to protect consumers, promote innovation, and ensure liberalization does not undermine domestic productive capacity.

Climate and trade are increasingly intersecting through Uganda’s National Export Development Strategy (NEDS), which targets export growth of at least 10% annually. However, emerging sustainability

standards, carbon border measures, and traceability requirements now affect key exports such as coffee, fish, and horticulture, which together account for over 40% of export earnings. Cooperatives, governed by the National Cooperatives Act, involve an estimated 30–40% of agricultural producers and remain central to inclusive value chain development. Yet weak governance, limited access to finance less than 15% access formal credit and insufficient policy support constrain their role in Agriculturalization and export competitiveness.

At the regional level, our work aligns with the EAC Seventh Development Strategy (2026–2031), which prioritizes industrialization and infrastructure. Intra-EAC trade has grown to about 15–20% of total trade, yet asymmetries persist, with manufacturing concentrated in a few Partner States. Non-tariff barriers are estimated to add 10–25% to the cost of cross-border trade. Engagement with the EAC Trade Remedies Committee is therefore critical to ensure safeguards and anti-dumping measures are applied effectively to protect emerging industries.

Export Processing Zones (EPZs) have attracted investment but often operate as enclaves, with local sourcing rates frequently below 30% . Integrating circular economy principles and strengthening domestic linkages could enhance spillovers. Climate and trade pressures are intensifying as EAC states align with global commitments, while Economic Partnership Agreements (EPAs) with the EU raise concerns about liberalization affecting up to 80% of tariff lines, potentially constraining industrial policy space.

At the continental level, the African Continental Free Trade Area (AfCFTA) covers a market of 1.4 billion people with a combined GDP of over USD 3.4 trillion.

Yet intra-African trade remains low at 15–18%, reflecting productive capacity constraints and infrastructure gaps estimated at USD 100 billion annually. Climate considerations are increasingly embedded in trade policy, while Africa’s trade relations with major partners continue to shape outcomes. US–Africa trade is evolving beyond preferences, while China–Africa trade exceeding USD 280 billion annually raises questions about industrial upgrading and dependency.

Globally, SEATINI engages with trade regimes that shape national policy space.

The WTO continues to constrain industrial policy through subsidy and trade rules, while the EU Green Deal externalizes climate policy via standards and carbon measures affecting a significant share of Africa’s exports. Meanwhile, the proliferation of over 350 Free Trade Agreements globally increasingly embeds regulatory disciplines that may limit policy space for late industrializers.

Together, these dynamics underscore the need for coordinated advocacy to ensure trade and climate governance supports, rather than undermines, Africa’s structural transformation.

Our Strategic Interventions

- 01

SEATINI will undertake evidence-based analyses on the impacts of trade agreements, industrial policies, and climate-related measures on structural transformation, highlighting both challenges and opportunities for inclusive development in Africa.
- 02

Building on this research, SEATINI will implement targeted capacity-building programs for policymakers, technocrats, civil society actors and citizens, equipping them with the knowledge, skills, and tools to understand complex trade, industrial, and climate frameworks, and to effectively engage in policy debates.
- 03

Leveraging this strengthened capacity, SEATINI will conduct strategic policy advocacy at national, regional, continental, and global levels to safeguard policy space, promote pro-development trade and industrial policies, and ensure that climate and trade frameworks advance industrialization, equity, and sustainable economic transformation.
- 04

Complementing these efforts, SEATINI will conduct media engagements to translate complex research findings into accessible narratives for the public and decision-makers, amplifying key messages, shaping discourse, and increasing accountability.
- 05

Through coalition building and strategic partnerships with civil society networks, farmer associations, trade unions, regional institutions, and progressive policymakers, SEATINI will enhance collective influence, foster coordinated action, and ensure that Africa’s development priorities, social equity, and climate resilience remain central in shaping trade, investment, and industrial policy frameworks.

Strategic Objective: To promote fair and inclusive trade policies and practices that advance economic, social, cultural and environmental rights thereby contributing to Africa's structural transformation.

Intermediate Outcomes:

- 1.1.1 Trade policies and practices uphold economic, social, cultural and environmental rights to drive inclusive, climate responsive and sustainable structural transformation in Africa.
- 1.1.2 Enhanced capacity of technocrats and policymakers to negotiate, design, implement, and monitor equitable, gender-responsive, and climate-resilient trade policies.
- 1.1.3 Strengthened voice, agency and participation of citizens to effectively shape equitable, gender-responsive, and climate-resilient trade policies and practices at the national, regional, continental and global levels.



1.2 Investment for Sustainable Development

Context Analysis

At the national level, Uganda's investment governance framework is anchored in the Investment Code Act of 2019, which seeks to modernize investment regulation and streamline investor services via the Uganda Investment Authority as a one-stop centre. However, the Act lacks binding Business and Human Rights (BHR) obligations that explicitly address issues such as gender-based violence, labour rights, environmental harm, and climate risk mitigation in the context of large-scale investments a gap that weakens protections for communities and workers affected by investment projects.

Public Private Partnerships (PPPs), which account for a significant share of major infrastructure financing in sectors like energy and transport, have frequently been critiqued for limited transparency, weak accountability mechanisms, and disproportionate influence by private investors, often subordinating public interest to profit motives. While PPPs are promoted as development financing vehicles, inadequate regulatory oversight means state obligations on health, labour, and environmental protections are often not enforced in practice. The National Local Content Bill intended to mandate prioritization of Ugandan goods,

services, and skills in public contracts and natural resource projects has been under parliamentary consideration for years without full operationalization, leaving domestic firms, women, and youth at a disadvantage in accessing investment benefits.

This disconnect reinforces enclave-style investments with minimal linkages to local SMEs and industrial policy goals. At the same time, the domestication of the AfCFTA Investment Protocol, adopted at the African Union level by 54 states in February 2023, presents both an opportunity and a risk: without deliberate alignment to national development priorities, gender equity, and youth inclusion, the protocol could constrain policy space for progressive regulation.

Strong parliamentary oversight under the Ratification of Treaties Act is therefore critical for public participation, transparency, and preventing entrenchment of commitments that hinder rights, environmental protection, and sustainable development.

At the regional level, investment governance within the East African Community (EAC) is shaped by a complex web of Bilateral Investment Treaties (BITs), Investor-State Dispute Settlement (ISDS) mechanisms, and evolving norms on BHR that often prioritise investor protection over states' regulatory autonomy. ISDS provisions have been a source of concern Globally: as of July 2025, there were at least 1,440 known investor-State arbitration cases

under international investment treaties, many involving claims against developing countries, which can cost states millions in compensation and legal fees. These arbitration tools can deter progressive regulation in labour rights, public health, gender equality, and environmental protection. In response, there is growing momentum within the EAC and Africa more broadly to develop a Model Investment Treaty explicitly anchored in structural transformation, sustainable development, and balanced investor obligations limiting investor privileges and protecting state policy space for public interest regulation. Investment facilitation instruments are also gaining traction at the global level, including the WTO Investment Facilitation for Development Agreement, which aims to streamline and make investment environments more transparent without creating new market access or ISDS rights. However, coherence is needed between regional frameworks and the AfCFTA Investment Protocol to avoid overlapping obligations that dilute development objectives. The EAC Gender Strategy also highlights a regional commitment to addressing gendered impacts of investment, yet its principles remain weakly integrated into binding investment rules and treaties.

At the continental level, the African Continental Free Trade Area (AfCFTA) marks a significant effort to harmonize investment governance across Africa. The AfCFTA Investment Protocol adopted by Heads of State in February 2023 and intended to replace around 183 intra-African BITs seeks to balance investor protections with sustainable development commitments, including promotion, facilitation, and regulatory space for states. A central concern in negotiations has been the future of ISDS within Africa's investment policy frameworks. While some African states are

advocating for reform or exclusion of ISDS due to its chilling effects on regulatory innovation and public policy, many legacy treaties still expose states to costly claims. The challenge lies in ensuring the AfCFTA Investment Protocol supports productive investment, regional value chains, and industrial upgrading rather than perpetuating extractive and speculative investment patterns. Complementary instruments such as Sustainable Investment Facilitation Agreements (SIFAs) reflect a global shift toward facilitating investment flows, but without enforceable development benchmarks and safeguards for policy space, SIFAs risk repackaging traditional investor privileges under new terminology, offering limited protection for human rights or environmental standards.

At the global level, investment governance debates are increasingly polarized. Civil society movements advocating to "Stop ISDS" have gained traction worldwide, highlighting the incompatibility of broad ISDS rights with democratic governance, climate action, and rights protections. Yet, parallel processes such as the WTO Investment Facilitation for Development Agreement and other sector-specific agreements continue to shape the global investment regime in ways that may indirectly constrain domestic regulation even absent explicit ISDS provisions. Similarly, the proliferation of Sustainable Investment Facilitation Agreements and bilateral frameworks such as health and cooperation agreements between the USA and East African partners raise concerns about fragmented rule-making that prioritises investor certainty, data access, and private interests over public health systems, local industry development, and equitable access. Together, these global trends underscore the urgency for African countries and institutions to adopt coordinated, development-oriented investment frameworks that place

structural transformation, human rights, gender equality, and climate justice at the centre of investment governance, balancing the need to attract investment with the imperative to protect public interest and sustainable development.

Our Strategic Interventions

- 01 SEATINI will undertake research to generate evidence on the developmental, rights-based, and economic impacts of national and international investment instruments including the Investment Code Act 2019, Public-Private Partnerships (PPPs), Bilateral Investment Treaties (BITs), Investor-State Dispute Settlement (ISDS), Sustainable Investment Facilitation Agreements (SIFAs), and WTO investment facilitation rules. This research will provide practical, context-specific reform options grounded in Africa's structural transformation agenda, highlighting the costs of weak investment governance, including lost policy space, fiscal risks, and social harms.
- 02 SEATINI will implement targeted capacity-building programs for policymakers, technocrats, civil society organizations, women's and youth movements, and regional actors, equipping them with the knowledge, analytical skills, and tools to engage effectively in investment policy processes and advocate for development-oriented reforms.
- 03 SEATINI will undertake strategic policy advocacy to influence the review and implementation of key national instruments, such as the Investment Code Act 2019 and PPP frameworks, and to guide the domestication of the AfCFTA Investment Protocol. Advocacy will focus on securing binding Business and Human Rights obligations, gender-responsive safeguards, climate accountability, and effective integration of local content provisions that benefit women and youth.
- 04 Media engagements will translate complex investment issues into accessible narratives, exposing the real-world implications of inadequate governance and building public awareness and pressure for reform.
- 05 Finally, through deliberate coalition building and partnerships with civil society networks, trade unions, women's organizations, regional institutions, and progressive policymakers, SEATINI will strengthen coordinated advocacy for an EAC Model Investment Treaty, reformed ISDS mechanisms, and AfCFTA investment rules that prioritize inclusive growth, human rights, climate justice, and sustainable structural transformation.

Strategic Objective: To promote fair, inclusive, and sustainable investment policies and practices that uphold economic, social, cultural, and environmental rights, and foster Africa's structural transformation and resilience.

Intermediate Outcomes:

- 1.1.1 Investment policies and practices uphold economic, social, cultural, and environmental rights of the marginalized communities thereby contributing to inclusive and sustainable structural transformation in Africa.
- 1.1.2 Enhanced capacity of policymakers and technocrats to negotiate, design, enforce, and monitor equitable, gender-responsive and climate-resilient investment policies and practices at all levels.

Strengthened voice, agency and participation of citizens to effectively shape equitable, gender-responsive, and climate-resilient investment policies and practices at all levels.



1.3 Agricultural Trade for Rural Transformation

Context Analysis

At the national level, Uganda's food and agricultural systems are increasingly shaped by external trade relations, evolving regulatory frameworks, and climate pressures that directly affect farmers' livelihoods, food safety, and national food sovereignty. Agricultural commodities such as coffee account for a significant share of Uganda's exports with coffee alone comprising around 22 % of total export earnings and engaging an estimated 1.8 million smallholder farming households making compliance with external sustainability standards critical for continued market access.

Trade instruments such as the EU Deforestation Regulation (EUDR), adopted in 2023 and entering into force by the end of 2026 for smaller operators, require due diligence and traceability for key commodities including coffee and cocoa, which are central to Uganda's export profile; yet only an estimated 10% of Ugandan producers currently have traceable supply chains, posing risks of losing market share and export income if compliance costs are prohibitive.

While these measures aim to reduce

deforestation and promote environmental sustainability, they risk imposing significant compliance costs and regulatory burdens on predominantly smallholder producers who form the backbone of the sector unless accompanied by technical support, financing, and transitional measures. Agricultural pesticide regulation presents a further challenge: Highly Hazardous Pesticides (HHPs) make up around 40 % of Uganda's pesticide market, and over 65 % of active ingredients currently used in the country were banned in the European Union due to toxicity concerns, creating public health and environmental risks as well as trade compliance issues.

The ongoing development of secondary regulations under the Agro-Chemicals Control Act, including strengthening pesticide residue monitoring, represents a critical opportunity to enhance oversight, protect consumers, and align production with environmental and public health objectives.

Control over seed systems remains a central concern in Uganda's agricultural transformation agenda, especially in the face of increasing corporate concentration in seed markets. According to the Uganda National Bureau of Standards (UNBS), between 30 % and 40 % of seeds sold domestically are counterfeit, significantly undermining productivity and farmer incomes and indicating deep quality

control gaps in the input market.

Efforts to reclaim policy space for farmer-managed seed systems are thus essential, and the ongoing review of the Seeds and Plant Act, including advocacy for an independent Seed Tribunal, offers a key entry point to balance breeder rights with farmers' rights and enhance accountability. These issues intersect with climate change and the promotion of agroecology as a resilient, low-input farming model that can support adaptive capacity. Adoption of a National Agroecology Strategy would signify a shift toward diversified, climate-resilient food systems, but is constrained by existing Plant Variety Protection (PVP) laws, budgetary priorities skewed toward export-oriented models, and standards and certification regimes that continue to privilege industrial agriculture. The national budget cycle, particularly within the East African Community (EAC), will influence whether resources are allocated to Agriculturalization pathways that support smallholders and value addition, or reinforce extractive, export-oriented paradigms. Debate around food safety and nutrition, including Uganda's engagement with the FAO Committee on World Food Security (CFS) on trade and food systems, further highlights the need for integrated policies that prioritize public health, nutritional outcomes, and sustainable production.

At the regional level, these challenges are amplified through harmonization processes within the EAC. Corporate capture of seed systems is increasingly evident in the development of the EAC Seed and Plant Varieties Bill, which risks entrenching restrictive seed laws and limiting farmers' rights to save, exchange, and sell seeds. Without deliberate safeguards, harmonization may accelerate market concentration in the hands of multinational agribusinesses, undermining

biodiversity, resilience, and food sovereignty across the region. Regional approaches to climate change and agroecology remain fragmented, with limited coherence between agricultural, trade, and environmental priorities, and standards and certification systems often developed with export markets in mind, potentially marginalizing small-scale producers and agroecological practices.

At the continental level, Africa's agricultural and food systems are shaped by institutions and trade frameworks such as the African Regional Intellectual Property Organization (ARIPO), the AfCFTA Intellectual Property Rights Protocol, and the Comprehensive Africa Agriculture Development Programme (CAADP). While these instruments aim to promote innovation, productivity, and intra-African trade, they also raise critical questions about intellectual property protection, seed governance, and policy space for agroecology. Intra-African agricultural trade remains low at around 15–18 % of total African trade reflecting structural barriers that limit value addition and industrial linkages under the African Continental Free Trade Area (AfCFTA). Moving beyond raw commodity exports toward value-added agricultural processing, storage, logistics, and local input industries is essential to curb rural-urban migration and support inclusive structural transformation. However, the expansion of Export Processing Zones (EPZs) and investment-driven agricultural models may further entrench extractive practices unless aligned with development-oriented and climate-resilient strategies.

At the global level, these dynamics intersect with powerful regulatory regimes that shape national and regional choices. UPOV 1991 influences seed and PVP laws worldwide, often constraining farmers' rights and accelerating corporate control over seed systems. The WTO Agreement

on Agriculture reinforces asymmetries in global agricultural trade by allowing advanced economies to maintain high levels of domestic support often exceeding \$300 billion annually while limiting policy space for developing countries. Meanwhile, the European Union's Common Agricultural Policy (CAP) directs over €50 billion per year in subsidies to EU farmers, distorting global markets and undermining the competitiveness of African producers. Global food safety and nutrition standards, while important for consumer protection, can function as non-tariff barriers if not designed with equity and capacity considerations in mind. Together, these global frameworks underscore the structural challenges facing Africa's efforts to build resilient, sovereign, and climate-just food systems rooted in agroecology and inclusive development.

Our Strategic Interventions

- 01** SEATINI will undertake rigorous research to generate evidence on the impacts of corporate control over seed systems, hazardous agro-chemicals, trade-driven standards, and external regulations such as the EU Green Deal and UK Forest Regulation on rural livelihoods, smallholder value addition, and national food sovereignty.
- 02** SEATINI will undertake targeted capacity-building initiatives for farmers, agroecology practitioners, local authorities, and policymakers to strengthen technical knowledge, negotiation skills, and advocacy capabilities, ensuring that stakeholders can effectively engage in shaping laws, regulations, and trade frameworks.
- 03** SEATINI will also undertake policy advocacy with a focus on influencing the review and implementation of national instruments such as the Seeds and Plant Act, Agro-Chemicals Control Act, and Plant Variety Protection regimes, promoting the protection of farmer-managed seed systems, the establishment of a functional Seed Tribunal, and the adoption of a National Agroecology Strategy that prioritizes smallholder-led value addition.
- 04** Strategic media engagement will translate complex research findings into accessible, compelling narratives, highlighting the connections between trade rules, climate change, food safety, and rural transformation to mobilize public opinion and political support for reforms.

SEATINI will leverage coalition building and partnerships with farmer organizations, agroecology networks, consumer advocacy groups, regional bodies, and continental platforms to strengthen coordinated action, influence EAC seed harmonization processes, shape AfCFTA intellectual property and agricultural negotiations, and engage global debates on UPOV 1991 and the WTO Agreement on Agriculture. Through this integrated

approach, SEATINI will position Agricultural Trade as a vehicle for inclusive rural transformation, fostering climate resilience, food and nutrition security, and equitable economic participation for farmers, women, and youth.

Strategic Objective: To promote sustainable and inclusive Agricultural Trade policies and practices that enhance food security, foster green industrialization, create opportunities, strengthen climate-resilient and farmer-centered agricultural systems in Africa.

Intermediate Outcomes:

- 1.1.1 Agricultural Trade policies and practices across Africa support inclusive, green, and climate-resilient rural economies that ensure food sovereignty, value addition, and equitable participation of smallholder farmers.
- 1.1.2 Enhanced capacity of policymakers and technocrats to negotiate, develop and implement equitable, inclusive and climate resilience Agricultural Trade policies and practices in Africa.

Strengthened voice and agency of agricultural value chain actors especially smallholder farmers to effectively shape equitable and climate-resilient Agricultural Trade policies and practices in Africa.



1.4 Trade and Investment for Climate Justice

Context Analysis

At the national level, Uganda's climate response is increasingly shaped by emerging carbon markets and carbon trading initiatives, which are being promoted as financing mechanisms for climate mitigation and adaptation. As of 2024, Uganda has issued over 30 million tonnes of carbon credits under the Clean Development Mechanism (CDM) and voluntary carbon market standards, reflecting early engagement in climate finance mechanisms despite weak domestic regulation.

While voluntary carbon markets were globally valued at around USD 723 million in 2023, down from about USD 2 billion in 2022, market volatility highlights uncertainty for developing countries seeking predictable climate finance income. Carbon markets present opportunities to mobilize resources global estimates suggest carbon markets could channel over USD 250 billion annually by 2030 under Paris Agreement mechanisms but critical concerns remain around land rights, community consent, benefit sharing, and the risk of commodifying natural resources at the expense of local livelihoods.

These risks are particularly pronounced given the absence of strong regulatory frameworks, such as fully operational licensing and verification systems for carbon projects. At the same time, Uganda's green industrialization and circular economy ambitions remain nascent, constrained by limited industrial capacity and infrastructure gaps, and the lack of a coherent national green finance taxonomy or carbon tax.

The energy transition offers both opportunities and challenges: while Africa

accounts for 60 % of the world's best solar resources, many countries including Uganda have only a fraction of installed solar capacity, illustrating the gap between potential and implementation. Agroecology emerges as a critical pathway for climate-resilient agriculture and rural livelihoods but remains under-resourced and underprioritized in trade, investment, and climate finance frameworks. Climate-trade linkages, including the growing importance of water-sensitive goods, raise questions about water sustainability and virtual water exports as trade patterns shift, highlighting the need for integrated climate, trade, and resource governance.

At the regional level, East Africa is witnessing growing engagement with carbon markets and cross-border carbon trading initiatives, yet governance structures remain weak and fragmented. Africa currently represents only about 2% of global carbon market trading, despite vast natural carbon sinks such as the Congo Basin and Rift Valley ecosystems, underscoring the continent's underrepresentation in global climate finance.

Without harmonized standards and safeguards, carbon markets risk deepening inequalities between and within countries, as high-value compliance markets often favour well-resourced actors. Regional efforts toward green industrialization and the circular economy offer opportunities to develop shared value chains, promote resource efficiency, and reduce environmental footprints. However, these ambitions remain unevenly reflected in regional industrial and trade policies, and energy transition pathways vary significantly across member states due to disparities in investment capacity and technology readiness. Agroecology, while increasingly recognized in policy discourse, still lacks coherent regional frameworks linking sustainable agriculture with trade,



industrialization, and climate adaptation, undermining collective resilience.

At the continental level, Africa's engagement with carbon markets and carbon trading is expanding, often framed as a means to leverage the continent's natural capital in global climate finance. Initiatives such as the African Carbon Markets Initiative (ACMI) aim to produce 300 million carbon credits annually by 2030 and potentially 1.5 billion credits by 2050, signalling ambitious continental strategies to scale climate finance.

However, concerns persist regarding Africa's bargaining power, value capture, and the potential for carbon markets to entrench extractive climate solutions that benefit external investors more than local communities. The African Union's aspirations for green industrialization and a circular economy are central to the continent's structural transformation agenda, yet implementation is hindered by limited financing, technology transfer, and policy coherence, with Africa currently receiving only a small fraction of global climate finance flows. Energy transition pathways across the continent remain uneven, as countries balance energy access needs where significant portions of the population still lack reliable electricity with decarbonization pressures and the need to build resilient, low-carbon infrastructure. Agroecology offers a unifying framework for climate-resilient food systems and rural transformation, but its integration

into continental trade, investment, and climate strategies remains limited, reflecting broader governance gaps.

At the global level, climate governance is shaped by carbon markets under international mechanisms, outcomes of the Conference of the Parties (COP), and major policy initiatives such as the EU Green Deal, which introduces carbon border adjustment mechanisms and sustainability standards that increasingly influence trade flows and industrial policies. These frameworks often impose new compliance requirements and market access conditions on developing countries, which may have limited capacity to meet them without targeted support. The global energy transition is accelerating, yet responsibilities and capacities remain unequal, raising concerns about the feasibility of a just transition for countries in the Global South that contribute minimally to historical emissions. Climate-trade linkages including trade in water-sensitive goods highlight the externalization of environmental costs from consuming to producing countries, with significant implications for water security, ecosystems, and development policy space. Together, these dynamics underscore the need for climate and trade frameworks that support, rather than constrain, Africa's pursuit of inclusive, equitable, and sustainable structural transformation, integrating justice, capacity building, and locally driven solutions into global climate governance.

Our Strategic Interventions

- 01 Through rigorous research, SEATINI will generate credible evidence on the developmental, environmental, and social impacts of carbon trading, water-sensitive trade, and climate-linked investment agreements, providing practical, Africa-centered alternatives for equitable climate governance and structural transformation.
- 02 SEATINI will undertake targeted capacity-building initiatives to strengthen the knowledge and skills of policymakers, technocrats, and citizens enabling them to engage effectively in designing and implementing socially inclusive, gender-responsive, and agroecology-aligned climate-change and energy policies and practices.
- 03 Through policy advocacy, SEATINI will engage government institutions, regional bodies, and continental platforms to influence the design and implementation of carbon market regulations, promote green industrialization, support circular economy initiatives, and ensure energy transition policies are equitable and locally relevant.
- 04 Strategic media engagement will translate complex climate-trade and investment issues into accessible narratives, highlighting both risks and opportunities and mobilizing public and political support for climate justice.

Complementing these efforts, coalition building and partnerships with civil society networks, farmer and youth organizations, regional climate and trade platforms, and progressive policymakers will amplify collective influence, push for Africa-centered climate-trade policies, and safeguard local livelihoods, food security, and equitable development in the context of global frameworks such as COP decisions, the EU Green Deal, and carbon market mechanisms. Through this integrated strategy, SEATINI will position itself as a credible voice advancing climate justice, structural transformation, and sustainable, resilient, and inclusive economies across Africa.

Strategic Objective: To advance climate-responsive trade, fiscal, and investment policies and practices that address climate challenges, promote green industrialization, and foster a just energy transition, while safeguarding the rights and livelihoods of marginalized communities.

Intermediate Outcomes

- 1.1.1 Trade and investment policies and practices are climate-resilient and environmentally sustainable thereby contributing to Africa's low-carbon and climate-adaptive development.
- 1.1.2 Strengthened capacity of policymakers, technical experts, and relevant institutions to design, implement, and monitor trade and investment policies that effectively address climate change.
- 1.1.3 The voice, participation, and agency of stakeholders are enhanced, enabling them to meaningfully influence and shape trade and investment policies that advance climate action, resilience, and environmental sustainability.

1.5 Women Economic Justice

Context Analysis

At the national level, Uganda's trade and fiscal policy landscape remains largely gender blind, with limited consideration of how tax policies such as Value Added Tax (VAT) and broader trade and investment frameworks affect women, youth, and marginalized groups. Indirect taxes like VAT accounted for 64.4 % of total tax revenue in FY 2020/21, yet these systems frequently fail to factor in differential capacities and cost burdens faced by women, who are disproportionately represented in low-income and informal sectors, where access to social services and productive assets is constrained.

A 2021 study found that just a 2 % increase in VAT in Uganda could push an additional 1.2 million people, most of them women, into poverty, due to the regressive impact of such taxes on essential goods and services.

Despite women comprising around 40% of business owners and having relatively high labour force participation, fiscal and trade policy design remains weakly gendered, limiting the potential of these instruments to advance equitable structural transformation.

Although financial inclusion has improved with 81% of Ugandan adults financially included in 2023 persistent gender gaps in access to formal credit and financial services continue to constrain women's ability to leverage trade and investment opportunities fully.

At the regional level, women's participation in cross-border trade continues to face structural and regulatory barriers, including limited access to financial services, information asymmetries, and administrative hurdles at One Stop Border Posts (OSBPs). Women make up an estimated 70-80 % of informal cross-border traders in Africa, playing a central role in regional commerce

and household livelihoods.

For example, at the Mpondwe border between Uganda and the Democratic Republic of Congo, 2,060 of 2,768 allocated market stalls (74.4 %) were held by women, illustrating their dominance in cross-border trading ecosystems. Despite this, women often report longer clearance times, with up to 70 % reporting gendered delays at border posts, and only 22 % having access to formal credit loans versus 37 % for men, underscoring the gender disparities in regional trade facilitation.

Public Financial management (PFM) frameworks at the regional level including budget and expenditure systems often fail to incorporate gender-responsive mechanisms, constraining the allocation of resources to programs that could enhance women's economic empowerment and reduce trade-related barriers. Increased awareness and targeted interventions at OSBPs and within regional trade corridors are therefore critical for improving access, reducing gendered transaction costs, and promoting inclusive trade.

At the continental level, the African Continental Free Trade Area (AfCFTA) presents opportunities to advance gender and youth inclusion through instruments such as the AfCFTA Women and Youth Protocol, which aims to promote labour rights, entrepreneurship, and equitable participation.

However, effective implementation remains a challenge. Although women represent a majority of informal cross-border traders contributing substantially to intra-African commerce the Protocol's gender-responsive measures have yet to be fully mainstreamed into investment, trade facilitation, and industrialization frameworks, limiting its impact on addressing structural inequalities. Intra-African trade currently accounts for only about 16.6 % of Africa's total trade, illustrating the untapped potential of AfCFTA to expand market access and economic

opportunities, especially for women-led enterprises.

Without deliberate policy alignment and practical implementation measures, the potential of the protocol to promote women's economic empowerment and reduce structural inequalities risks being undermined.

At the global level, multilateral frameworks continue to reflect gender gaps in fiscal and trade governance. For example, the UN Tax Convention has seen limited engagement of Social Interest Groups (SIGs), reducing the visibility of gender issues in global tax norms and reform discussions. International Financial Institutions (IFIs) often prioritize private-sector interests over gender equity, as observed in programmes like IDA-21,

which critics argue insufficiently integrate gender-responsive approaches in lending, investment facilitation, and trade-related financing. Gender analyses of IFI strategies have called for more intentional integration of gender equity measures, noting that current frameworks often fail to address the differentiated impacts of fiscal and trade policies on women and youth. Without more proactive global policy frameworks that embed gender responsiveness into tax, trade, and investment norms, the differentiated needs of women, youth, and marginalized populations risk being overlooked in high-level economic governance processes.

Our Strategic Interventions

- 01 SEATINI will conduct rigorous research will generate evidence on the impacts of gender-blind tax policies, such as VAT, and trade and investment frameworks on women traders, entrepreneurs, and cross-border participants, while assessing the effectiveness of instruments like the AfCFTA Women and Youth Protocol in promoting equitable economic opportunities.
- 02 Capacity-building initiatives will strengthen the skills and knowledge of women's organizations, youth networks, farmer associations, and regional trade actors to engage effectively in policy processes, budget planning, and negotiations.
- 03 Through policy advocacy, SEATINI will push for the reform of gender-blind tax policies, the integration of gender considerations into trade and investment frameworks, and the mainstreaming of gender-responsive budgeting and expenditure into PFM laws.
- 04 Strategic media engagement will translate these findings into accessible narratives that raise public awareness, highlight the economic and social costs of inequitable policies, and create political pressure for reform.
- 05 Complementing these efforts, coalition building and partnerships with women's rights groups, civil society networks, regional trade bodies, and international platforms including IFI gender strategies and the UN Tax Convention will strengthen collective influence, ensure coordinated advocacy at One Stop Border Posts, regional trade corridors, and continental and global negotiation spaces, and reinforce the prioritization of women's economic empowerment.

Through these integrated strategies, SEATINI will advance structural reforms that expand women’s access to markets, resources, and decision-making, fostering inclusive, equitable, and sustainable economic development.

Strategic objective: To enhance the capacity of women and girls to effectively influence gender responsive trade, fiscal and related policies and practices at national, regional and Global levels.

Intermediate outcomes

1.1.1 Enhanced capacity of women and girls to participate in, shape, and influence trade, fiscal, and investment-related policies and practices at all levels.

Policies, action plans, and accountability mechanisms are developed and strengthened to protect and advance women’s economic, social and cultural rights.



Thematic Area 2:
FINANCING FOR DEVELOPMENT
Context Analysis

1. Global Context

The global financing architecture remains deeply inequitable and misaligned with the development needs of the Global South. Institutions such as the International Monetary Fund (IMF), World Bank, OECD, and frameworks under the UN Financing for Development (FfD) process were established to foster global cooperation on sustainable financing and economic stability. However, decision-making power within these institutions continues to be concentrated in the Global North, leaving African countries with limited influence over policies that directly affect their economies.

Recent global crises including the COVID-19 pandemic, climate emergencies, and geopolitical tensions have exposed the fragility of this system. The reliance on debt-based financing models, often accompanied by austerity-driven conditionalities, has led to shrinking fiscal space and undermined social spending in many developing countries. Meanwhile, innovative financing instruments such as blended finance, green bonds, and climate funds, though promising, remain

inaccessible to most African countries due to stringent eligibility criteria and inadequate concessionality.

Additionally, the global economy continues to suffer from capital flight, Base Erosion and Profit Shifting including tax avoidance, and illicit financial flows (IFFs) draining developing countries of more resources than they receive in aid and investment. The estimated USD 88 billion lost annually through IFFs from Africa underscores the urgent need for a new global financial compact that prioritizes fairness, inclusiveness, and justice. Calls for a UN Framework Convention on International Tax Cooperation, reform of the global debt mechanisms, and equitable climate financing have therefore gained momentum as key demands from developing nations.

In essence, the global financing system has perpetuated dependency rather than empowerment. Without structural reform to ensure fair representation, debt justice, and progressive financing norms, Africa will continue to face constraints in financing its sustainable development aspirations.

2. Continental Context (Africa)

Across Africa, financing for development remains one of the most persistent and complex challenges to achieving both Agenda 2063 and the Sustainable Development Goals (SDGs). Several African countries are grappling with unsustainable debt burdens, with public debt levels exceeding 60% of GDP in several economies. Debt servicing now consumes up to half of national budgets, diverting scarce resources from social sectors such as health, education, and infrastructure to external creditors.

At the same time, Africa faces a massive financing gap/shortfall estimated at over USD 1.3 trillion, annually to achieve the SDGs. This gap is exacerbated by weak domestic revenue mobilization, limited access to affordable financing, and pervasive capital leakages through illicit financial flows and profit repatriation by multinational corporations. The current financial architecture, which privileges external borrowing and export dependence, continues to undermine Africa's sovereignty and policy autonomy, and the fact that

foreign aid is no longer a viable solution for Africa's growing development needs.

In response, continental frameworks such as the African Union's High-Level Panel on Illicit Financial Flows (IFFs), the African Peer Review Mechanism (APRM), and the African Tax Administration Forum (ATAF) have emerged as critical platforms for promoting fiscal transparency, tax justice, and equitable resource governance. Similarly, the African Development Bank (AfDB) and African Export-Import Bank (Afreximbank) are leading efforts to enhance regional financial integration and mobilize intra-African capital for investment in key sectors.

Yet, these efforts face challenges, including limited coordination, capacity constraints, and the dominance of externally defined financing models. Africa's vision for development financing must therefore center on progressive taxation, curbing IFFs to improve Domestic Revenue Mobilisation enhancing domestic capital markets and promoting debt sustainability through fair restructuring and responsible borrowing.

3. Regional Context (East African Community and Other RECs)

At the regional level, blocs such as the East African Community (EAC), Southern African Development Community (SADC), and ECOWAS play an increasingly important role in promoting financial integration and economic resilience. Within the EAC, efforts are underway to harmonize tax policies, establish regional capital markets, and strengthen monetary cooperation to reduce external vulnerabilities and improve fiscal coordination.

Despite this progress, regional financial systems remain fragile and fragmented. There is persistent tax competition among member states to attract investors and protecting their infant industries using

approaches like Stay of Application and Duty Remission alongside other incentives, limited collaboration for effective customs management administration, and reliance on donor funding have slowed progress towards sustainable financing. Moreover, the region faces challenges related to public debt accumulation, often exacerbated by large infrastructure loans with limited returns on investment.

Regional institutions such as the EAC Monetary Affairs Committee, East African Development Bank (EADB), and regional revenue authorities' networks have the potential to drive transformative fiscal reforms. However, this requires strong political

commitment to implement joint strategies for domestic resource mobilization, tackling IFFs, and building climate financing frameworks that align with regional adaptation and resilience priorities.

Regional cooperation is also essential for leveraging instruments such as the African Continental Free Trade Area (AfCFTA) to expand intra-African investment, reduce dependency on external borrowing, and create sustainable sources of revenue from regional value chains and productive sectors.

4. National Context

At the national level, countries such as Uganda face mounting fiscal pressures due to rising debt obligations, limited domestic revenue generation, and fluctuating donor support. Uganda's Fourth National Development Plan (NDP IV) emphasizes enhancing domestic resource mobilization (DRM), promoting fiscal sustainability, and improving public financial management (PFM) as central strategies for achieving inclusive growth.

However, Uganda's tax-to-GDP ratio remains below the regional average, reflecting challenges in broadening the tax base, tackling informality, and curbing tax evasion. The tax structure remains regressive, with a disproportionate burden falling on consumers with consumption taxes (Value Added Tax and Excise duty) while high-net-worth individuals and multinational corporations often benefit from tax exemptions and incentives and treatments such as use of the Effective Tax Rate (ETR). These dynamics limit the fiscal space needed to invest in essential services and climate resilience.

Furthermore, Uganda, like many African countries, continues to experience significant capital flight and illicit financial outflows, weakening its ability to fund

national priorities without resorting to debt. Although initiatives such as the Domestic Revenue Mobilization Strategy, Public Finance Management Act, and efforts to digitalize tax collection are steps in the right direction, effective implementation remains constrained by limited capacity, corruption, and political interference.

Strengthening financial governance, enhancing transparency in public expenditure, and improving accountability mechanisms are therefore essential to ensure that mobilized resources translate into tangible development outcomes. Investment in progressive taxation, debt management frameworks, and climate finance readiness can help build resilience and autonomy in Uganda's financing systems.

Thematic Area Objective: To advance equitable, transparent, and accountable fiscal policies and practices that strengthen inclusive and sustainable domestic resource mobilization, ensure fair allocation of public resources, and promote efficient and impactful utilization for development.

Outcome: Inclusive, transparent, accountable and equitable fiscal policies and practices are adopted and implemented.



PROGRAM AREAS

2.1 Tax Justice and Domestic Resource Mobilization

Context Analysis

At the national level, Uganda continues to face persistent challenges in mobilizing domestic resources, reflected in a low tax-to-GDP ratio of about 14.27% in FY 2024/25, significantly below the 16-18 Tax-to-GDP estimated during the Five (5) year of the Domestic Revenue Mobilization Strategy (2019/20-2023/24), the 18% of the National Development Plan IV (NDPIV2025/26 - 2029/30) significantly increase to finance the desired 10-fold growth. The country's narrow tax base is driven by a large informal sector, which accounts for over 50% of GDP and more than 70% of total employment, alongside widespread exemptions in agriculture, a sector employing 65% of the population but contributing less than 25% of GDP. A significant tax revenue foregone due to Tax expenditures, estimated at UGX 3,609 billion, equivalent to 1.78% of GDP and 13% of total tax collections (UGX 27,301 billion) for the same period (Tax Expenditure Report FY 2023/24). Weak tax administration and low compliance exacerbate the problem; the Uganda Revenue Authority (URA) estimates

that non-compliance alone costs the country over UGX 3.5-4 trillion annually, while the poor linkage between taxation and service delivery fuels tax apathy and diminishes public trust. Emerging sectors such as the digital economy, contributing an estimated 6-8% of GDP and growing over 10% annually, remain largely under-taxed. This is because the traditional tax systems rely on a "physical presence" (offices, factories) or brick and mortar to establish taxing rights, whereas digital companies can generate significant profits in a country without any physical footprint which is making it difficult for the source countries to ascertain their taxing rights. Furthermore, some taxes like Value Added Tax (VAT) which supposed to be collected by the supplier of electronic service to a recipient in Uganda is left at the discretion of the supplier to declare to URA, thus creating a window opportunity to the supplier to under declare. Illicit financial flows (IFFs), including trade misinvoicing and profit shifting, are estimated to drain USD 1.5-2 billion each year, equivalent to more than 20% of the national budget for health and education combined amidst the raising public debt, currently over USD 32 billion (about 48-50% of GDP), further constrains fiscal space for critical social services and infrastructure investment.

Ongoing reform processes include, inter alia, improving the governance of tax incentives

and exemption to ensure value for money by following the Governance Framework for Tax Expenditure, monitoring and evaluation of the performance of tax expenditure for effective rationalization. renegotiation of Double Taxation Agreements: Uganda Like other countries are losing a lot of revenue due to unfair double taxation agreements signed between treaty partners based on the residence based than source -based taxation. Most of these DTAs are based on the transfer pricing arrangement which requires companies doing business with sister companies to trade or do business based on arm's length principle which has resulted into several court cases where Uganda has lost and they are costly when it comes to dispute settlement. All that among others have made Uganda to lose their tax and taxing rights. The extractives sector in Uganda, primarily oil and mining, generated approximately UGX 411.38 billion (approx. 1.43% of total domestic revenue) in FY2021/22. It is anticipated that once commercial oil production begins, the sector is projected to earn the government about \$2 billion (over UGX 7 trillion) annually over a 25-year period. However, the sector is faced with several challenges that might make it difficult for the country realize anticipated revenue, for instance, inadequate regulatory enforcement, environmental degradation, land-related conflicts, and limited transparency in licensing. Furthermore, there is a lot of tax incentives and exemptions being awarded under this sector. With lack of effective tax expenditure cost-benefit analysis, this means Uganda is losing a lot of revenue with little value for money from the tax exemptions being awarded. Therefore, SEATINI will work with other CSO working on Extractives to influence government to ensure that it puts in place laws and practice that support revenue mobilization, and effective implementation of the Tax expenditure governance framework. Uganda is also undergoing through digitalization of Tax revenue mobilization, for instance, the

Electronic Fiscal Receipting and Invoicing Systems (EFRIS), Digital Tax Stamps (DTS) to enhance revenue collection, curb tax evasion, and improve compliance among others, however, there is inadequate taxpayer education and awareness and little time is being provided for rolling out these digital systems which lead to increase tax apathy among taxpayers thus low tax compliance. Though success depends on transparency, parliamentary oversight, and alignment with inclusive development objectives.

At the regional level, integration within the East African Community (EAC) presents significant potential for harmonized tax systems, which could reduce compliance costs by up to 30% for cross-border firms and curb revenue leakages.

However, delays in VAT and Excise Duty harmonization, outdated DTAs, and inconsistent in the Duty Remission and Stay of Application a key trade policy tools in the East African Community (EAC) used to manage import duties under the Common External Tariff (CET) have also made tax harmonization difficult and exacerbated the race to the bottom. Duty Remission allows reduced duties on raw materials for manufacturers, while stays of application permit countries to temporarily deviate from agreed CET rates to protect local industries. However, this has been misused by the EAC Member state to protect their industries which continue to undermine efficiency. EAC Partner States collectively lose an estimated USD 2.8 billion annually through tax incentives and exemptions, while weak coordination creates loopholes exploited by multinational corporations.

Emerging climate-related fiscal instruments such as carbon taxes and green taxonomies remain underdeveloped, though studies suggest that modest carbon pricing across East Africa could generate an additional 1-2% of GDP if well designed and implemented.



At the continental level, African economies face an average tax-to-GDP ratio of 16%, compared with 34% in OECD countries, highlighting a critical fiscal capacity gap. The continent loses an estimated USD 88–100 billion annually to IFFs, more than the total Official Development Assistance it receives. Weak oversight in the extractives sector alone costs African countries around USD 40 billion per year, while fragmented tax incentives, inconsistent DTAs, and divisions over OECD Pillar 2 implementation weaken collective bargaining power. Although initiatives such as the Addis Tax Initiative and the Mining Indaba provide platforms for dialogue and technical support, enforcement and policy coherence remain limited, undermining Africa’s ability to mobilize resources for structural transformation and inclusive development.

At the global level, African countries operate within a tax system that prioritizes the residence profits taxation over the source-based taxation, resulting in an estimated

USD 240 billion lost annually to global corporate tax abuse, with Africa bearing a disproportionate share. Multilateral Enterprises or firms often pay Effective Tax Rates (ETR) as low as 9–11%, compared with statutory rates of 25–30% in many African countries, further eroding fiscal capacity. While initiatives such as the proposed UN Tax Convention, OECD Pillar 1 and 2 reforms, and the Financing for Development process offer pathways for reforming this unfair system, resistance from powerful economies and limited consensus constrain progress. These combined national, regional, continental, and global challenges restrict African policy space, limiting their ability to implement progressive taxation, strengthen domestic resource mobilization, and finance inclusive structural transformation. This has been exacerbated by lack of inclusiveness, unfairness and recognition of the taxing right or tax sovereignty, especially for the global south.

Our Strategic Interventions

- 01 SEATINI will conduct rigorous research to generate evidence on the developmental impacts of taxation, illicit financial flows, Double Taxation Agreements in the dual trade and investment environment, and Tax harmonization at regional, continental and global levels and providing context-specific recommendations for legal and policy reforms that promote inclusive growth and structural transformation.
- 02 Capacity-building initiatives will equip civil society organizations, tax justice networks, governments, and progressive policymakers with the knowledge and skills to develop progressive tax systems, monitor compliance, and engage effectively in fiscal governance processes.
- 03 Through policy advocacy, SEATINI will engage governments, regional bodies, and continental platforms to expand the tax base and ensure fair taxation, strengthen administration, close loopholes, regulate tax incentives and exemptions, enhance transparency in extractives taxation, and promote progressive taxation of emerging sectors such as the digital economy.
- 04 Strategic media engagement will also translate these complex tax issues into accessible narratives, raising public awareness, building citizen demand for accountability, and highlighting the links between effective taxation, quality service delivery, and sustainable development.
- 05 Complementing these efforts, coalition building and partnerships with civil society organizations, farmer groups, regional networks, and global platforms including, the Intergovernmental Negotiations Committee for UN Framework Convention on International Tax Cooperation, and OECD/G20 Inclusive Framework on BEPS initiatives will strengthen collective influence to advocate for fair taxation at global level, tax harmonization, for instance, VAT and Excise Duties at the EAC level, climate-responsive taxation, and fair implementation of AfCFTA tax measures at the continental level for increased trade, investment and tax revenue in the long run.

By leveraging these entry points, SEATINI will ensure that domestic resource mobilization contributes to equitable development and reduce dependency on external borrowing. It will also contribute to reinforcing efforts toward curbing illicit financial outflows, and strengthens Africa’s fiscal sovereignty while financing inclusive structural transformation.

Strategic Objective: To promote equitable, inclusive, transparent and accountable revenue mobilization, allocation, utilization and accountability at the national, regional, continental and global levels.

Intermediate outcomes

- 1.1.1 Governments adopt, implement and enforce progressive tax policies, practices and measures resulting in improved resource mobilization, allocation, utilization and accountability at all levels.
- 1.1.2 Civil society organizations, community groups, and oversight institutions demonstrate strengthened capacity to actively participate in shaping progressive DRM policies and practices.

International, regional agreements, frameworks, or guidelines are adopted or strengthened to improve transparency, reduce tax evasion, and enhance equitable revenue sharing among participating countries.



2.2 Local Revenue Mobilization and Civic Engagement

Context Analysis

Local revenue mobilization in Uganda has consistently faced significant structural and operational challenges that undermine the ability of local governments to finance development and provide essential services. Although local revenue is supposed to supplement the Central Government transfers, several local governments have continued to contribute too little to their budget from locally raised revenue or own source revenue. Currently, ownsource revenues (OSRs) account for only about 5–15% of local government budgets, with central government transfers constituting the remaining 75–80%, illustrating deep dependence on national funding and limited fiscal autonomy at the district and municipal levels.

Overreliance on central government transfers reduces incentives for local authorities to strengthen ownsource revenue collection, while centralization of revenue functions and ICT systems under agencies

such as the Uganda Revenue Authority limits autonomy at municipal and district levels.

Poor linkages between revenue collected and service delivery contribute to widespread taxpayer apathy, as many citizens perceive taxes and fees as disconnected from tangible improvements in infrastructure, health, and education.

Operational constraints such as poor connectivity, limited access to digital tools, outdated records, and weak property valuation systems hinder efficient revenue collection. For example, only 77 out of more than 176 local governments currently have active property valuation rolls, restricting the potential of property tax, which could generate much larger shares of local revenue.

Property tax is a particularly important source in urban councils, it contributes up to 40% of locally generated revenue, but assessments often cover only a fraction of eligible properties, leaving a large tax base untapped. Outside Kampala, property tax collections average just 20% of the estimated potential, highlighting significant unrealized revenue capacity.

The total revenue performance also remains low relative to potential. In six municipalities

audited recently, local revenue collections amounted to only 17% of total local mandates, with central government grants covering 83%, even as local efforts improved by 73% over recent years through automation and enumeration.

Narrow tax bases and untapped sources of revenue—such as telecommunications masts, billboards, market dues, public facility fees, and informal business activities limit overall collections, particularly where regulatory frameworks for nontraditional revenue streams remain weak or poorly enforced.

Political interference, corruption, and misuse of collected resources further exacerbate public mistrust, undermining compliance and sustained revenue mobilization efforts. Limited taxpayer awareness and engagement, compounded by insufficient capacity among local tax administrators, also constrain compliance: basic enumeration and registration exercises often remain incomplete, leaving many potential taxpayers unregistered and beyond the reach of formal collection mechanisms.

While initiatives such as the rollout of digital revenue management systems—including Integrated Revenue Administration System (IRAS) have demonstrated considerable gains (with IRAS implementation contributing to revenue increases of up to 78 % in some jurisdictions the digital local revenue mobilisation systems support in the assessment, billing, collection and management of local revenue for local governments and they are replacing the manual, paper-based processes which have been facilitating local revenue leakages.

Thus, these persistent challenges highlight the need for strengthened decentralization policies; targeted capacity building for both tax administrators and taxpayers; support for broadened taxpayer associations and civic engagement; and alignment with central government development programmes. Advocacy by tax justice campaigners is critical to ensure that local revenue mobilization contributes effectively to service delivery, accountability, and inclusive local development, rather than remaining a symbolic exercise with minimal impact on community welfare.

Strategic objective: To promote inclusive, equitable and transparent local revenue mobilization, allocation and utilization at the subnational levels.

Intermediate outcomes

- 1.1.1 Local government authorities adopt and implement policies, improved systems and practices for mobilizing, allocating, and utilizing local revenues in a transparent, efficient, and equitable manner.
- 1.1.2 Enhanced capacity of local governments, civil society organizations, community groups, and local oversight bodies to actively participate in mobilizing, monitoring and influencing local revenue processes, including budget planning, expenditure tracking, and reporting for improved service delivery.

Best practices and measures are developed and adopted by local governments, leading to improved efficiency, effectiveness, and quality of service delivery at the local level.



2.3 Debt and AID for Development

Context Analysis

At the national level, Uganda is grappling with a mounting debt crisis, with debt servicing accounting for a quarter of the Country's revenue (39.8%) at the end of FY 2025/26

. The increasing debt burden has emerged as one of the major impediments to sustainable development in Uganda. Public debt stock increased to USD 32.3 billion (UGX 116.2 trillion) as of the end of June 2025 in the 2025/26 fiscal year, reflecting a 26.67% increase from UGX 94.723 trillion in FY 2024/25

. Total debt as a percentage of GDP in present value terms steadily increased from 36.6% in June 2023 to 45.2 percent in December, 2024, nearing the 50% threshold stipulated in the macro-economic convergence criteria of the East African Monetary Union protocol. Domestic debt accounted for more than 50 percent of the total debt portfolio, reflecting a growing reliance on the domestic market for financing needs. This accounts for the growing debt servicing burden, as domestic debt servicing accounting for 25% of the domestic revenues as in FY 2024/25 thus diverting funds

away from critical sectors such as health, education, and agriculture, undermining service delivery and social outcomes. Non-adherence to debt sustainability indicators, as a result of overreliance on expensive nonconcessional financing and unfavourable borrowing terms under the global debt architecture, has increased the cost of borrowing. Moreover, dwindling Concessional financing, and weak public investment management systems along with limited parliamentary oversight further exacerbate risks associated with new borrowing. Stakeholder engagement in loan acquisition remains minimal, which undermines transparency and accountability, while frequent supplementary budget borrowing and weak public financial management (PFM) processes reduce the prudent use of scarce resources. International Financial Institutions' (IFIs) limited engagement of national stakeholders and the austerity measures often attached to lending also disproportionately impact women and vulnerable populations, further entrenching inequalities. Collectively, these factors constrain Uganda's ability to invest in infrastructure, social services, and human capital, undermining longterm development and structural transformation

At the regional level, East African Community (EAC) member states face unharmonized



public debt management processes that breach macroeconomic convergence criteria including the 50% debt to GDP in net present value terms, thus impeding attainment of monetary union and over all integration benchmark and create inconsistencies in fiscal policy implementation across the bloc. Delays in the accession by EAC heads of state to key legislations such as compliance and surveillance bills, alongside contestation over the hosting of monetary institutions, impede effective regional financial governance and coordination. Weak public investment management systems across the region, combined with limited regional financing mechanisms, undermine collective efforts to enhance fiscal resilience, coordinated debt management, and support sustainable development initiatives. These gaps highlight the need for harmonized debt oversight frameworks, coordinated borrowing strategies, and strengthened regional institutions to improve transparency, accountability, and fiscal stability among EAC Partner States.

At the continental level, Africa largely remains a rule taker within the global debt architecture, facing high interest rates, unfavourable loan terms, and limited debt transparency. Africa's public debt is estimated at USD 1.8 trillion in 2022 indicating

183% increase since 2010 reflecting roughly four times higher than growth in GDP. Interest payments on debt have grown by 132% compared to -3% and 6% increase for public spending on Education and Health. A sequence of shocks beyond its borders diminished Africa's ability to develop amid the growing reliance on debt financing for economic recovery and social spending. Due to increasing debt burden since COVID 19 pandemic, some African Countries like Zambia, Ghana, Chad, Ethiopia have defaulted on their debt servicing obligations. Despite existence of debt restructuring mechanisms like the DSSI, G20, common framework, these have largely been criticized for being lengthy, limited creditor and debtor participation inter alia thus providing temporary relief to the existing problem. The changing creditor composition towards private creditors and bond holders further threatens the possibility of restructuring debt in event of default in several Regional Economic Communities like the EAC. Furthermore, weak continental systems for debt sustainability, unharmonized debt management processes, and lack of consensus on credit rating methodologies exacerbate the vulnerability of African economies to volatile external conditions and exploitative lending practices. Initiatives like the Borrowers' Club and the

Addis Tax Initiative highlight the need for African led reform of the debt architecture, including enhanced debt transparency, harmonized borrowing frameworks, and debt instruments that are aligned with structural transformation and inclusive development priorities. Without such reforms, many African countries remain exposed to creditor driven financing that prioritizes external interests over domestic development needs.

At the global level, the world is in a turmoil, as countries are challenged with a growing public debt to unprecedented levels that is to say, global debt surpassed US\$ 100 trillion mark in 2024

. This reality emerges from a systemic and structured public debt architecture, engineered to advantage wealthier nations at the expense of developing countries. In the era of dwindling concessional financing, developing nations are increasingly compelled to rely on commercially priced, non-concessional finance to fund development in the midst of the concurrent crises. Developing regions across the globe have been borrowing at rates that are two to four times higher than those for the United States, that is to say bond rates of 5.5%, 7.1% and 9.8% for Asia & Oceania, Latin America & Caribbean and Africa respectively compared to 2.8% for the USA.

The inequality in access to development finance disproportionately affects regions where climate financing, social spending and overall financing for SDGs is needed most. As such, states faced an increasing risk of defaulting on their debt serving obligations yet existing debt restructuring mechanisms like the G20 common Framework have not solved debt crisis problems of beneficiaries. Countries especially in Africa. The resistance by major powers and IFIs to meaningful reform of the international debt architecture limits the ability of African countries to assert sovereignty over borrowing and debt management. False climate finance solutions and private sector led financing mechanisms promoted by IFIs often mask exploitative practices, while incomplete debt management frameworks and unfair credit ratings constrain access to sustainable finance. Limited engagement of civil society actors and technocrats in global processes coupled with opaque lending conditionalities including surcharges, austerity measures, and gender neutral solutions that ignore differentiated impacts reduces transparency, accountability, and alignment with domestic development priorities. Market based financing is increasingly prioritized over concessional or sustainable finance, while global debt sustainability frameworks fail to adequately consider Africa's structural

vulnerabilities, commodity dependence, and social development imperatives. Together, these national, regional, continental, and global challenges highlight the urgent need for coordinated advocacy, debt architecture reform, and inclusive policy approaches that place development, fiscal sovereignty, and social equity at the centre of debt governance.

At the national level, Uganda is operating within a rapidly changing aid landscape that is increasingly undermining the predictability, effectiveness, and developmental impact of external assistance. Traditionally, Official Development Assistance (ODA) has been a major source of financing for development priorities, historically contributing a substantial share of public expenditures and, at times, 25–35 % of budget support in low-income contexts like Uganda. However, ODA is becoming more volatile and less clearly development-oriented, with a growing share reclassified into humanitarian, security, and crisis-response funding, and ODA from DAC donors falling to USD 212.1 billion in 2024, equivalent to just 0.33 % of donor gross national income (GNI) far below the UN target of 0.7 % of GNI.

Globally, in-donor refugee costs aid reported by donor countries for hosting refugees at home totaled USD 27.8 billion in 2024, or about 13.1 % of total ODA, restricting the share of aid that actually reaches recipient country development agendas.

In Uganda, external financing continues to play a significant role but is increasingly channelled through off-budget mechanisms, weakening alignment with national development plans and the formal budget process. The Aid Management Platform (AMP) designed to track and manage externally financed projects—is restricted in access to authorized government and donor personnel, limiting the ability of parliament, researchers, media, and civil society to oversee and scrutinize aid flows effectively.

Despite external financing accounting for an estimated 15–20 % of total public expenditure, fluctuating aid flows and rising conditionalities constrain policy space and undermine efforts to strengthen Domestic Resource Mobilization (DRM) and reduce aid dependency.

At the regional level, emerging bilateral arrangements such as sizeable U.S.-Africa health agreements potentially valued in the hundreds of millions to billions of dollars for sectors like health over multiple years reflect a broader shift toward strategic, interest-driven aid partnerships that can boost sector-specific financing but may also fragment regional development frameworks. For several East African Community (EAC) Partner States, donor funding already accounts for around 30–40 % of health sector financing, making health systems especially sensitive to shifts in aid priorities and coordination challenges in the absence of harmonized regional aid governance mechanisms.

At the continental level, Africa continues to experience declining and increasingly volatile ODA flows despite rising needs. Although the continent hosts a large share of the world's poor, net ODA flows to Africa in 2024 were about USD 42 billion, with USD 36 billion going to sub-Saharan Africa, representing a slight decline in real terms compared with previous years.

Aid increasingly skews toward humanitarian and security interventions rather than productive sectors, reducing its catalytic potential for structural transformation, including Domestic Resource Mobilisation and industrial development. Furthermore, Africa loses an estimated USD 88 billion annually to illicit financial flows (IFFs), far exceeding typical annual ODA inflows and highlighting structural constraints on the continent's development financing.

At the global level, platforms such as Reality of Aid Africa and OECD statistics illustrate the growing disconnect between donor commitments and development outcomes. While donor

countries periodically reaffirm the 0.7 % of GNI ODA target, actual average disbursements hover around 0.33–0.37 % of GNI, with even lower proportions reaching Least Developed and low-income countries once in-donor refugee costs and debt relief are excluded.

Market-based and private-sector-led financing mechanisms are increasingly prioritized over traditional concessional aid, even as over 60 % of low-income countries are classified as in or at high risk of debt distress, underscoring the limitations of current aid models in supporting sustainable development. Limited civil society participation, opaque conditionalities, and the rising securitization of aid processes undermine democratic accountability and gender-responsive development, reinforcing the urgency for coordinated advocacy to reform the global aid architecture and reposition aid as a complement to—not a substitute for—Domestic Resource Mobilization, fiscal sovereignty, and equitable growth.

Our Strategic Interventions

- 01 SEATINI will undertake research to generate evidence on the impacts of expensive non-concessional loans, resource-backed borrowing, debt-for-nature swaps, and austerity measures, providing practical recommendations for alternative financing strategies, African-led debt and aid architecture reforms, and mechanisms to safeguard social services and structural transformation.
- 02 Capacity building will also equip policymakers, parliamentary committees, and civil society actors with the knowledge and tools needed to monitor borrowing, analyze debt and aid sustainability indicators, and advocate for transparent, accountable public investment management.
- 03 Through policy advocacy, SEATINI will engage government institutions, parliaments, and regional bodies to enhance oversight of aid and loans, ensure inclusive stakeholder engagement, and promote adherence to debt and aid sustainability frameworks that prioritize gender equity, social protection, and long-term development.
- 04 Strategic media engagement will translate complex debt and aid issues into accessible narratives, raising public awareness of fiscal and social consequences, and mobilizing citizens to demand accountability and responsible resource use.
- 05 Coalition building and partnerships with civil society networks, regional organizations, continental initiatives such as the Borrowers' Club, and progressive policymakers will amplify collective influence, advocate for harmonized debt management systems, fair credit rating methodologies, sustainable climate finance, and meaningful engagement with international financial institutions.

Together, these approaches position SEATINI as a credible actor in shaping national and continental debt governance, ensuring that borrowing contributes to equitable development, fiscal sovereignty, and long-term structural transformation rather than perpetuating dependency and austerity.

Strategic objective: To promote prudent, transparent and sustainable debt and aid acquisition, management and accountability for efficient financing for development.

Intermediate outcomes

- 1.1.1 Debt management laws, frameworks and policies at all levels are strengthened to ensure prudent and transparent debt management.
- 1.1.2 Strengthened capacity of policymakers to oversee debt acquisition, management and accountability at the national regional and continental levels.
- 1.1.3 Enhanced capacity of technocrats to negotiate, implement, monitor and ensure accountability for effective debt management.
- 1.1.4 Enhanced participation of citizens and CSOs to effectively engage, monitor and ensure effective debt management for sustainable development.
- 1.1.5 Strengthened national and regional aid policies and regulatory frameworks that enhance transparency, ensure prudent acquisition, and promote accountable and results-oriented use of development assistance.

Strengthened capacity of government agencies, oversight bodies, and civil society to effectively negotiate, manage, monitor, and evaluate aid flows, leading to greater accountability and improved service delivery.



Thematic Area 3:

BUILDING AFRICENTRIC ALTERNATIVES FOR SOCIAL JUSTICE

Context Analysis

1. Global Context

Globally, the development landscape continues to be dominated by neoliberal, capitalist, and extractivist paradigms that prioritize economic growth over equity, profit over people, and exploitation of natural resources over environmental sustainability. The influence of international financial institutions (IFIs) such as the IMF and World Bank, alongside the growing power of multinational corporations and donor agencies, has entrenched a model of development that often undermines national sovereignty and local innovation in Africa.

Development policies are largely shaped by standardized global prescriptions including fiscal austerity, liberalization, and privatization that fail to reflect the historical, cultural, and socio-economic realities of African societies. This top-down approach has reinforced structural dependency, discouraged endogenous development

thinking, and perpetuated inequities between the Global North and South.

Moreover, the global knowledge economy continues to marginalize African epistemologies, traditional knowledge systems, and indigenous innovations, relegating them to the periphery of development discourse. The persistence of such hierarchies has constrained Africa's ability to craft contextually grounded, people-centered, and socially just alternatives to neoliberal development.

The global challenges of climate change, debt crises, digital exclusion, and widening inequality further expose the inadequacies of current models. In this context, there is an urgent need to decolonize global development thought and foster an equitable multilateral system that values diverse pathways to prosperity and sustainability.

2. Continental Context (Africa)

At the continental level, Africa's development trajectory remains deeply influenced by external economic paradigms and colonial legacies, which have shaped extractive economic systems, skewed power relations, and limited the continent's policy autonomy. While the continent has recorded notable macroeconomic growth in recent decades, this has not translated into inclusive development inequality, unemployment, and poverty remain widespread.

Frameworks such as the African Union's Agenda 2063: The Africa We Want articulate a bold vision for self-reliant, people-centered, and sustainable development. However, realizing this vision requires reclaiming Africa's intellectual and policy sovereignty through the production of homegrown knowledge systems that challenge dominant neoliberal orthodoxies.

Despite emerging efforts by African think

tanks, civil society organizations, and academic institutions to promote Africentric economic and social models, these remain underfunded, fragmented, and often excluded from formal policy processes. The lack of strong research-policy linkages limits the ability to design, implement, and scale transformative alternatives that prioritize social justice, ecological integrity, and inclusive governance.

To build sustainable and equitable futures, Africa must invest in knowledge production rooted in African realities linking indigenous knowledge, feminist economics, ecological stewardship, and Pan-African solidarity. Such frameworks can serve as the intellectual foundation for transforming trade, fiscal, and investment policies in line with the continent's long-term aspirations for justice, resilience, and self-determination.

3. Regional Context (East African Community and Other RECs)

At the regional level, the East African Community (EAC), SADC, and ECOWAS have played a pivotal role in promoting economic integration and policy harmonization. While these frameworks provide opportunities for cross-border cooperation and collective problem-solving, they often mirror global economic orthodoxies, emphasizing market liberalization and investment attraction over equitable redistribution and social protection.

Regional integration has the potential to become a platform for shared learning, Pan-African research collaboration, and policy experimentation, but this potential is not yet fully realized. In many cases, regional policies reinforce extractive patterns prioritizing export-oriented industries and resource exploitation rather than advancing locally

driven innovation, sustainable livelihoods, and environmental regeneration.

To change this trajectory, regional economic communities (RECs) must embed Africentric and socially just principles into their integration frameworks. This includes promoting regional research networks, supporting community-based innovation systems, and fostering participatory policymaking that includes women, youth, smallholder farmers, and indigenous groups.

By centering regional cooperation around social justice, shared prosperity, and environmental stewardship, Africa's RECs can become powerful engines for transformative, decolonized development that reflects the continent's collective aspirations.



4. National Context (Uganda and Other African States)

At the national level, most African countries including Uganda continue to operate within policy environments heavily influenced by external actors, such as development partners, financial institutions, and multinational corporations. These external pressures often shape fiscal and social policies in ways that prioritize macroeconomic stability over equitable growth and people's welfare.

Despite the existence of national development plans like Uganda's NDP IV, which emphasizes inclusive and sustainable growth implementation is often constrained by dependency on donor financing and imported policy models. Local knowledge systems, traditional governance mechanisms, and community innovations are rarely integrated into formal policymaking processes, despite their proven contributions to resilience, social cohesion, and sustainability.

Civil society, academia, and grassroots organizations remain underutilized sources of Africentric alternatives. Their potential

to generate context-specific, evidence-based solutions grounded in local realities is immense, yet they often face structural exclusion from policy dialogues, limited funding, and restricted civic space.

Reclaiming policy autonomy requires investing in local research institutions, supporting participatory governance, and promoting social movements that advocate for equity and justice. Strengthening these foundations can enable countries to move beyond dependency and toward self-determined, socially inclusive development models that reflect African values, knowledge, and priorities.

Thematic Area Objective: To shape the next generation of policy analysts, critical thinkers and social justice champions to advance Africentric and transformative development alternatives.

Outcome: The next generation of policy analysts, critical thinkers and social justice champions are equipped to advance Africentric economic alternatives.

PROGRAM AREAS

Program 3.1: Yash Tandon Trade and Development Knowledge Hub

The Global trade and development discourse continues to be shaped largely by the dominant neoliberal frameworks that often overlook Africa's structural constraints, historical injustices, and development aspirations. As a result, policy prescriptions often tend to prioritize market liberalization, at the expense of industrialization, social protection, and ecological sustainability.

At the same time, there is a growing demand across the continent for alternative development thinking that is rooted in African contexts, values, and lived realities. However, the gaps remain in terms of accessible, policy-relevant, and critically grounded knowledge that can effectively inform decision-making and advocacy.

The Yash Tandon Trade and Development Knowledge Hub is envisioned as a transformative and dynamic platform for the generation, curation, and dissemination of knowledge that advances critical thinking, policy innovation, and leadership grounded in Africentric perspectives. It will serve as a bridge between research, policy, and practice, ensuring that evidence generated is not only rigorous but also actionable and responsive to the needs of policymakers and social justice actors.

Strategic Objective

To serve as a transformative and dynamic platform for the generation, curation, and dissemination of knowledge that advances critical thinking, policy innovation, and leadership grounded in Africentric values and perspectives.

Specific Objectives

It aims to:

1. Develop and disseminate Africentric, policy-oriented trade and development

solutions that critically interrogate and challenge prevailing neoliberal paradigms, while advancing equitable, sustainable, and locally-driven development pathways.

2. Build a robust and credible body of knowledge that reflects African realities, priorities, and aspirations, and informs inclusive and transformative policymaking processes.
3. Strengthen the capacity of policymakers, technocrats, researchers, and civil society actors to engage with evidence-based, contextually relevant analysis for effective advocacy and decision-making.

Foster a dynamic and collaborative knowledge ecosystem that promotes dialogue, learning, and thought leadership across the African continent and beyond.

Outcome:

A recognized and influential Pan-African knowledge platform that generates and disseminates Africentric, policy-relevant evidence, shaping public discourse, informing policymaking, and strengthening evidence-based advocacy for equitable and transformative development.

Program 3.2: Africentric Trade and Development Policy Academy

Africa's engagement in Global and regional trade, fiscal and investment related negotiations ranging from multilateral processes to continental frameworks has often been constrained by asymmetries in technical capacity, information access, and negotiating power. Many policymakers and stakeholders face challenges in interpreting complex trade rules, understanding their development implications, and effectively influencing negotiation outcomes.

There remains a disconnect between technical trade and fiscal processes and the broader development objectives, including industrialization, gender equality,



environmental sustainability, and fiscal justice. This underscores the need for continuous, structured capacity building that not only enhances technical competence but also embeds critical, development-oriented perspectives.

The Africentric Trade and Development Policy Academy is designed as a structured learning platform that bridges this gap by equipping diverse array of stakeholders with the knowledge, skills, and analytical tools required to engage effectively in trade policy processes. It will combine technical training with critical policy analysis, ensuring that the participants are not only informed but also empowered to advocate for fair and inclusive trade systems.

Strategic Objective

To strengthen Africa's voice and agency in the global trade landscape by equipping policymakers, technocrats, civil society actors, and young professionals with the technical expertise and critical policy perspectives needed to drive inclusive, development-oriented trade agendas.

Intermediate Outcome:

Enhanced technical and analytical capacity among Africa's policymakers, technocrats, civil society actors, and young professionals, leading to more informed, coordinated, and development-oriented engagement in trade and fiscal policy processes at national, regional, and global levels.

Program 3.3: Graduate Trainee Program

Africa's policy and advocacy landscape requires a new generation of leaders who are not only technically competent but

also grounded in critical thinking, social justice values, and a deep understanding of the continent's development challenges. However, opportunities for structured mentorship, practical exposure, and skills development in trade, fiscal, and investment policy remain limited for many young graduates.

Bridging this gap is essential to ensure continuity in thought leadership, strengthen institutional capacity, and sustain advocacy efforts. The Graduate Trainee Program is therefore designed to provide a structured pathway for nurturing emerging professionals through hands-on experience, mentorship, and exposure to real-world policy processes.

The program will serve as an incubator for future policymakers, researchers, and advocates, equipping them with the skills, knowledge, and networks needed to influence transformative change across Africa.

Strategic Objective

To provide structured learning and mentorship opportunities for graduate trainees, interns, and research fellows in order to shape a new generation of critical thinkers, social justice champions and policy analysts to influence trade, fiscal, and investment policies in Africa.

Outcome:

A new generation of critical thinkers, thought leaders, and social justice champions is nurtured, equipped with the skills, values, and perspectives to challenge neoliberal paradigms and to promote equitable trade, fiscal, and investment alternatives.



Thematic Area 4:

INSTITUTIONAL DEVELOPMENT FOR SUSTAINABILITY

Context Analysis

Over the past decade, the operating environment for civil society organizations (CSOs) across Africa has undergone significant transformation. Due to dwindling support, donor funding is increasingly shifting from traditional core or institutional support to short-term, project-based and results-driven financing. This transition has heightened competition for limited resources and demands stronger accountability, measurable impact, and alignment with global development priorities such as climate action, gender equality, and digital transformation.

For SEATINI, this evolving funding context necessitates institutional agility, efficiency, and resilience. Strengthening governance, financial management, and resource mobilization systems is critical to ensure sustainability and continued influence in policy spaces. The organization must also invest in strategic communication, visibility, and evidence-based advocacy to position itself as a credible and trusted partner among donors, governments, and regional bodies.

Furthermore, as digitalization reshapes advocacy and engagement, SEATINI needs to enhance its technological and data management capacities, leveraging digital tools for research dissemination, stakeholder engagement, and knowledge sharing. A robust monitoring, evaluation, and learning (MEL) framework will also be essential to demonstrate impact, inform adaptive programming, and attract diverse funding sources.

Ultimately, institutional strengthening is not only about internal efficiency but also about building long-term sustainability, nurturing a learning culture, and ensuring that SEATINI

remains responsive and effective in advancing equitable, inclusive, and transformative development in an increasingly uncertain and competitive funding environment.

Strategic objective: To enhance the institutional capacity to efficiently and effectively delivery on the programmes in the East and Southern Africa.

Long-term Outcome: Strengthened institutional and operational capacity as center of excellence on trade, fiscal and investment related issues.

Intermediate Outcomes:

- 4.1.1 Board members are efficiently and effectively exercising their oversight role in providing strategic direction.
- 4.1.2 Organisation staff are effectively delivering on the organization's strategic objectives.
- 4.1.3 There are sufficient resources to support programmes and operations of SEATINI over the strategic plan period (Salaries, Admin and Capex).
- 4.1.4 An efficient and effective financial management framework and system including internal controls, policies, and risk management for decision making at all levels of the organization.
- 4.1.5 A strong communications function that supports information generation, dissemination, advocacy, and fundraising efforts, promoting linkages and learning.
- 4.1.6 A functional monitoring and evaluation framework for all programmes and at organisational level for assessment of progress towards strategic plan objectives.
- 4.1.7 A learning organization facilitating learning of the staff and Board for continuous transformation.

OUR GREEN STRATEGY

SEATINI-Uganda recognizes that environmental sustainability and climate justice are central to achieving equitable trade and development. The worsening climate crisis, resource depletion, and ecosystem degradation threaten livelihoods, particularly of smallholder farmers, women, and marginalized communities' groups SEATINI works closely with. This Green Strategy therefore provides a framework for embedding ecological principles within SEATINI's programs, institutional culture, and policy advocacy to contribute to national, regional, and global sustainability goals.



KEY ACTIONS



OUR STAKEHOLDER CONSTITUENCIES

Stakeholder name	Major challenges faced	What are the causes for these challenges	How SEATINI work with them
The producers (Farmers, Workers, Artisanal small-scale miners) and their groups/ associations	Challenges Poverty Food Insecurity, Marginalization and discrimination	Landlessness / Tenure insecurity Poor production methods Poor post-harvest handling practices. Low prices for their products. Lack of inputs/seeds Lack of access to viable markets Human and resource rights violations.	Sensitize them on rights and obligations. Enhance their capacity to engage with duty bearers.
The Agro and industrial Processors and traders and (MSMEs)	Lack of markets for their products. Low profitability of their businesses.	Low production levels Low value products Unfair trade, investment and fiscal regimes and policies.	Train them on standards. Link them to credit, mobilise them to engage on fair and inclusive trade and tax policies Enhance participation in fiscal processes
The exporters and Importers	Lack of markets for their products. Low profitability of their businesses	Low production levels Low value products, Unfair trade, investment and fiscal policies and regimes.	Enhance their capacity to engage on trade, investment and fiscal at national, regional and global levels
The communities (especially the women and Youth)	Poverty Food insecurity. Unemployment	Unfair policies Inappropriate policy implementation	Enhance their capacity to engage on fair and inclusive trade, investment and fiscal policies
Academia (Especially young people)	Discrimination, unfavourable policies and practices that hinder their development.	Limited knowledge on social justice issues and limited capacity to engage in key policy processes.	Build their capacity to become the next generation of policy analysts, social justice champions and critical thinkers.
Local government officials	Inadequate capacity (financial, technical) to provide services to the people and to implement government programmes.	Poor DRM and Corruption	Train them in resource mobilization and utilization Engage them in accountability platforms.
The Civil Society Organisations (NGOs, media, academia, religious institutions, women and youth organisations etc.)	Limited voices and spaces for engagement on policy and practice issues.	Poor coordination Limited platforms for engagement. Lack of information	Mobilise and enhance capacity for engagement
The policy makers at national, regional and continental levels Ministries, Departments and Agencies	Inadequate revenue to finance to execute their mandate. Inability to formulate and implement fair and inclusive policies and laws	Poor DRM Corruption Lack of information Political interference	Engage them in policy dialogues, Submit to them policy proposals for adoption
The political leaders at local, national and regional and continental levels	Inability to formulate fair and inclusive policies and laws	Lack of information Neo liberal policy ideology	Involve them in policy dialogue, Involve them in monitoring service delivery
The foreign investors	Limited knowledge of the principles of business and human rights	Lack of information	Enhance their capacity to appreciate business and human rights
The regional trading blocks	Unfavourable trade and investment practices that marginalize the most vulnerable	Lack of information, Neo liberal policy ideology	Engage them in enacting and implementing fair trade, investment, fiscal and related policies
Intergovernmental bodies at regional and global level (EAC, UN agencies, World bank, IMF)	Lack of information on the local situation on human rights violations, trade and investment priorities for the most disadvantaged	Lack of information Neo liberal policy ideology	Provide information on the situation on the ground

FIVE YEARS INSTITUTIONAL WORK PLAN

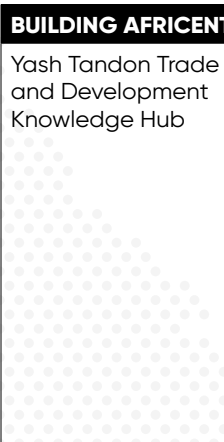
SOUTHERN AND EASTERN AFRICA TRADE INFORMATION AND NEGOTIATIONS INSTITUTE (SEATINI)																											
FIVE YEARS INSTITUTIONAL WORKPLAN																											
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Program	Strategic Objective:	Code	Intermediate Outcomes:	Strategic Interventions/Activities	Annual Target	5 Years Target	Target Key Stakeholders	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
TRADE AND INVESTMENT FOR SUSTAINABLE DEVELOPMENT																											
Trade Justice	To promote fair and inclusive trade policies and practices that advance economic, social, cultural and environmental rights thereby contributing to Africa’s structural transformation.	1.1.1	Trade policies and practices uphold economic, social, cultural and environmental rights to drive inclusive, climate responsive and sustainable structural transformation in Africa.	Undertake evidence-based policy research to generate knowledge products to advance alternative, fair, inclusive, and climate-responsive trade policy and practice recommendations.	4	20	Ministry of Trade; Ministry of Finance; Ministry of Agriculture; Parliament (Trade Committee); EAC Secretariat; AfCFTA Secretariat; URA; NPA; CSOs (ATN, OWINFS, UCCA, AFSA, TJN-A); WTO, UNCTAD, AU, AfCFTA Academia; Think Tanks; Development Partners (UNCTAD, UNDP, EU); Media.																				
		1.1.2	Enhanced capacity of technocrats and policymakers to negotiate, design, implement, and monitor equitable, gender-responsive, and climate-resilient trade policies and practices.	Conduct capacity-building engagements to enhance stakeholder capacity on fair, inclusive, gender-responsive, and climate-resilient trade policies and practices.	4	20	Technical officers in MTIC, MoFPED, MAAIF; EAC trade negotiators; AfCFTA national implementation committees; Parliament technical teams; Academia; Private sector associations (PSFU, UMA).																				
				Conduct media engagements to raise awareness on fair, inclusive, gender-responsive, and climate-resilient trade policies and practices.	10	50	Media houses; Editors’ Guild; Economic journalists; Online content creators.																				
		1.1.3	Strengthened voice, agency and participation of citizens to effectively shape equitable, gender-responsive, and climate-resilient trade policies and practices at the national, regional, continental and global levels.	Convene policy advocacy dialogues, workshops and forums to influence and shape fair, equitable, gender-responsive, and climate-resilient trade policies and practices.	4	20	CSOs; Trade unions; Farmer organizations; Youth groups; Women’s rights groups; Local government; Regional networks (ATN, EATN).																				
				Strengthen/Establish partnerships and coalitions to strengthen the voice and agency of stakeholders in trade policy processes.	3	15	Civil society coalitions; Private sector platforms; Academia-policy alliances; Regional advocacy networks.																				
Investment for Sustainable Development	To promote fair, inclusive, and sustainable investment policies and practices that uphold economic, social, cultural, and environmental rights, and foster Africa’s structural transformation and resilience.	1.2.1	Investment policies and practices uphold economic, social, cultural, and environmental rights of the marginalized communities thereby contributing to inclusive and sustainable structural transformation in Africa.	Undertake evidence-based policy researches outlining alternative investment policy and practice recommendations.	4	20	Ministry of Finance; Investment Authority (UIA); NPA; Parliament (Natural Resources, National Economy Committees); EAC & COMESA officials; CSOs (UCCA, AFSA, Oxfam); Development partners (World Bank, UNDP, EU).																				
		1.2.2	Enhanced capacity of policymakers and technocrats to negotiate, design, enforce, and monitor equitable, gender-responsive and climate-resilient investment policies and practices at all levels.	Conduct capacity-building engagements on fair, inclusive, sustainable, gender-responsive, and climate-resilient investment policies and practices.	4	20	UIA officers; ; MTIC; EAC investment officers; Parliament; Local government investment committees.																				
				Conduct media engagements to raise awareness on fair, inclusive, gender-responsive, and climate-resilient investment policies and practices.	10	50	Media houses; Economic journalists; CSO-led communication platforms.																				
		1.2.3	Strengthened voice, agency and participation of citizens to effectively shape equitable, gender-responsive, and climate-resilient investment policies and practices at all levels.	Convene policy advocacy dialogues, forums and engagements to influence and shape fair, equitable, gender-responsive, and climate-resilient investment policies and practices.	4	20	Communities affected by investments; Farmer groups; Local CSOs; Regional platforms; Private sector and chambers of commerce.																				
				Strengthen/Establish partnerships and coalitions to strengthen the voice and agency of stakeholders in investment policy processes.	3	10	CSO networks; Community-based organizations; Regional advocacy groups (ATN,).																				

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Agricultural Trade for Rural Transformation	To promote sustainable and inclusive Agricultural trade policies and practices that enhance food security, foster green industrialization, create opportunities, strengthen climate-resilient and farmer-centered agricultural systems in Africa.	1.3.1	Agricultural trade policies and practices across Africa support inclusive, green, and climate-resilient rural economies that ensure food sovereignty, value addition, and equitable participation of smallholder farmers.	Undertake evidence-based policy research products detailing fair and inclusive Agricultural trade policy recommendations.	4	20	MAAIF; Ministry of Trade; NPA; EAC Agriculture and Trade Directorates; Farmer groups; Cooperatives; AFSA; Food Rights CSOs; Research institutions.																				
		1.3.2	Enhanced capacity of policymakers and technocrats to negotiate, develop and implement equitable, inclusive and climate resilience Agricultural trade policies and practices in Africa.	Conduct capacity-building engagements on fair, inclusive, sustainable, gender-responsive, and climate-resilient Agricultural trade policies and practices.	4	20	Technical staff in MAAIF, MTIC; EAC agricultural officers; Local governments; Cooperatives unions.																				
				Conduct media engagements to raise awareness on fair, inclusive, gender-responsive, and climate-resilient Agricultural trade policies and practices.	10	50	Agricultural journalists; Rural broadcasters; Media coalitions.																				
		1.3.3	Strengthened voice and agency of agricultural value chain actors especially smallholder farmers to effectively shape equitable and climate-resilient Agricultural trade policies and practices in Africa.	Convene policy advocacy dialogues, workshops and forums to influence and shape equitable and climate-resilient Agricultural trade policies.	5	25	Farmer associations; Cooperatives; Women producer groups; Youth agripreneurs; Local councils; CSOs.																				
				Strengthen/Establish partnerships and coalitions to strengthen the voice and agency of stakeholders in Agricultural trade policy processes.	4	20	AFSA; UCCA; Farmer federations; Producer cooperatives; Regional food systems platforms.																				
Trade and Investment for Climate Justice	To advance climate-responsive trade, fiscal, and investment policies and practices that address climate challenges, promote green industrialization, and foster a just energy transition, while safeguarding the rights and livelihoods of marginalized communities	1.4.1	Trade and investment policies and practices are climate-resilient and environmentally sustainable thereby contributing to Africa's low-carbon and climate-adaptive development.	Undertake evidence-based policy research products detailing alternative climate-responsive trade, fiscal, and investment policy recommendations.	2	10	Ministry of Environment; Climate Change Department; MTIC; MoFPED; EAC Climate Unit; UNFCCC focal points; Climate CSOs (PACJA,CAN-U); Academia.																				
		1.4.2	Strengthened capacity of Policymakers, technical experts, and relevant institutions to design, implement, and monitor trade and investment policies that effectively address climate change.	Conduct capacity-building engagements on fair, inclusive, sustainable, gender-responsive, and climate-resilient trade and investment policies.	2	10	Climate change units; Parliament (Climate & Environment Committee); EAC & AU climate clusters; Academia.																				
				Conduct media engagements to raise awareness on climate change and climate-responsive policies.	10	50	Environmental journalists; Media networks; Climate information platforms.																				
		1.4.3	The voice, participation, and agency of stakeholders are enhanced, enabling them to meaningfully influence and shape trade and investment policies that advance climate action, resilience, and environmental sustainability.	Convene policy advocacy dialogues, forums and workshops to strengthen stakeholder participation in shaping climate responsive trade and investment policies and practices.	5	25	Climate justice CSOs; Farmer groups; Women's movements; Youth climate networks; Regional advocacy coalitions.																				
				Establish partnerships and coalitions to strengthen the voice and agency of stakeholders in climate policy processes.	3	15	PACJA; CAN-U; ATN; Regional climate alliances; National CSO networks.																				

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Women Economic Justice	To enhance the capacity of women and girls to effectively influence gender responsive trade, fiscal and related policies and practices at national, regional and Global levels.	1.5.1	Enhanced capacity of women and girls to participate in, shape, and influence trade, fiscal, and investment-related policies and practices at all levels.	Conduct capacity-building engagements to advance gender-responsive trade, fiscal and investment policies and practices.	2	10	Women's rights organizations; Gender ministry; Parliament (Gender Committee); Women producer groups; Regional gender networks.																					
		1.5.2	Policies, action plans, and accountability mechanisms are developed and strengthened to protect and advance women’s economic, social and cultural rights.	Produce evidence-based policy research products with gender-responsive and inclusive trade, fiscal, and investment policy recommendations.	2	10	CSOs on women's rights; Think tanks; UN Women; Government gender machinery; AU Women & Gender Directorate.																					
FINANCING FOR DEVELOPMENT																												
Tax Justice and Domestic Resource Mobilization	To promote equitable, inclusive, transparent and accountable revenue mobilization, allocation, utilization and accountability at the national, regional, continental and global levels.	2.1.1	Governments adopt, implement and enforce progressive tax policies, practices and measures resulting for improved resource mobilization, allocation, utilization and accountability at all levels.	Undertake evidence-based tax research, analyses, and position papers detailing alternative tax proposals and policy recommendations.	4	20	Ministry of Finance; Uganda Revenue Authority (URA); Parliament (Finance and Public Accounts Committees); Local Governments; CSOs (CSBAG, TJAU, TJNA,); Academia; Development Partners (OECD, IMF); Media.																					
				2.1.2	Civil society organizations, community groups, citizens and oversight institutions demonstrate strengthened capacity to actively participate in shaping progressive DRM policies and practices.	Conduct capacity-building workshops, trainings, and dialogues on tax literacy, budget tracking, and fiscal justice advocacy.	5	25	CSOs (CSBAG, TJNA, TJAU); Community-Based Organizations; Youth and Women groups; Parliament; Local government technical staff.																			
			Conduct media engagements to raise awareness and enhance stakeholders' capacity to monitor and track DRM for development at all levels.			10	50	Media houses; Economic journalists; Online platforms; Social media networks.																				
		2.1.3	International, regional, national tax frameworks, or guidelines are strengthened to improve transparency, curb IFFs, reduce tax evasion, and enhance equitable revenue sharing among participating countries.	Convene policy advocacy dialogues to enhance stakeholder participation in shaping fair, inclusive and responsive fiscal policies and practices at all levels	4	20	TJAU, AU, EAC, OECD; UN Tax Committee; Regional and continental tax advocacy networks; CSO coalitions; Parliament; Development partners.																					
				Establish partnerships and coalitions to strengthen the voice and agency of stakeholders in key tax policy processes at all levels.	3	15	AU, EAC, OECD; UN Tax Committee; Regional and continental tax advocacy networks; CSO coalitions; Parliament; Development partners.																					

SOUTHERN AND EASTERN AFRICA TRADE INFORMATION AND NEGOTIATIONS INSTITUTE (SEATINI)																											
FIVE YEARS INSTITUTIONAL WORKPLAN																											
Program	Strategic Objective:	Code	Intermediate Outcomes:	Strategic Interventions/Activities	Annual Target	5 Years Target	Target Key Stakeholders	Year 1				Year 2				Year 3				Year 4				Year Five			
								1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Local Revenue Mobilization and Civic Engagement	To promote inclusive, equitable and transparent local revenue mobilization, allocation and utilization at the subnational levels.	2.2.1	Local government authorities adopt and implement policies, improved systems and practices for mobilizing, allocating, and utilizing local revenues in a transparent, efficient, and equitable manner.	Produce policy research, analyses, and strategic products detailing measures/recommendations to support local governments in improving local revenue mobilization, allocation, utilization, and accountability.	13	65	Ministry of Local Government; Local Councils; District Finance Offices; CSOs (TJAU), community-based networks; Development partners; Academia.																				
		2.2.2	Enhanced capacity of local governments, civil society organizations, community groups, and local oversight bodies to actively participate in mobilizing, monitoring and influencing local revenue processes, including budget planning, expenditure tracking, and reporting for improved service delivery.	Conduct capacity-building engagements on local revenue mobilization, allocation, utilization, accountability, and budget tracking.	10	50	Local government technical staff; CSOs; Community groups; Oversight institutions; Youth and women's groups.																				
				Conduct media engagements to raise awareness on effective mobilization and utilization of local revenues at the local government levels.	10	50	Local media; Community radios; Development communication platforms.																				
		2.2.3	Best practices and measures are developed and adopted by local governments, leading to improved efficiency, effectiveness, and quality of service delivery at the local level.	Conduct policy advocacy dialogues, workshops, and forums to ensure increased participation of key stakeholders in local revenue mobilization processes.	10	50	CSO networks; Local councils; Community leaders; Development partners; Media; Regional advocacy networks.																				
				Establish networks, partnerships, and coalitions to strengthen a unified voice of key stakeholders in local revenue mobilization processes.	4	20	CSO networks; Local councils; Community leaders; Development partners; Media; Regional advocacy networks.																				
Debt and AID for Development	To enhance prudent and transparent debt acquisition, management and accountability for efficient financing for development.	2.3.1	Debt management laws, frameworks and policies at all levels are strengthened to ensure prudent and transparent debt management.	Produce analytical/ research products detailing recommendations and policy proposals on prudent debt management.	3	15	Ministry of Finance; Debt Management Offices; Parliament (Finance and Public Accounts Committees); Development partners (World Bank, IMF, AfDB); CSOs (UDN, TJNA,AFRODAD).																				
		2.3.2	Strengthened capacity of policymakers to oversee debt acquisition, management and accountability at the national regional and continental levels.	Conduct national and regional capacity-building engagements on debt oversight and fiscal accountability.	2	10	Ministry of Finance; Parliament; Debt committees; Regional institutions (EAC); CSOs.																				
		2.3.3	Enhanced capacity of technocrats to negotiate, implement, monitor and ensure accountability for effective debt management.	Conduct capacity-building for technocrats, CSOs, and citizens on debt analysis tools (DSA, risk assessment) with practical exercises.	2	10	Ministry of Finance; Local government technical staff; CSOs; Media; Regional financial institutions.																				
				Conduct media engagements to raise awareness on prudent acquisition and utilization of debt resources at all levels.	10	50	Ministry of Finance; Local government technical staff; CSOs; Media; Regional financial institutions.																				
		2.3.4	Enhanced participation of citizens and CSOs to effectively engage, monitor and ensure effective debt management for sustainable development.	Convene policy advocacy dialogues, workshops, and forums to foster collaboration.	4	20	CSO networks (TJNA); Community organizations; Parliament; Local government; Media; Development partners.																				
				Establish networks, partnerships, and coalitions to strengthen citizens' voices in debt management and sustainable development.	2	10	CSO networks (UDN, TJNA); Community organizations; Parliament; Local government; Media; Development partners.																				

SOUTHERN AND EASTERN AFRICA TRADE INFORMATION AND NEGOTIATIONS INSTITUTE (SEATINI)																											
FIVE YEARS INSTITUTIONAL WORKPLAN																											
								Year 1				Year 2				Year 3				Year 4				Year Five			
Program	Strategic Objective:	Code	Intermediate Outcomes:	Strategic Interventions/ Activities	Annual Target	5 Years Target	Target Key Stakeholders	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	To promote prudent and transparent aid acquisition, effective utilization, and robust accountability mechanisms at the national and regional levels for inclusive growth, strengthened institutions, and improved service delivery.	2.4.1	Strengthened national and regional aid policies and regulatory frameworks that enhance transparency, ensure prudent acquisition, and promote accountable and results-oriented use of development assistance.	Produce analytical/research papers detailing recommendations and policy proposals on prudent aid acquisition and management.	1	5	Ministry of Finance; Aid Management Units; Parliament; Development partners; CSOs (CSBAG, TJNA.); Oversight institutions; Academia.																				
		2.4.2	Strengthened capacity of government agencies, oversight bodies, and civil society to effectively negotiate, manage, monitor, and evaluate aid flows, leading to greater accountability and improved service delivery	Conduct capacity-building engagements, workshops, and dialogues on aid tracking, Aid Management Platform (AMP) navigation, and accountability mechanisms.	1	5	Government agencies; Parliament oversight committees; CSOs; Media houses; Development partners; Community-based organizations.																				
				Conduct media engagements to raise awareness on effective/prudent aid acquisition and monitoring.	1	5	Government agencies; Parliament oversight committees; CSOs; Media houses; Development partners; Community-based organizations.																				

BUILDING AFRICENTRIC ALTERNATIVES FOR SOCIAL JUSTICE																								
Yash Tandon Trade and Development Knowledge Hub	To serve as a transformative and dynamic platform for the generation, curation, and dissemination of knowledge that advances critical thinking, policy innovation, and leadership grounded in Africentric values and perspectives.	3.1.1	A robust, accessible, and Africentric body of knowledge is developed, documented, and disseminated to inform and strengthen policy engagement, advocacy, and practice in advancing social and economic justice.	Produce evidence-based policy research products to advance people-centered, socially just, and sustainable alternatives in trade, fiscal, and investment policies and practices.	5	25	CSOs (ATN, AFSA, UCCA, TJNA); Academia and research institutions; Think tanks; Policy advocacy networks; Development partners (UNDP, EU); Parliament and relevant government ministries; Media																	
Africentric Trade and Development Policy Academy	To strengthen Africa's voice and agency in the global trade landscape by equipping policymakers, technocrats, civil society actors, and young professionals with the technical expertise and critical policy perspectives needed to drive inclusive, development-oriented trade agendas.	3.2.1	Enhanced technical and analytical capacity among Africa's policymakers, technocrats, civil society actors, and young professionals, leading to more informed, coordinated, and development-oriented engagement in trade and fiscal policy processes at national, regional, and global levels	Convene capacity building trainings, workshops and events to propagate the social model in trade, fiscal and investment related processes at all levels	10	25	CSOs (ATN, AFSA, UCCA, TJNA); Academia and research institutions; Think tanks; Policy advocacy networks; Development partners (UNDP, EU); Parliament and relevant government ministries; Media																	

SOUTHERN AND EASTERN AFRICA TRADE INFORMATION AND NEGOTIATIONS INSTITUTE (SEATINI)																											
FIVE YEARS INSTITUTIONAL WORKPLAN																											
								Year 1				Year 2				Year 3				Year 4				Year Five			
Program	Strategic Objective:	Code	Intermediate Outcomes:	Strategic Interventions/ Activities	Annual Target	5 Years Target	Target Key Stakeholders	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Graduate Trainee Program	To provide structured learning and mentorship opportunities for graduate trainees, interns, and research fellows in order to shape a new generation of critical thinkers, social justice champions and policy analysts to influence trade, fiscal, and investment policies in Africa.	3.3.1	A new generation of critical thinkers, thought leaders, and social justice champions is nurtured, equipped with the skills, values, and perspectives to challenge neoliberal paradigms and to promote equitable trade, fiscal, and investment alternatives.	Recruit and build the capacity of cohorts of young critical-thinkers, policy analysts and social justice champions to advance a social justice model.	20	100	Universities and colleges; Youth networks; Leadership academies; CSO youth programs; Policy advocacy networks; Mentorship and coaching platforms.																				

INSTITUTIONAL DEVELOPMENT																										
Institutional Development	Enhance the institutional capacity to efficiently and effectively deliver on the programmes in East and Southern Africa.	4.1.1	Board members are efficiently and effectively exercising their oversight role in providing strategic direction.	Conduct periodic board meetings and follow-ups to monitor implementation of decisions.	4	20	SEATINI Board of Directors; Executive Management; Governance Committees; External Advisors.																			
		4.1.2	Organisation staff are effectively delivering on the organization's strategic objectives.	Staff capacity building, performance management, systems improvement, motivation, and coordination.	15	75	SEATINI Management; Human Resources; Staff; External Mentors/Consultants.																			
		4.1.3	There are sufficient resources to support programmes and operations of SEATINI over the strategic plan period (Salaries, Admin and Capex).	Conduct fundraising and resource mobilization activities to secure operational and programme funding.	40	200	Development partners; Donors; Philanthropic Foundations; Corporate Social Responsibility partners; Government agencies.																			
		4.1.4	An efficient and effective financial management framework and system including internal controls, policies, and risk management for decision making at all levels of the organisation.	Conduct annual financial audits and internal compliance checks.	2	10	Finance and Accounts team; Audit Committees; External Auditors; Board Finance Subcommittee.																			
		4.1.5	A strong communications function that supports information generation, dissemination, advocacy, and fundraising efforts, promoting linkages and learning.	Produce and disseminate multimedia advocacy products (videos, podcasts, webinars, animations, etc.).	120	600	Communications team; Media houses; Social media platforms; CSO partners; Development partners; Public stakeholders.																			
		4.1.6	A functional monitoring and evaluation framework for all programmes and at organisational level for assessment of progress towards strategic plan objectives.	Conduct quarterly organizational performance reviews.	4	20	Programme Managers; M&E Officers; Executive Management; Board of Directors.																			
		4.1.7	A learning organization facilitating learning of the staff and Board for continuous transformation.	Conduct quarterly institutional learning, reflection workshops, and meetings.	4	20	Staff; Board members; External facilitators; Partner organizations; Mentors.																			

FIVE YEARS INSTITUTIONAL BUDGET

SOUTHERN AND EASTERN AFRICA TRADE INFORMATION AND NEGOTIATIONS INSTITUTE (SEATINI)											
FIVE YEARS INSTITUTIONAL BUDGET											
Program	Strategic Objective:	Code	Intermediate Outcomes:	Strategic Interventions	Units	Year 1	Year 2	Year 3	Year 4	Year 5	Total
TRADE AND INVESTMENT FOR SUSTAINABLE DEVELOPMENT											
Trade Justice	To promote fair and inclusive trade policies and practices that advance economic, social, cultural and environmental rights thereby contributing to Africa's structural transformation.	1.1.1	Trade policies and practices uphold economic, social, cultural and environmental rights to drive inclusive, climate responsive and sustainable structural transformation in Africa.	Undertake evidence-based policy research to generate knowledge products to advance alternative, fair, inclusive, and climate-responsive trade policy and practice recommendations.	20	60,000,000	60,500,000	61,000,000	61,500,000	62,000,000	305,000,000
		1.1.2	Enhanced capacity of technocrats and policymakers to negotiate, design, implement, and monitor equitable, gender-responsive, and climate-resilient trade policies.	Conduct capacity-building engagements to enhance stakeholder capacity on fair, inclusive, gender-responsive, and climate-resilient trade policies and practices.	20	85,000,000	88,000,000	91,000,000	94,000,000	97,000,000	455,000,000
				Conduct media engagements to raise awareness on fair, inclusive, gender-responsive, and climate-resilient trade policies and practices.	50	50,000,000	50,600,000	51,200,000	51,800,000	52,400,000	256,000,000
		1.1.3	Strengthened voice, agency and participation of citizens to effectively shape equitable, gender-responsive, and climate-resilient trade policies and practices at the national, regional, continental and global levels.	Convene policy advocacy dialogues, workshops and forums to influence and shape fair, equitable, gender-responsive, and climate-resilient trade policies and practices.	20	95,000,000	98,000,000	101,000,000	104,000,000	107,000,000	505,000,000
				Strengthen/Establish partnerships and coalitions to strengthen the voice and agency of stakeholders in trade policy processes.	15	33,000,000	35,000,000	37,000,000	39,000,000	41,000,000	185,000,000
				SUB-TOTAL		323,000,000	332,100,000	341,200,000	350,300,000	359,400,000	1,706,000,000
Investment for Sustainable Development	To promote fair, inclusive, and sustainable investment policies and practices that uphold economic, social, cultural, and environmental rights, and foster Africa's structural transformation and resilience.	1.2.1	Investment policies and practices uphold economic, social, cultural, and environmental rights of the marginalized communities thereby contributing to inclusive and sustainable structural transformation in Africa.	Undertake evidence-based policy researches outlining alternative investment policy and practice recommendations.	20	60,000,000	60,500,000	61,000,000	61,500,000	62,000,000	305,000,000
		1.2.2	Enhanced capacity of policymakers and technocrats to negotiate, design, enforce, and monitor equitable, gender-responsive and climate-resilient investment policies and practices at all levels.	Conduct capacity-building engagements on fair, inclusive, sustainable, gender-responsive, and climate-resilient investment policies and practices.	20	95,000,000	105,000,000	115,000,000	125,000,000	135,000,000	575,000,000
				Conduct media engagements to raise awareness on fair, inclusive, gender-responsive, and climate-resilient investment policies and practices.	50	50,000,000	50,600,000	51,200,000	51,800,000	52,400,000	256,000,000
		1.2.3	Strengthened voice, agency and participation of citizens to effectively shape equitable, gender-responsive, and climate-resilient investment policies and practices at all levels.	Convene policy advocacy dialogues, forums and engagements to influence and shape fair, equitable, gender-responsive, and climate-resilient investment policies and practices.	20	90,000,000	91,000,000	92,000,000	93,000,000	94,000,000	460,000,000
				Strengthen/Establish partnerships and coalitions to strengthen the voice and agency of stakeholders in investment policy processes.	10	33,000,000	35,000,000	37,000,000	39,000,000	41,000,000	185,000,000
				SUB-TOTAL		328,000,000	342,100,000	356,200,000	370,300,000	384,400,000	1,781,000,000

SOUTHERN AND EASTERN AFRICA TRADE INFORMATION AND NEGOTIATIONS INSTITUTE (SEATINI)											
FIVE YEARS INSTITUTIONAL BUDGET											
Program	Strategic Objective:	Code	Intermediate Outcomes:	Strategic Interventions	Units	Year 1	Year 2	Year 3	Year 4	Year 5	Total
TRADE AND INVESTMENT FOR SUSTAINABLE DEVELOPMENT											
Agricultural Trade for Rural Transformation	To promote sustainable and inclusive Agricultural trade policies and practices that enhance food security, foster green industrialization, create opportunities, strengthen climate-resilient and farmer-centered agricultural systems in Africa.	1.3.1	Agricultural trade policies and practices across Africa support inclusive, green, and climate-resilient rural economies that ensure food sovereignty, value addition, and equitable participation of smallholder farmers.	Undertake evidence-based policy research products detailing fair and inclusive Agricultural trade policy recommendations.	20	65,000,000	66,000,000	67,000,000	68,000,000	69,000,000	335,000,000
		1.3.2	Enhanced capacity of policymakers and technocrats to negotiate, develop and implement equitable, inclusive and climate resilience Agricultural trade policies and practices in Africa.	Conduct capacity-building engagements on fair, inclusive, sustainable, gender-responsive, and climate-resilient Agricultural trade policies and practices.	20	98,000,000	100,000,000	102,000,000	104,000,000	106,000,000	510,000,000
				Conduct media engagements to raise awareness on fair, inclusive, gender-responsive, and climate-resilient Agricultural trade policies and practices.	50	50,000,000	50,600,000	51,200,000	51,800,000	52,400,000	256,000,000
		1.3.3	Strengthened voice and agency of agricultural value chain actors especially smallholder farmers to effectively shape equitable and climate-resilient Agricultural trade policies and practices in Africa.	Convene policy advocacy dialogues, workshops and forums to influence and shape equitable and climate-resilient Agricultural trade policies.	25	95,000,000	99,000,000	103,000,000	107,000,000	111,000,000	515,000,000
				Strengthen/Establish partnerships and coalitions to strengthen the voice and agency of stakeholders in Agricultural trade policy processes.	20	33,000,000	35,000,000	37,000,000	39,000,000	41,000,000	185,000,000
				SUB-TOTAL		341,000,000	350,600,000	360,200,000	369,800,000	379,400,000	1,801,000,000
Trade and Investment for Climate Justice	To advance climate-responsive trade, fiscal, and investment policies and practices that address climate challenges, promote green industrialization, and foster a just energy transition, while safeguarding the rights and livelihoods of marginalized communities	1.4.1	Trade and investment policies and practices are climate-resilient and environmentally sustainable thereby contributing to Africa's low-carbon and climate-adaptive development.	Undertake evidence-based policy research products detailing alternative climate-responsive trade, fiscal, and investment policy recommendations.	10	45,000,000	46,000,000	47,000,000	48,000,000	49,000,000	235,000,000
		1.4.2	Strengthened capacity of Policymakers, technical experts, and relevant institutions to design, implement, and monitor trade and investment policies that effectively address climate change.	Conduct capacity-building engagements on fair, inclusive, sustainable, gender-responsive, and climate-resilient trade and investment policies.	10	78,000,000	175,000,000	200,000,000	225,000,000	250,000,000	928,000,000
				Conduct media engagements to raise awareness on climate change and climate-responsive policies.	50	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	250,000,000
		1.4.3	The voice, participation, and agency of stakeholders are enhanced, enabling them to meaningfully influence and shape trade and investment policies that advance climate action, resilience, and environmental sustainability.	Convene policy advocacy dialogues, forums and workshops to strengthen stakeholder participation in shaping climate responsive trade and investment policies and practices.	25	70,000,000	72,000,000	74,000,000	76,000,000	78,000,000	370,000,000
				Establish partnerships and coalitions to strengthen the voice and agency of stakeholders in climate policy processes.	15	35,000,000	37,000,000	39,000,000	41,000,000	43,000,000	195,000,000
				SUB-TOTAL		278,000,000	380,000,000	410,000,000	440,000,000	470,000,000	1,978,000,000
Women Economic Justice	To enhance the capacity of women and girls to effectively influence gender responsive trade, fiscal and related policies and practices at national, regional and Global levels.	1.5.1	Enhanced capacity of women and girls to participate in, shape, and influence trade, fiscal, and investment-related policies and practices at all levels.	Conduct capacity-building engagements to advance gender-responsive trade, fiscal and investment policies and practices.	10	30,000,000	31,000,000	32,000,000	33,000,000	34,000,000	160,000,000
		1.5.2	Policies, action plans, and accountability mechanisms are developed and strengthened to protect and advance women's economic, social and cultural rights.	Produce evidence-based policy research products with gender-responsive and inclusive trade, fiscal, and investment policy recommendations.	10	20,000,000	22,000,000	24,000,000	26,000,000	28,000,000	120,000,000
				SUB-TOTAL		50,000,000	53,000,000	56,000,000	59,000,000	62,000,000	280,000,000

SOUTHERN AND EASTERN AFRICA TRADE INFORMATION AND NEGOTIATIONS INSTITUTE (SEATINI)											
FIVE YEARS INSTITUTIONAL BUDGET											
Program	Strategic Objective:	Code	Intermediate Outcomes:	Strategic Interventions	Units	Year 1	Year 2	Year 3	Year 4	Year 5	Total
TRADE AND INVESTMENT FOR SUSTAINABLE DEVELOPMENT											
FINANCING FOR DEVELOPMENT											
Tax Justice and Domestic Resource Mobilization	To promote equitable, inclusive, transparent and accountable revenue mobilization, allocation, utilization and accountability at the national, regional, continental and global levels.	2.1.1	Governments adopt, implement and enforce progressive tax policies, practices and measures resulting for improved resource mobilization, allocation, utilization and accountability at all levels.	Produce evidence-based tax research, analyses, and position papers detailing alternative tax proposals and policy recommendations.	20	100,000,000	101,000,000	102,000,000	103,000,000	104,000,000	510,000,000
		2.1.2	Civil society organizations, community groups, and oversight institutions demonstrate strengthened capacity to actively participate in shaping progressive DRM policies and practices.	Conduct capacity-building workshops, trainings, and dialogues on tax literacy, budget tracking, and fiscal justice advocacy.	25	200,000,000	220,000,000	242,000,000	266,200,000	292,820,000	1,221,020,000
				Conduct media engagements to raise awareness and enhance stakeholders' capacity to monitor and track DRM for development at all levels.	50	50,000,000	54,000,000	58,000,000	62,000,000	66,000,000	290,000,000
		2.1.3	International, regional agreements, frameworks, or guidelines are adopted or strengthened to improve transparency, reduce tax evasion, and enhance equitable revenue sharing among participating countries.	Convene policy advocacy dialogues to enhance stakeholder participation in shaping fair, inclusive and responsive fiscal policies and practices at all levels	20	160,000,000	165,000,000	170,000,000	175,000,000	180,000,000	850,000,000
				Establish partnerships and coalitions to strengthen the voice and agency of stakeholders in key tax policy processes at all levels.	15	40,000,000	43,000,000	46,000,000	49,000,000	52,000,000	230,000,000
				SUB-TOTAL		550,000,000	583,000,000	618,000,000	655,200,000	694,820,000	3,101,020,000
Local Revenue Mobilization and Civic Engagement	To promote inclusive, equitable and transparent local revenue mobilization, allocation and utilization at the subnational levels.	2.2.1	Local government authorities adopt and implement policies, improved systems and practices for mobilizing, allocating, and utilizing local revenues in a transparent, efficient, and equitable manner.	Produce policy research, analyses, and strategic products detailing measures/ recommendations to support local governments in improving local revenue mobilization, allocation, utilization, and accountability.	65	260,000,000	270,000,000	280,000,000	290,000,000	300,000,000	1,400,000,000
		2.2.2	Enhanced capacity of local governments, civil society organizations, community groups, and local oversight bodies to actively participate in mobilizing, monitoring and influencing local revenue processes, including budget planning, expenditure tracking, and reporting for improved service delivery.	Conduct capacity-building engagements on local revenue mobilization, allocation, utilization, accountability, and budget tracking.	50	435,000,000	460,000,000	485,000,000	510,000,000	535,000,000	2,425,000,000
				Conduct media engagements to raise awareness on effective mobilization and utilization of local revenues at the local government levels.	50	85,000,000	88,000,000	91,000,000	94,000,000	97,000,000	455,000,000
		2.2.3	Best practices shared and adopted at the across the region to enhance local revenue mobilization for improved social service delivery at the national levels.	Conduct policy advocacy dialogues, workshops, and forums to ensure increased participation of key stakeholders in local revenue mobilization processes.	50	450,000,000	460,000,000	470,000,000	480,000,000	490,000,000	2,350,000,000
				Establish networks, partnerships, and coalitions to strengthen a unified voice of key stakeholders in local revenue mobilization processes.	20	55,000,000	56,000,000	57,000,000	58,000,000	59,000,000	285,000,000
				SUB-TOTAL		1,285,000,000	1,334,000,000	1,383,000,000	1,432,000,000	1,481,000,000	6,915,000,000

SOUTHERN AND EASTERN AFRICA TRADE INFORMATION AND NEGOTIATIONS INSTITUTE (SEATINI)											
FIVE YEARS INSTITUTIONAL BUDGET											
Program	Strategic Objective:	Code	Intermediate Outcomes:	Strategic Interventions	Units	Year 1	Year 2	Year 3	Year 4	Year 5	Total
TRADE AND INVESTMENT FOR SUSTAINABLE DEVELOPMENT											
Debt and AID for Development	To enhance prudent and transparent debt acquisition, management and accountability for efficient financing for development.	2.3.1	Debt management laws, frameworks and policies at all levels are strengthened to ensure prudent and transparent debt management.	Produce analytical/research products detailing recommendations and policy proposals on prudent debt management.	15	75,000,000	75,500,000	76,000,000	76,500,000	77,000,000	380,000,000
		2.3.2	Strengthened capacity of policymakers to oversee debt acquisition, management and accountability at the national regional and continental levels.	Conduct national and regional capacity-building engagements on debt oversight and fiscal accountability.	10	80,000,000	82,000,000	84,000,000	86,000,000	88,000,000	420,000,000
		2.3.2	Enhanced capacity of technocrats to negotiate, implement, monitor and ensure accountability for effective debt management.	Conduct capacity-building for technocrats, CSOs, and citizens on debt analysis tools (DSA, risk assessment) with practical exercises.	10	80,000,000	88,000,000	96,800,000	106,480,000	117,128,000	488,408,000
				Conduct media engagements to raise awareness on prudent acquisition and utilization of debt resources at all levels.	50	50,000,000	51,000,000	52,000,000	53,000,000	54,000,000	260,000,000
		2.3.3	Enhanced participation of citizens and CSOs to effectively engage, monitor and ensure effective debt management for sustainable development.	Convene policy advocacy dialogues, workshops, and forums to foster collaboration.	20	70,000,000	75,000,000	80,000,000	85,000,000	90,000,000	400,000,000
				Establish networks, partnerships, and coalitions to strengthen citizens' voices in debt management and sustainable development.	10	30,000,000	36,000,000	42,000,000	48,000,000	54,000,000	210,000,000
	To promote prudent and transparent aid acquisition, effective utilization, and robust accountability mechanisms at the national and regional levels for inclusive growth, strengthened institutions, and improved service delivery.	2.4.1	Strengthened national and regional aid policies and regulatory frameworks that enhance transparency, ensure prudent acquisition, and promote accountable and results-oriented use of development assistance.	Produce analytical/research papers detailing recommendations and policy proposals on prudent aid acquisition and management.	5	40,000,000	41,000,000	42,000,000	43,000,000	44,000,000	210,000,000
		2.4.2	Strengthened capacity of government agencies, oversight bodies, and civil society to effectively negotiate, manage, monitor, and evaluate aid flows, leading to greater accountability and improved service delivery	Conduct capacity-building engagements, workshops, and dialogues on aid tracking, Aid Management Platform (AMP) navigation, and accountability mechanisms.	5	43,000,000	44,000,000	45,000,000	46,000,000	47,000,000	225,000,000
				Conduct media engagements to raise awareness on effective/prudent aid acquisition and monitoring.	5	30,000,000	31,000,000	96,800,000	106,480,000	117,128,000	381,408,000
				SUB-TOTAL		498,000,000	116,000,000	183,800,000	195,480,000	208,128,000	816,408,000
BUILDING AFRICENTRIC ALTERNATIVES FOR SOCIAL JUSTICE											
Yash Tandon Trade and Development Knowledge Hub	To serve as a transformative and dynamic platform for the generation, curation, and dissemination of knowledge that advances critical thinking, policy innovation, and leadership grounded in Africentric values and perspectives.	3.1.1	A robust, accessible, and Africentric body of knowledge is developed, documented, and disseminated to inform and strengthen policy engagement, advocacy, and practice in advancing social and economic justice.	Produce evidence-based policy research products to advance advance people-centered, socially just, and sustainable alternatives in trade, fiscal, and investment policies and practices.	25	45,000,000	46,000,000	47,000,000	48,000,000	49,000,000	235,000,000
Africentric Trade and Development Policy Academy	To strengthen Africa's voice and agency in the global trade landscape by equipping policymakers, technocrats, civil society actors, and young professionals with the technical expertise and critical policy perspectives needed to drive inclusive, development-oriented trade agendas.	3.2.1	Enhanced technical and analytical capacity among Africa's policymakers, technocrats, civil society actors, and young professionals, leading to more informed, coordinated, and development-oriented engagement in trade and fiscal policy processes at national, regional, and global levels	Convene dialogues, forums, workshops and events to propagate the social model in trade, fiscal and investment related processes at all levels	25	32,000,000	33,000,000	34,000,000	35,000,000	36,000,000	170,000,000

SOUTHERN AND EASTERN AFRICA TRADE INFORMATION AND NEGOTIATIONS INSTITUTE (SEATINI)											
FIVE YEARS INSTITUTIONAL BUDGET											
Program	Strategic Objective:	Code	Intermediate Outcomes:	Strategic Interventions	Units	Year 1	Year 2	Year 3	Year 4	Year 5	Total
TRADE AND INVESTMENT FOR SUSTAINABLE DEVELOPMENT											
Graduate Trainee Program	To provide structured learning and mentorship opportunities for graduate trainees, interns, and research fellows in order to shape a new generation of critical thinkers, social justice champions and policy analysts to influence trade, fiscal, and investment policies in Africa.	3.3.1	A new generation of critical thinkers, thought leaders, and social justice champions is nurtured, equipped with the skills, values, and perspectives to challenge neoliberal paradigms and to promote equitable trade, fiscal, and investment alternatives.	Build capacity of cohorts of young critical-thinkers, policy analysts and social justice champions to advance a social justice model.	100	35,000,000	36,000,000	37,000,000	38,000,000	39,000,000	185,000,000
				SUB-TOTAL		112,000,000	115,000,000	118,000,000	121,000,000	124,000,000	590,000,000
INSTITUTIONAL DEVELOPMENT											
Institutional Development	Enhance the institutional capacity to efficiently and effectively deliver on the programmes in East and Southern Africa.	4.1.1	Board members are efficiently and effectively exercising their oversight role in providing strategic direction.	Conduct periodic board meetings and follow-ups to monitor implementation of decisions.	20	18,000,000	19,000,000	20,000,000	21,000,000	22,000,000	100,000,000
		4.1.2	Organisation staff are effectively delivering on the organization's strategic objectives.	Staff capacity building, performance management, systems improvement, motivation, and coordination.	15	35,000,000	36,000,000	37,000,000	38,000,000	39,000,000	185,000,000
		4.1.3	There are sufficient resources to support programmes and operations of SEATINI over the strategic plan period (Salaries, Admin and Capex).	Fundraising and resource mobilization.	200	50,600,000	51,000,000	51,400,000	51,800,000	52,200,000	257,000,000
				Salaries	12	2,550,550,564	2,580,550,564	2,610,550,564	2,640,550,564	2,670,550,564	13,052,752,820
				Capex	12	55,300,000	56,000,000	56,700,000	57,400,000	58,100,000	283,500,000
				Administrative 7%	12	387,618,000	388,000,000	388,382,000	388,764,000	389,146,000	1,941,910,000
		4.1.4	An efficient and effective financial management framework and system including internal controls, policies, and risk management for decision making at all levels of the organisation.	Conduct annual financial audits and internal compliance checks.	10	20,000,000	21,000,000	22,000,000	23,000,000	24,000,000	110,000,000
		4.1.5	A strong communications function that supports information generation, dissemination, advocacy, and fundraising efforts, promoting linkages and learning.	Produce and disseminate multimedia advocacy products (videos, podcasts, webinars, animations, etc.).	600	50,000,000	51,100,000	52,200,000	53,300,000	54,400,000	261,000,000
		4.1.6	A functional monitoring and evaluation framework for all programmes and at organisational level for assessment of progress towards strategic plan objectives.	Conduct quarterly organizational performance reviews.	20	18,000,000	19,800,000	21,600,000	23,400,000	25,200,000	108,000,000
		4.1.7	A learning organization facilitating learning of the staff and Board for continuous transformation.	Conduct quarterly institutional learning, reflection workshops, and meetings.	20	75,500,000	76,000,000	76,500,000	77,000,000	77,500,000	382,500,000
				SUB-TOTAL		3,260,568,564	3,298,450,564	3,336,332,564	3,374,214,564	3,412,096,564	16,681,662,820
				GRAND TOTAL		7,025,568,564	6,904,250,564	7,162,732,564	7,367,294,564	7,575,244,564	35,650,090,820

FIVE YEARS INSTITUTIONAL RESULTS FRAMEWORK

SOUTHERN AND EASTERN AFRICA TRADE INFORMATION AND NEGOTIATIONS INSTITUTE (SEATINI)											
MONITORING AND EVALUATION FRAMEWORK											
Program	Strategic Objective:	Code	Intermediate Outcomes:	Outcome Indicator	Baseline	5-Years Target	Annual Target	Output Indicator	Baseline	5-Years Target	Annual Target
TRADE AND INVESTMENT FOR SUSTAINABLE DEVELOPMENT											
Trade Justice	To promote fair and inclusive trade policies and practices that advance economic, social, cultural and environmental rights thereby contributing to Africa's structural transformation.	1.1.1	Trade policies and practices uphold economic, social, cultural and environmental rights to drive inclusive, climate responsive and sustainable structural transformation in Africa.	% of alternative trade policies and practices that uphold economic, social, cultural and environmental rights adopted/implemented.	40%	45%	45%	# of evidence-based knowledge products produced and published to advance alternative, fair, inclusive, and climate-resilient, transformative trade policy and practice recommendations.	10	20	4
		1.1.2	Enhanced capacity of technocrats and policymakers to negotiate, design, implement, and monitor equitable, gender-responsive, and climate-resilient trade policies and practices.	% of technocrats and policymakers demonstrating improved capacity to negotiate, design, implement, and monitor equitable, gender-responsive, and climate-resilient trade policies and practices.	60%	70%	70%	# of capacity-building engagements on fair, inclusive, gender-responsive, and climate-resilient trade policies and practices.	10	20	4
								# of stakeholders capacitated to influence fair, inclusive, gender-responsive, and climate-resilient trade policies and practices.	150	1250	250
								# of media engagements conducted to raise awareness on fair, inclusive, gender-responsive, and climate-resilient trade policies and practices.	20	50	10
		1.1.3	Strengthened voice, agency and participation of citizens to effectively shape equitable, gender-responsive, and climate-resilient trade policies and practices at the national, regional, continental and global levels.	# of cases where citizens actively participated in effectively shaping equitable, gender-responsive, and climate-resilient trade policies and practices at the national, regional, continental and global levels.	10	15	3	# of policy advocacy dialogues, workshops and forums conducted to influence and shape fair, equitable, gender-responsive, and climate-resilient trade policies and practices.	10	15	4
								# of partnerships and coalitions strengthened /established to ensure effective participation, voice and agency of stakeholders in trade policy processes.	10	15	3
Investment for Sustainable Development	To promote fair, inclusive, and sustainable investment policies and practices that uphold economic, social, cultural, and environmental rights, and foster Africa's structural transformation and resilience.	1.2.1	Investment policies and practices uphold economic, social, cultural, and environmental rights of the marginalized communities thereby contributing to inclusive and sustainable structural transformation in Africa.	% of alternative investment policies and practices adopted and implemented.	30%	40%	40%	# of evidence-based knowledge products produced and published to advance fair, inclusive, and Climate-resilient, transformative investment policy and practice recommendations.	10	20	4
		1.2.3	Enhanced capacity of policymakers and technocrats to negotiate, design, enforce, and monitor inclusive equitable, gender and climate responsive investment policies and practices at all levels.	% of technocrats and policymakers demonstrating improved capacity to negotiate, design, implement, and monitor equitable, gender-responsive, and climate-resilient investment policies and practices.	60%	80%	70%	# of capacity-building engagements on fair, inclusive, gender-responsive, and climate-resilient investment policies and practices.	10	20	4
								# of stakeholders capacitated to influence fair, inclusive, gender-responsive, and climate-resilient investment policies and practices.	150	1250	250
								# of media engagements conducted to raise awareness on fair, inclusive, gender-responsive, and climate-resilient investment policies and practices.	50	50	10
		1.2.4	Strengthened voice, agency and participation of citizens to effectively shape equitable, gender-responsive, and climate-resilient investment policies and practices at all levels.	# of cases where citizens actively influenced equitable, gender-responsive, and climate-resilient investment policies and practices at the national, regional, continental and global levels.	5	10	2	# of policy advocacy dialogues, workshops and forums conducted to influence and shape fair, equitable, gender-responsive, and climate-resilient investment policies and practices.	10	20	4
								# of partnerships and coalitions strengthened /established to ensure voice and agency of stakeholders in investment policy processes.	10	15	3

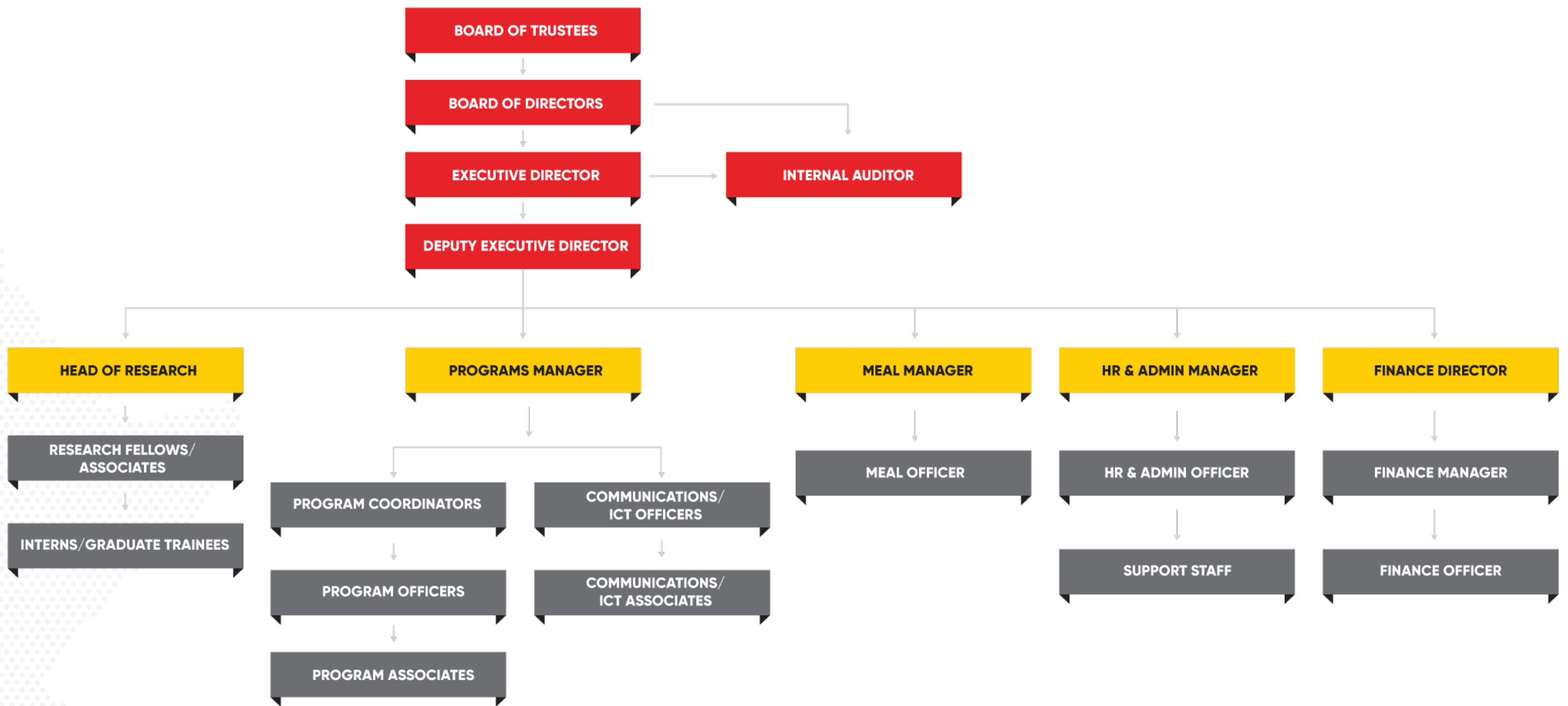
SOUTHERN AND EASTERN AFRICA TRADE INFORMATION AND NEGOTIATIONS INSTITUTE (SEATINI)											
MONITORING AND EVALUATION FRAMEWORK											
Program	Strategic Objective:	Code	Intermediate Outcomes:	Outcome Indicator	Baseline	5-Years Target	Annual Target	Output Indicator	Baseline	5-Years Target	Annual Target
Agricultural Trade for Rural Transformation	To promote sustainable and inclusive Agricultural trade policies and practices that enhance food security, foster green industrialization, create opportunities, strengthen climate-resilient and farmer-centered agricultural systems in Africa.	1.3.1	Agricultural trade policies and practices across Africa support inclusive, green, and climate-resilient rural economies that ensure food sovereignty, value addition, and equitable participation of smallholder farmers.	% of alternative Agricultural trade policies and practices adopted and implemented.	40%	45%	45%	# of evidence-based knowledge products produced and published to advance fair and inclusive Agricultural trade policy and practice recommendations.	10	20	4
		1.3.2	Enhanced capacity of policymakers and technocrats to negotiate, develop and implement equitable, inclusive and climate responsive Agricultural trade policies and practices in Africa.	% of technocrats and policymakers demonstrating improved capacity to negotiate, design, implement, and monitor inclusive and climate responsive Agricultural trade policies and practices in Africa.	60%	75%	75%	# of capacity-building engagements conducted on fair, inclusive, sustainable, gender-responsive, and climate-resilient Agricultural trade policies and practices.	10	20	4
								# of stakeholders capacitated to negotiate, develop and implement equitable, inclusive and climate responsive Agricultural trade policies and practices in Africa.	300	2450	490
								# of media engagements conducted to raise awareness on fair, inclusive, gender-responsive, and climate-resilient Agricultural trade policies and practices.	10	50	10
		1.3.3	Strengthened voice and agency of agricultural value chain actors especially smallholder farmers to effectively shape equitable and Climate-resilient Agricultural trade policies and practices in Africa.	# of cases where citizens actively shaped equitable and Climate-resilient Agricultural trade policies and practices in Africa.	5	15	3	# of policy advocacy dialogues, workshops and forums convened to influence and shape equitable and climate-resilient Agricultural trade policies.	5	25	5
								# of partnerships and coalitions strengthened/established to ensure participation, voice and agency of stakeholders in Agricultural trade policy processes.	3	20	4
Trade and Investment for Climate Justice	To advance Climate-resilient trade, fiscal, and investment policies and practices that address climate challenges, promote green industrialization, and foster a just energy transition, while safeguarding the rights and livelihoods of marginalized communities	1.4.1	Trade and investment policies and practices are climate-resilient and environmentally sustainable thereby contributing to Africa's low-carbon and climate-adaptive development.	% of alternative investment policies and practices adopted and implemented.	20%	20%	20%	# of evidence-based knowledge products produced and published to advance climate-resilient trade, fiscal, and investment policy and practice recommendations.	9	10	2
		1.4.2	Strengthened capacity of Policymakers, technical experts, and relevant institutions to design, implement, and monitor trade and investment policies that effectively address climate change.	% of technocrats and policymakers demonstrating improved capacity to negotiate, design, implement and monitor trade and investment policies that effectively address climate change.	60%	65%	65%	# of capacity-building engagements conducted on fair, inclusive, sustainable, gender-responsive, and climate-resilient trade, fiscal and investment policies.	9	10	2
								# of stakeholders capacitated to design, implement, and monitor trade and investment policies that effectively address climate change.	150	1250	250
								# of media engagements conducted to raise awareness on climate change and climate-resilient policies.	50	50	10
		1.4.3	The voice, participation, and agency of stakeholders are enhanced, enabling them to meaningfully influence and shape trade and investment policies that advance climate action, resilience, and environmental sustainability.	# of cases where citizens' actively participated in shaping equitable and Climate-resilient Agricultural trade policies and practices in Africa.	6	10	2	# of policy advocacy dialogues, forums and workshops conducted to strengthen stakeholder participation in shaping climate responsive trade and investment policies and practices.	20	25	5
								# of partnerships and coalitions strengthened/established to ensure the voice and agency of stakeholders in climate policy processes.	5	10	2
Women Economic Justice	To enhance the capacity of women and girls to effectively influence gender responsive trade, fiscal and related policies and practices at national, regional and Global levels.	1.5.1	Enhanced capacity of women and girls to participate in, shape, and influence gender responsive trade, fiscal, and investment-related policies and practices at all levels.	% women and girls demonstrating enhanced capacity to, shape, and influence gender responsive trade, fiscal, and investment-related policies and practice at all levels	50%	60%	60%	# of policy engagements conducted to advance gender-responsive trade, fiscal and investment policies and practices.	5	10	2
								# of women capacitated to participate in, shape, and influence gender responsive trade, fiscal, and investment-related policies and practices at all levels.	900	10,000	2000
		1.5.2	Policies, action plans, and accountability mechanisms are developed and strengthened to protect and advance women's economic, social and cultural rights.	# of gender-responsive policies/ mechanisms developed or influenced	5	10	2	# of evidence-based knowledge products produced and published to advance gender-responsive and inclusive trade, fiscal, and investment policy and practice recommendations.	5	10	2

SOUTHERN AND EASTERN AFRICA TRADE INFORMATION AND NEGOTIATIONS INSTITUTE (SEATINI)											
MONITORING AND EVALUATION FRAMEWORK											
Program	Strategic Objective:	Code	Intermediate Outcomes:	Outcome Indicator	Baseline	5-Years Target	Annual Target	Output Indicator	Baseline	5-Years Target	Annual Target
FINANCING FOR DEVELOPMENT											
Tax Justice and Domestic Resource Mobilization	To promote equitable, inclusive, transparent and accountable revenue mobilization, allocation, utilization and accountability at the national, regional, continental and global levels.	2.1.1	Governments adopt, implement and enforce progressive tax policies, practices and measures resulting for improved resource mobilization, allocation, utilization and accountability at all levels.	# of alternative tax policies, practices and measures adopted to bolster improved DRM at all levels	30	40	8	# of evidence-based knowledge products produced and published to advance alternative tax proposals and policy recommendations.	20	20	4
		2.1.2	Civil society organizations, community groups, and oversight institutions demonstrate strengthened capacity to actively participate in shaping progressive DRM policies and practices.	% of civil society organizations, community groups, and oversight institutions demonstrating strengthened capacity to actively participate in shaping progressive DRM policies and practices.	60%	75%	75%	# of capacity-building workshops, trainings, and dialogues conducted on tax literacy, budget tracking, and fiscal justice advocacy.	20	25	5
								# civil society organizations, community groups, and oversight institutions capacitated in shaping progressive DRM policies and practices.	350	1540	308
								# of media engagements conducted to raise awareness and enhance stakeholders' capacity to monitor and track DRM for development at all levels.	50	50	10
		2.1.3	International, regional agreements, frameworks, or guidelines are adopted or strengthened to improve transparency, reduce tax evasion, curb IFFs and enhance equitable revenue mobilization at all levels.	# of cases where citizens' actively in International, regional agreements, frameworks, or guidelines to strengthened to improve transparency, reduce tax evasion, curb IFFs and enhance equitable revenue mobilization at all levels.	5	15	3	# of policy advocacy dialogues convened to enhance stakeholder participation in shaping fair, inclusive and responsive fiscal policies and practices at all levels	20	20	4
								# of partnerships and coalitions strengthened/established to ensure effective participation, voice and agency of stakeholders in key tax policy processes at all levels.	10	15	3
Local Revenue Mobilization and Civic Engagement	To promote inclusive, equitable and transparent local revenue mobilization, allocation and utilization at the subnational levels.	2.2.1	Local government authorities adopt and implement policies, improved systems and practices for mobilizing, allocating, and utilizing local revenues in a transparent, efficient, and equitable manner.	# of alternative tax policies, practices and measures adopted for effective mobilization, allocation, and utilization of local revenues in a transparent, efficient, and equitable manner.	13	15	3	# of evidence-based knowledge products produced and published to advance measures/recommendations to support local governments to improve local revenue mobilization, allocation, utilization, and accountability.	50	65	13
		2.2.2	Enhanced capacity of local governments, civil society organizations, community groups, and local oversight bodies to actively participate in mobilizing, monitoring and influencing local revenue processes, including budget planning, expenditure tracking, and reporting for improved service delivery.	% of local governments, civil society organizations, community groups, and local oversight bodies demonstrating enhanced capacity to shape progressive local fiscal policies and practices.	70%	80%	80%	Conduct capacity-building engagements on local revenue mobilization, allocation, utilization, accountability, and budget tracking.	50	50	10
								# of local government stakeholders capacitated in mobilizing, monitoring and influencing local revenue processes, including budget planning, expenditure tracking, and reporting for improved service delivery.	450	2550	510
								# of media engagements conducted to raise awareness on effective mobilization and utilization of local revenues at the local government levels.	50	50	10
		2.2.3	Best practices shared and adopted at the across the region to enhance local revenue mobilization for improved social service delivery at the local levels.	# of citizens' inputs adopted to enhance local revenue mobilization for improved social service delivery at the local levels.	20	25	5	# of policy advocacy dialogues, workshops, and forums conducted to ensure increased participation of key stakeholders in local revenue mobilization processes.	50	50	10
								# of networks, partnerships, and coalitions strengthened/established to strengthen a unified voice of key stakeholders in local revenue mobilization processes.	10	20	4

SOUTHERN AND EASTERN AFRICA TRADE INFORMATION AND NEGOTIATIONS INSTITUTE (SEATINI)											
MONITORING AND EVALUATION FRAMEWORK											
Program	Strategic Objective:	Code	Intermediate Outcomes:	Outcome Indicator	Baseline	5-Years Target	Annual Target	Output Indicator	Baseline	5-Years Target	Annual Target
Debt and AID for Development	To enhance prudent and transparent debt acquisition, management and accountability for efficient financing for development.	2.3.1	Debt management laws, frameworks and policies at all levels are strengthened to ensure prudent and transparent debt management.	# of debt management laws, frameworks and policies at all levels are strengthened	5	10	2	# of analytical/evidence-based knowledge products produced and published with recommendations and policy proposals on prudent debt management.	10	15	3
		2.3.2	Strengthened capacity of policymakers to oversee debt acquisition, management and accountability at the national regional and continental levels.	# of measures/actions/ initiatives implemented at all levels to ensure effective oversight of debt acquisition, management and accountability at the national regional and continental levels	10	15	3	# of national and regional capacity-building engagements conducted on debt oversight and fiscal accountability.	10	10	2
		2.3.3	Enhanced capacity of technocrats to negotiate, implement, monitor and ensure accountability for effective debt management.	% of technocrat and policy makers demonstrating enhanced capacity to negotiate, implement, monitor and ensure accountability for effective debt management.	50%	55%	55%	# of capacity-building sessions conducted for technocrats, CSOs, and citizens on debt analysis tools (DSA, risk assessment) with practical exercises.	10	10	2
								# of stakeholders capacitated to negotiate, implement, monitor and ensure accountability for effective debt management.	150	1250	250
								# of media engagements conducted to raise awareness on prudent acquisition and utilization of debt resources at all levels.	40	50	10
	2.3.4	Enhanced participation of citizens and CSOs to effectively engage, monitor and ensure effective debt management for sustainable development.	# of cases where citizens and CSOs effectively participated in monitoring and ensuring effective debt management for sustainable development.	5	25	5	# of policy advocacy dialogues, workshops, and forums convened to foster collaboration.	10	20	4	
							# of networks, partnerships, and coalitions strengthened/ established to ensure participation of citizens' voices in debt management and sustainable development.	10	10	2	
	To promote prudent and transparent aid acquisition, effective utilization, and robust accountability mechanisms at the national and regional levels for inclusive growth, strengthened institutions, and improved service delivery.	2.4.1	Strengthened national and regional aid policies and regulatory frameworks that enhance transparency, ensure prudent acquisition, and promote accountable and results-oriented use of development assistance.	# of policies and regulatory frameworks strengthened national and regional aid policies and regulatory frameworks that enhance transparency, ensure prudent acquisition	TBD	10	2	# of evidence-based knowledge products produced and published with policy and practice recommendations on prudent aid acquisition and management.	TBD	5	1
		2.4.2	Strengthened capacity of government agencies, oversight bodies, and civil society to effectively negotiate, manage, monitor, and evaluate aid flows, leading to greater accountability and improved service delivery	% of government agencies, oversight bodies, and civil society demonstrating enhanced capacity to effectively negotiate, manage, monitor, and evaluate aid flows.	TBD	40%	45%	# of capacity-building engagements, workshops, and dialogues on aid tracking, Aid Management Platform (AMP) navigation, and accountability mechanisms.	TBD	5	1
# of media engagements conducted to raise awareness on effective/prudent aid acquisition and monitoring.								TBD	5	1	
BUILDING AFRICENTRIC ALTERNATIVES FOR SOCIAL JUSTICE											
Yash Tandon Trade and Development Knowledge Hub	To serve as a transformative and dynamic platform for the generation, curation, and dissemination of knowledge that advances critical thinking, policy innovation, and leadership grounded in Africentric values and perspectives.	3.1.1	A robust, accessible, and Africentric body of knowledge is developed, documented, and disseminated to inform and strengthen policy engagement, advocacy, and practice in advancing social and economic justice.	# of cases where Africentri policy recommendations are adopted in trade, fiscal and investment related policy frameworks and practices	5	10	2	# of evidence-based knowledge products produced and published to advance people-centered, socially just, and sustainable alternatives in trade, fiscal, and investment policies and practices.	10	25	5
Africentric Trade and Development Policy Academy	To strengthen Africa's voice and agency in the global trade landscape by equipping policymakers, technocrats, civil society actors, and young professionals with the technical expertise and critical policy perspectives needed to drive inclusive, development-oriented trade agendas.	3.2.1	Enhanced technical and analytical capacity among Africa's policymakers, technocrats, civil society actors, and young professionals, leading to more informed, coordinated, and development-oriented engagement in trade and fiscal policy processes at national, regional, and global levels	# of cases where trainees demonstrated ability to challenge the neoliberal paradigms and to promote equitable trade, fiscal, and investment alternatives.	2	10	2	# of policymakers, technocrats, civil society actors, and young professionals in Africa capacitated to effectively influence people centered trade, fiscal and investment policy processes at all levels	TBD	250	50

SOUTHERN AND EASTERN AFRICA TRADE INFORMATION AND NEGOTIATIONS INSTITUTE (SEATINI)											
MONITORING AND EVALUATION FRAMEWORK											
Program	Strategic Objective:	Code	Intermediate Outcomes:	Outcome Indicator	Baseline	5-Years Target	Annual Target	Output Indicator	Baseline	5-Years Target	Annual Target
Graduate Trainee Program	To provide structured learning and mentorship opportunities for graduate trainees, interns, and research fellows in order to shape a new generation of critical thinkers, social justice champions and policy analysts to influence trade, fiscal, and investment policies in Africa.	3.3.1	A new generation of critical thinkers, thought leaders, and social justice champions is nurtured, equipped with the skills, values, and perspectives to challenge neoliberal paradigms and to promote equitable trade, fiscal, and investment alternatives.	# of cases where the trained young people demonstrated ability to challenge the neoliberal paradigms and to promote equitable trade, fiscal, and investment alternatives.	2	10	2	# of young critical-thinkers, policy analysts and social justice champions capacitated to advance a social justice model.	5	100	20
INSTITUTIONAL DEVELOPMENT AND SUSTAINABILITY											
Institutional Development	Enhance the institutional capacity to efficiently and effectively deliver on the programmes in East and Southern Africa.	4.1.1	Board members are efficiently and effectively exercising their oversight role in providing strategic direction.	% implementation of board decisions by the SMT	90%	90%	90%	# of period board meetings and follow-ups conducted to monitor implementation of decisions.	20	20	4
		4.1.2	Organisation staff are effectively delivering on the organization's strategic objectives.	Average Staff performance index	75%	75%	75%	# of annual performance appraisals and follow-up on staff development plans.	70	75	15
		4.1.3	There are sufficient resources to support programmes and operations of SEATINI over the strategic plan period (Salaries, Admin and Capex).	% increase in resource mobilization growth	20%	25%	5%	# of fundraising and resource mobilization activities to conducted secure operational and programme funding.	200	200	40
		4.1.4	An efficient and effective financial management framework and system including internal controls, policies, and risk management for decision making at all levels of the organisation.	% compliance with financial policies	85%	90%	90%	# of annual financial audits and internal compliance checks conducted.	10	10	2
		4.1.5	A strong communications function that supports information generation, dissemination, advocacy, and fundraising efforts, promoting linkages and learning.	% increase in the media outreach numbers (Social media, Website, Engagements, Reactions etc)	20%	25%	15%	# of multimedia advocacy products developed and disseminated (videos, podcasts, webinars, animations, etc.).	500	600	120
		4.1.6	A functional monitoring and evaluation framework for all programmes and at organisational level for assessment of progress towards strategic plan objectives.	% of programmes reporting with full M&E documentation	98%	99%	99%	# of quarterly organizational performance reviews conducted.	20	20	4
		4.1.7	A learning organization facilitating learning of the staff and Board for continuous transformation.	# of institutional learnings documented and adopted to improve programme delivery	20	50	10	# of quarterly institutional learning, reflection workshops, and meetings convened.	20	20	4

INSTITUTIONAL ORGANOGRAM





**For more information please contact:
Southern and Eastern Africa Trade Information and
Negotiations Institute (SEATINI) Africa Secretariat**

SEATINI Uganda

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