

Workshop Report

on

Policy Development, Analysis and Advocacy

26th -27th May 2010.

Arch Apartments, Ntinda- Kampala



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Workshop Summary

This report summarizes the proceedings of the workshop on Policy and Advocacy held on May 26-27, 2010 at Arch Apartments, Ntinda Kampala. The aim of the workshop was to strengthen the capacity of PELUM MOs in policy development, analysis and advocacy. The workshop was organized by PELUM Uganda and attended by 30 representatives from 28 Member Organisations; and 3 staff from the Country Desk. (See Appendix 2 for a list of participants).

The facilitator was Zie Gariyo, a consultant, policy analyst and trainer in advocacy. During the two day workshop, issues related to Public Policy and Advocacy were explored. These included: defining a public policy, policy analysis, policy cycle, policy formulation, the budget cycle, people centered advocacy, the advocacy process and advocacy through the media

The workshop was highly participatory, with the participants sharing experiences, comments and working in groups to explore issues. Plenary feedback sessions allowed time for further discussions of points raised and sharing of ideas amongst MOs. After the training sessions, participants worked in thematic groups to review advocacy needs and strategies in the areas of land, climate change and; trade and market access and set dates to meet and discuss further.

Objectives

1. To increase member organizations' knowledge and understanding on policy formulation processes in Uganda.
2. To identify key entry points for advocates in the policy making cycle.
3. To develop policy advocacy strategies and action points for PELUM Uganda.

Learning Outcomes

At the end of this training course, participants should be able to:

- Enhance on policy processes
- Actively engage in policy advocacy

Background to the workshop

Many Civil Society Organizations (CSOs) in Uganda have been traditionally associated with service delivery. However, in the recent past, these organizations began to perceive themselves as “watch dogs” of government and have found this role particularly challenging. Often, they are charged with the responsibility of holding government accountable for how resources are utilized. In addition, policy issues affecting sustainable agricultural development are being debated at local, national, regional and international levels, which call for the active involvement of PELUM Member Organizations as key partners working with small scale farmers.

PELUM Uganda membership needs to fulfill the role of advocates for the social change for and on behalf of their primary targets, the small scale farmers. There is therefore need for PELUM to build a strong advocacy movement that will contribute to creating a conducive policy and practice environment that favors sustainable agriculture and small scale farmers as key contributors.

The sustainable agriculture policy analysis that was carried out by PELUM Uganda in 2009 highlighted a number of policy gaps that exist within the policies that are related to sustainable agriculture in Uganda. It was evident that active engagement in policy development processes, policy reviews and policy advocacy would go a long way in minimizing such policy gaps

During one of the PELUM policy review workshops, members also emphasized the need to build partnerships with government to ensure implementation of the good elements of the policies in support of sustainable agriculture as well as have their capacities enhanced in policy development processes, analysis and advocacy, in order to effectively engage with policy makers.

Outline of course content

The course includes:

- A definition of public policy listing types of policies, policy makers, sources of Policies and characteristics of a good policy
- The Policy Making Process (cycle) and entry points for CSOs on the policy cycle
- The Advocacy Process; the Advocacy Strategies and implementing Community-Informed Advocacy Initiatives
- Identifying key policies of interest to PELUM and their entry points

Learning method

The learning methods included PowerPoint presentation by the facilitator, one group activity and asking questions.

Day One: Thursday 27 May 2010

Opening Session

The workshop began with a prayer from Cuthbert Tukundane (CARITAS Kabale). Opening remarks were given by Stella Lutalo, the Country Coordinator of PELUM Uganda while the official opening was done by Agnes Kirabo; the Chairperson of PELUM Uganda

The Country Coordinator, thanked participants for taking off time to attend the workshop and assured them that their time was going to be well spent. She reminded participants that the workshop was important because advocacy is still very weak among Member Organisations. *"I hope that by the end of the two days, you will be strengthened in the area of Public Policies and advocacy."* She also introduced NOGAMU and PEFO as new members to the PELUM family

In her opening remarks, Agnes Kirabo re-echoed the Country Coordinator's concerns regarding the weakness of advocacy among Member Organisations. *"We will become more frustrated and the poverty levels will remain the same if CSOs don't engage in advocacy. All that CSOs are doing minus advocacy can be regarded as cosmetics that will be washed away to reveal dirt,"* commented Agnes

She thanked MOs that had sent senior staff to attend the workshop noting that Advocacy is a tiring and time consuming activity that requires the moral support of senior staff and management to succeed.

"In advocacy, you are pulling a rug beneath someone's feet. You have to play the cards right. That's why senior staff are so crucial to its success." The Chairperson encouraged CSOs to start working on their mindset in order to help farmers help themselves. She concluded by giving a brief introduction of the facilitator, Mr. Zie Gariyo, noting that he is very experienced in the field of advocacy and is one of the people who inspired her to love it.

Review of course content

Ms. Linnet Awor, The Campaign, Advocacy and Lobby Officer of PELUM Uganda gave an overview of the course aims and objectives, along with information on the agenda, format and administrative arrangements for the workshop.

Session 1: Introduction

Aims

This session aims to:

- Break the ice
- Find out who is in the workshop
- Set the scene

Activity

Each participant was asked to give their name, work area and to give their expectations and fears of the workshop. They were each given a card to write their names on and display on the table

Participant Expectations

- Have a more elaborate and clear understanding of Advocacy and policy issues
- Learn policy formulation process and align it with my organisation's goal
- To know how, as a PELUM member, I can influence policy at the local and national level
- Learn interactive and participatory approaches used in advocacy and policy
- Good time management
- To-the-point presentations
- Identify some of the entry points for policy advocacy in Uganda
- Develop a policy as a guiding tool for the many undertakings by PELUM Uganda
- To know the different types of policies
- Acquire skills on policy analysis and engagement of policy makers
- To learn the simplest and most efficient way to formulate policies
- How and why some NGOs' policies have been successful
- That particular attention will be paid to the involvement of the small holder farmers in policy formulation
- Barriers to policy formulation especially on the farmers' side

Participant Fears

- Time may not be enough to discuss the topic of policy and advocacy
- That the facilitator is an academician not a technical person or a practicing advocate. (*In response to this, the facilitator encouraged the participants to call him an intellectual not academician. He posed a question to the participant, are you technical/practical people? The answer was no. The real practical people are the farmers not MOs. This makes the MOs theoreticians if not intellectuals who do the research and latter pass on the knowledge to the farmers, which is a good and noble thing to do*)
- Whether we will be able to come up with relevant unifying advocacy issues
- Members may not explain themselves fairly well

Session 2: Overview on Public Policy

Learning Outcomes

At the end of this activity participants should be able to:

- Define a public policy
- Identify types of policies
- Know the policy makers
- Know sources of Policies
- Identify characteristics of a good policy

The facilitator, Mr. Zie Gariyo started by requesting participants to form small buzz groups in the plenary and asked each group to define in their own understanding the meaning of policy. Participants generally defined a Policy as:

- A guide
- rule
- Procedure
- Regulation
- Law

After some discussions (with the above answers in consideration), he summarized the definition as “a course of action authorized by government to achieve certain goals”. He also added that such a course may take the form of a law, strategy, programme or plan. Important to note is that a public policy is the preserve of government.” The facilitator noted that for purposes of the training workshop, when we talk about policies we are talking about public or government policies (not just any policies or internal organizational policies)

Activity

Participants were asked to brainstorm on some of the public policies that affect them among them being;

- The national Environmental Statute
- National Development Plan
- Peace, Recovery and Development Plan for Northern Uganda
- Land Amendment Act 2009
- NAADS
- National Wetland Policy
- Tree Planting Act
- Water Act 2000

Policy Analysis

Participants were introduced to the concept of Policy Analysis defining it as “a systematic way of understanding or thinking about public policies. It is also about undertaking or carrying out a diagnostic study of the different government policies, programmes, plans. The purpose of this is to determine their:

- a) Efficacy
- b) Effectiveness
- c) Relevance
- d) Impact

After a the presentation, there was a general discussion in which it was noted that CSOs need to acquire skills and knowledge of policy analysis to ‘undertake a diagnostic study of public policies, programmes and plans’ before advocating for their change or termination. It was further noted that policy analysis must be understood well before engaging in public policy advocacy. It is important to identify the power holders behind the evolving practices further noting government churn out policies, plans, strategies on a continuous

basis with people engaged full-time in this responsibility while CSOs can only do on ad hoc basis. The primary role of government is to develop policies, plans and strategies. Where are CSOs when this is happening?

The presentation led into a discussion on the best ways of analyzing policies. Participants were informed that policy analysis is full-time activity in government requiring that CSOs prepare themselves to play this role in equal measure by engaging full-time staff to undertake this role on their behalf. The facilitator observed that most times, there are no staffs with capacity among CSOs to engage time with policy analysis, formulation and planning. It was worse with organizations engaged with service delivery. Yet, effective service delivery must be supported by enabling policies so that facilitate and not impede CSO work.

There was a discussion on the differences between policies and plans and how the two may be developed separately or together. It was clarified that; a policy maybe in form of a legislation such as an Act of Parliament, a government programme, plan or strategy developed by government to deal with an issue or put in place guidelines and principles for the operations of government and its officials. Some policies are put in place followed by an enabling law to ensure that government and the public are committed to its implementation. Equally a law may be put in place as legal framework to regulate the relationships among the different actors including government institutions and the public itself.

Session 3: The Policy making process

Policy making is a phased process and not a one day event. It's a lengthy and sometimes painful process that requires immense capacities that are usually lacking within CSOs. Policy making can be;

- an annual cycle e.g. Budget process
- periodical – PEAP (3 yrs) NDP 5yrs)
- aimed at achieving long term solutions – Karamoja disarmament
- be aimed at achieving short term solutions – IDP camps

The Policy Cycle: The job of an NGO is not to offer cuttings to beneficiaries but to ask the important questions. Delivering benefits can be used as an entry point for engaging with policies.

For a policy to be made, the following have to be well defined and understood

- There has to be a need/problem and it has to be clearly understood. Immediate and Root/underlying causes such as cultural and psychological issues have to be understood
- Policy options or possible solutions have to be considered
- A course of action has to be considered. This is normally referred to as policy formulation
- The policy is officially agreed on (policy adoption)
- The agreed policy is then put into action in what is known as policy implementation.
- Policy evaluation and assessment
- Policy termination
- Policy Ranking
- Participants were introduced to the concept of policy ranking

- Policies have to be ranked according to their effects to the people. There are different categories of policies:
 - a) Policies that have direct impact on the majority of the people
 - b) Policies with indirect impact on the majority of the people
 - c) Policies with direct impact on the minority of the people
 - d) Policies with indirect impact on the minority of the people
 - e) Policies may be selected on the basis of any of the categorizations above.

During the discussions, Participants observed that taxation policies have all the characteristics above. Other policies include; the homosexual bill.

The facilitator informed participants that during policy analysis, CSOs should set objectives and look for the common denominators within the policy so as to generate engagement with policy planning processes effectively. Sometimes, questioning the rationale of a policy is the starting point for policy analysis.

Secondly, it might be possible for CSOs to undertake a problem analysis so as to use the evidence to engage with government from a strategic point of view. Using the participatory methodologies, CSOs are able to produce evidence of both the adverse effects of a policy or the absence of the effects on the groups of people whose interests the CSOs are representing.

Participants agreed that during problem identification, CSOs can take the approach of doing needs assessment to find out the problems of the community or ask the community to share their problems. Both have advantages and disadvantages. It was noted that sometimes, communities themselves do not appreciate the problem being presented by a CSO and the CSOs might need to spend a long time within the community working with them to deepen their understanding of the problem. For instance, poor performance of UPE at PLE might be blamed on the teachers and government. Yet government argues that it has provided the resources and it's up to parents to monitor the performance of the teachers and the pupils.

An example by the facilitator was that parents may be organized to monitor such a programme as UPE by constantly spending time in classrooms to observe the work of the teacher and the pupils as part of the routine. Sitting in classes makes the teachers and pupils conscious that parents are very concerned and parents begin to appreciate the problems of the teachers and pupils. They jointly find solutions to the problems that might lead to improved performance for UPE/PLE

Understanding Policy making – Who makes Policies?

CSOs need to understand the policy makers before carrying out any advocacy strategy. Group them into primary and secondary targets.

- **Primary targets:** are basically persons with the ultimate power to make decisions and these are usually the president, cabinet ministers, parliamentarians, and the Permanent Secretary.
- **Secondary targets:** are persons who participate and have influence over the ultimate decision. Some of these are spouses, girl friends, relatives, and close friends

In policy making, don't rely on Ministers because they are continuously reshuffled. Always use technocrats and don't pass them by. Try to bring them on board earlier on. Once you work with technocrats, chances of a policy going through at the cabinet/Executive level are so high.

Discussion Questions

1. Why are most of the examples given from the developed world?
 - Reply from the facilitator: right from childhood, most of what we are taught is from the developed world. This doesn't make it wrong but teaches us to learn and pick out what works for us. Other participants agreed that there are a lot of principles to learn from examples from developed countries. This is, however, not to deny home grown solutions if they are found to work. But why re-invent the wheel? If good examples from best practices are available, it is not necessary to wait for a home grown example that might take long to come. Participants should not shy away from demanding the best from the policy makers even if they criticized from trying to "copy" from outside.
2. Do policies have a time limit?
 - Yes, they do. They can be terminated. An example given was PEAP which revolved into NDP
3. What are the committees of Parliament you are familiar with and what are their functions?
 - Natural resources committee
 - Committee on Lands
 - Committee on agriculture
4. How can PELUM be helped to come up with proactive policies instead of reacting to already existing policies or those already in the process of being formulated?
 - The success rate of an alternative or new policy is very small because it might take a long time to develop. Even if it is developed, the CSO might fail to get it adopted by Parliament, Local Council or Executive and thus fail to recover defeat that damages its self-esteem and reputation. The process of policy making is expensive because it requires evidence from a national perspective. Yet CSOs work at local level and cannot generalize their experience. This however, does not mean that it's impossible for CSOs to engage with policy formulation. It is much cheaper to engage with on-going processes and present evidence of their needs rather than try to formulate new policies. For instance, the Budget Policy is an annual cycle through which resources are allocated. The CSOs should participate so that the constituents such as small holder farmers may benefit from policies and programmes such as NAADS and others.
 - The marginalization of small-holder farmers in NAADS is not because there is no policy but because the current programme is implemented badly/wrongly.
 - CSOs are also advised to use cheaper means to engage with policy. For instance, if they provide evidence that their constituents are being served by current policies yet other

places have a bigger share of the service delivery. This might help influence technocrats and policy makers to change the allocation for resources in favor of the marginalized groups.

PELUM is better suited to advocate for increased allocation of resources. However, it is important to identify the entry point and make its presentation. For instance, advocacy on the Maputo declaration to which Governments committed itself to increase resource allocation to agriculture by 10% of the national budget by 2015. Are there people in government that are supportive of this declaration and want it achieved? Is the Minister of Agriculture strong enough to make the presentation to Cabinet and influence them to adopt it even if in small doses? What if the agricultural budget was to increase by at least 1% - 2% per annum for the next twenty years, Can this increase be achieved in one year? Is it realistic?

5. How does PELUM make sure that her research and reports are accepted by government?
 - o Use participatory research and not quantitative results

CASE STUDY - The budget cycle

- CSOs need to be on the table during the drafting/designing of the budget. This is usually from January through June
- The legislative phase takes place from June through July
- The implementation phase occurs from July to June the following year
- Evaluation/ Auditing is continuous and is done every quarter against approved work plans and programmes



Day Two: Thursday 27 May 2010

Opening Session: Review of Day One

Participants were requested to identify one learning lesson that stood out for each of them on day one. The following was their response:

- Advocacy is simple but complicated. The practice needs intellectuals and networking with other people
- Policy implementation starts at home
- Advocacy shouldn't be left only to one person in an organisation but should be the responsibility of everyone
- As we develop policies, we need to seriously think about how we can influence the influential people
- Advocacy goes hand-in-hand with evidence
- Policy process requires problem identification
- Policy making is a process that needs detailed research
- Policies have good intentions but the implementation may tarnish them
- Learnt the entry points and approaches to the policy makers/ formulators
- Advocacy for good policies requires vigilance about the policy processes
- There's need for policy advocacy on existing laws and procedures
- We need to be alerts; listening to opinions and comments so that we can effectively respond towards improving policies
- Policies need to be given time if they are to be achieved
- Policy formulation is a continuous process
- Advocacy programmes should be spearheaded by intellectuals
- Policy affect people; whether positively or negatively
- We need to select our targets carefully if we are to influence policy making
- If we pressure government through advocacy and increase farmers' ability to demand for their rights, we can slowly decrease on the amount of resources we spend

Session 1: Introduction to People Centered Advocacy

The facilitator made a presentation on People Centered Advocacy as a strategy for effective advocacy that seeks to organize and empower the poor people to influence public policy formulation and implementation.

- **People Centre Advocacy** is defined as a set of organized actions aimed at influencing public policies, societal attitudes, and socio-political processes that enable and empower the marginalized to speak for themselves
- Its purpose is social transformation through the realization of human rights: - civil, political, economic and cultural rights
- People centered advocacy is by the people, of the people and for the people
- It is the spirit of democracy that drives the very idea of people centered advocacy

People Centered Advocacy is driven by three integrating principles namely:

- **Participation** – a principle based on an inclusive moral choice – Participation means sharing power, legitimacy, freedom, responsibilities and accountability

- **Communication** - Advocacy is a communicative act and a set of actions that involves communications designed to promote social action
- **Legitimacy** - Legitimacy is not merely about legality. It is both about ethics and politics. Legitimacy is not something one acquires. It is the sense of deep commitment, accountability, communicability, and action that help derive legitimacy

Session 2: Overview on Advocacy and Lobbying

In this presentation, participants learnt the meaning of advocacy and lobbying.

The advocacy process has two aspects to it;

ADD VOICE: From the voices comes noise; from the noise comes a message. CSOs need to listen to the noises of the small-scale farmers because they carry a lot of messages that call for advocacy.

Advocacy Strategies

Lobbying: this is defined as having one-on-one communication with decision makers and other persons with influence in decision making (government, community, civil society etc.) to support a cause or influence policy change

Types of lobbying

- **Formal** - through visits to and briefing of decision makers and others in offices
- **Informal** - through conversations in corridors of power, restaurants, though homes visits, marriage/burial ceremonies. These might offer opportunities for chatting the decision maker.

When lobbying, it's important to;

- Map out allies (people inside the systems who system who support your cause and are willing to help you achieve your advocacy objective
- Map out opponents – people who are opposed to your cause. Persuade them to be supportive. Or ask them not to publicly oppose the cause.
- Map out the fence sitters – those who are neither supportive nor opposed. They can be persuaded to support the cause in the long term. It might be possible to involve a relative (daughter, son, wife, uncle etc of a fence sitter who will be persuaded to either support the cause of simply from publicly opposing it. It is strategic that rather than publicly oppose it, influential people may be convinced to keep their views to themselves.

Components of an advocacy process

- Objective- what do you want to achieve? The advocacy objective is what you want to change, who will make the change, by how much and by when.
Example: the minister of agriculture to increase the agricultural budget by 10% by 2025
- Audience - who can give it to you?
- Clear message- what do they need to hear?

- Messenger: whom do they need to hear it from?
- Plan of action- what will be done to deliver the advocacy message?

Working with the Media

- Media is a way of communicating a message and includes channels such as newspapers, TV radio, graffiti, banners, posters, billboards, videos, badges, notices newsletters etc.

When dealing with media, CSOs need to be sure to;

- Have a good story
- Be prepared, both as an individual and as an organisation.
- Think through your organization's handling of the media; both with policy and practice.
- Understand how the media work and therefore how to handle them.
- Be better prepared for media interviews in case they come your way.
- Feel more confident in handling the media.
- Decide whether to accept an interview request from the media.
- Identify key reporters in your sector and develop relationship with them
- Use the opinion/editorial page
- Distribute brochures in places like workshops, Ministry Offices to make sure that people know you

Discussion questions

1. How do we as CSOs go about minimizing copying & pasting past strategies?
 - The messenger is as good as the message. It's important to be a credible advocate. If one is advocating for transparency and accountability, be sure you are practicing them. If an advocate is preaching different from what he or she is, it is likely to halt the advocacy process if people discover the truth. It's vital to have both personal and organisational credibility and to be knowledgeable about the advocacy issue
2. Are court injunctions a strategy or tactic?
 - Yes, a Court injunction is a tactic. It falls under Litigation. Litigation is a strategy used in advocacy to advance the cause of the marginalized or to claim a right, entitlement, or to collect a wrong from being imposed on the voiceless. Article 50 (2) of the Constitution of the Republic of Uganda (Amendment) 1995 provides for such action.
3. How do we manage the risks involved with advocacy
 - Be brave. Many times you will interact with wrong doers who may retaliate by scaring or threatening you. But when you persist and present them with facts, then they start fearing or respecting you. Once you are in the business of advocacy you are in and your only fear is fear itself. Also build relationship with important people through obtaining and having phone numbers of influential people as these may be helpful when faced with challenges

4. Is a campaign or demonstration an advocacy tool?
 - o Yes. An advocacy campaign has many actions. In case of a demonstration, it's much more effective if the affected people are actively supportive and involved in the effort. Where are the small-holder farmers when an advocacy effort is being undertaken? Are they part of the action? Or they are represented by people who either know nothing about their situation or are simply doing a job by virtue of being employed by an NGO? Can CSOs be a substitute for the affected communities? Shouldn't the affected communities participate in the advocacy actions?

Afternoon Session: Action Planning by PELUM Uganda

Participants broke up into 3 groups each discussing land, climate change and trade and market access

Group 1: Land

Members

5. Wilfred Cwinyai AFARD
6. Polina Ndimutenda Katende Harambe
7. Mathias Mitti JIDDECO
8. Elias Baluku SATNET
9. Julius Odome IIRR
10. Elisha



Land problems identified

- Land grabbing
- Land fragmentation
- Land ownership
- Inadequate land rights awareness
- Poor land management
- Population pressure on available land
- Taxation of idle land
- Encroachment on wetlands

Key advocacy issues identified

- Free ownership of land (acquisition of land titles)

- Increase land rights awareness
- Implement land use and management policy (and any other related laws)

Advocacy Strategies to be employed

- Develop, simplify and translate existing legislation and policies
- Public education
- Coalition building (Uganda Land Alliance, SLM, Ministry of Lands and environment etc)
- Dialogue meetings
- Documents' review/ research

Proposed date for thematic committee meeting: 18th June 2010

Group 2: Climate Change

Members

- | | |
|-----------------------|---------------------|
| 1. Nicholas Ssenyonjo | UEEF |
| 2. Eustace Sajjabi | AFIRD |
| 3. Noah Bamulabire | Environmental Alert |
| 4. Judith Mugerwa | CIDEV |
| 5. Simon Mugudde | PEFO |
| 6. Nsubuga Teddy | JESE |

Key advocacy issues identified

- Climate change affecting livelihoods
- Inadequate information on climate change
- Low budget allocation to the ENR sector
- Poor governance of ENR

Advocacy Strategies to be employed

- Public education and empowerment
- Baseline survey
- Develop IEC materials
- Media messages
- Workshops and seminars
- Develop policies

- Lobbying
- Campaigns

Proposed date for thematic committee meeting: 1st week of July

Group 3: trade and market access

Members

Key advocacy issues identified

- Farmer organisational structures
- Access to production inputs
- Value addition, post harvest handling and agro-processing
- Infrastructure development
- Certification
- Access to market information
- Common East African Market

Advocacy Strategies to be employed

- Public education
- Coalition and alliance building
- Lobbying
- Networking

Proposed date for thematic committee meeting: 2nd week of June

Appendix one: Course Outline

Day One (26th May 2010)

1.0 Overview on Public Policy

- Definition of public policy
- Types of policies
- Who makes policies
- Sources of Policies
- Characteristics of a good policy

2.0 Policy Formulation Process

- The Policy Making Process (cycle)
- Entry points for CSOs on the policy cycle

Day Two (27th May 2010)

1.0 Overview on Advocacy and Lobbying

- The Advocacy Process
- The Advocacy Strategies
- Implementing Community-Informed Advocacy Initiatives

2.0 Action Planning by PELUM Uganda

- Identify key policies of interest to PELUM and their entry points
- Brainstorm on key components of the PELUM Advocacy Strategy
- Propose dates for Thematic Committee Meetings (Land, Climate Change, Market Access and Trade)

Review and evaluation of the training course

All participants were given placards to evaluate the workshop in the areas of the content, facilitation, organisation and hotel services. (Summary given in appendix three)

Closing Ceremony

The closing remarks were given by Linnet.

These were followed by closing remarks from

Appendix two: List of participants

Name	Organisation	Contact
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Appendix three: Workshop Agenda

Day	Time	Activity	Responsibility
Tuesday 25 th May 2010	3.00pm Onwards	Arrival of participants	PELUM Uganda and Hotel
Day 1 :	8:30 am-8:45am	Registration, Welcome remarks, Introductions	PELUM Uganda
Wednesday 26 th May 2010	8:45 am-9:00am	Official Opening	PELUM Uganda Chairperson
	9:00 – 9:15 am	Overview of the workshop • Workshop Objectives	PELUM Uganda
	9:15 – 10:15am	Overview on Public Policy • Definition of public policy • Types of policies	Facilitator
	10.15am-10.45am	Break tea	Hotel
	10.45am- 1.00pm	• Who makes policies • Sources of Policies • Characteristics of a good policy	Facilitator
	1.00pm-2.00pm	Lunch	Hotel
	2.00pm-5.00pm	Policy Formulation Process • The Policy Making Process (cycle) • Entry points for CSOs on the policy cycle	Facilitator

	5.00 PM-5.30PM	Evening tea	Hotel
Day 2 : Thursday May 2010 27 th	8.30 – 10.00 am	Overview on Advocacy and Lobbying <ul style="list-style-type: none"> • The Advocacy Process 	Facilitator
	10.00am-10.30am	Break tea	Hotel
	10.30am-1.00pm	<ul style="list-style-type: none"> • The Advocacy Strategies • Implementing Community-Informed Advocacy Initiatives 	Facilitator
	1.00pm-2.00pm	Lunch	Hotel
	2.00PM-5.00PM.	Action Planning by PELUM Uganda <ul style="list-style-type: none"> • Identify key policies of interest to PELUM and their entry points • Brainstorm on key components of the PELUM Advocacy Strategy • Propose dates for Thematic Committee Meetings (Land, Climate Change, Market Access and Trade) 	PELUM Uganda (MOs and CD)
	5.00 PM-5.30PM	Evening tea	Hotel
	5.30 PM	End of Workshop and Departure	All