



CSOs, Evidence and Policy Influence: A National Seminar

**Hotel Africana, Kampala, Uganda
25th February 2005**

John Young
Overseas Development Institute, UK

Email: j.young@odi.org.uk
Web: www.odi.org.uk/rapid

Kaima Meya Country Director
Farm Africa, Uganda

Web: <http://www.farmafrica.org.uk/>

Contents

Executive Summary	iii
Introduction	1
Welcome remarks	1
Case Study 1	1
Discussions	2
Case Study 2	3
Discussions	4
ODI Presentations	4
Discussions	5
Approaches to influencing policies: some experiences from participants	5
Participants observations	6
Recommendations	6
Closing remarks	7
Annex 1: Seminar Programme	8
Annex 2: Seminar Presentation	9
Annex 3: Case Study Presentations	12
Annex 4: Seminar Evaluation Results	19

Executive Summary

The second Eastern Africa national seminar of ODI's new Civil Society Partnerships Programme's (CSPP) Regional Consultation in Southern Africa was held in Kampala on the 25th February 2005, in collaboration with the Food and Agriculture Research Management (FARM-Africa).

The objective of this national seminar was to provide a short open forum where policy makers, practitioners and civil society can learn more about and discuss how Civil Society Organisations (CSOs) use evidence in policy processes, and learn about the new ODI programme. Representatives from policy research institutes and non-governmental agencies were able to discuss the opportunities and challenges for CSOs to use evidence to inform policy, learn about the latest worldwide research and practice in this area, share experiences about ongoing activities and identify opportunities for collaborative work.

The UK Overseas Development Institute's Research and Policy Development Programme (RAPID) has been working on the interface between research and policy for the last five years. It has developed a framework to help researchers and practitioners understand the policy context they are working in and make strategic choices about what they should do to maximise the impact of their work on policy and practice.

Food and Agriculture Research Management (FARM-Africa) is a UK-based NGO working with smallholder farmers and herders in six countries in Africa. FARM-Africa has been providing funding for technology transfer projects to contribute to realisation of farmers' dreams and enable them appreciate the need to demand for appropriate policies to accelerate development.

More than thirty participants representing CSOs, national government organisations, bilateral and multilateral development partners and the media attended the seminar.

A case study by FARM-Africa highlighted how the CSO has targeted policy through:

- Use of contact farmers and private service providers in offering agricultural extension services;
- Promoted commercialisation of agriculture in line with the Government of Uganda policy of Plan for Modernisation of Agriculture (PMA);
- Targeted poverty reduction by targeting and empowering farmer groups in decision making.

It was however noted that FARM-Africa has not done much in line with active advocacy on policy issues using research information as it is a relatively new CSO. However, there was indication that after consolidation of the project and a greater realisation of their legitimacy, the future plans include a detailed analysis of the household assets in order to have a baseline against which future achievements can be gauged. This will generate data that can be used effectively for policy development.

A case study presented by National Agriculture Advisory Services (NAADS) illustrated how CSOs have been actively engaged in offering advisory services under

NAADS. It was noted that several NGOs, especially in Kampala City, have been engaged in identifying gaps in the NAADS programme and advocating for policy change. The CSOs' efforts are evident in many reports, however there is no evidence to show that this has caused change in policies.

Presentations were also made on the 'Role of research-based evidence and CSOs policy processes' (Julius Court) and on 'ODI's CSO Partnership Programme' (Kate Bird).

Participants observations included the following:

- Sometimes politicians challenge the legitimacy of CSOs to question policies. It was noted that there may be a need to package the advocacy messages properly so that they are more acceptable to politicians. The policy advocates also need to be carefully selected, based on their skills and areas of expertise.
- The need for CSOs to create partnerships was emphasised because there is strength in numbers.
- The CSOs indicated the need to build their capacity, especially in research and advocacy skills so that they can be more effective.
- The CSOs were also challenged to empower communities to demand for services so that they can eventually demand the formulation of policies appropriate to their needs.
- The participants also appreciated the importance of knowing the policy processes so that they target the right people, with the right messages, using the right approach and at the right time.
- Resource mobilisation was also indicated as a major step in the policy change process, however the resources should be used effectively to avoid waste and duplication of efforts.
- Participants noted that the impact of their efforts is often not realised because they lack success indicators. It was agreed that indicators should always be developed at the design stage so that they can later be used to track achievements and to record milestones.
- Monitoring and evaluation was also noted as essential in the policy advocacy process.

In the closing speech, it was noted that the government appreciates the CSOs' efforts in improving policy processes, however, information dissemination and effective communication may need to be strengthened for a better working relationship.

Introduction

The seminar was organised by The UK Overseas Development Institute (ODI) and FARM AFRICA. The objective of the national seminar was to provide a short open forum where policy makers, practitioners and civil society can learn more about and discuss how Civil Society Organisations (CSOs) use evidence in policy processes, and can learn about the new ODI programme. Participants were mainly drawn from Civil Society Organisations (CSOs), Non Governmental Organisations (NGOs), Faith Based Organisations, Professional Associations, Trade Unions, Research Institutes and Think Tanks (see Annex 2). The programme for the day is attached (Annex 1).

The Research and Policy Development Programme (RAPID) has been working on the interface between research and policy for the last five years. It has developed a framework to help researchers and practitioners understand the policy context they are working in and make strategic choices about what they should do to maximise the impact of their work on policy and practice.

Food and Agriculture Research Management (FARM-Africa) is a UK-based NGO working with smallholder farmers and herders in six countries in Africa. FARM-Africa has been providing funding for technology transfer projects to contribute to realisation of farmers' dreams and enable them appreciate the need to demand for appropriate policies to accelerate development.

Welcome remarks

Kaima Meya, FARM-Africa

Eng. Kaima welcomed participants on behalf of FARM-Africa and declared the workshop open. He appreciated efforts of CSOs but noted, however that there are still limitations to CSOs success such as failure to use research. He noted that research evidence has not been successful in Southern African countries and in Asia.

He was joined by Kate Bird (ODI) who welcomed participants and thanked ODI and FARM-Africa for organising the workshop. She emphasised that ODI is not an NGO, not a Consultant Firm, and not a University, but a policy think-tank carrying out research covering Sub-Saharan Africa and Asia. ODI works on humanitarian issues, natural disasters such as the tsunami, poverty eradication, aid effectiveness and economic issues through the World Trade Organisation. ODI also works on HIV and Water Programmes and the RAPID programme focuses on improving research using evidence, aiming especially at publications for civil society.

Case Study 1

Dr. Michael Wandukwa, project Coordinator, FARM-Africa

Michael Wandukwa presented the first case study which involves the implementation of a Dairy Goat and Animal Health Project in the districts of Mbale and Sironko in Eastern Uganda.

In one and half years of working with smallholder farmers, support has been drawn from the participating communities, local governments and collaborating institutions. The project has given communities goats, both local and toggenburg breeds and trained farmers and extension staff to manage the project.

Institutional arrangements are underway to develop the skills of communities to empower them to sustain the project activities. Some lessons have been drawn from the experiences of working with rural farmers and other stakeholders.

The case study highlighted how the CSO has targeted policy through:

- Use of contact farmers and private service providers in offering agricultural extension services;
- Promoted commercialisation of agriculture in line with the Government of Uganda policy of Plan for Modernisation of Agriculture (PMA);
- Targeted poverty reduction by targeting and empowering farmer groups in decision making.

Discussions

The following is a summary of the discussions held after the presentation:

Issue	Response
What has FARM-Africa brought into the policy arena in Uganda?	FARM-Africa has not done much in influencing policy because it is only one and a half years old, however, after consolidation of its legitimacy, more effort will be put into identifying policy issues for advocacy.
Were other issues involved in the initiation of the programme for example gender issues and political environment?	Cross-cutting issues were identified and incorporated in design of the programme.
What are the unintended consequences (lessons learned) as a result of the project?	<ul style="list-style-type: none"> • Success of the project needs support from local government; • There is need to build capacity of local institutions e.g. breeder associations; • There has been change of attitude among the majority of the farmers towards commercialisation of agriculture; • Project success has generated demand even in areas outside the project area.
Has asset management improved and	It has lead to improvement of assets

will this improvement go beyond rearing of goats?	management to match the baseline information. There is indication that their poverty has changed. Hopefully as their incomes increase, they can take on other income generating activities.
What efforts have been made to help the disabled people?	The disabled were not excluded from the programme although they did not have a peculiar intervention.
Why has agriculture been chosen to be used to eradicate poverty in Uganda?	Agriculture has been specifically selected because the majority of people in Uganda (>70%) derive their livelihood from agriculture.
Livelihood interventions have been known to fail once donor funding stops; how has FARM-Africa safeguarded against this?	FARM-Africa has worked hand in hand with the local government staff and other local institutions to ensure sustainability of the project.
Were the communities consulted before giving out the goats?	The farmers were consulted and the data gathered from the baseline surveys indicated that goat farming was an appropriate enterprise because of the small land holdings dominant in the area.
Has there been any impact on the dimensions of poverty, has monitoring and evaluation been done?	Monitoring and evaluation will be done this year so that a detailed analysis of asset changes can be made.

Case Study 2

Dr. Francis Byekwaso, Planning, Monitoring and Evaluation Manager, NAADS

A case study by National Agriculture Advisory Services (NAADS) illustrated how CSOs have been actively engaged in offering advisory services under the NAADS.

Emerging coalitions/research fora that have been noted under the programme were highlighted as follows:

- District-based Coalitions of NGOs in order to pull resources in service delivery, e.g. Coalition for Effective Extension Delivery (CEED);
- National Level Coalitions focusing on lobbying and advocacy for NAADS, e.g. Gender Alliance on NAADS (GAN);
- Intensified debate and research at the centre (championed by NGOs) to find out whether the resources under NAADS are correctly targeted to benefit the poor, e.g. OXFAM/Forum for Women in Development (FOWODE) study in Luwero;

- Central Government agencies rethinking the adequacy of some of the policies / guidelines, e.g. whether advisory services should not be exempted from taxation, like education and education services, etc.

A diversity of lessons and experiences was also shared with the participants.

Discussions

The following is a summary of the discussions held after the presentation:

Issue	Response
What is the role of government in building the capacity of NGOs? Is there any effort to make the NGOs realise that they can advocate for change of gaps in the NAADS programme?	There is no clear and direct effort by government to put in place capacity building for CSOs. Indeed, some NGOs involved in capacity building sometimes lack capacity themselves.
Have other NGOs complemented NAADS in the monitoring and evaluation processes?	Several NGOs have been actively involved in implementation of NAADS activities; however some of them need a lot of capacity building.
Has the increased open partnerships between NGOs and Government provided an opportunity for NGOs to influence Government policy? Have the NGOs used any evidence in advocacy and lobbying to do this?	Few NGOs lobby to influence policies and this is evident in reports however there is no evidence whether this has caused change in policies.

ODI Presentations

These focused on two short presentations followed by general discussions

- Role of research-based evidence and CSOs in policy processes (see Annex 2), *Julius Court, ODI UK*
- ODI's CSO Partnership Programme (see Annex 2), *Kate Bird, ODI*

Discussions

Issue	Response
When should we have networks and when can CSOs work as individuals?	Networks work better than individuals because they help to generate evidence, share evidence and amplify evidence because they are faster.
There are cost implications in generating research, what is the most cost effective way of doing research?	Liaise with the government entities that have collected data and use them to get useful information. For example the Ministry of Health, Makerere Institute of Social Research (MISR), the internet. You can also use other people to do it for you e.g. you can get a student of a Masters Degree, or a PHD student to develop the questionnaires with the methodology and research design, or you can get international researchers with donor funding or work together to attract the donor funding. You may use interns who want to improve their CVs or find donors and other Civil Society Organisations because you have to get the evidence.
In most cases, the research done is qualitative and people do not appreciate it, how can this be improved on?	This depends on what you are doing the research for. For example you can turn qualitative research into quantitative research depending on what one wants to do. The research should be basically done using quantitative research by designing a methodology, a research design, because this makes it more understandable.
In which areas should CSOs focus when doing advocacy?	CSOs should focus in areas of their interest because this is where they have most evidence.

Approaches to influencing policies: some experiences from participants

- Changes in government provide a good opportunity to put across demands;
- Use research based evidence in CSOs in policy processes, because policy formulation becomes better.
- Use of monitoring and evaluation to identify the impact of the project for example the TEHIP Project. Also, in Thailand CSOs have played a vital role in

combating HIV spread and the symptoms of HIV fell immediately, unlike in Southern Africa and Uganda.

- We need to look at the value of the research, rather than looking at the expense. If we look at it like a waste of time then we shall not generate any evidence and evidence is very important.
- Attractive packaging of the messages. That is, the better packaged it is the better and the less problems in convincing.
- Building capacity of the advocacy teams.

Participants observations

- Sometimes politicians challenge the legitimacy of CSOs to question policies. It was noted that there may be need to package the advocacy messages properly so that they are more acceptable to politicians. The policy advocates also need to be carefully selected based on their skills and areas of expertise.
- The need for CSOs to create partnerships was emphasised because there is strength in numbers.
- The CSOs indicated the need to build their capacity, especially in research and advocacy skills so that they can be more effective.
- The CSOs were also challenged to empower communities to demand services so that that they can eventually demand for formulation of appropriate policies to address their needs.
- The participants also appreciated the importance of knowing the policy processes so that they target the right people, with the right messages, using the right approach and at the right time.
- Resource mobilisation was also indicated as a major step in the policy change process; however the resources should be used effectively to avoid waste and duplication of efforts.
- Participants noted that the impact of their efforts is often not realised because they lack success indicators. They agreed that indicators should always be developed at design stage so that these can later be used to track achievements and to record milestones.
- Monitoring and evaluation was also noted as essential in the policy advocacy process.

Recommendations

- Civil society has a lot of good results but they do not mention the success stories, thus CSOs should get certifications through governments so that they are no longer tossed around.
- The capacity for monitoring systems is still lacking and CSOs should endeavour to build this capacity.
- Government should make consultations easy and provide the necessary information to the NGOs and vice versa.

- CSOs worldwide should step up by joining places of high influence in Government e.g. government taskforces etc.

Closing remarks

Mrs. Rhoda Tumusiime, Commissioner Agricultural Planning and Development, Ministry of Agriculture, Animal Industry and Fisheries

The Commissioner noted that policy makers appreciate the importance of information, for example the development of the Poverty Eradication, Action Plan (PEAP) took a lot of time and a lot of references from written data. Thus, the packaging matters greatly in putting across any issues that may need policy redress.

Collaboration is necessary when making policies with the people concerned. Disseminating the information in relevant ways is also very important. She noted the need to relate the politics of the day with what is taking place in the research and emphasised the importance of use briefing papers to explain matters in a simpler way so as to make reading easy. She cautioned against duplication of efforts and reiterated the importance of two-way partnerships. She thanked all the facilitators and organisers of the meeting and thanked the participants for coming and urged all to continue in the same spirit.

Annex 1: Seminar Programme

08.15 - 08.40	Registration of Participants
08.40 - 08.50	Welcome Remarks – <i>Kaima Meya, FARM AFRICA and Kate Bird, ODI</i>
08.50 - 09.20	Self-introduction by participants
09.20 - 09.40	Address by guest of honour and official opening
09.40 - 10.10	Case Studies: 1. Farm Africa, <i>Dr. Michael Wandukwa, Project Coordinator, FARM Africa</i> 2. NAADS, <i>Dr. Francis Byekwaso, Planning, Monitoring and Evaluation Manager, NAADS</i>
10.10 - 10.50	Discussion
10.50 - 11.20	<i>Tea / Coffee</i>
11.20 - 11.40	Role of research-based evidence and CSOs in policy processes – <i>Julius Court, ODI</i>
11.40 - 12.00	ODI's CSO Partnership Programme – <i>Kate Bird, ODI</i>
12.00 - 13.00	Discussion and Way forward
13.00 - 13.10	Vote of Thanks – <i>Martin Roberts, Farm Africa and Naved Chowdhury, ODI</i>
13.10 - 14.00	<i>Lunch</i>

Annex 2: Seminar Presentation



CSOs, Evidence & Policy Influence: A National Seminar

Africana Hotel, Kampala, Uganda
25 February, 2005

Slide 1



Overseas Development Institute

- Britain's leading development Think Tank
- £8m, 60 researchers
- Research / Advice / Public Debate
- Rural / Humanitarian / Poverty & Aid / Economics (HIV, Human rights, Water)
- DFID, Parliament, WB, EC
- Civil Society

For more information see: www.odi.org.uk

Slide 3



Regional Capacity

- Ethical Principles of partnerships etc
- Mapping of CSO's and organisations that support them
- Small-scale collaborations (internal)
- Regional Workshops
- Small-scale collaborations (external)
- Identification of long-term partners
- Support (and capacity-building)
- Collaboration on global projects

Slide 5



CSOs, Evidence and Policy Processes: Parallel Universes?

Julius Court, ODI

Slide 7



Seminar Programme

- Welcome & Introduction
- Evidence and Policy: Case Studies from Uganda
- Discussion
- Tea / Coffee
- CSOs, Evidence & Policy: RAPID Approach
- Discussion
- Lunch

Slide 2



Partnerships Programme

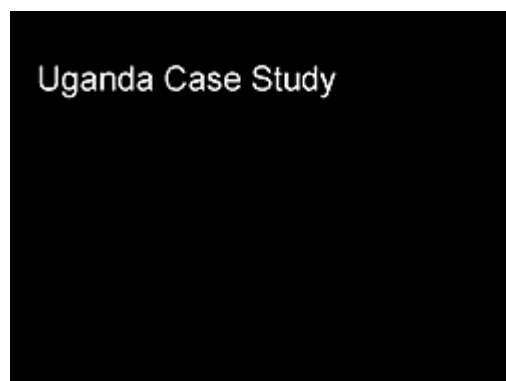
Aim:

Strengthened role of southern civil society organisations in development policy processes

Outcomes:

- Understanding how CSOs use evidence
- Regional capacity to support CSOs
- Improved information from ODI
- Global collaboration

Slide 4



Slide 6



Background

- CSOs increasingly being involved in policy processes (from service delivery).
- Move from challenging state / overall governance to policy engagement.
- But ...
 - the credibility and legitimacy of CSO involvement is questioned.
 - engagement often doesn't do justice to the breadth of evidence.
 - Southern research capacity has been denuded.
- CSOs, researchers and policymakers seem to live in parallel universes.

Slide 8

The Opportunity

"The results of household disease surveys informed processes of health service reform which contributed to a 43 per cent reduction in infant mortality between 2000 and 2003 in two districts in rural Tanzania."

TEHIP Project, Tanzania

Slide 9

Definitions

- CSOs: "organizations that work in an arena between the household, the private sector and the state to negotiate matters of public concern".
- Research: "any systematic effort to increase the stock of knowledge"
- Policy: a "purposive course of action followed by an actor or set of actors"
 - Agendas / policy horizons
 - Official statements documents
 - Patterns of spending
 - Implementation processes
 - Activities on the ground

Slide 11

Existing theory – Relevant to Africa?

<ol style="list-style-type: none"> 1. Percolation model, Weiskopf 2. Tipping point, R 3. Context, evidence 4. ODI 5. Policy narrative 6. Systems model 7. External force 8. "Room for man" 9. "Street level bit" 10. Policy as social 11. Policy Stream 12. Disappointed inor 13. The tipping pt 14. Crisis model, Kuhn 15. "Framework of possible thought", Chomsky 16. Variables for Credibility, Beach 17. The source is as important as content, Gladwell 		<ol style="list-style-type: none"> 18. Linear model of communication, Shatzkin 19. Interact 20. Simple 21. Provide 22. Find the 23. Elitist and 24. Translate 25. Epistem 26. Policy of 27. Advice 28. Negotia 29. Show 30. Chains of accountability 31. Communication for social change, Rockefeller 32. Wheels and webs, Chapman & Fisher 	
--	---	--	---

www.odi.org.uk/rapid/lessons/theory

Slide 13

RAPID Programme

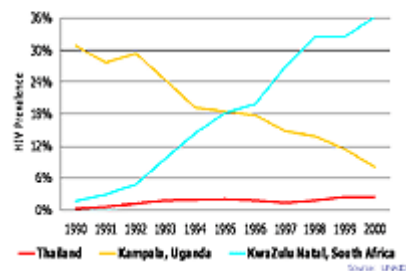
- Research
 - Desk-based literature reviews
 - Bridging Research and Policy
 - Communications
 - Knowledge Management
- GDN project:
 - 50 preliminary case studies
 - Phase II studies (26 projects)
- ODI projects
 - 4 detailed case studies
 - HIV/AIDS
- Advisory work
- Workshops and seminars



www.odi.org.uk/rapid

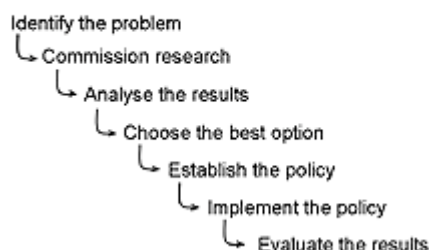
Slide 15

HIV Prevalence 1990-2000



Slide 10

The linear logical model...



Slide 12

...in reality...

- "The whole life of policy is a chaos of purposes and accidents. It is not at all a matter of the rational implementation of the so-called decisions through selected strategies!"
- "Most policy research on African agriculture is irrelevant to agricultural and overall economic policy in Africa"
- "policymakers 'seem to regard 'research' as the opposite of 'action' rather than the opposite of 'ignorance'."

¹ - Clay & Schaffer (1994), Room for Maneuvre: An Exploration of Public Policy in Agricultural and Rural Development, Heinemann Educational Books, London
² - Odierno (2002), Policy Research on African Agriculture: Trends, Gaps, and Challenges, International Service for National Agricultural Research (ISNAR) Research Report No 21
³ - Guri (2006), ODI Research Review

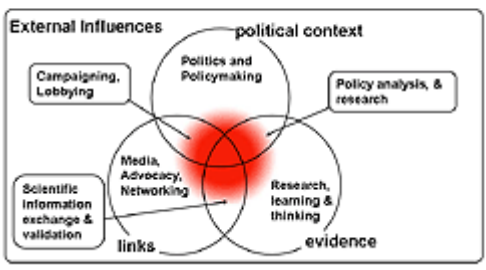
Slide 14

An Analytical Framework



Slide 16

A Practical Framework



Slide 17

Skills of (pro-poor) policy entrepreneurs



Slide 19

Implications for CSOs

- Need to be able to:
 - Better understand the political context
 - Collect more credible research
 - Communicate more effectively
 - Work better with others
- Need organisational capacity
 - Staff
 - Internal processes
 - Funds

Slide 21

Thank You!

Contact Details:

- CSPP Programme – www.odi.org.uk/cspp
- RAPID Programme - www.odi.org.uk/rapid
- Julius Court – j.court@odi.org.uk
- Kate Bird – k.bird@odi.org.uk
- Naved Chowdhury – n.chowdhury@odi.org.uk



Slide 23

What you need to do

What you need to know	What you need to do	How to do it
Political Context! <ul style="list-style-type: none"> • Who are the policymakers? • Is there demand for ideas? • What is the policy process? 	<ul style="list-style-type: none"> • Get to know the policymakers. • Identify friends and foes. • Prepare for policy opportunities. • Look out for policy windows. 	<ul style="list-style-type: none"> • Work with them – seek commissions • Strategic opportunism – prepare for known events + resources for others
Evidence <ul style="list-style-type: none"> • What is the current theory? • What are the narratives? • How divergent is it? 	<ul style="list-style-type: none"> • Establish credibility • Provide practical solutions • Establish legitimacy • Present clear options • Use familiar narratives 	<ul style="list-style-type: none"> • Build a reputation • Action research • Pilot projects to generate legitimacy • Good communication
Links <ul style="list-style-type: none"> • Who are the stakeholders? • What networks exist? • Who are the connectors, movers and shakers? 	<ul style="list-style-type: none"> • Get to know the others • Work through existing networks • Build coalitions • Build new policy networks 	<ul style="list-style-type: none"> • Build partnerships • Identify key networks, movers and shakers • Use informal contacts

Slide 18

Practical Tools

Overarching Tools

- The RAPID Framework
- Using the Framework
- The Entrepreneurship Questionnaire

Context Assessment Tools

- Stakeholder Analysis
- Forcefield Analysis
- Workshops
- Policy Mapping
- Political Context Mapping

Communication Tools

- Communications Strategy
- SWOT analysis
- Message Design
- Making use of the media

Policy Influence Tools

- Influence Mapping & Power Mapping
- Lobbying and Advocacy
- Campaigning: A Simple Guide
- Competency self-assessment

Research Tools

- Case Studies
- Episode Studies
- Surveys
- Bibliometric Analysis
- Focus Group Discussion

Slide 20

Further Information / Resources

- ODI Working Papers
- Bridging Research and Policy Book
- Meeting series Monograph
- Tools for Policy Impact
- RAPID Briefing Paper
- RAPID CDROM
- www.odi.org.uk/rapid



Slide 22

Annex 3: Case Study Presentations Farm Africa



Civil Society Partnerships Programme



WORKING WITH SMALLHOLDER FARMERS: IMPLEMENTING A DAIRY GOAT AND ANIMAL HEALTHCARE PROJECT IN MBALE AND SIRONKO DISTRICT OF EASTERN UGANDA

Slide 1

- Summary

This case study takes us through the implementation of a Dairy Goat and Animal Health Project in the districts of Mbale and Sironko Eastern Uganda.

In one and half years of working with smallholder farmers, support has been drawn from the participating communities, Local Governments and collaborating institutions.

The project has given communities goats, both local and toggenburg and trained farmers and extension staff to better implement the project.

Institutional arrangements are underway to develop skills of communities that will empower them to sustain the project activities.

Some lessons have been drawn from the experiences of working with rural farmers and other stakeholders

Slide 3

Policy targeting

- Contact Farmers (Privatisation of rural vet services/Demand-led extension services) – NAADS
- Goat breed improvement –PMA commercialisation of agriculture
- Poverty reduction (targeting/empowerment/group decision making) –PEAP

How? Dissemination of process & model/government exposure & training

Slide 2

INTRODUCTION

- Implementation of the dairy goat and animal health project started in Mbale and Sironko in August 2003, with funding from FARM- Africa, A UK-based NGO working with smallholder farmers and herders in Africa. The project started in twelve villages within four such-counties. Plans are underway to expand to 12 more villages.

Slide 4

About FARM-Africa:

- FARM-Africa, an international charitable organisation seeks to reduce poverty by developing innovative approaches to the productive management of natural resources in Africa. FARM-Africa works in ways that are innovative, specialized, practical and catalytic, to build the capacity of people and local institutions and the links between them. On this foundation, findings, are disseminated, research undertaken and advocacy for improved policy and practice.

Slide 5

Beneficiaries receiving local goats



Slide 7

The Mbale/Sironko Dairy Goat and Animal Health Project.

- The goal of the project is to improve welfare and livelihood security in Mbale and Sironko districts, mainly through an intensive dairy goat production system based on improved genetic material, management and healthcare, all coordinated and sustained by independent local institutions.
- Key characteristics of the area suggested a project based closely on FARM-Africa's Meru Dairy Goat and Animal Health Project in Kenya.

Slide 6

- Implementation of the dairy goat and animal Health project is through the participatory approach involving key stakeholders.

Slide 8

Identification of beneficiaries

- Once villages were identified meetings were held in each village, with the participation of all residents who were able to attend. At these meetings, beneficiaries were identified. Once identified, they were vetted individually by the project staff through home visits and family interviews. The poorest among those identified were selected to receive project inputs.

Slide 9

A farmer with the first cross breed twins



Slide 11

Distribution of local goats

- A total of 375 farmers have received two female local goats on credit. These crossbred kids each to the group for pass on to other deserving families. This repayment in kind is easier for the farmers and inflation proof as the goats will always carry the current market value.

Slide 10

Scaling up of project activities:

- There is increasing demand for project activities within the two districts and outside.
- The project has planned to extend activities to 12 more villages in 2005.
- The project aims to increase networks with other development partners and to strengthen local government collaboration.

Slide 12

Institutional and capacity building:

- The Dairy Goat and Animal Healthcare project aims to strengthen and sustain technologies through the following:
- Training and equipping of Contact farmers
- Training of group leaders
- Formation of Bamasaba Goat Breeders Association to manage the project activities in future.
- Disbursing loans for the private veterinary scheme.
- Training of Local Government Extension staff.
- Linking of local Government development programmes and project activities.
- Registration of interest groups ("Goat" groups, Contact Farmers, Private Vets) as CBOs
- Advocacy for policy and practice relevant to the development of smallholder Agriculture and improved service delivery.
- Developing and strengthening of Community skills to sustain DG & AH activities

Slide 13

NAADS Presentation

Lessons, policy effects and emerging questions associated with the participation of NGOs in the delivery of Agricultural Advisory Services in Uganda

Dr. Francis Byekwaso, Ph.D
Planning, Monitoring and Evaluation Manager
NAADS Secretariat

New Agricultural Advisory Services Policy

- The NAADS Act was passed by Parliament in 2001 ushered in a new policy aimed at accessing agricultural advisory services (AAS) to the rural poor farmers.
- Major policy shift is the privatisation of the delivery of agricultural advisory services.
- Implementation of the policy is having a profound effect on the dynamics of service delivery within the local governments.
- This paper analyses the policy effects of NAADS that relate to the involvement of NGOs in AAS delivery, and the emerging questions.

Slide 1

Range of services provided by NGOs under NAADS and the emerging themes

Most NGOs' advisory services contracts under 3 categories:

- Institutional capacity development of farmer groups
- Delivery of technical AAS, focusing on a range of enterprises as selected by farmers in different districts
- Management of the overall implementation of NAADS activities in selected local governments

Slide 2

Diversity of lessons and experiences exists, mainly from 3 sources:

1. Action research carried out in Kabale District provides insights on the performance of NGOs in NAADS:
 - *NGOs are a very diverse and heterogeneous group with different motivations, skills and proficiency.*
 - *NGOs have different core competencies and find it difficult to quickly acquire new competence or perform radically new roles, other than what they have done in the past.*

Slide 3

Diversity of lessons contd:

2. Assessment of the performance of NGOs conducted by NAADS Secretariat in 2000 identifies key parameters and discusses how NGOs have performed in relation to identified benchmarks.
3. NAADS routine M&E mechanisms are able to capture lessons, experiences and success stories.

Slide 4

Overall emerging lessons and experiences fall under four thematic areas:

- Institutional capacity of NGOs to offer quality services
- Transparency and accountability by NGOs
- What can the NGOs do best?
- Public-private sector partnerships? What makes it work ?

Slide 5

Institutional Capacity of NGOs to offer quality advisory services

Farmer group development: Main lessons and experiences:

- Great interest has been generated by small NGOs to participate in the implementation of NAADS, although they have limited capacity
- Usually, NGOs are strong on social issues and have some technical skills, but they are often not well skilled in profitable enterprise/business development
- Internationally reputable NGOs reluctant to participate in farmer capacity development.

Slide 6

Institutional Capacity of NGOs Contd:

- Big NGOs that have capacity are overloaded with their own work and have very little time for other activities
- Experience from the local governments shows small NGOs that participate in NAADS work tend to focus on maximising financial benefits
- NGOs particularly keen in promoting their own programmes
- Development of agricultural sector must be in the mission and goal of the NGO. If not the case, the NGO will have no minimal capacity
- Even if NGOs have agriculture as a priority sector, their approaches may be different from NAADS guiding principles, this may cause confusion among beneficiaries

Slide 7

Slide 8

Delivery of technical advisory services: Main lessons and experiences:

- There are a few NGOs with adequate capacity in identified technical areas, but a significant proportion of rural-based NGOs rely on government extension workers and, therefore, do not have their own capacity to provide these services. Moreover, under NAADS, these extension workers are to be phased out, due to the adoption of private service delivery mode

Slide 9

2.3. What can NGOs do best?

NGOs are at their best in the following areas:

- Group development
- Savings and credit development
- Staff recruitment and capacity building
- Supervision, monitoring and evaluation
- Lobbying and advocacy
- Community Mobilisation

Slide 11

Table 1: NAADS policy related effects and emerging questions/issues

Policy effects	Emerging questions/issues
NAADS institutions established at district and sub-county, e.g. Sub-County Farmer Forum	<ol style="list-style-type: none"> 1. Do the different NGOs understand the NAADS institutional arrangements within the local governments 2. Do NGOs understand the NAADS policy: NGOs are expected to understand key government policies
NGOs eligible to provide to offer AAS	<ol style="list-style-type: none"> 1. Objectivity of selection criteria 2. Formation (multiplying) of many locally based NGOs (CBOs?) 3. Legal framework - whether there is a framework to vet and register NGOs/CBOs at district/sub-county level

Slide 13

Table 1: NAADS policy contd:

Policy effects	Emerging questions/issues
	<ol style="list-style-type: none"> 5. Clarity and simplicity of contracts 6. Who participate in making work schedules? 7. Does the NGO contract with NAADS affect their role for advocacy
Farmers obtain AAS from NGOs	<ol style="list-style-type: none"> 1. Capacity of farmers to assess quality of work done by NGOs 2. Ability of NGOs personnel to translate contract deliverables into actual work outputs 3. Do farmers actually feel they are benefiting (impact)? 4. Do NGOs actually assess who benefits from their services?

Slide 15

2.2. Transparency and accountability by NGOs

- In many cases, NGOs are compliant to NAADS accountability requirements
- There are also a few but serious cases when they are not.
- Question of inadequate orientation of NGOs to government procedures
- Small NGOs have limited financial resources
- NGOs are sometimes reluctant to disclose their own resources.
- NGOs expected to declare their budgets, none of the NGOs has done so.

Slide 10

2.4. Public/private partnership: What makes it work??

- Have common understanding, purpose and objectives
- Complimentary activities undertaken by each party
- Fair sharing of responsibilities
- Clear agreements on roles and responsibilities
- Viability of profits for the private partner in the short or long run.
- Sharing of resource contributions, especially funds
- Common vision as guided by government policies and the interests of beneficiaries
- Internalising each other's roles in achieving the common goals / objectives
- Complimentary / supplementary competencies
- Demand driven initiatives

Slide 12

Table 1: NAADS policy contd:

Policy effects	Emerging questions/issues
	<ol style="list-style-type: none"> 4. Who is responsible for developing the framework? 5. Central level/international NGOs compete for work in rural areas with local NGOs/CBOs 6. Competition between NGOs and private-for-profit firms 7. NGOs recruit more staff due to increased demands
NGOs contracted by local governments to offer AAS	<ol style="list-style-type: none"> 1. Adequacy of negotiation skills 2. Whether NGOs qualify to provide services 3. Whether NGOs should be taxed 4. How is monopoly avoided

Slide 14

Emerging coalitions/research fora are emerging:

- i. District-based Coalitions of NGOs in order to pull resources in service delivery, e.g. Coalition for Effective Extension Delivery (CEED)
- ii. National Level Coalitions focusing on lobbying and advocacy for NAADS, e.g. Gender Alliance on NAADS (GAN)
- iii. Intensified debate and research at the centre (championed by NGOs) to find out whether the resources under NAADS are correctly targeted to benefit the poor, eg. ONEAM/POWODE study in Luwero.
- iv. Central Government agencies rethinking the adequacy of some of the policies/guidelines, e.g. whether advisory services should not be exempted from taxation, like education and education services, etc.

Slide 16

4. Conclusions

In order to have NGOs perform new roles it is important to invest in the building of their capacity – it cannot be assumed that they are ready to take on new roles.

Clearly NAAADS has brought many new demands on NGOs even though they remain unprepared and sometimes insufficiently motivated to take on these effectively.

Experiences of working with NGOs has at the same time raised pertinent questions; answers to these may not be readily available at the moment.

Slide 17

Annex 4: Seminar Evaluation Results

13 forms returned

1. What two things you have heard about in this workshop will most help your organization? (Please be as specific as possible)

- Use of evidence (or best practice examples) to influence policy and practice
- Networking and coordination with relevant stakeholders help process of policy formulation
- Using evidence for policy formulation
- The vast experiences (doing research in many countries)
- Importance of networking among CSOs, government, to create policy
- Providing evidence by CSOs to influence policy
- Use of research to fight poverty
- Use of evidence to influence government policy
- Evidence based – but evidence that is appropriate to policy makers in form of content and packaging
- Policy analysis resources
- How to influence pro poor policies
- Policy analysis and influence tools
- Policy evidence
- The skills required to link research based evidence to policy; the organisation has been left with a challenge of developing or fostering these skills
- Make use of assertive persons in advocacy
- Create partnerships as an advocacy strategy
- Build capacities for advocacy in communication
- Using evidence to influence policy
- Involving CSOs / NGOs in the policy development process

2. Please rate the following aspects of the workshop/seminar

	Excellent	Good	Fair	Poor	Very Poor
Objectives defined and achieved	1	8	4		
Concepts explained clearly	5	6	2		
Time allocated for the seminar	1	5	6	1	
Relevance to my work	6	4	2		
Well-organized	3	6	4		
Overall quality of the Workshop/seminar	2	8	1		

3. Please comment on the overall workshop/seminar quality and value:

- Quality has been excellent and valuable to help one start thinking about the project and how to influence policy in future
- The participants were very relevant and participation was excellent
- High quality and the presentations are based on grounded work
- It has proven very important and meaningful for the work CSOs play in Uganda; I encourage ODI to follow up and strengthen the outcome of this session for success of CSOs in Uganda’s policy formulation processes
- Good
- Very relevant to CSO work

- The workshop was good although am not sure I heard evidence (from the case studies) of policy influence
- I expected to hear and learn about various Ugandan case studies that have influenced policy, unfortunately what I heard was inadequate, and this affected the quality; the value I got relates to ODI information on policy influence.
- The seminar allowed participation of the participants; it is good to share experiences
- Seminar is very valuable, but wondered whether the organisers obtained the intended output
- Good quality but little time was allocated because issues were wide and need indepth discussions to overcome challenges

4. Do you have any additional comments or suggestions for future workshops like this?

- Plan for more case studies to be presented and discussed
- More time
- Avoid duplication of info on seminar info sheet and participant sheet and seminar evaluation sheet
- More of these workshops should be taken on
- Organisers may as well target not only the CSOs but also government representatives, parliamentarians who are directly concerned with policy issues
- More participants to be invited
- Have more case studies for policy work done shared from Ugandan CSOs for sharing best practices
- Organisers should involve or invite organisations that have long term practical experience in policy influence so that others can learn from them
- Could consider holding full day workshop to cover a lot
- Discussions require more time – half a day is not enough
- Other workshops should included policy makers
- Keep the objective simple and manageable within the time frame

5. What follow-up support would be most useful for your work?

- Training in advocacy to improve project impact to use this as an example to influence policy in smallholder agriculture in Uganda
- I would wish to get case studies from countries other than Uganda
- The contacts I have received will be used to consolidate future collaboration
- Building CSO capacity in advocacy issues relating to policy
- Receiving research findings / reports
- Get more information
- Greatly recommend a programme to build CSO capacity
- Case studies from various sectors that have endeavoured to influence policy
- Continue to hold stakeholders workshops to share experiences
- Accessing more information

6. In your country, to what extent do: (Score between 0 = none and 5 = always)

a) Policymakers use research-based evidence to be important in policy making?	2	0	2	3	1	4	2	5	3	5	3	3
b) CSOs contribute to policy making?	3	5	3	4	2	4	3	3	4	5	4	2
c) CSO's use research-based evidence to inform their work?	4	2	1	5	2	3	3	4	3	5	4	3