



Popular Participation Workshop Series No. 4

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A United Nations Economic Commission for Africa Publication Series on Popular Participation

Strengthening the Capacity of  
Popular Development  
Organization to Effectively Make  
Contributions to and Influence  
the Policy Making Process

# Workshop Report

Organized by:

UNECA's Public Administration, Human Resources and Social  
Development Division, within the framework of the Popular  
Participation in Sustainable Development Project, in  
Collaboration with DENIVA and PAPSCA

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## **I Background and Introduction**

The African Charter for Popular Participation in Development, adopted by the International Conference on Popular Participation in the Recovery and Development of Africa in 1990, emphasized the role of grass-roots organizations, popular development organizations (PDOs) and the governments in the following terms: "effective dialogue between governments, PDOs and grassroots organizations is essential and valuable... and national fora should be established to enable honest and open dialogue between African governments, grass-roots organizations and PDOs so that the experience of the grass-roots participatory development informs national policy-making". The Charter recommends that popular development organizations should "broaden the dissemination of successful African popular participation and grass-roots experiences throughout the continent and the exchange of experience thereon to create a multiplier effect and sensitize policy makers". The Charter also urges African governments to promote "greater participation and consensus building in the formulation and implementation of economic and social policies at all levels, including the identification and elimination of laws and bureaucratic procedures that pose obstacles to people's participation".

With a view to implementing the directives of the Charter, the United Nations Economic Commission for Africa initiated a number of activities for promoting Popular Participation in Development, within the Public Administration, Human Resources and Social Development Division, to assist member countries, people's organizations, community groups and non-governmental organizations to develop a participatory framework for the design and implementation of development programmes and policies. Among these activities are initiatives designed to encourage grassroots organizations to promote broad-based participation and create an enabling and collaborative environment in which the contributions of the

people's organizations in the recovery and development of African economies is enhanced.

As a pilot effort, the ECA organized and conducted a national workshop in Uganda from 22 to 25 February, 1993 to enhance dialogue, cooperation and interface between government policy-makers and popular development organizations. At the workshop it was noted that while some popular development organizations had started getting involved in national policy debates, the consensus was that indigenous popular development organizations were not strong enough to effectively participate in matters of policy making. Among the factors that affect the participation of these organizations in the policy processes are:

- The lack of technical skills to engage in serious debate over complex policy issues;
- The lack of resources and skills to collect, organize and present information and;
- The lack of experience dealing with the bureaucracy and the political leadership.

The workshop recommended that a follow-up training workshop be organized to discuss and deliberate on the relationship between governments and popular development organizations with particular emphasis on strengthening the policy and advocacy roles of these agencies. Based on this recommendation, ECA in collaboration with DENIVA, the consortium organizations of Ugandan NGOs, organized a training workshop on the theme "Strengthening Development Organizations Capacity to Effectively Make Contributions to and Influence Policy Making Process" from January 12-14 1994, at Kampala, Uganda.

## II Objectives

The objectives of this training workshop were to strengthen the capacity of the PDOs to:

- i co-operate with the government in the formulation and implementation of development policies;
- ii identify skills and techniques of dialogue, to link the grassroots with lobbying and advocacy;
- iii communicate policies to grassroots people and explain their possible effect and impact and, in turn, communicate people's choices and preferences to policy makers;
- iv elaborate on the modalities required to articulate positions on issues and programmes that affect their constituencies as well as debate over complex policy issues in order to facilitate a two-way flow of information between the government and PDOs;
- v utilize analysis research and to collect, organize and present supportive information and data needed for an effective dialogue;
- vi explicate ways and means PDOs can (a) represent diverse interests in higher and local-level decision making bodies; and (b) identify techniques needed to evolve strategies that can be utilised to influence governments in decentralisation and devolving of authority and responsibility of decision making powers and resources

to regional, district and local-level entities and people's organizations.

In the opening session, Dr. Sadig Rasheed, welcomed the participants and stressed that the genesis of the initiative came from the African Charter for Popular Participation in Development and this specific workshop was a follow-up of the February 1993 workshop held at Sheraton Hotel in Kampala.

He noted that an integral part of the workshop was to strengthen the PDOs to effectively make contributions to and influence policies, attitudes and practices that affect their constituencies and encourage meaningful participation. Its main purpose being to provide guidelines and strategies on how to work with government organs and formulate policies that promote widespread participatory action. To facilitate this, ECA provided various background papers and a training manual on how to effectively communicate policy choices to grassroots groups and policy makers.

Participants were challenged to critically address the following issues and to come up with practical recommendations:

- popular development organizations and government: What kind of partnership?
- conditions, modalities and strategies for strengthening the lobbying and advocacy roles of the PDOs;
- strategies of communications to link the grassroots with lobbying and advocacy; and

- research, training and information supports required to operationalize this new vision.

Following that Mr. Okune, Coordinator of the Policy Monitoring Unit of PAPSCA made an opening statement.

The statement expressed PAPSCA's keenness to participate in the workshop which is a beginning of the implementation, in Uganda, of the African Charter for Popular Participation in Development. Mr. Okune emphasised the need for the emergence of a new Africa where democracy, accountability, transparency, economic justice, sustained economic development and transformation are internalized.

Mr. Okune concluded his remarks by indicating governments willingness to seek PDOs input in policy formulation and by promising to work closely with ECA and DENIVA, in helping organize and participate in policy and training workshops, and helping select and disseminate successful experiences of small-scale demonstrative projects.

Following Mr. Okune, Mr. Mwalimu Musheshe, the Chairman of DENIVA, in his opening statement welcomed all the participants to the workshop. He pointed out that the Uganda NGO Movement, a leading partner of the government in the formulation and execution of development programmes and polices views this workshop as an important event for participants, the DENIVA constituency and for Uganda as a whole. He stated that there is need to come up with a new paradigm of how the rural and urban poor can be more and more involved in their own programmes and participate in the policy process. He indicated that popular participation is not very welcome in some circles so there is need for concerted efforts to re-orientate all parties involved on pertinent issues and to identify mechanisms to promote popular participation in Uganda.

Mr. Mwalimu Musheshe challenged the participants to bear in mind the following questions while deliberating:

- What needs to be put in place before our organizations and policies can become popular?
- Should PDOs be advocates or should we use skills acquired to build up internal abilities of the people to carry out advocacy for themselves?
- What is the role of PDOs in the transformation of society and how can they prepare themselves to do this?
- What is the linkage between micro and macro issues that influence and affect PDOs?

### **III Substantive Sessions**

#### **Session 1: Partners in Development**

Dr. Demeke opened this session by giving a comprehensive analysis of the growth of PDO activities in Africa in the past two decades. He pointed out that Indigenous PDOs have proliferated in numbers and influence and have become key partners in the development process in many countries in Africa. However, in spite of all this, their contribution to formulation of development policies at the national level, remains limited. Mainly, because they have not developed strategies and acquired appropriate skills that can influence local and national policies, attitudes and practices.

Also, it was stressed that while there have been a number of successful PDO initiatives, the impact on the lives of poor people has been highly localized and often transitory.



Emphasis on projects alone, that are divorced from the wider, broader national context, has prevented PDOs from achieving the desired effects and having lasting impacts. PDOs working at a micro level have managed to combine efficiency and efficacy, however, at the macro level their actions are limited in scope and lack efficacy.

The paper also pointed out that economic reform and socio-economic development strategies would benefit from increased collaboration between government and PDOs. It is believed that increased involvement by PDOs would increase the impact of programmes on grassroots development. A supportive system in which the public, private and voluntary sectors have a coordinated role to play needs to be established. In the light of this, PDOs should also influence policies and work closely with other sectors at both the local and national levels.

The historical development of NGO assistance was traced through the following three phases:

- Initially, mainly providing relief and welfare;
- In the late 1970s this was expanded to include community development projects which were primarily small scale, self-reliant local initiatives;
- Currently many NGOs are involved in sustainable systems development projects and programmes as well in advocacy and lobbying efforts.

Dr. Demeke's presentation was followed by Mr. Okune's brief analysis of the role of PDOs in Uganda. He highlighted the following features:

- PDOs have the potentials of addressing directly the contemporary socio-economic problems .
- PDOs are able to mobilize both foreign and domestic resources to supplement those mobilized by the state.
- PDOs provide countervailing weight against state power, where state power is being used to oppress or discriminate against the people.

He further noted that since most Ugandans are below the poverty line, PDOs are currently involved in mobilizing both the people and resources in order to facilitate the process of decentralization which is today the Uganda government's policy.

Following this, he discussed some of the initiatives that PAPSCA has taken in order to assist the PDOs in their work. Among these, the following were highlighted:

- 1 Studies on the status of poverty in Uganda are currently being undertaken and will be widely disseminated so that PDOs can have access to this vital information.
- 2 PAPSCA is collaborating with indigenous NGOs in activities which include:
  - building primary schools in 12 districts in collaboration with local community groups;
  - assisting orphans through sponsorship of education;

- improving sanitation among the urban poor in collaboration with community groups.
- 3 There has been a call, by government in general and PAPSCA in particular for local NGOs to be self-reliant and seek some domestic funding opportunities.
  - 4 PDOs should have a forum where policies are discussed. To do this effectively information is necessary. DENIVA therefore needs a strong research desk to gather and disseminate information in collaboration with agencies like PAPSCA.

In response to Dr. Demeke's and Mr. Okune's presentations a number of issues were raised and discussed by participants in small groups and the plenary. Among the key observations made were:

- a PDOs have not been actively involved in the formulation of policies because of lack of professionalism and institutional capacity. The project mode of financing does not allow for PDOs to work outside the project framework and engage in policy work.
- b PDOs lack the ability to clearly identify areas or policies they should and can influence and those that they cannot.
- c PDOs need to build up credibility before they can engage in successful lobbying and advocacy.

Following these discussions participants suggested various recommendations to increase the policy role of NGOs and to ensure more effective involvement. Among the recommendations were:

- Strengthening the capacities of PDOs in areas of accountability, professionalism and transparency to ensure credibility among the constituency and the political establishment;
- Improve on strategies used for lobbying and advocacy;
- Ensure that PDOs and government are tolerant of each other and are willing to work together as partners;
- Establish fora through which policies are discussed, formulated or changed at various levels - local/district, National or International;
- Identify common values and ideals of PDOs so as to ensure a more unified approach to issues and policies;
- Participation in District Development Committees;
- Establishing umbrella organizations and using these to present common issues and to monitor member organizations;
- Publishing and disseminating publications to create awareness;

- Use of Memoranda that are circulated to policy makers.

## Session 2: Modalities for Strengthening the Policy Advocacy Role of People's Organizations

Mr. Livingstone Sewanyana, Director Foundation for Human Rights Initiative (FHRI) presented a paper on "Conditions for Effective Policy Advocacy by Popular Development Organization".

Mr. Sewanyana defined advocacy as pleading in support of a cause and lobbying as the process of trying to influence people towards your cause. He stated that PDOs have a major role to play in shaping policy and democratizing development, particularly because of their vast potential to translate knowledge into concrete actions. This entails that PDOs develop mechanisms to be sensitive to the issues that affect the people they work with and to make lobbying and advocacy to an integral part of their work.

The speaker outlined various measures that PDOs need to undertake to ensure effective lobbying and advocacy efforts. Among these are:

- recruit appropriate staffing;
- build broader coalitions;
- choose the issue carefully;
- present a strong case;
- balance opposing forces;
- build up credibility to increase policy leverage;
- generate public support on issues being discussed; remembering to rally support from key policy makers as well.

Mr. Sewanyana concluded on the note that PDOs must be prepared to fight and to fight carefully, making sure their issues, plans and strategies are well chosen and thoroughly thought out.

Following the presentation, there was a plenary discussion of the various issues that arose and how they relate to the policy process in Uganda. The plenary noted the following points as particularly important:

- 1 There was a consensus that lobbying and advocacy strategies used by the PDO community should be appropriate to the prevailing circumstances of the country.
- 2 Good leadership qualities should be given due weight in conducting lobbying and advocacy strategies. To win support and confidence from the public and from the policy makers requires that the advocates selected should be individuals of high integrity.
- 3 To carry out successful dialogue requires openness, willingness to learn from others and a willingness to put aside any wrong ideas. Rigidity of stand does not facilitate advocacy.
- 4 Advocacy should be driven and motivated by the values and ideals that we hold rather than by events and circumstances around us.
- 5 Advocacy can and should start at the individual level but individuals need support and backup for their efforts to have a lasting impact. Collective effort is, therefore, crucial in advocacy.

### Session 3: Enhancing People Organizations' Policy Communication Capacity

#### "How to Effectively Communicate Policy Choices to Grassroots Groups and Policy Makers"

This paper was presented by Mr. Kabuye Musisi, Director, URDT Institute.

In his presentation, Mr. Musisi discussed strategies and approaches on:

- How to best inform grassroots groups on issues of concern to their interest.
- How to effectively solicit the views and preferences of grassroots constituency on issues of concern to their interest.
- How to best facilitate the two-way flow of information between the grassroots and the policy-makers.
- How to communicate with, network and mobilize sympathetic groups to mount concerted efforts and generate support.
- How to utilize public media, mount mass campaigns and generate widespread public support for a preferred policy option.
- How to improve basic communication skills to influence the process of policy-making and policy implementation.

In discussing this paper, it was noted that communication at all levels is crucial to attaining success in policy advocacy. PDOs need to carefully plan how to communicate with all the stakeholder; acquire good communication skills, and carefully solicit strategies of

communicating with others. Among the strategies noted in communication with stakeholders are:

- The world views or mental models of both the sender and the receiver influence the outcomes of any communication process. Hence, PDOs must be careful how they package their messages when they seek to communicate with grassroots groups.
- Communication at the interpersonal level is as crucial in the life of a PDO as communication with other PDOs or with government. Leaders should hence promote communication at the interpersonal level in their organizations.
- It was stressed that dialogue with grassroots groups is preferred to other forms of communication as it allows for mutual learning and ensures accumulation of empirical data which can correctly be analyzed, synthesized, tested and conclusions drawn for decision-making.

#### **IV Recommendations of the Training Workshop**

Based upon the key issues that were identified and the recommendations put forward in the workshop, participants came out with a draft plan of action to be incorporated in Uganda's two year plan. The salient features include:

- 1 Lobbying and advocacy need competent, efficient and clean leadership. PDOs therefore need continued strengthening through training.



DENIVA should include lobbying and advocacy in the training offered by its Training Unit.

- 2 DENIVA should not directly get involved in the training of NGOs and other PDOs but it can facilitate and organize training by identifying NGOs and/or institutions that can offer the required training. DENIVA should continue to concentrate on promoting networking.
- 3 DENIVA should increase its membership and improve working relationships with government and with its memberships.
- 4 Publicise DENIVA and encourage and facilitate cooperation between various institutions in civil society and government.
- 5 Enhance research capabilities of DENIVA through collaboration with other NGOs that have research units and with other research institutions.
- 6 Foster increased transparency on the part of the government on some key policies.
- 7 Adopt measures to overcome the barriers to communication in the formulation of policies. These include:
  - lack of democracy;
  - fear and lack of confidence;
  - negative attitudes and mistrust;
  - lack of interest in the policies;
  - lack of knowledge and;
  - lack of transparency.

8 PDOs need communication skills at both personal and organizational level. These skills include:

- listening;
- ability to share information;
- skills in interviewing;
- ability to communicate clearly and publicly.

DENIVA should therefore establish a Policy Information Desk that is manned by committed and competent personnel and is accessible to NGOs and PDOs.

### **Draft Plan of Action**

On the basis of these recommendations, the following were put forward as follow-up activities of this workshop.

1 Establish a research desk at DENIVA and enhance its research capabilities by:

- Identifying major areas of research;
- Increased linkages with other research institutions;
- Commission studies in areas of PDOs concern;
- Provide technical guidance and encourage member PDOs to undertake research;
- Up-date PDOs database.

2 Training of NGO leadership and membership. This should cover:

- policy formulation and analysis;
- macro policy issues;
- negotiation skills;
- communication skills;
- public relations;
- financial management;
- accountability;
- record keeping;
- research, and
- lobbying and advocacy.

This training can be offered through seminars, workshops or through the Training Unit.

- 3 Organize periodic discussion fora to address macro policy issues and other issues of national concern. These should bring together all the member NGOs of DENIVA. A national fora for all NGOs also be organized to discuss conditions, modalities, and strategies for strengthening the lobbying and advocacy roles of NGOs.
  
- 4 Publicize DENIVA and encourage cooperation and networking through:
  - regular consultations between DENIVA and government and DENIVA and its member constituencies;
  - launch a publicity campaign through the media;
  - seek representation in national institutions;
  - encourage representation of NGOs to related institutions at their levels of operation.

- 5 Improve working relationship between DENIVA and government and its membership by:
- increased enrolment of members;
  - increasing circulation of its Newsletter;
  - physical visits to its membership;
  - solicit article, for the Newsletter, from member NGOs and other sources;
  - a national workshop to address issues to enhance partnership between NGO/government, NGOs/Donors and NGO/NGO;
  - NGOs/DENIVA establish information desks and this information should be well shared and disseminated.
- 6 Encourage networking through the existing established fora for example the DENIVA Annual Conference

## **ANNEX I**

### **Text of Opening Statements by:**

**Dr. Sadig Rasheed, Director  
Public Administration, Human Resources  
and Social Development Division, UN  
Economic Commission for Africa**

**Dr. J.W. Okune  
Co-ordinator  
PAPSCA**

## ***Opening Statement by Dr. Sadig Rasheed***

Chairman Musheshe,  
Dr. Okune,  
Distinguished participants,  
Ladies and Gentlemen,

It is a great pleasure to welcome you on behalf of ECA and myself to this national training workshop to strengthen popular development organization's capacity to effectively make contributions to and influence policy making process.

I would like at the outset, to express my deep appreciation to Dr. Okune for formally opening the workshop on behalf of the government of Uganda. I also wish to seize this opportunity to thank DENIVA and PAPSCA-PCMU for the excellent arrangements they have made for hosting this workshop.

The genesis for this initiative comes from the African Charter for Popular Participation in Development, which underpinned the concept that Africa's recovery and development process cannot be achieved without the full and effective participation of the people and greater collaboration between NGOs and government in operational activities as well as in the formulation of national development policies and strategies. NGOs should not just serve as mechanisms for merely carrying out operational programmes, but they also have important roles and responsibilities in gathering and articulating views and concerns of their constituency. Furthermore, in the workshop held here in February, 1993 it was noted that the popular development organizations lacked the technical skills to effectively participate in matters of policy. It was recommended that a follow-up workshop be organized by ECA to consolidate and prepare actionable

steps to enhance dialogue, cooperation and interface between government policy makers and NGOs.

An integral thrust of this training workshop is to strengthen the capacity of the popular development organizations to effectively make contributions to and influence policies, attitudes and practices that affect their constituencies and militate against meaningful participation. It's main purpose is to provide guidelines and pragmatic strategies on how to work with the government and formulate national development policies and institutional arrangements that foster widespread participatory action.

To facilitate the deliberations of the workshop, ECA has prepared background papers that deal with some underlying principles to enhance relations between government and popular development organizations. These background papers are intended to help in the examination of the role of the popular development organizations in development policy and programme formulation from the perspective of the NGOs and the government and identify various modalities for strengthening the policy advocacy role of people's organizations. Besides the background papers, ECA commissioned a training manual on how to effectively communicate policy choices to grassroots groups and policy makers.

Thus, this forum should enable us to give serious thought to, and make concrete recommendations on the following issues:

- popular development organizations and government: what kind of partnership?
- conditions, modalities and strategies for strengthening the lobbying and advocacy roles of the PDOs;

- strategies of communications to link the grassroots with lobbying and advocacy;
- research, training and information supports required to operationalize this new vision.

I invite the distinguished participants to have candid discussions on these important issues. The presence of senior governmental policy makers and top leaders of the nongovernmental community at this workshop reinforces and strengthens my belief that the discussions would culminate in the adoption of practical recommendations to guide government and popular development organizations.

I would like, once again, to thank all of you, for being here to share your views and provide practical and technical support to the workshop. I would like to assure you that your recommendations will be widely disseminated to the decision-makers and the nongovernmental communities as well as to interested partners outside Africa with a view to ensuring that the fruits of your thought and deliberations are appropriately shared and supported by all those, who are, involved in this very pertinent issue.

I thank you for your kind attention and wish you most fruitful deliberations.



### ***Opening Statement by J.W. Okune***

When I received invitation from DENIVA to attend this national training workshop on the role of popular development organizations in policy formulation and design, I had no hesitation in accepting it. This is because of two main reasons: one, it gave me an opportunity to meet Dr. Sadig Rasheed, Director of Public Administration, Human Resources and Social Development Division of the Economic Commission for Africa, with whom I have had several correspondence on the subject of popular participation in development in Uganda; and secondly, I did not wish to miss the opportunity to witness the beginning of the implementation in Uganda of the objectives of the African Charter for Popular Participation in Development.

As participants are already aware, the African Charter for Popular Participation in Development was adopted by the Inter-governmental Conference on Popular Participation in the Recovery and Development Process in Africa, which was held in Arusha, Tanzania from 12 - 16 February, 1990. The Charter calls for the emergence of a new Africa in which democracy, accountability, economic justice, sustained economic development and transformation must be internalized; and in which the empowerment of the people, initiative and enterprise and the democratization of the development process are the order of the day. The Charter relies heavily on non-governmental and grassroots organizations, youth and women's groups, trade unions, the UN agencies, the educational institutions and the international community to voice the concerns of the people on a wide range of development issues including the environment and natural resource management, poverty, economic justice and sustainable development.

I became acquainted with the ideal and programme of popular participation in development when I met Dr. Getachew Demeke in Harare, Zimbabwe in June 1992 where both of us had gone to attend a World Bank organized NGO Planning workshop for Strategic Planning and Management Training.

Dr. Demeke told me that the Economic Commission for Africa had selected Uganda and Namibia for launching a pilot project to promote and realize the concept of popular participation in sustainable development. He made it clear to me that to launch this pilot project in Uganda, we had to identify two organizations in Uganda namely; one to act as a people's organizations focal point, and the other to act as ECA's counterpart governmental focal point to collaborate with Dr. Rasheed's Department in facilitating the implementation of the project activities in Uganda as an effort to build up the capacity of the people's organizations and NGO's to participate effectively in development of, by and for the people. Following consultations within Uganda, DENIVA was selected as a people's organization focal point in Uganda; and PAPSCA-PCMU was selected as ECA's counterpart governmental focal point in Uganda. As a governmental focal point, PAPSCA-PCMU is expected to:

- Help organize and participate in training workshops on environmental issues and the environmental impacts of development activities;
- Help organize and participate in policy workshops to enhance dialogue and interaction between government policy makers and planners on the one hand, and people's organizations, on the other, on issues related to popular participation and environmental management;

- Help select and disseminate successful experiences of small-scale demonstrative projects focused on grassroots environment-enhancing activities and innovative participatory approaches.

PAPSCA-PCMU has endeavoured to carry out these functions assigned to it as a governmental focal point. For example, it collaborated with ECA, DENIVA and Uganda Management Institute in planning and running the national policy workshop on Enhancing Dialogue, Cooperation and Interface Between Government and Popular Development Organization, which was held in Kampala from 22-25 February 1993. PAPSCA-PCMU also functioned as a clearing house in channelling a request to ECA for funds to build 4 primary schools in Kagadi, Kibaale District. Our participation in this workshop marks a further involvement of PAPSCA-PCMU in activities to promote the objective of the African Charter in Uganda.

It is our hope that, as Uganda's involvement with ECA in this programme intensifies, the ECA will assist the two national focal points with training and logistical support to enable them spearhead the implementation of the ideals of the African Charter in Uganda. In previous correspondence, ECA had indicated a willingness to provide DENIVA with modest equipment, including one PC computer, accessories and software; one Laser Printer, one photocopier, and one fax machine. These items are meant to enable DENIVA to carry out its task as a people's organization focal point, and to publish and distribute a national newsletter on popular participation. It is noted that this workshop is a follow-up of the first one held in Kampala in February 1993, and that its aim is to consolidate and prepare actionable steps to enhance dialogue, cooperation and interface between government

policy makers and popular development organizations. Accordingly, one of the themes of this follow-up workshop is "the formulation of modalities for strengthening the lobbying and advocacy roles of popular development organizations". Therefore, ECA assistance to DENIVA with logistics and training will facilitate our progress to a position where PDO's can conduct policy debate and analysis convincingly and authoritatively.

**ANNEX II**



***PROGRAMME***

**National Training Workshop  
Strengthening The Capacity of Popular Development  
Organization's to Effectively make Contributions to  
and Influence Policy Making Process**

**Colline Hotel- Mukono, Uganda  
12th - 14th January 1994**

**Wednesday 12 January 1994**

09:00 - 10:00	Registration
10:00 - 11:00	Opening Session  Opening Statements by  Dr. Sadig Rasheed, Director, Public Administration, Human Resources and Social Development Division, UNECA Mr. Mwalimu Musheshe, Chairman, DENIVA Mr. Okune, Co-ordinator, PAPSCA
11:10 - 11:15	Short Break
11:15 - 17:30	<b>Session 1: Partners in Development</b>
11:15 - 12:00	"The Increasing Role of Popular Development Organizations in Development Policy and Programme Formulation"
12:00 - 12:15	"The Increasing Role of Popular Development Organizations in Development Policy and Programme Formulation" : The NGO Perspective, Mr. Mwalimu Musheshe Jr, Chairman of DENIVA
12:15 - 12:30	"The Increasing Role of Popular Development Organizations in

	Development Policy and Programme Formulation" The Government Perspective. Mr. Okune or his designate
12:30 - 13:00	<b>Plenary Discussion</b>
13:00 - 14:30	Lunch Break
14:30 - 16:00	Three Small Group Discussions
16:00 - 16:15	Short Break
16:15 - 17:30	Small Group Presentations (25 minutes each)

***Thursday 13 January 1994***

08:30 - 11:45	<b>Session II: Modalities for Strengthening The Policy Advocacy Role of People's Organizations</b>
08:30 - 09:30	"Conditions for Effective Policy Advocacy by Popular Development Organizations" <b>Mr. Livingstone Sewanyana</b> , Executive Director, Foundation Human Rights Initiatives (FHRI)
09:30 - 10:30	Plenary Discussions
10:30 - 10:45	Break
10:45 - 11:45	Small Group Discussions

11:45 - 13:00	Small Group Presentation
13:00 - 14:30	Lunch
14:30 - 15:30	"Policy Analysis and Monitoring Techniques" Dr. Getachew Demeke
15:30 - 16:30	Plenary Discussions
16:30 - 16:45	Coffee Break
16:45 - 17:45	Small Group Discussions

***Friday 14 January 1994***

08:30 - 12:30	<b>Session II Continued</b>
08:30 - 09:45	Small Group Presentations
09:45 - 10:00	Short Break
10:00 - 15:30	<b>Session III: Enhancing People Organizations' Policy Communication Capacity</b>
10:00 - 10:45	"How to Effectively Communicate Policy Choices to Grassroots Groups and Policy Makers" Dr. Getachew Demeke
10:45 - 11:30	Plenary Discussions
11:30 - 12:30	Small Group Discussions



**12:30 - 13:30**

**Lunch**

**13:30 - 14:30**

**Small Group Presentations**

**14:30 - 15:30**

**Presentation and adoption of  
workshop report and formal  
closing**

## ANNEX III

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## **ANNEX IV**

### **List of Documents**

- 1** The Increasing Role of Popular Development Organizations in Development Policy and Programme Formulation
- 2** Conditions for Effective Policy Advocacy by Popular Development Organizations
- 3** Policy Analysis and Monitoring Techniques
- 4** How to Effectively Communicate Policy Choices to Grassroots Groups and Policy Makers