



## Public Policy Cycles for Family Farming Training Program for State and Non- State Actors Modular Training Programme

Date: Monday 15<sup>th</sup> – 19<sup>th</sup> November 2021

Blended Program

Imperial Botanical Beach Hotel, Entebbe



*Participants pose with the FAO Country representatives Uganda*

### 1 Background

The household, which in most parts of Uganda, is synonymous with a family is at the heart of the country's economy. Families use their resources such as land and labour to produce food for their own consumption and the market in order to raise income for meeting other basics of life. Family farming defines the bulk of the source of livelihood for majority of the citizens in Uganda where over 70 percent of the households are directly engaged in farming. The same families produce food for many others based in the urban areas and also create inputs into a long chain of food processing that offers livelihood to many others.

In view of the above it follows that strengthening inclusiveness and sustainability of growth will require national policies that target the families engaged in farming. FAO defines **family farming** as “means of organizing agricultural, forestry, fisheries, pastoral and aquaculture production which is managed and operated by a family and predominantly reliant on family labour. The family and the



*farm are linked, co-evolve and combine economic, environmental, reproductive, social and cultural functions<sup>1</sup>*". Family farmers include peasants, indigenous peoples, traditional communities,

pastoralists, fishers, mountain farmers, and many other groups of food producers<sup>2</sup>. As indicated by the FAO, "the family and the farm are linked, co-evolve and combine economic, environmental, reproductive, social and cultural functions". Policies that target the symbiotic growth of families and farms are needed to secure socio-economic transformation and better wellbeing.

Understanding the policy cycle and associated processes of contextualizing development interventions is critical for any country that wishes to promote local economic development and creation of jobs across all sectors. Policies are needed to manage investments in agriculture that will not only promote growth but also ensure resilience against volatility due to shocks such as Covid-19 pandemic. A number of shocks in areas of provision of extension services, and access to inputs, markets, and financing require policy actions at various levels and across different sectors.

## 2 Need and Plan for training in Policy cycle and Processes

In the case of Uganda, the development space involves many actors in government, private sector, civil society and development partners. The complexity requires a common understanding by all actors, which calls for adequate joint-training. The strategy is to conduct a Modular Training Program (MTP) on Public Policy Cycles for Family Farming that is, the initiative was structured to support capacity development activities for state and non-state actors to design, develop, implement and review public policies to support and enhance family farming.

## 3 Objectives of the training

The training was expected to increase the capacities of state and non-state actors at various levels of government by providing them with versatile tools, instruments, and competencies to build, implement, and monitor and evaluate effective and context specific family farming-centred policies. The idea was to enable them get a better appreciation of the nexus between policy theory and concrete practices by sharing successfully applied lessons from around the world.

Specific objectives of the training included:

- a) To increase capacities of state and non-state actors to design, develop, implement, and review context-specific public policies and investments to support family farming;
- b) To render the public policy cycle tool applicable to farming related policies to improve enabling environment in;
- c) To provide tools, instruments and competencies to address public policy issues relevant to family farming and family farming-centered food systems;

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<sup>1</sup> FAO. (2013). Coping with the food and agriculture challenge: Smallholders' agenda.

<[http://www.fao.org/fileadmin/templates/nr/sustainability\\_pathways/docs/Coping\\_with\\_food\\_and\\_agriculture\\_challenge\\_Smallholder\\_s\\_agenda\\_Final.pdf](http://www.fao.org/fileadmin/templates/nr/sustainability_pathways/docs/Coping_with_food_and_agriculture_challenge_Smallholder_s_agenda_Final.pdf)>

<sup>2</sup> FAO and IFAD. (2019). United Nations Decade of Family Farming 2019-2028. Global Action Plan.

<<http://www.fao.org/3/ca4672en/ca4672en.pdf>>



- d) To help actors navigate along the policy cycle to re-think the design and realization of concrete solutions in their context, prompting inclusive policy innovations; and
- e) To prepare participants to manage and lead bottom-up, participatory, multilateral and multi-sectoral collaboration for the development, implementation and monitoring of family farming targeted public policy processes.
- f) Feedback from facilitator and participants about what needs to be improved and adapted from the MTP pilot

## 4 Coverage of the training

The training covered the following aspects:

- 1) Provide a context to family farming in Uganda including an analysis of the opportunities and challenges of current food systems in the country and the region. This will provide a background for the required aspects and content of policy support for family farming in the country. The analysis will provide a basis for review of any existing policies as well as their relevancy and effectiveness, and hence set a background for setting of possible new objectives and strategies by those who are in the policy and practice of supporting family farming in Uganda
- 2) A review of the principles of public policy with a focus on family farming in Uganda. The aim is to build a common vision of what should be the main aspects of public policies and how the application should look like if the country is to achieve the set vision.
- 3) The public policy models for Uganda and elsewhere were leveraged to provide a good understanding of the stages of the policy cycle and indicate entry points for all actors especially those who are from the sphere of non-state actors.
- 4) Participants jointly develop a roadmap of action to promote public policies conducive for family farming at national level

<b>Capacity building, full training</b> <ul style="list-style-type: none"> <li>• To explore the national situation and characteristics of family farming, and to map the policy environment related to family farming.</li> <li>• To enhance the capacities of training participants on the public policy cycle for family farming and to apply this knowledge to improve specific contexts.</li> <li>• To jointly develop a roadmap of action to promote public policies conducive for family farming at national level</li> </ul>	LS 1. <i>Context analysis</i> LS 2. <i>Principles of public policies for family farming</i> LS 3. <i>The policy cycle model</i> LS 4. <i>Analytical reflection for contextualized policy solutions for family farming</i> LS 5. <i>Contextualized planning for the development of an enabling environment for family farming.</i>	5 days
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## 5 Training Approach

This training programme applied participatory and experiential learning approaches and includes the use of case studies, videos and other written and audio-visual material. The methodology derived from a pilot draft training manual was designed in modular approach by FAO that is suitable for both for in-person and virtual training settings. The training methodology combined learning methods to transmit theoretical and practical aspects of public policy making.

The training was cognizant of the participants are engaged along the various aspects of the agricultural value chain and are bound to have various degrees of exposure to the different policies required to support all the inter-linked aspects of the family farming value chain. The training thus adopted participatory and experiential learning approaches suited to adult learning. Case studies, PowerPoint presentations, use of case studies, videos and other written and audio-visual material, guided group discussions and plenary presentations and role plays.



Picture 1: Participants at the opening ceremony

### 5.1 Training programme

Day	Title of the Learning Stage	Main Objective of the Learning Stage	Session Number	Title Of Session
DAY 1	Preliminaries	Introduction, Principles	0.1	Welcome, Opening
			0.2	Participants Getting Know Each Other



			0.3	Presentation Of The Agenda And Goals Of The Training
	Learning Stage1 Context Analysis	<b>ANALYSIS OF THE CHALLENGES OF CURRENT FOOD SYSTEMS</b> - Exploring the context for policy support for family farming	1.1	Analysis Of The Challenges Of Current Food Systems - Exploring The Environment For Policy Making
			1.2	Family Farming In The Country Context
DAY 2	Learning Stage 2 Principles of Public Policies for family farming	To build a general vision of Public Policies' main aspects and apply them to public policies for family farming	2.1	The Concept Of Public Policy
			2.2	Public Policies For Family Farming: National Trajectories, Beneficiaries And Themes
			2.3	Actors And Institutions In Policy Making. Roles And Responsibilities
			2.4	Introducing The Policy Cycle Model
DAY 3	Learning Stage 3 The Public Policy Model	To understand the stages of the policy cycle	3.1	Agenda Setting
			3.2	Policy Formulation
			3.3	Adoption
			3.4	Implementation
			3.5	Monitoring, Evaluation
DAY 4	Learning Stage 4 Action Planning	Equipped with information and knowledge collected in the previous learning stages, participants are asked to apply the lessons learned about the different stages of the policy cycle to the family farming context in the country by reinforcing linkages between the five stages of the policy cycle.	4	Constructing the Public Policy Process For The Support Of Family Farming In The National Context
DAY 5	Learning Stage 5 CONTEXTUALIZED PLANNING	Get ready to share knowledge and lessons learned with others to kick-off/strengthen joined actions for the support of family farming	5	Policy Forum
	Final stage WRAP UP	Collect feed-back from participants Close the training with clear messages and ideas of follow up	00.1	Final Reflection Closing

## 6 Requirements

The training was undertaken within the framework of adherence to Covid-19 SOPs including spacious meeting room that allowed social distancing and sanitizing. The training utilised aids such as videos, case studies, role plays and team building activities that modelled the real-life experiences that participants go through in their day-to-day work.



## 7 Institutions which participated

The training Session was officially opened by the FAO representative in Uganda, Mr. Antonio Querido. Two facilitators from FAO Rome, Decade of Family Farming Unit joined a nationally based Facilitator to moderate the different session.

Senior technical officials at levels of Directors, Commissioners and Principal Officers from the following Ministries participated (see annex 1 list of participants)

- a) Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)
- b) Ministry of Gender, Labour and Social Development (MGLSD)
- c) Ministry of Science, Technology & Innovation (MoSTI)
- d) Uganda Bureau of Statistics (UBOS)
- e) National Planning Authority (NPA)
- f) Operation Wealth Creation (OWC)
- g) National Agricultural Research Organisation (NARO)
- h) Local Government – District Production Officers

Non-government institutions which participated include;

- a) Private Sector Foundation, Uganda
- b) Reco Industries, Uganda, Limited
- c) Agape Innovations
- d) Uganda Farmers Federation (UNFFE)
- e) Eastern and Southern Africa small-scale Farmers Forum (ESAFF)

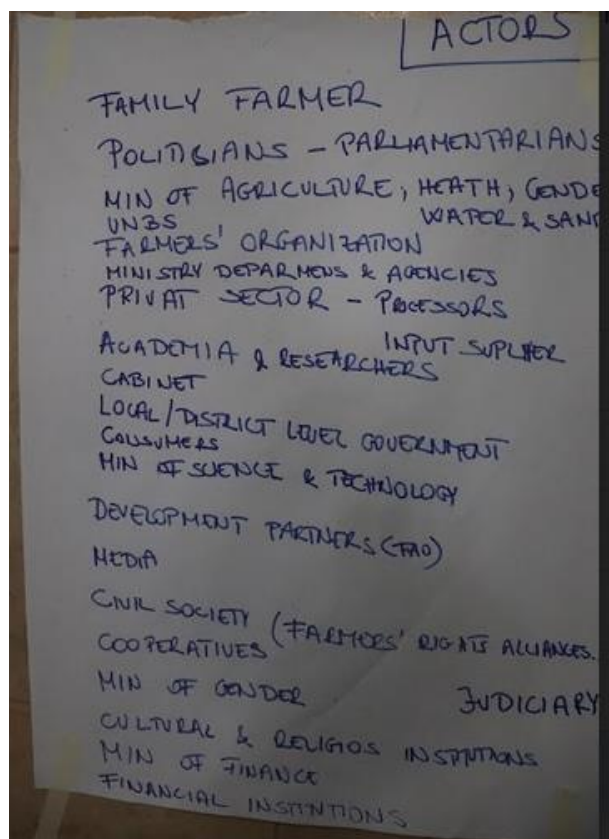
## 8 Expectations from participants

Expectations varied among participants based on their category. Policy makers, the largest category in the room was mainly interested in understanding the concept of family farming and how to effectively implement policies. Private sector organisations were interested in knowing the stages of policy formulation, policies that affect them, which policies are appropriate, how family farms can be made more productive and how they can work with other stakeholders in the room. Farmer organisations and researchers were interested in how to better integrate their work in the policy making space and ensure that they are practically involved in providing real life experiences and data for policy making. All the participants had a common expectation of how to make policy implementation, monitoring and evaluation effective and impactful for the benefit of society.



## 9 Emerging issues from the training

- a) Participants understood that the food system in which family farmers are part are complex with several actors from different sectors supporting production, distribution, value addition, logistics, research and innovations, health, security and law enforcement from government and non-government actors etc. The interactions among actors from different stakeholders affect the family farmers differently and any relevant policies must address the systemic rather than piece mill problems
- b) Participants agreed that food is just more than what is eaten. It means life, health, money, security and opportunity, happiness and medicine. To make family farming more effective in supporting all these functions, all policy makers & implementers and other stakeholders in these sectors should be engaged in developing and implementing family farming policies and programmes for positive impact
- c) The food systems challenge in Uganda are immense but the country has great potential to feed itself and the continent.
- d) The participants also came into a consensus on definition of family farming. The FAO-IFAD definition was adopted after clarification that it encompassed all scales of farmers *"Family Farming (including all family-based agricultural activities) is a means of organizing agricultural, forestry, fisheries, pastoral and aquaculture production that is managed and operated by a family, and is predominantly reliant on the family labour of both women and men. The family and the farm are linked, co-evolve and combine economic, environmental, social and cultural functions"*. Participants initially thought that it was synonymous to "smallholder farmers"
- e) It emerged that family farmers are not currently involved in public procurement because they are not well organised or even targeted by policy to recognise their unique nature. Training and sensitisation of implementers of policies that affect family farmers should be done. Cooperatives and associations could be a good mechanism to target family farmers but are not strong in Uganda. Farmer organisations such as UNFFE and ESAFF are largely for advocacy and do not adequately represent family farmers
- f) Several policies related to family farming exist in Uganda but are developed and implemented in sector silos. They do not recognise the systemic nature of the food systems in which family farmers operate in. The end result is duplication of efforts, limited coherence and systemic impact and consequently persistence of challenges. There is a need for a coherent platform for policy review and implement policies
- g) The policy making process in Uganda follows the ideal policy development process. However, consultations are not thorough enough to incorporate real life problems at community level. As a result, policies are generic with less relevance to the diversity of local needs determined by physical environment and climate, culture, economic status, level of education etc.



Picture 2: Some of the family farming actors mapped out by participants during the training





- h) The development of policies in Uganda is not based on rigorous and detailed data. Data available at UBOS is generic and does not capture the unique aspects of family farmers hence limited relevance of policy interventions. There is need for a comprehensive data collection, storage, retrieval and analysis system. The Parish Information Management System could be improved with support from the team of policy champions
- i) The implementation of policies is hampered by poorly functional institutions at all levels. Each institution advances self-interest rather than focusing on addressing the policy problems. The coordination, monitoring and evaluation of policies is weak. Centres of power and political influence in most cases does not rest with the mandated institutions resulting into duplication of efforts or institutions without the mandate taking leadership
- j) Human capacity to implement cross-sectoral projects is limited and where it is available, it is often marred with corruption and unethical behaviour
- k) Young people being trained at institutions of higher learning should be equipped with work ethics to address issues of corruption and negative attitude towards work
- l) Through the role play, the participants recognised that several actors are involved in the policy cycle, each with its own interest and taking into account the diversity of interests and influences requires special skills and knowledge which is not usually. There is need to engage academics (graduate students) to understudy the policy development and implementation process and power relations to inform effective implementation.
- m) Monitoring and Evaluation of policy needs to be rigorous, databased and ethically conducted not “just for the sake of”. Farmers should be sampled rather than their representatives. To make this effective, universities through graduate students could be engaged to support this process.

## 10 Recommendations from the training and dialogue

- a) Need for research-based guidance on the policy development process including centres of power, processes to guide effective policy making. Partnership with universities for graduate students to undertake such studies and guide government
- b) Recognising the cross-cutting nature of policy issues in family farming, other Ministries/Departments should be involved. These including Office of the Prime Minister for M&E of policies, Ministry of Finance, Planning and Economic Development; Cabinet Secretariat; Ministry of Water and Environment; Ministry of Local Government; Ministry of Trade, Industry and Cooperatives; Ministry of Lands, Housing & Urban Development; Ministry of Defence and Veteran Affairs; Ministry of Justice and Constitutional Affairs; Ministry of Health; Uganda National Bureau of Standards; Uganda Investment Authority; Dairy Development Authority (DDA); National Agricultural Advisory Services (NAADS); National Forestry Authority (NFA); Bank of Uganda especially the Agricultural Credit Facility; and National Information Technology Authority (NITA)
- c) Establish a policy forum and initiate discussion on identification of specific policies for which a Regulatory Impact Analysis (RIA) process
- d) Organise regular refresher trainings and capacity development for policy development and implementation for public sector in partnership with other actors
- e) Academic institutions should be brought on board in the subsequent trainings as well as the policy forums for their input





## 11 Follow-up actions for the benefit of RUFORUM and the participants

- a) Photos and presentations were uploaded on a google drive and shared with the participants. These can be accessed here
- b) RUFORUM Secretariat created a WhatsApp group and mailing list for the group – **Family farming policy champions**, Uganda where the participants are now interacting
- c) The group will bring on-board other Ministries, Departments & Agencies (MDAs) and other stakeholders to the policy forum. MDAs to be brought on board will included in 9(b) above
- d) Ms. Irene Fredah Odongotho, the Principal Policy Analyst at MAAIF leads the constitution of the Forum
- e) The Forum to jointly identify a policy to conduct a Regulatory Impact Analysis (RIA) process
- f) Together with FAO and RUFORUM, jointly mobilise resources to implement the RIA and make the group functional
- g) One of the critical activities is to make input into the Parish Information Management System which could capture data relevant to family farming
- h) RUFORUM and FAO to organise regular refresher trainings for policy for public and private sector actors



## Training on Farming for State and Non- State



## Public Policy Cycles for Family Actors

### List of Participants

#### Imperial Botanical Beach Hotel, Entebbe (15-19<sup>th</sup> November 2021)

No.	Name	Designation	Institution	Email/telephone
1.	Felix Okurut	Principal Economist	Ministry of Agriculture, Animal Industry and Fisheries	<a href="mailto:okurutfelix@gmail.com">okurutfelix@gmail.com</a> 256782885377
2.	Kimbowa Emmanuel	Ag. Assistant Commissioner for Planning and Policy	Ministry of Agriculture, Animal Industry and Fisheries	<a href="mailto:evictorkimbowa@gmail.com">evictorkimbowa@gmail.com</a> 256772626237
3.	Irene Freda Odongotho	Principle Policy Analyst	Ministry of Agriculture, Animal Industry and Fisheries	<a href="mailto:fiodongtho@gmail.com">fiodongtho@gmail.com</a> 256772868225
4.	Yafesi Ogwang	Assistant Commissioner for Agribusiness	Ministry of Agriculture, Animal Industry and Fisheries	<a href="mailto:yogwang@yahoo.co.uk">yogwang@yahoo.co.uk</a> 256772566421
5.	Arthur Makara	Commissioner	Ministry of Science, Technology & Innovation (MoSTI)	<a href="mailto:makarthur1873@gmail.com">makarthur1873@gmail.com</a> 256787590654
6.	Basil Ajer	Director of Technopreneurship	Ministry of Science, Technology & Innovation (MoSTI)	<a href="mailto:ajerbasil@gmail.com">ajerbasil@gmail.com</a>
7.	Morish Ochen	Commissioner - Technology Uptake	Ministry of Science, Technology & Innovation (MoSTI)	<a href="mailto:morrishochen@gmail.com">morrishochen@gmail.com</a> 256753578705 256772578705
8.	Lucy Otto	Principal Social Development Officer Family Affairs	Ministry of Gender, Labour and Social Development	<a href="mailto:lucyotto13@gmail.com">lucyotto13@gmail.com</a> 256772336925



No.	Name	Designation	Institution	Email/telephone
9.	Monica Nyakaisiki	Assistant Commissioner - ST&I Infrastructure	Ministry of Science, Technology & Innovation (MoSTI)	<a href="mailto:monica.nyakaisiki@gmail.com">monica.nyakaisiki@gmail.com</a> 256782951393
10.	Sadik Kassim	Deputy Director General Agricultural Technology Promotion	National Agricultural Research Organisation (NARO)	<a href="mailto:sdkassim@gmail.com">sdkassim@gmail.com</a> 256772673458
11.	Joseph Mbihaye imaana	Senior Intellectual Property Officer	National Agricultural Research Organisation (NARO)	<a href="mailto:mbihajose2008@gmail.com">mbihajose2008@gmail.com</a> 256784999941
12.	Jane Kugonza	Senior Outreach Officer	National Agricultural Research Organisation (NARO)	<a href="mailto:kugonzajane@yahoo.com">kugonzajane@yahoo.com</a> ; <a href="mailto:jkugonza@naro.go.ug">jkugonza@naro.go.ug</a> 256772337117
13.	Dick Kamuganga	President	Uganda National Farmers Federation (UNFFE)	<a href="mailto:dick.kamuganga@gmail.com">dick.kamuganga@gmail.com</a> 256787277014
14.	Caleb Gumisiriza	Head of Policy Research and Advocacy	Uganda National Farmers Federation (UNFFE)	<a href="mailto:cgumisiriza@yahoo.com">cgumisiriza@yahoo.com</a> 256752210700
15.	Hakim Baliraine	Chairperson	Eastern and Southern Africa small-scale Farmers Forum (ESAFF)	<a href="mailto:hakimbaliraine@yahoo.co.uk">hakimbaliraine@yahoo.co.uk</a> ; 256782056272
16.	Patrick Okello	Director of Agriculture and Environment Statistics	Uganda National Bureau of Statistics	<a href="mailto:patrick.okello@ubos.org">patrick.okello@ubos.org</a> ; <a href="mailto:pokello@gmail.com">pokello@gmail.com</a> 256772521294
17.	Keith Ahumuza	Senior Statistician	Uganda National Bureau of Statistics	<a href="mailto:Keith.ahumuza@ubos.org">Keith.ahumuza@ubos.org</a> 256779909116
18.	John Wambogo Wekesa	Director of ICT	Operation Wealth Creation	<a href="mailto:wambogoi22@yahoo.com">wambogoi22@yahoo.com</a> 256782899074 256780 723278
19.	Grace Bunanukye Bwengye	Planner for Agriculture	National Planning Authority	<a href="mailto:grace.bwengye@npa.go.ug">grace.bwengye@npa.go.ug</a> ; 256782966434; 256704946207



No.	Name	Designation	Institution	Email/telephone
20.	Arnold Rwabogo	Head of Operations	Reco Industries, Uganda Limited	arwab@yahoo.com; <a href="mailto:arnoldr@recoindustries.com">arnoldr@recoindustries.com</a> 256783791250 ; 256784265872
21.	Mugisha Paul	Founder and CEO	Agape Innovations	<a href="mailto:mugishapaulteknon@gmail.com">mugishapaulteknon@gmail.com</a> <a href="tel:256701908087">256701908087</a> <a href="tel:256784313072">256 784313072</a>
22.	Martin Maku	Sector Coordinator - Agriculture, Agribusiness and Forestry	Private Sector Foundation, Uganda	<a href="mailto:mmaku@psfuganda.org.ug">mmaku@psfuganda.org.ug</a> 256784954585 256701274966
23.	Esther Nabeeta Mwase	Private Sector Development Officer for Human Resources (Skills, Education and Health)	Private Sector Foundation, Uganda	<a href="mailto:enabeta@psfuganda.org.ug">enabeta@psfuganda.org.ug</a> ; <a href="mailto:nabeetaesther@gmail.com">nabeetaesther@gmail.com</a> <a href="tel:256704317782">256704317782</a> ; <a href="tel:256782061340">256782061340</a>
24.	Micheal Lubulwa	District Production Officer	Wakiso District	<a href="mailto:lubulwam@yahoo.com">lubulwam@yahoo.com</a> <a href="tel:256772501264">256772501264</a>
25.	Namuli Nuru	Family farmer	Wakiso District	<a href="mailto:nuruhnamuli@gmail.com">nuruhnamuli@gmail.com</a> <a href="tel:256751365398">256751365398</a>
26.	Josephine Namanda	District Aquaculture Officer	Mukono District	<a href="mailto:Jos.namanda@gmail.com">Jos.namanda@gmail.com</a> <a href="tel:256781537408">256781537408</a>
27.	Ogutu Samuel Mulijo	Family farmer/Nextgen Uganda	Mukono District	<a href="mailto:samuelogutu@gmail.com">samuelogutu@gmail.com</a> <a href="mailto:samuel.ogutu@nxgenug.com">samuel.ogutu@nxgenug.com</a> <a href="tel:256785135963">256785135963</a>
28.	Fred Muhumuza	Consultant and Facilitator	Makerere University	<a href="mailto:fmatwooki@yahoo.com">fmatwooki@yahoo.com</a> <a href="tel:256772671584">256772671584</a>
29.	Mr. Antonio Querido	FAO Representative in Uganda	FAO Uganda Country Office	<a href="mailto:Antonio.querido@fao.org">Antonio.querido@fao.org</a>
30.	Edoardo CalzaBini		FAO Headquarters, Rome	<a href="mailto:Edoardo.CalzaBini@fao.org">Edoardo.CalzaBini@fao.org</a>
31.	Anna Korzenszky		FAO Headquarters, Rome	<a href="mailto:Anna.Korzenszky@fao.org">Anna.Korzenszky@fao.org</a>
32.	Florence Nakayiwa Mayega	Deputy Executive Secretary	RUFORUM Secretariat	<a href="mailto:f.nakayiwa@ruforum.org">f.nakayiwa@ruforum.org</a> <a href="tel:256772498058">256772498058</a>
33.	Jacob Kato	Technical Specialist for Systems Development	RUFORUM Secretariat	<a href="mailto:j.kato@ruforum.org">j.kato@ruforum.org</a> <a href="tel:256782062219">256782062219</a>





No.	Name	Designation	Institution	Email/telephone
34.	Emmanuel Okalany	Technical Specialist for Development and Partnership	RUFORUM Secretariat	<a href="mailto:e.okalany@ruforum.org">e.okalany@ruforum.org</a> 256774927973