Policy Analysis and Policy Advocacy Report 18 and 19th 2024 Fort Portal, Uganda March 2024

TABLE OF CONTENT...Page number

Background

The training program on policy analysis and policy advocacy was organized for UNESO and their network members to enable them gain skills in Advocating for Sexual Reproductive Health Rights. It is becoming clear now that for any organization to be effective in their development work, there is need to be engaged in addressing the root causes of stigma and discrimination, which go hand in hand with Human Rights and Human Needs. Policy analysis and Advocacy skills are now critical for improving effectiveness of network members work and the quality of the contribution the work makes to the lives of the communities they serve. Therefore, network members need to be equipped with Policy and Advocacy skills to enable their communities to realize their vision of dignified life.

Introduction

This advocacy workshop, held on March 18 – 19, 2024, was the second in a series of workshops of the network to train its members in the design and conduct of a policy advocacy directed at one of the key policy issues from the Sexual Reproductive, bodily autonomy for sex workers and access to justice. Workshop facilitators were Nadunga Lenah (Programs manager FIDA) and Ruyonga Allan (Programs manager KWHSI).

Objectives

The overall purpose of the workshop was to contribute to the capacity building of Network members in the area of policy analysis, critical components of the SRHR, and policy advocacy. Through the workshop, participants would learn how to

- o Explain how the policy process works in Uganda
- o Identify different approaches to advocacy and the values and strategies that underlie them
- o familiar with the stages of the advocacy planning cycle and be better equipped to develop an advocacy strategy
- o Analyze the external environment and policy processes identify appropriate 'levers of influence'
- o Aware of power dynamics and the role they play in achieving advocacy success
- o Examine how an integrated advocacy campaign can successfully combine lobbying, media work and popular mobilization
- o Review appropriate tools and methods for monitoring and evaluating advocacy initiatives.

Participation

Twenty – eight (28) representatives of network members attended the workshop (see Appendix 2, Participation List).

Day 1

Welcome and Introductions

Nakato Daisy national coordinator for UNSEO, Ruyonga Allan programs manager KWHSI and Nadduga Lenah programs manager FIDA fort portal, welcomed participants to the workshop and provided a brief summary of the partnership between UNESO and POLICY and the steps that led to the policy advocacy Workshop facilitators then introduced themselves, followed by the participants who stated their names, organizations, and positions within their organizations.

Agenda and Norms

Naddunga Lenah presented an overview of the workshop objectives and agenda. Participants were asked if they had any additional expectations from the workshop and volunteers were then selected and asked to document the decisions and next steps for each day of the workshop and to provide a summary to ensure that the decisions and next steps were clear and understood by all participants.

Session 1. Reflection session on Policy, analysis & advocacy concepts.

What is a policy?

A policy is a plan or course of action adopted by the government or other institutions, designed to influence and determine decisions or procedures. Another way to frame the problem we are choosing to address with our advocacy is as a policy issue

To start with the facilitator said the word policy is commonly used in the different countries represented. However, many NGO's in wanting to be seen as non-partisan, non-political seem to stay away from issues of policies/politics. The facilitator delivered a PowerPoint presentation that introduced participants to the concept and practice of policy formulation. The presentation defined "policy" and distinguished between policies, laws, regulations, advocacy, policy advocacy and administrative decisions. It presented various decision makers and decision-making bodies with the responsibility and authority for each type of policy and included an overview of the policy process. Also discussed the elements of the political, social, and cultural environments that influence policies and policy formulation. The presentation concluded with a look at the important role that advocacy groups can play in reaching government and parliamentary leaders to influence SRHR policy, as well as the critical role that the media can play in building public support and pressure for specific issues.

What is Advocacy?

The facilitator asked the participants to explain their own understanding of what advocacy was and this is what was harmonized:

- ➢ To change something
- ➢ To speak for the poor
- ➢ To speak for the voices less
- ➢ To push for change within the government
- ➢ To work for the poor
- ➢ To help with community issues
- ➢ To bring to attention through the media
- ➢ To take part in changes
- ➢ To fight for a cause

After this buzz words, the facilitator followed with a short presentation on the meaning of advocacy. She gave the participants a list of definitions that are used to define advocacy. A few of them are:

- ➢ "Seeking with, and on behalf of, the poor to address the underlying causes of poverty by influencing the decisions of governments, companies, groups and individuals whose policies or actions affect the poor" Tearfund
- ➢ "A set of strategies that aims to defend and promote human rights regardless of race or religion, and with a particular emphasis on the most vulnerable groups" WV Latin America

Session 2. Policy Advocacy Engagement

The facilitator led a discussion of reasons why engaging in advocacy is crucial

- ❖ Influence policy decisions
- ❖ Address systematic issues.
- ❖ Amplify voices
- ❖ Mobilize resources
- ❖ Raise awareness and change public attitude
- ❖ Hold decision-makers accountable

What are the main things to keep in mind when we do policy advocacy?
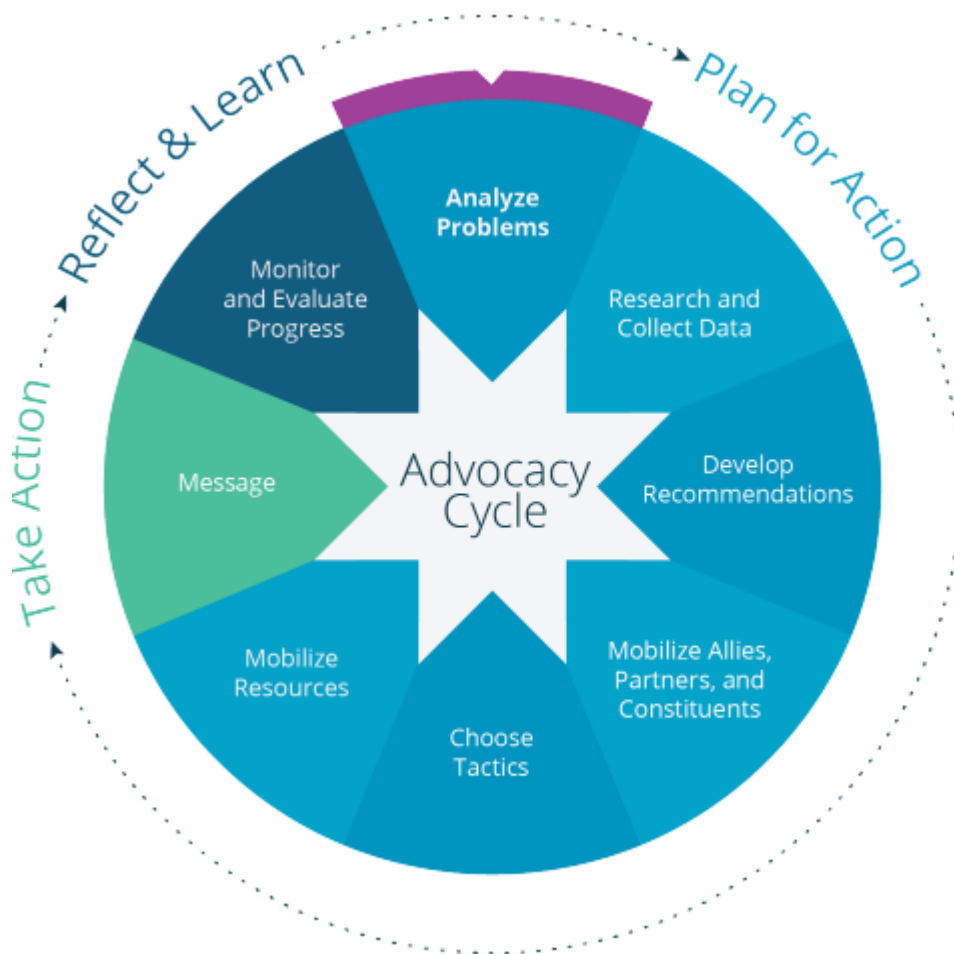
Session 3. Analyzing policy and Identifying advocacy issues

Identifying Advocacy Issue

The facilitator opened the session by engaging participants in a brief discussion of their selected advocacy issue. The discussion focused on the following questions: "Why is this issue important to the network at this time?"; "What are some concrete examples of policy solutions that respond to this broad issue?"; "Will it be easy for the network to build support around this issue?"; and "Is this issue crucial to the lives and work of the network?" The facilitator explained that the last question is particularly important in fostering commitment among Network members.

Why analyse Policy?

The facilitator stated that to be effective and pro-active in advocating for any given policy it is important to analyse the policy to:

- ❖ Establish whether the policy exists? Sometimes there are problems because there is no written policy on a particular issue.
- ❖ Test its appropriateness in terms of solving the issue/problem that has been identified or whether it is the problem. (i.e. there is no policy, policy is not implemented, policy has gaps)
- ❖ Identify gaps and or omissions establish whether the legal aspects have been provided for. In other words, is there a related regulatory framework to back up the policy and is it adequate?
- ❖ Determine whether it can be/or is being implemented. Are there provisions in the policy or law on how to operationalize the policy framework? Who are the actors and what are their responsibilities? Are the resources adequate? Will they be provided? Be timely?
- ❖ Whether the necessary resources are available i.e. the need for technical expertise to assist in the analysis and articulation of the problem in the policy advocacy paper or platform and financial resources.

Session 3: Identifying advocacy goals and change agents (Session 3 continues)

The facilitator pointed that, identifying a policy issue involves determining a problem which an institution or organization can take action to solve by instituting or reforming a policy. As we get a better understanding of our policy issue, we can then determine our advocacy goal which is a version of your vision, or the long term change you want to make with your advocacy. Your advocacy objective is the smaller order changes you want to see happen towards your goal. For example: Imagine that our goal is a secure country with gender equality. The policy issue we might work on is **"Sex workers' exclusion from decision making in the policy formulation process"**; our advocacy objective might then be to **"increase sex worker's inclusion in decision making in the policy formulation process."** Identifying these pieces are the first steps to creating your advocacy action plan. Achieving this objective would require many actions taken by many actors. Next, we will determine who those actors are and what actions they can take to make the change we want to see.

Defining the Advocacy Goal

The next activity examined the differences between an advocacy goal and an advocacy objective. The group accurately defined the characteristics that distinguish one from the other. After sharing the definition of an advocacy goal, participants worked in three groups to develop draft advocacy goals for their chosen issue. Each group presented their respective goal, and the entire workshop reached consensus on one goal to adopt for the campaign: "to ensure government moral and financial commitment to support SRHR policies."

Determining the Advocacy Objective(s)

The facilitator engaged participants in an interactive session to explore the characteristics of advocacy objectives. Participants shared personal experiences with setting programmatic objectives and identified the criteria or characteristics generally used to develop sound programmatic objectives. Many in the group cited the Specific, Measurable, Achievable, Realistic, and Time-bound (SMART) approach to writing objectives, and the facilitator pointed out that the same criteria apply to advocacy objectives. The facilitator explained that in addition to SMART characteristics, good advocacy objectives specify the following: the policy actor or decision maker, the policy action or decision, and the timeline and degree of change. Participants worked in three groups to draft advocacy objective(s) for their selected advocacy goal. Each group shared their objective(s) and the entire workshop reached consensus on one advocacy objective for their strategy. They confirmed their choice by reviewing it against the Checklist of Criteria for Selecting an Advocacy Objective. The Network's advocacy objective is "to convince the Ministry of Health to increase the SRHS line item by 5 percent by 2025"

Problem identification/ Problem analysis

The facilitator focused of problem tree

- ❖ The first step in planning for advocacy is to determine what problem you want to address that requires policy action from an institution or organization. Often advocacy interventions are designed without a clear understanding of the problem which can result in advocacy activities that don't focus on root causes.
- ❖ Problem analysis can identify issues for policy action, help us get a better, more nuanced understanding of the root causes and effects of a problem, and therefore widen the range of possible solutions we can put forward.
- ❖ In other words, this type of analysis can help you unpack and understand the opportunities and challenges related to the problem you want to address and determine what solutions may be achievable.
- ❖ Sometimes problem analysis can seem daunting. You want to make sure that you don't become so involved in analysis that you never act at all. Develop a sufficient understanding of the problem and then act on that understanding. Often the most critical information about a problem can be found by talking to the right people in a community affected by a problem.

Day 2

The day began with a participant recap of the most important information and decisions made during Day 1.

Session 4; Communication and advocacy Avenues

The facilitator opened the presentation with an illustration

A picture is worth 1,000 words

As pictures are so powerful in influencing the communication and audience's perceptions, special care must be taken in how an CSOs beneficiaries are portrayed and represented.

- Are you dehumanising or stereotyping them?
- Are you showing them as passive victims and dependents, or as positive actors in their own survival and development?
- How do you portray the relationship between your staff and your beneficiaries?

Techniques of Persuasion

This activity was designed to demonstrate the power of persuasion and to introduce the session on advocacy communication. The facilitator read aloud the following controversial statement: "Sexual Reproductive Health Rights should be incorporated into the into national service delivery under MOH" The facilitator then asked participants to immediately stand next to sign on the wall that represented their position on the issue "strongly agree," "undecided," or "strongly disagree" or to position themselves somewhere along the continuum. Participants in the "strongly agree" position were each given 30 seconds to try to persuade the "undecideds" to join them. Next, those persons who "strongly disagreed" with the statement were given the same opportunity to persuade the undecideds to join them. One "undecided" and one "strongly disagree" moved to join those who strongly agreed. The facilitator debriefed the activity with a discussion of which techniques were most effective in persuading the others to join, or leave, their original groups. Responses included use of data, personal relationships with the speaker, the speaker's professional credibility, and the skill in delivering their message. Conversely, participants identified the speaker's tone or lack of enthusiasm as another reason for moving to the other side of the continuum. Elements and

Characteristics of Messages

The facilitator introduced the advocacy communication model and led participants in a discussion of the three steps: inform, persuade, and move to action. The group was urged to strive for the highest level of moving to action in all of their communication efforts. Participants were then asked to walk around the room and look at four different print advertisements that had been taken from newspaper/magazines and hung on newsprint around the room. Participants selected the advertisement that appealed the most to them and then identified the characteristics or elements of the advertisement that made it so appealing. The facilitator related the participants' list of characteristics to the characteristics of effective advocacy messages, emphasizing the need to keep messages simple, concise, and credible, particularly when addressing SRHR issues. Next, the facilitator asked participants to identify the elements of messages. They accurately listed the content, language, messenger, time or place, and format or channel to be used.

Developing Advocacy Messages

Divided in four groups, participants used the knowledge gained from the previous day to draft advocacy messages for three different target audiences they had identified as critical to achieving their advocacy objectives. These three target audiences were the primary target audience (Minister of Health); other policymakers, religious leaders, and NGOs; and other civil society groups. The four groups used a message-development worksheet form to guide their work by identifying the action they wanted the target audience to take, message content, format, messengers, and time and place of delivery. The groups presented their proposals to the entire workshop; the facilitator stressed the kind of information and documentation they would need in order to substantiate the draft messages. The four groups kept the draft message development worksheets to continue to develop their messages as they design their campaign and research their target audiences.

Each group delivered its one-minute message by setting up a scenario portraying the target audience and the person delivering the message. The entire workshop had the opportunity to provide feedback to their colleagues and offer suggestions for improving the messages.

Assessing Advocacy Capacity: SWOT

The facilitator presented the SWOT as a self-assessment tool that allowed participants to know what tangible and non-tangible resources, they have to make the most of the opportunities and face the challenges that arise. This kind of assessment explains the minimum necessary steps they should take in institutional terms in order to advance with their advocacy project.

SWOT Analysis

	Positive	Negative
INTERNAL FACTORS	**STRENGTHS** Things that are currently working well. These could be our organization's actions, approaches, mechanisms, skills, talents, work culture, or financial and human resources, which we must maintain and reinforce to achieve our Expected Advocacy Result.	**WEAKNESSES** Things that are not currently working well. These could be our organization's actions, approaches, mechanisms, or resources, which we must change, improve, or resolve to achieve our Expected Advocacy Result.
EXAMPLES	- *Organization has well-trained staff* - *Clear institutional r objectives, mission, and vision* - *Staff with many years of experience* - *Staff that includes a multidisciplinary group of professionals* - *Funding secured for the next three years*	*Staff has too many responsibilities and a heavy workload* *Lack of human resources (staff)* *Professional conflicts* *Organization does not belong to any advocacy coalition* *Limited space and resources*
EXTERNAL FACTORS	**OPPORTUNITIES** The opportunities that exist, now or in the future—actions, laws, protocols, alliances, resources, mechanisms, or institutional growth opportunities—worth pursuing and paying priority attention to achieve our Expected Advocacy Result.	**THREATS** The threats and possible obstacles that exist, now or in the future—actions, laws, protocols, organizations, resources, mechanisms, or political and religious tendencies—worth identifying and avoiding to achieve our Expected Advocacy Result.
EXAMPLES	- *Laws that one can interpret in favor of adolescents* - *Established protocols exist for the protection of girls* - *Strategic alliances with governmental institutions of donor countries (Embassy of France)* - *Support from the first lady of the country or leading political party*	- *Economic crisis conditions that threaten future financing* - *Laws that limit young women's human rights* - *Active opposition to family planning from the new religious leader* - *Refusal of hospital management to acknowledge the new sexual violence protocol*

Appendix 1: Workshop Agenda

Regional policy analysis and advocacy training for Sex workers

March 18 - 19 2024

Fort portal, Uganda

Purpose

To strengthen capacities of sex worker leaders to engage in law and policy reform so as they can effectively influence policy design and development of policies that promote sexual reproductive health and rights, bodily autonomy for sex workers and access to justice.

Objectives

By the end of the workshop, participants will be able to:

- Deepened the understanding and engagement of sex workers in responsive policy advocacy to influence policies, attitudes, briefs and practices that encourage sexual and reproductive Health violations.
- Improved meaningful participation and engagement of sex workers in key decision-making platforms that influence sexuality and gender equality.
- For participants to be able to identify different approaches to advocacy and the values and strategies that underlie them.
- For participants to be familiar with the stages of the advocacy planning cycle and be better equipped to develop an advocacy strategy
- For participants to be able to analyze the external environment and policy processes identify appropriate 'levers of influence'

REGIONAL POLICY ANALYSIS & ADVOCACY TRAINING FOR SEX WORKERS
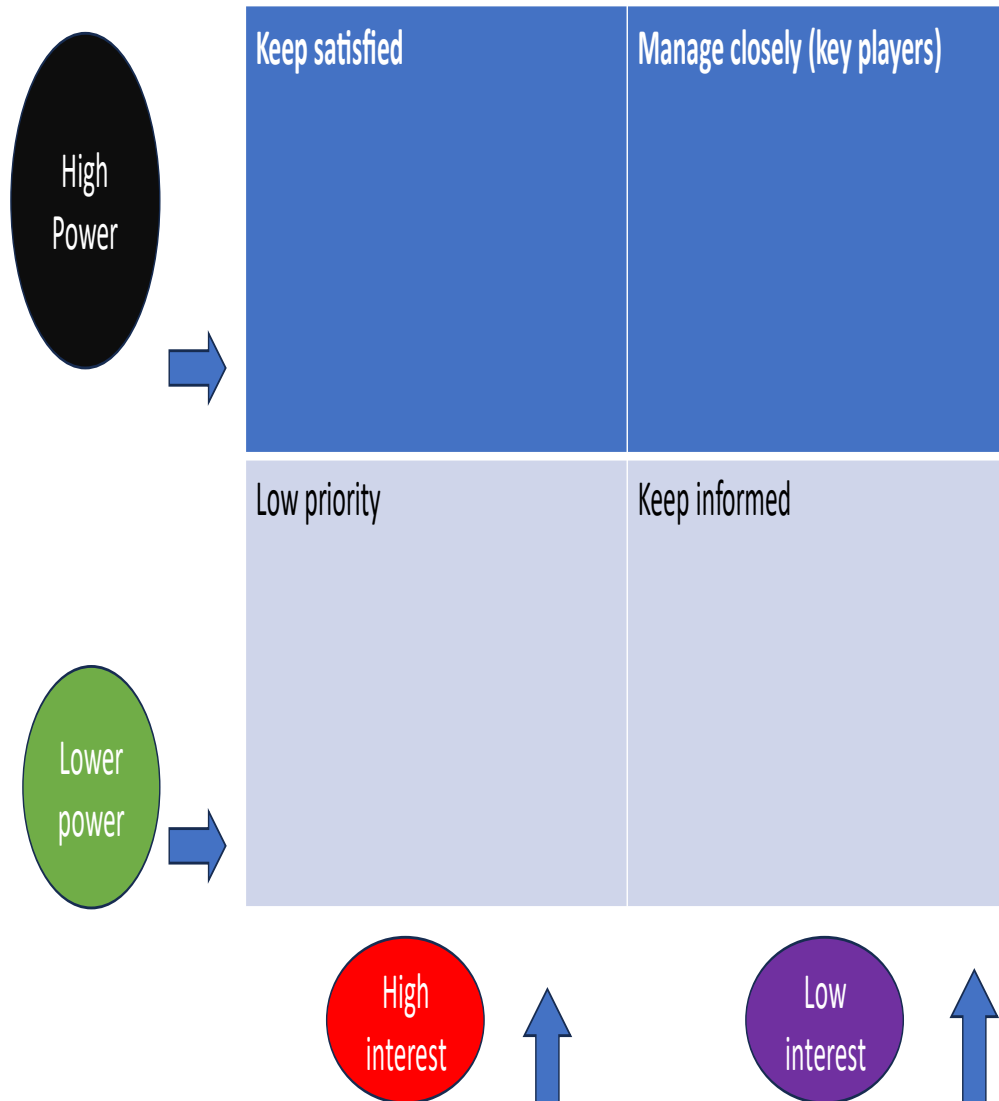
18th -19th January 2024.

Training Agenda

Time	Agenda Item	Facilitator
	Day one	
8:30 – 9:00	**Introductory Session.** Welcome Introductions Objectives, expectations, training norms	Nakato Daisy
9:00 – 9:15	**Session 1. Reflection session on Policy, analysis & advocacy concepts.**	Naddunga Lenah
9:15 – 10:00	Presentations – Think of what Policies and laws that affect SWs and need advocacy	Group leads
10:00 – 10:20	**Break**	**Hotel**
10:20 – 11:00	**Session 2. Policy Advocacy Engagement** • Why engage in policy advocacy? • Engagement you undertook, did or didn't succeed and why. • What are the main things to keep in mind when we do policy advocacy?	Ruyonga Allan.
11:00 – 1:00	**Session 3. Analyzing policy and Identifying advocacy issues** Why analyze policy? How are policies analyzed, and why it's important to analyze policies?	Nadunga Lenah
1:00 – 2:00	**Lunch**	**Hotel**
2:00 – 3:20	**Identifying advocacy Issue**	Ruyonga Allan
3:20 – 4:20	Group presentations on problem analysis and advocacy issue	Ruyonga Allan
4:20-4:30	End of day 1-Days Evaluation	Participants
	Day Two	
8:30-9:00	Recap of Day 1	
9:00-9:30	**Session 3: Identifying advocacy goals and change agents**	Naddunga Lenah
9:30-10:00	Identify problems in your community that would make good issues for advocacy. Identify people with the power to help you reach your advocacy goal.	Nadunga Lenah
10:00 – 10:20	**Break**	Hotel
10:20-11:00	**Session4; Communication and advocacy Avenues**	Ruyonga Allan
11:00 -12:00	Who is a good advocate?	Ruyonga Allan

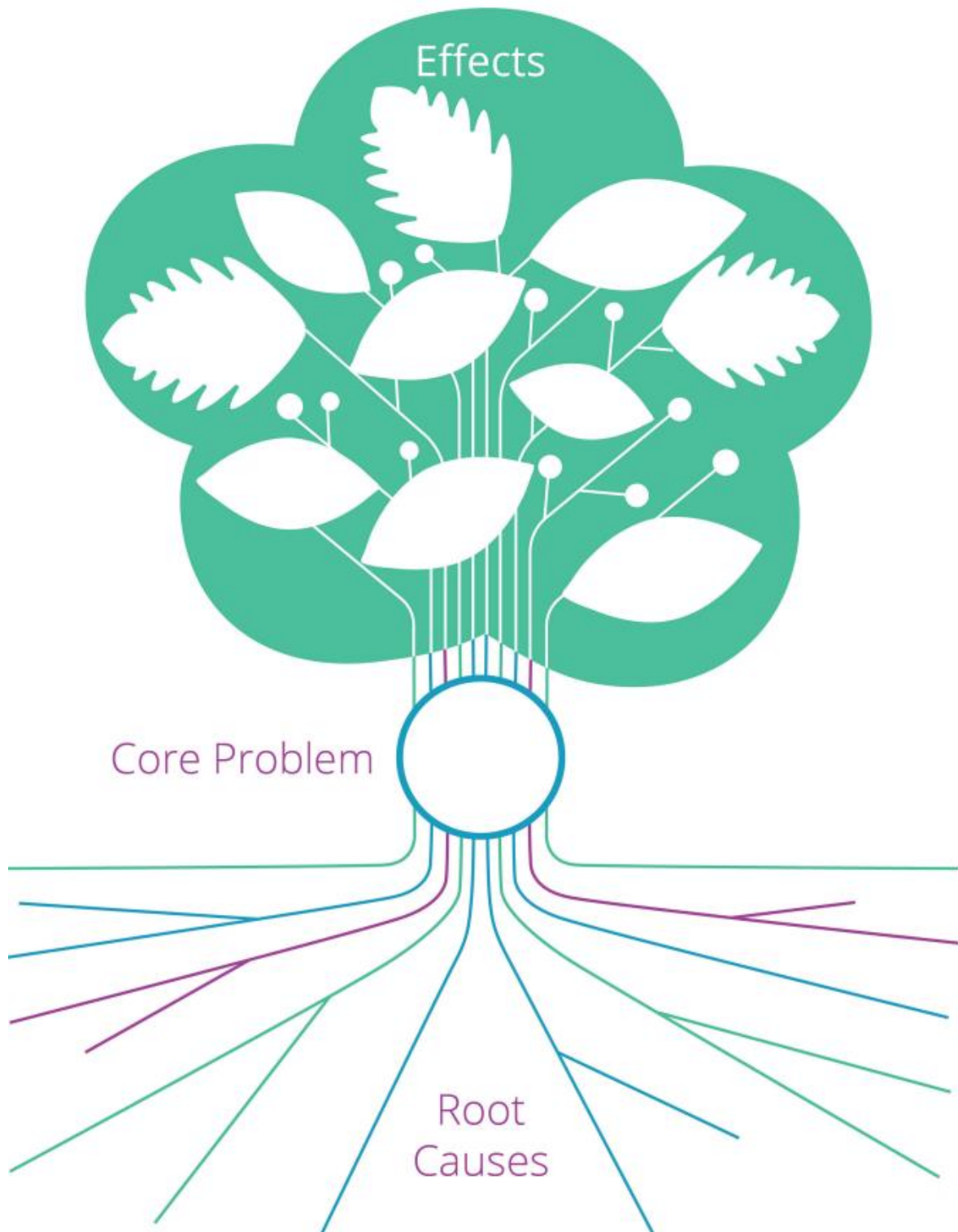| 12:00-1:00	Identify your community's resources including platforms for policy advocacy and complete an analysis of strengths, weaknesses, opportunities, and threats (SWOT). Identify ways to enhance policy advocacy for change in your community.	Group leads
1:00 -2:00	**Lunch**	**Hotel**
2:00 – 2:30	Group Plenary	Group leads
4:20 – 4:30	End of day 2-Days Evaluations	participants
	Closing remarks	

Appendix 2: Summary of Evaluations

	Improved knowledge
1	Has the training improved your knowledge? Comments: • There was so much to learn in a short time, highly appreciated • Policy analysis is new to me, but I have learned so much • The training was very engaging and enriching • The facilitator was highly skilled and kept us engaged • The skills were well delivered, in a participatory manner. • The group work was very enriching • Course creativity • Well packaged presentation • The course was very inclusive of all participants • Use of different training methods enriches learning • Now I know have an idea on how to work on strategies • I understanding the need to conducting a full analysis of the needs of the people
2	Suggestions for Improving the Course: • Need more time for some particular topics to allow for slow learners • Need to be longer to allow participants to internalize and think about the course • Need more training in Policy analysis • Due to time limitations, I feel the policy analysis part needs to be done again • There is a need for a TOT for those on the ground • More on Policy analysis strategies is needed If assignments are given in advance, there should be allocated time to ensure that this is integrated into the course • More time in the groups • The learning environment Is very good, keep it up • More future trainings are needed particularly in partnership development and sustainability

Stakeholders matrix

|	**Keep satisfied**	**Manage closely (key players)**
High Power		
Lower power	Low priority	Keep informed
	High interest	Low interest

Problem Tree

Effects

Core Problem

Root Causes

Force Field Analysis

FORCES ENCOURAGING CHANGE	DESIRED CHANGE	FORCES RESTRICTING CHANGE
What factors exist that might enable this change?		What factors exist that might discourage this change?
Who is already in favor of this change and will benefit from it?		Who is against this change and who will experience a loss if it occurs?
What are others doing in favor of this change?		What groups, individuals, or organizations are preventing progress?
What systems or institutions or organizations are allies or open to supporting this change?		What about the way we live (as a culture, country, community, etc.) prevents us from moving forward on this issue?
What progress has been made on this issue already that can be built on?		

Appendix 2: List of Participants

Appendix 4; Activities
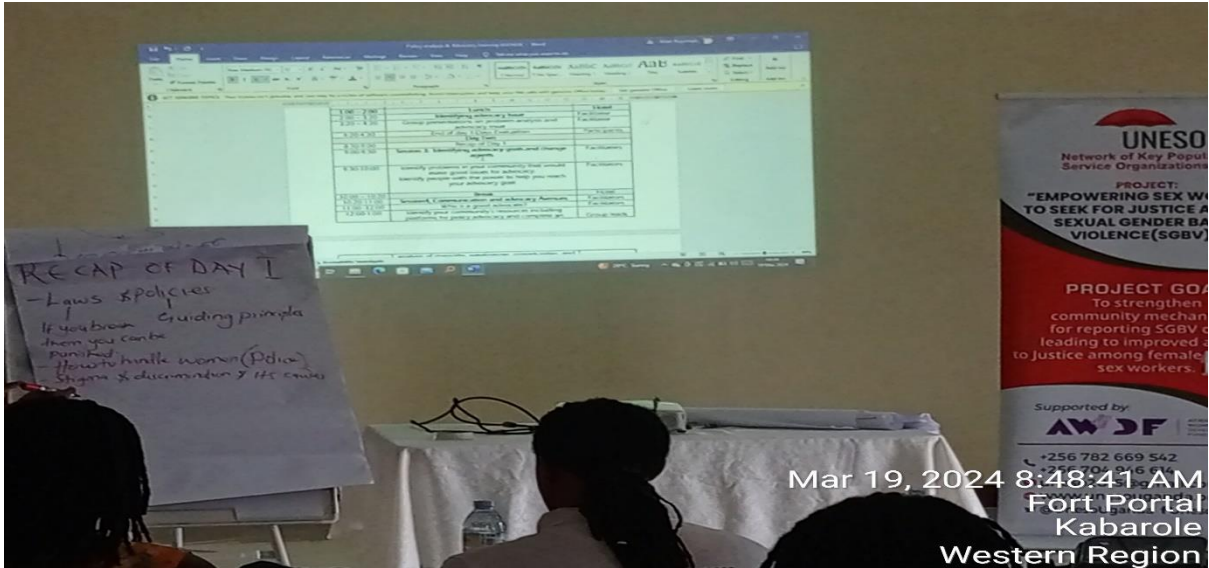
Mar 19, 2024 9:53:54 AM
Fort Portal
Kabarole
Western Region

LEARNING POINTS and WAYFORWARD FOR POLICY AND POLICY ADVOCACY

The group closed the 2 days training with an oral evaluation of the program and a discussion regarding some of the key follow-up issues they would be putting out as their Action Plans. It was agreed that each platform would develop its own action Plans which would be shared with the platform and the partners. Other recommendations made included:

1. ToT to be conducted for each partner at the community level
2. Partners to go fully develop their own advocacy plans and share
3. A more in-depth training conducted on analysing policies, lobbying and negotiating with government officials

Recommendations from the Facilitators

- 2 days of training on both policy and advocacy is too short. Under normal circumstances we should have policy for 5days and advocacy for 5days. In order for the participants to fully understand how to analyse policies, 3-4days were needed. Another 2-3 days were need to discuss on various ways to engage and lobby to government officials.

Logo