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Karamoja Resilience Support Unit (KRSU)

FIFTH TRAINING OF TRAINERS WORKSHOP FOR ROLL-OUT OF PASTORALISM AND POLICY COURSE

April 15–19, 2019
Entebbe, Uganda

Tufts
UNIVERSITY

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NUTRITION SCIENCE AND POLICY

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TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS	5
SUMMARY	6
DAY ONE	7
Session 1: Opening the Workshop	7
1.1 Welcome remarks	7
Session 2: Setting the Scene	7
2.1 Overview of KRSU and the strategic value of the training	7
2.2 Overview of pastoral adaptation process regionally and within Uganda	7
Session 3: Adaptation Process in Uganda	8
3.1 Adaptation of East Africa Pastoralism and Policy Course training manual	8
3.2 Adaptation of textbook	9
Session 4: Options for the Institutionalization of PPC	10
DAY TWO	13
Session 5: Policy Debate on Rangeland Management and Pastoralism Policy	13
DAY THREE	18
DAY FOUR	21
Session 6: Test Training Designs	21
Session 7: Certification of Adaptation Team and Training Materials	28
Session 8: Advocacy	29
Session 9: Closure	32
9.1 Action plan	32
9.2 Next steps	33
9.3 Closing remarks	33
APPENDICES	34
Appendix I. Summary of presentation on draft Rangeland Management and Pastoralism Policy (2017)	34
Appendix II. Evaluations	38
Appendix III. Agenda	40
Appendix IV. Attendance list	41

ACRONYMS AND ABBREVIATIONS

AT	Adaptation team
CBO	Community-based organization
CBR	Center for Basic Research
CDO	Community development officer
COI	Co-investigator
CoP	Chief of Party
CSO	Civil society organization
EA	East Africa
EA PPC	East Africa Pastoralism and Policy Course
IEC	Information, education, and communication
IIED	International Institute for Environment and Development
IGAD	Intergovernmental Authority on Development
ISBN	International Standard Book Number
KDF	Karamoja Development Forum
KRSU	Karamoja Resilience Support Unit
LC	Local Council
LG	Local government
M&E	Monitoring and evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDAs	Ministries, departments, and agencies
MoU	Memorandum of Understanding
NDP	National Development Plan
NGO	Non-governmental organization
OPM	Office of the Prime Minister
PI	Principal investigator
PPC	Pastoralism and Policy Course
RDC	Resident District Commissioner
RMPP	Rangeland Management and Pastoralism Policy
ToT	Training of trainers

SUMMARY

The Karamoja Resilience Support Unit (KRSU), in partnership with the International Institute for Environment and Development (IIED), commissioned the adaptation and roll-out of the East African Pastoralism and Policy Course (PPC) and has completed the final training of trainer's (ToT) course. The course started with a validation workshop held in April 2017 where representatives from the national and local government, Members of Parliament from Karamoja, traditional Karamoja leaders, and representatives from universities, research institutes, United Nations agencies, and civil society reached a consensus on contextualizing and adapting the course to the Ugandan context. An adaptation team (AT) was formed, comprising personnel from Makerere and Gulu Universities, Center for Basic Research (CBR), and Karamoja Development Forum (KDF).

KRSU and IIED, in partnership with the above institutions, prepared and conducted a series of five ToTs over the course of two years. ToT 5 was held at the Imperial Golf View Hotel, Entebbe from April 15–19, 2019. Senior leadership of Gulu and Makerere Universities, and KDF participated in the training, which focused on preparation of course materials and the process for the sustainable institutionalization of the PPC within the Government of Uganda's higher education framework and the respective participating institutions. The participants reviewed and completed the draft PPC training manual and the draft PPC textbook for Uganda. The facilitators and the participants agreed on the accreditation process for the teaching of the certification through a test training in Moroto from May 27 to 31, 2019. The AT developed draft test training agenda to be conducted in May 2019 in Moroto.

The Assistant Commissioner for Animal Production and National Coordinator for the Regional Pastoral Livelihoods Resilience Project, Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) presented an overview of the draft Rangeland Management and Pastoralism Policy (RMPP) August 2017 in Uganda and the Regional Pastoral Livelihood Resilience Project. The AT reached a consensus after a debate to submit all the changes to MAAIF at the training. The AT discussed and presented both positive and negative provisions within the draft Rangeland Management and Pastoralism Policy (2017), and they agreed to use the draft Intergovernmental Authority on Development (IGAD) Transhumance Protocol as evidence for the PPC textbook and training manual. The team also developed an advocacy plan for effecting the changes.

DAY ONE

SESSION 1: OPENING THE WORKSHOP

1.1 Welcome remarks

Charles Hopkins, Senior Resilience Advisor for Feinstein International Center, Friedman School of Nutrition Science and Policy at Tufts University, welcomed the participants and thanked them for responding positively to the invitation to ToT 5 despite their busy schedules. Paul Lokol from KDF volunteered to say the opening prayer, then Alias from IIED guided the participants through introductions and sharing positive as well as negative experiences since the previous ToTs.

SESSION 2: SETTING THE SCENE

2.1 Overview of KRSU and the strategic value of the training

Mesfin Ayele, KRSU Chief of Party (CoP), welcomed the participants to ToT 5 and thanked them for their commitment to the entire journey comprising five ToTs as part of the process of adapting the East Africa Pastoralism and Policy Course (EA PPC).

Mesfin shared with the participants the context and rationale of the KRSU program as well as its role regarding training on pastoralism. He then gave them a background and justification for the adapting the EA PPC to the Ugandan context. The process commenced in 2016 through a consultative process involving all major stakeholders. The consensus was that there are misconceptions and a knowledge gap about pastoralism. A validation workshop was held in Moroto in April 2017 with the aim of assessing buy-in of various stakeholders. The stakeholders agreed to contextualize the EA PPC to the Ugandan context in a bid to address the knowledge gap right from policy-making level to the grassroots. The Feinstein International Center at Tufts University partnered with IIED to roll out course.

The training and roll-out of the course involves partnership with IIED, Makerere University, Gulu University, CBR, and KDF. Mesfin was glad to announce that the partnership is one of the most successful, and therefore other projects within the East African region are emulating this partnership model.

Mesfin urged the participants to work hard at achieving the deliverables in time, namely the student textbook and training manual. In a bid to ensure sustainability of the efforts and deliverables, Gulu University will host the

launch of the PPC training manual and textbook. Several donors and stakeholders will be invited to discuss the way forward. With these remarks, Mesfin wished all a fruitful training session.

2.2 Overview of pastoral adaptation process regionally and within Uganda

Ced from IIED shared the workshop objectives and an overview of the pastoral adaptation process regionally and within Uganda. He explained the conceptual thinking underpinning the training and the rationale for the course. This is based on the knowledge gap and power imbalance that has led to an inadequate and inappropriate institutional environment for pastoral development.

Workshop objectives

- To agree on the process for the institutionalization of the PPC within the Government of Uganda's higher education framework and respective participating institutions.
- To review and finalize the PPP course training manual and the pastoralism textbook.
- To agree on an accreditation process for the teaching of the PPC by the AT.
- To identify a work plan for delivery of two test trainings of the PPC by the AT.

Table 1. Adaptation process: overview of progress

STEPS	COMPLETED	TO BE COMPLETED BY JUNE 2019
Step 1: Preparation	<ul style="list-style-type: none"> • Establishment of reference group (RG) • Constitution of AT • Memoranda of Understanding (MoUs) 	
Step 2: Adaptation and design phase	<ul style="list-style-type: none"> • Four of five TOTs <ul style="list-style-type: none"> ✓ Introduction of East Africa (EA PPC) training to AT ✓ Review of structure and material for Uganda PPC • New material for Pillars 1–3 and policy context 	<ul style="list-style-type: none"> • ToT 5 to finalize: <ul style="list-style-type: none"> ✓ Agreement on options for institutionalization ✓ Training manual and textbook ✓ Short policy-oriented trainings and local language adaptations ✓ Local language adaptations ✓ Facilitation skills • Develop monitoring and evaluation (M&E) system
Step 3: Delivery		<ul style="list-style-type: none"> • Test trainings of Uganda PPC • Integration of pastoralism common course in university curricula
Step 4: Assessment		<ul style="list-style-type: none"> • Accreditation • Implementation of M&E system

SESSION 3: ADAPTATION PROCESS IN UGANDA

This session entailed updates on the adaptation process in Uganda. It was facilitated by Dr. Ronald Sebba Kalyango.

3.1 Adaptation of East Africa Pastoralism and Policy Course training manual

Professor Cleave David Waiswa noted that the precursor for contextualizing the EA PPC to the Ugandan context was the first ToT held in Kampala where various stakeholders made an internal reflection on the structure and content of training manual.

Adaptation process

Multidisciplinary teams were formed around the three pillars during ToT 2 held in Moroto to:

- Identify gaps or superfluous content in the context of pastoralism in Uganda;
- Review pertinence of messages, training steps, pictures, illustrations, case studies, interpretations,

supporting evidence, and localization of names of local institutions and species, and assess their suitability to the Ugandan context;

- Review comprehensiveness in the context of pastoralism practice, dynamics, and policy in Uganda;
- Gulu and Mbale writeshops were convened to pace up the process of identifying gaps.

Addressing gaps during ToT 3 in Jinja

The aim was to assess whether there were sufficient personnel, expertise, resource envelope, and time. This was also to assess the information that is already available and its sources. The team also built consensus on methodology. Field work had been proposed initially; however, due to limited time, a decision was reached to carry out desk reviews and informant interviews.

Developing desk/case studies

Desk reviews were for the various sections of the cattle

corridor. KRSU was commended for the immense research, evidence, and pictures. Also thanks to Charles, Mesfin, and Ced for their efforts. Pillars were assigned based on expertise so that all teams and KDF own the process.

Assigning leadership and responsibilities for desk reviews

This was assigned according to principal investigators (PIs) and co-investigators (COIs):

- Natural resources: C. D. Waiswa (PI), D. K. Aleper (COI), G. Kawube (COI)
- The herd: B. Mugonola (PI), J. Kungu (COI), E. Ndyomugenyi (COI)
- The family: R. S. Kalyango (PI), F. Amayo (COI), H. Asimwe (COI)
- Policy and legal framework: S. J. Opolot (PI), I. L. Akidi (COI), James. Opoka (COI)

Terms of reference for desk reviews (aimed at enriching material)

Pillar 1: Natural resources: dynamics and management

- Adaptation and mitigation strategies for variable natural resources.
- Spatial and temporal characterization of feed resources.
- Water sources profiles and local management for livestock and domestic use.

Pillar 2: Herd dynamics

- Herd dynamics, typology, and characteristics of livestock species in the pastoral areas.

Pillar 3: The family and wider institutions

- Traditional and formal governance structures in the pastoral areas.
- Characteristics of a typical pastoral family.

Policy and legal framework

- The task entailed reviewing systemic/holistic approach of policy and legal framework with respect to pastoralism as a system as to whether they are supportive, undermining, injurious, or hostile to its functionality.

Progress on the adaptation

- Desk reviews were completed and validated in ToT 4.
- Entry points into training materials and textbook were identified.
- Writeshop was convened in Jinja to integrate materials into training manual and textbook.
- Manuscripts are ready for review and adoption.

Acknowledgement: All members of the AT, KRSU, IIED, institution managers, KDF, pastoralists, and informants.

3.2 Adaptation of textbook

The presentation was delivered by Dr. Basil Mugonoola.

Roadmap for adapting the PPC textbook and training materials

The training manual and textbook speak to each other, and therefore the process of adaptation is the same. It involves four institutions: Gulu University, Makerere University, CBR, and KDF, with support from KRSU. IIED held a writeshop in Mbale after ToT 2 where gaps were identified in the content that had to be contextualized from the Ethiopian to the Ugandan context.

Content of PPC textbook and training materials

Content was adapted from the Ethiopian student textbook for a common course; in the case of Uganda, a general textbook on PPC with an International Standard Book Number (ISBN) will be produced.

The textbook is organized in eight chapters:

- Chapter 1: Introduction of pastoralism
- Chapter 2: Pastoralism as system: three pillars
- Chapter 3: Pillar 1: Natural resources
- Chapter 4: Pillar 2: The herd
- Chapter 5: Pillar 3: Family and institutions
- Chapter 6: Role of pastoralism
- Chapter 7: Pastoralism and policy directive
- Chapter 8: Challenges and prospects of pastoralism

At the end of each chapter, there will be references and questions for reflection.

Comments/action points

- Chapter 1 and 6 should follow each other.
- The three pillars should be sections of Chapter 2.
- Endorsement by MAAIF to launch the PPC is necessary given that they are the custodians of the Rangeland Management and Pastoralism Policy.
- The National Development Plan (NDP) III is about to be rolled out. Some aspects of pastoralism should be included in it. The team should consider looking at how NDP III can support this process.
- According to the outline of the textbook, advocacy seems to be left to KDF. Universities should have a component embedded as well. Sub-content of Chapter 7 should include advocacy and creating change.

SESSION 4: OPTIONS FOR THE INSTITUTIONALIZATION OF PPC

Professor Samson Opolot, CBR, reiterated the team's appreciation for what has been done and the support expended therein. He emphasized the fact that such outcomes should now become tangible outputs in terms of a course taught for students, policy audiences, or other interested stakeholders.

Given a multiplicity of possible options, each institution ought to map out their best choices for course delivery. Through group discussions during the training, institutions will assess their internal capacities, and thereafter plenaries shall sharpen options so that consensus is reached on key preferences or the combinations each institution will choose for teaching the course.

Accreditation through the Uganda National Council for Higher Education (UNCHE) will become clearer once the institutions have decided how they will use the material in the PPC course. CBR will also have to choose how it structures the course, what the target audience is, and how packaging will be handled.

Since the course is targeted to influence people at the grassroots level, efforts should be made to engage community-based organizations (CBOs), non-governmental organizations (NGOs), local governments (LGs), and peace committees, as well as other grassroots structures that will give buy-in into many local community stakeholders.

Group work

Participants formed groups according to institutions to discuss institutionalization options for Makerere University and Gulu University, and KDF discussed the design of the local-level training program.

Presentations of group work**GULU UNIVERSITY****Options within Gulu University's mandate for the institutionalization of the PPC**

The representative of Gulu University mentioned that the institution is a public university whose core mandate involves teaching, research, and outreach, and these can take different dimensions or forms.

Suggestions on entry points of the PPC

- Start with short courses, possibly through outreach. Gulu University has the advantage of having a constituent college in Moroto. Offering short courses is a good way to test the water in a bid to assess demand. The outcome will inform the next processes on periodicity. Efforts will be made to scout NGOs and other stakeholders that can offer support through scholarships; this will stir up demand.
- Upgrade to diploma level.
- Incorporate course into existing programs and courses, given that the current curriculum cycle provides for annual 20% improvement, while taking into consideration the maximum course unit load.
- Integrate in research at student and faculty level and disseminate in the form of policy briefs, lending a hand to KDF to inform advocacy process. Provide tailor-made courses for target groups such as a multidisciplinary research group. Hold seminar series that occur periodically, centered on various aspects of pastoralism.

- Offer as elective or edited courses.
- In the long term when the constituent college opens up officially, there could be a cross-cutting course on pastoralism.

Options beyond the Gulu University mandate

A public university can disseminate information that informs the policy formulation process, but policy formulation is beyond its mandate. The group highlighted that they fear the negative narrative of pastoralism could affect the accreditation process; therefore, there is a need to disseminate evidence to support pastoralism in a language and setting that suits policymakers. Statistics depicting the economic value of pastoralism to the nation could influence politicians to prioritize pastoral ways of life. Partnership and donors should continue supporting the implementation of the course for at least one cycle. The groups emphasized the need to increase staff delegated to teaching the course, which will require extra funding.

MAKERERE UNIVERSITY

Options within Makerere University's mandate

- College of Humanities and Social Sciences, Department of Development Studies.
- School of Veterinary Medicine and Animal Resources.
- School of Women and Gender Studies.

Suggestions on entry points of the PPC

- Incorporation of course into existing programs; there are programs where it can be incorporated as modules at the university.
- Inclusion of course into curriculum reviews being carried out currently.
- Short courses during summer schools and recess terms.
- Inclusion of course material into research teams for students at master's and PHD levels.

Options beyond Makerere University mandate

The consensus was that advocacy is beyond the institution's mandate since it is a public institution. The availability and support of the human resources KDF needs to run the course, financing the curriculum review for the community-based course, and sustaining the training after KRSU ends were the main concerns listed by institution.

KARAMOJA DEVELOPMENT FORUM (KDF)

KDF discussed the design of the local-level training program as steps to adapting the PPC. KDF selected specific themes under the three pillars of pastoralism below to focus on as areas of policy influencing:

- P1: Water, pasture, mobility.
- P2: Livestock species, livestock diseases, livestock markets.
- P3: Traditional leadership in Karamoja (Akiriket).
- Policy: National water policy, land, livestock health, etc.
- Action research areas (identified).

To achieve the policy milestone, KDF identified the next steps as follows:

The next steps

- Conduct workshops to present the PPC material to civil society organizations (CSOs), local leaders, *kraal* leaders, etc. in Karamoja. KDF will focus on grassroots institutions and community to increase knowledge on pastoralism, generate awareness, and increase interaction.
- Prepare training material on the process and procedures for conducting community-based pastoral training; identify critical issues, translate course materials in the local dialect, and adapt the module used in Tanzania to stimulate pastoral dialogue.
- Conduct test training of the pastoralism course tailored for grassroots institutions and pastoral community members.

KDF's target audience will include the following:

- District local governments, focusing on strategic technical and political leaders;
- Lower local governments, targeting sub county officials;
- Local communities, focusing on *kraal* leaders, opinion leaders, etc.;
- CSOs and funding agencies in Karamoja.

KDF listed the support needed to achieve its goal:

- Backup by IIED on facilitation, especially by Alais;
- Additional training focused on ToTs for facilitation, report writing and designing skills, action research skills;
- Financial resources: translating essential materials into Karimajong, audio-visual material development, information, education, and communication (IEC) materials, community workshops/training, spot messages on local radio.

Each institution, including KDF, received feedback on the presentations from both the participants and the facilitators. A summary of the feedback for KDF from the audience is in the box below.

Feedback for KDF

- Keep a record of indigenous names for livestock, grasses, and customary practices.
- Unpack what you will zero in on regarding the water policy and tease out the messages.
- Have a comprehensive understanding of the target audience; for example, when dealing with policymakers, show them how you can help them realize their objectives. This creates room for buy-in.
- Reflect on the portion of the local community that can read. Write in their local language as you translate material. Consider vast use of audio-visuals.
- Rolling out beyond Karamoja to the rest of the Karamoja Region is beyond KDF's mandate. Therefore, tapping into networks such as Coalition of Pastoralist Civil Society Organizations (COPASCO) should be considered.
- For scale-out, use community radios to facilitate debate and discussion.

Note: In terms of copyright, flexibility in using materials, and quality assurance of training materials, Ced said there are no restrictions so long as the materials adapted to the Ugandan context fully acknowledge the EA PPC. The Ethiopian textbook fully acknowledged the East Africa training materials and pastoralism textbook, and it was a reference for or fully acknowledged by the institutions involved in developing them (e.g., Feinstein International Center at Tufts University, IIED, etc.). However, there is a clause within the MoU that restricts sharing content of the East Africa training manual and textbook. Regarding the Ugandan Pastoralism and Policy training manual, IIED recommends that it not be made public because of their previous experiences in other countries where the training manual was made public and was used by untrained personnel who disregarded acknowledgments and plagiarized. Considering this, Uganda's institutions should build consensus on quality control measures and restrict the use of the training manual to those institutions involved in its adaptation through the five TOTs. Institutions should produce a prospectus for describing the course and the contact persons for advertising. The pastoralism textbook, however, can be made available for sale.

As explained, KRSU is collaborating with Gulu University (Faculty of Agronomy and Agricultural Economics), Makerere University (Faculties of Development Studies, Women and Gender Studies, and Veterinary Sciences), CBR, and KDF. Therefore, the Vice-chancellor of Gulu University, being the most senior representative of the academic institutions at the ToT, gave the overall remarks after the groups' presentations on the institutionalization of the PPC.

Vice-chancellor George Ladaah commended KRSU, Feinstein International Center at Tufts University, and IIED for rolling out the PPC in Uganda. He noted that the course is promoting and preserving African-based livelihood systems such as pastoralism, which is shrouded by negative narratives and perceptions despite its notable contribution to the ecosystem. He also expressed delight at the fact that the course incorporates African indigenous knowledge. He urged the participants and organizers of the training to use dynamic advocacy strategies for promoting the training and preserving elements of African humanity that are on the brink of perishing. He stated that policies that are in tandem with these aspects are a prerequisite to successful advocacy.

DAY TWO

The workshop morning started with an assessment of the participants' key learning from the previous day's session. Participants randomly highlighted their key take-home. Below is a recap of the participants' highlights from Day One:

- Sustainability and impact of the course are essential factors to consider.
- The Karamoja University in the offing is a significant opportunity to popularize the course, primarily through short, tailored courses and outreach programs.
- “Every NGO goes to Karamoja to offer aid for sanitation programs; however, education is a major need, and this course will create a visible change and a visionary one,” said Ms. Irene Lynette Akidi.

SESSION 5: POLICY DEBATE ON RANGELAND MANAGEMENT AND PASTORALISM POLICY

The participants emphasized the need to invite a representative from the Office of the Prime Minister (OPM) and the Ministry of Agriculture to provide some crucial, relevant notes that address topics along the pillars or chapters of the PPC. The purpose of the invite was for the AT to interact with key policymakers, especially on pastoral policies. Therefore, KRSU invited the Assistant Commissioner Animal Production and National Coordinator, Regional Pastoral Livelihoods Resilience Project Ministry of Agriculture, Animal Industry, and Fisheries to present on the Regional Resilience Project and on the Rangeland Management and Pastoralism Policy in Uganda, which is aligned to the pillars of pastoralism.

Dr. Kajura Stephen, Assistant Commissioner Animal Production and National Coordinator, Regional Pastoral Livelihoods Resilience Project Ministry of Agriculture, Animal Industry and Fisheries presented an overview of the draft Rangeland Management and Pastoralism Policy August, 2017 in Uganda and the Regional Pastoral Livelihood Resilience Project.

Overview

Uganda's rangelands cover 51% of the country's total land area. Rangeland pastures and water resources support numerous pastoralists who own 80% of the national livestock herd, including 90% of the cattle population. The region is the source of 85% of the milk and 95% of the

meat consumed. Rangelands also support wildlife, woodlands, medicinal plants, minerals, scenic landscapes, mining, tourism, brickmaking, beekeeping, and wood gathering for charcoal and firewood production. Some areas also have oil and petroleum deposits.

Pastoralism is coming under growing pressure from expanding economic activities linked to changing land tenure systems. Without having a coherent rangeland management and pastoralism policy in place, many areas of the rangelands have become overstocked and degraded, with problems of de-vegetation, erosion, and weather extremes.

Overview

- Rangelands cover 53% of the country's total land area and are occupied by pastoralists.
- Rangelands hold 80% of the national ruminant herd.

This government policy was formulated through a wide consultative process. Its goal is “sustainable rangeland resource productivity by 2040.” The broad policy objective is “to contribute to the national goal of wealth creation through proper management and conservation of rangeland resources and sustainable investments for the benefit of the people living in the rangelands and country as a whole.”

The policy defends pastoral sustainability and participatory governance processes. This concurs with the Uganda National Land Policy (2013), which affirms that the land rights of pastoral communities are now guaranteed and protected by the state. It will be harmonized with other policies seeking to address issues relevant to rangelands development and conservation.

The policy is sensitive to cross-cutting issues and is alert to the fact that even though traditional customs and practices surrounding gender limitations are outlawed, the reality on the ground is different in some areas. It is aware of the multifactoral profile of most of the problems to be addressed and therefore advocates a multisectoral, interdisciplinary approach to achieve sustained rangeland management and conservation.

The policy stresses the need for adequate resources, funds, and clear administrative structures to implement its five priority areas, and that it must be translated, publicized widely, and regularly monitored. To realize this, MAAIF shall, as the lead ministry, set up a multisectoral committee

to direct the policy implementation M&E process, and a National Rangeland Management and Pastoralism Policy Implementation Unit to take charge of and coordinate planning for and implementing its wide range of policy strategies.

SITUATION ANALYSIS

A number of ecological, administrative, socio-economic, political, and technological factors still constrain rangeland management and impact negatively on the welfare of local people. These include the following:

- Eighty-five percent of the milk and 95% of the beef consumed comes from animals in the rangelands.
- Most pastoralists remain poor, and some rangelands are known hotspots of civil strife and food insecurity.
- Rangelands comprise crop plantations, wildlife, minerals, honey, scenic landscapes, watersheds, mining, charcoal, and firewood. Some have oil and gas reserves.
- Africa, including the Uganda rangelands, is inhabited by diverse ethnic communities with diverse values associated with different value chains.¹
- Pastoralism livestock production is for subsistence under rangeland commons as an adaptation strategy to environment and climate shocks.
- Rangelands are experiencing a rise in population.
- Rangelands are experiencing consistent growth in the demand for food relative to the food supply.
- Rangelands are experiencing a negative impact of climate change on food production.
- Land in rangelands available for extensive grazing characterized by mobility is being reduced, leading to conflict and disease spread.
- Therefore, a paradigm shift towards more efficient and integrated pastoral systems that are productive with minimal mobility, and reduced disease spread and conflict is suggested.
- In recent years, governments all over the world have instituted alternative policies aimed at

enhancing rangeland productivity and value away from subsistence farming with minimum integration in the cash economy.²

Loss of land from the nomadic pastoral production system

Nomadic pastoral grazing lands are slowly being lost to cropping, agro-pastoralism, and commercial farming. Displaced pastoralists overuse what they can access, aggravating the degradation process. Some become landless and migrate, causing overstocking, encroaching on other land, and causing tension with settled farmers or managers of protected areas. Conflicts between pastoralists and agriculturalists or registered landowners are therefore common.

Communal pastoral land individualization

The common property regime that previously enabled pastoralists to properly manage and utilize the rangelands is being undermined by statutory laws and policies promoting individualization and subdivision of communal land. In the process, dry season grazing and watering facilities are lost, livestock movement becomes restricted, land tenure is less secure, and rangeland degradation increases, as does poverty.

Negative perception of pastoralists and limited participation in decision making

A number of people tasked to make decisions for rangeland management and development have a limited understanding of the rangeland ecosystem. Misconceptions undermine pastoral motivation to manage rangeland resources properly and increase their vulnerability. Pastoralists become marginalized, and inappropriate rangeland management policies and programs get prepared because there is limited involvement of these stakeholders in decision-making processes.

Unfavorable land tenure system, land fragmentation, and declining land productivity

The tenure system previously most common in the drylands was communal, which allowed pastoralists to manage the rangelands under customary law. This system is being destabilized by individualization of land tenure. Rapid population growth is also fueling a need for increased food production, and traditional pastoral land is being lost to crop farming, agro-pastoralism, and commercial agriculture. In some areas, overpopulation is driving land fragmentation, which, together with insecure land tenure, encourages poor agricultural practices and

¹ http://www.celep.info/wp-content/uploads/2017/05/2016_Changes_in_the_drylands_of_Eastern_Africa_Case_Study_Report.pdf

² <https://www.ndejjeuniversity.ac.ug/docs/Magazine/Ndejje-University-magazine-2014.pdf>

overuse, leading to increased land degradation and low productivity because of soil erosion and soil nutrient depletion.

Wide variation among rangeland people

People in the rangelands differ widely in their vulnerability, livelihoods, and culture.

Weak local government land boards and land committees

Uganda has a local government system of administration based on local governments with legislative powers under the 1995 Constitution and the 1997 Local Governments Amendment Act. But the management of natural resources is the prerogative of central government, leaving local government and local land boards or committees without sufficient decision-making powers to enforce the provisions of the 1998 Land Act or to protect the security of tenure and land rights of pastoralists and agro-pastoralists. The 1998 Land Act was designed to deal with the many land disputes and offers a legal basis for pastoral land rights, including the establishment of Community Land Associations (CLAs), but this has not been widely implemented.

Inadequate service delivery systems and limited investments

Private or public investments to purposely develop the pastoral areas also remain low. With limited access to external markets, pastoral areas still incur high costs of doing business. They lack opportunities for income diversification; hence, high levels of poverty persist in the region.

Insecurity, conflict, and pastoral mobility

Insecurity and conflicts undermine socio-economic development, limiting pastoral livestock movements (mobility) and access to grazing and water especially in the dry season, exacerbating vulnerability and compounding the rangeland degradation problem. Contributing factors to insecurity include social-cultural behavior, lack of formal education, endemic and exogenous cattle raiding, and armed conflicts or interventions. Competition over dwindling resources and limited livelihood options also cause inter-communal conflicts, internal displacement, and migration. Conflict and poverty are commonly inter-related.

Rangeland degradation and loss of productivity

The cattle corridor is considered overstocked and degraded, with problems of de-vegetation and compaction leading to erosion. Soil erosion by water is the most serious and

widespread form of land degradation. Gulley erosion is common, and xerophytic species are expanding due to soil degradation, leading to a drop in forage quality. Lakes, rivers, and water reservoirs are getting silted or polluted, leading to problems of eutrophication and reduced fish populations. Desertification is visible in some areas. Soil nutrient loss linked to soil erosion reduces soil productivity, aggravates food insecurity, and threatens people's livelihoods. Poor farmers adopt a short-term perspective on agriculture and are less inclined to invest in land degradation mitigation initiatives that require a long-term commitment to produce tangible results.

Governance and the traditional leaders' role in pastoral land management

The effectiveness of traditional administrative systems in rangeland management and utilization has been declining because their roles have not been legally recognized, integrated, or mandated.

Climate change

Climate change is affecting the rangeland environment, with frequent reports of prolonged drought coupled with unpredictable and unreliable rains, barren lands, and threats of desertification. Scarce water supplies affect livestock and crop production and increase conflicts over water and grazing resources.

Mobile pastoralism

The mobile lifestyle of pastoralists challenges accepted social services delivery systems, resulting in insufficient government expenditure allocations or ineffectiveness in the way funds are utilized for extension services, markets, infrastructure, health, education, and research in the rangelands. The result is that, though some progress is being recorded, the region still has many of the country's hot spots for poverty and food insecurity.

Alien and invasive species eating away the rangelands

Invasive plant species are hazards, with negative environmental and socio-economic impacts in the Uganda rangelands and East African drylands. Valuable grazing land for pastoralists has been reduced, with consequences of reduced livestock productivity, reduced mobility, increased spread of pests and vectors, and therefore economic losses and food insecurity.

Inadequate rangeland documentation

Despite both socio-economic and political recognition of the contribution made by rangelands in Uganda, degradation of rangeland resources remains a big challenge. Pastoralists thus face shrinking grazing

resources, chronic water shortages, lack of extension services, livestock diseases, frequent droughts, and gender imbalance in access to pastoral resources. Uganda has the potential to graze over 4.0 million cows for meat production. Lack of a policy or regulatory framework is hampering full utilization of rangelands.

The potential opportunity cost of the continued exclusion of rangelands, and pastoralists in particular, from mainstream economic activities has been estimated at Ugandan shilling (UGX) 24 billion per annum, excluding middlemen, industries, exporters, and non-monetized activities. It is therefore important that rangelands and pastoralism be given due attention and placed higher in national development plans. The Uganda Rangeland Management and Pastoralism Policy is an excellent step in this direction.

Summary of the presentation on the Uganda Rangeland Management and Pastoralism Policy (Appendix I)

Issues arising from the debate and discussion

The draft policy restricts mobility and advocates for a model farm of four acres per household. This setting is mainly agrarian, yet the settings in pastoralist areas are unique. After a series of five ToTs, the team is convinced that mobility is pertinent to pastoralism. Without mobility for much of the year in the absence of rains, livelihoods and livestock are affected. MAAIF should consider zoning areas within the cattle corridor, especially Karamoja, that can survive without mobility and those that must practice mobility in order to thrive.

MAAIF's position: The policy recognizes the need to move in some seasons in some areas. There is discussion on EA protocol on transhumance for herds to move from Turkana to Uganda and vice versa but with conditions; e.g., first vaccinate, let the host community agree, do not deplete resources at host community. These discussions

sometimes take place without Government intervention.

Delay in passing the policy: Some of the processes that lead to implementation of policy are not within the control of MAAIF. This policy was worked on in 24 months and completed. Now it is at the Cabinet level, however, and so it will take time due to many other priorities. Policies with special interest and emergency status take preeminence in the Cabinet.

No cattle dips in Karamoja; where is Government intervention? Private efforts to construct and maintain cattle dips are very expensive ventures. Initially, Government was providing free veterinary services, e.g., vaccinations and tick control, so cattle dips were dotted around the rangelands. The acaricide was provided by Government, and dip assistants were employed by Government to do this work. This was effective but very costly. MAAIF is no longer in a position to provide services to pastoralists directly. Communal dips are expensive to maintain, and therefore this calls for contribution by the community. Some community members were not cooperative. This policy has been reserved due to its impracticability. MAAIF is investing in 72 communal crashes where farmers can access vaccination and spraying services. There are Government plans in the pipeline to build a big institute to support prospects on vaccine manufacturing.

Land tenure for rangelands: This policy could help support customary land tenure because it is the most secure for pastoralism. The draft policy does not recognize traditional structures or landowners.

Preservation and protection of indigenous knowledge: The policy promotes Boer goats and Sahiwal cows instead of local livestock and local genetic resources. Whereas MAAIF carries out programs for preserving Zebu cows and local chickens in Entebbe, the level of investment on livestock research is still low because it is very expensive.

Key highlights on rangeland:

- Conflicting and competing interests among the diverse players involved;
- Transboundary nature and unregulated movements/migrations;
- Reduced resilience to shocks, including climate variability (floods and droughts), pests and diseases, and insecurity;
- In line with Article 237 of the 1995 Constitution that recognizes land tenure systems;
- Designed to contribute towards poverty eradication in line with The National Vision;
- NDP II 2015/16–2019/20 that advocates for sustainable land management practices and increased access to water for agricultural production.

Formulation of the policy took a top-down approach rather than bottom up: What is the role of the community in this particular policy? In some areas where dams have been constructed to support crop production, these very dams have become silted. Some have never received water due to drought. There are dry belts like Abim and part of Napak. Seed is being wasted by planting it in such areas; thus, community involvement in choice of projects is very key because they know what is better suited for each region.

How is Government using the proceeds from mining to better livelihoods of communities in the rangelands?

Despite the heavily funded projects accorded to the region, there are issues of limited infrastructure and food insecurity in the region. Most of the new infrastructure is donor funded.

It seems ministry departments and government agencies do not speak to each other; hence, there is duplication of activities. It is important to have coordinated efforts and integrate these activities if they are aimed to benefit people holistically.

MAAIF's position: There are various coordinating agencies for the region such as OPM and the NGO forum that coordinates the various NGOs and a joint sector working group where investments for each sector are discussed, but there is still a need to synergize efforts in order to create notable impact and avoid duplication of efforts.

Government efforts to ensure food security in Karamoja: NABUIN, a zonal agricultural research district institute in Karamoja, is doing research on crop varieties that are drought resistant. Since 2015, the crop sector has been doing a lot of work to bring up drought-tolerant varieties. Some of this seed has been given to a few farmers, though the problem is low demand; most people are interested in livestock. Food security is also about animals because they provide products that provide food. If sold, they can purchase the crops. Therefore, the project should respond to the crisis caused by the quarantine.

Government does not offer **support that corresponds to the total economic value of products** and indirect value

of pastoralist areas. Mobility is a means of increasing productivity; there is scientific evidence to support this. A one-size-fits-all policy may disfavor certain ecosystems. Dryland areas may need a policy tailored to its characteristics.

Delay in passing the Rangeland Management and Pastoralism Policy could affect certification of standalone courses of the PPC; hence the need to expedite the process. The AT should explore the possibility of using the draft policy.

There were concerns that the **policy is weak** and should therefore be **translated into a law**.

KDF staff expressed concern about the lengthy period of the quarantine and the effects on people's livelihoods. Dr. Stephen Kajura in response said that the failure of people to adhere to the quarantine is the reason for continuous outbreaks. The quarantine will be lifted only after six months of no serious cases. He advised them to choose the quarantine as a priority over selling animals for school fees. Other countries carry out annual vaccinations to avoid foot and mouth disease (FMD). A dose of FMD vaccination serum is close to USD 2; it is very costly for the agriculture sector to run such a budget.

How to diversify the economy in Karamoja: Even within the livestock sector, there can be diversification through value addition enterprises and service provider enterprises. For example, there is a group of youths in Kotido that have an NGO supported by the Government to make hay and sell it to migrant herdsman.

There are **areas of collaboration** in the various programs being run by the ministry, so the PPC team can tap into these.

The policy should take into consideration the **effects of migration of refugees** into the pastoralist areas.

Projects should desist from using **pictures of Karamoja that cast a negative perception** about it, e.g., booklets showing Karamajong holding guns.

Takeaways from the session

- There is an opportunity for MAAIF to collaborate with policy researchers, advocacy experts, and university dons. The team should read through the policy document, compile concerns, and forward them through KRSU.
- The policy recognizes customary ownership.
- Mobility is also part of the policy narrative.
- The training should create a pool of personnel who have a background in pastoralism. MAAIF should take advantage of the short policy courses to retool and retrain staff to work in pastoralist areas.

DAY THREE

Reflections on Day Two

- There is a glimpse of hope, since the draft Rangeland Management and Pastoralism Policy is before the Cabinet. However, the process should be expedited.
- Delay in passing policy is a major issue for Uganda. Every policy should have a policy direction; the draft rangeland policy direction is to restrict mobility in a bid to make pastoralism more productive. The AT should intervene at this level before it is passed.
- Politicians do not understand that pastoralism is a system that supports food security. The policy may not be in favor of pastoralism.
- The policy is a little open and can therefore be manipulated. All the policies embedded in it can be changed because of loopholes.
- Agro-pastoralism is not practical for Karamoja Region because of poor climatic conditions. Enormous amounts of seed are being wasted due to replanting after loss.
- The seed project deliverables do not match what was set out to be achieved in the project design.
- The Sahiwal cattle breed and Boer goats were not meant to replace indigenous breeds. Since it is not practical to fly in breeds from other countries such as Ethiopia, the Borana and Sahiwal breeds were tested in pastoralist areas in Kenya and brought into Uganda with the long-term objective of obtaining a composite breed with higher productivity, one best suited for the region.
- The AT should make an appointment with MAAIF to discuss further the draft policy in relation to pastoralism. Participants reached a consensus to write up their views and have them forwarded to the ministry.
- Build capacity of grassroots communities, especially in pastoralist areas, to counter the negative narrative about pastoralism.

Group work on institutionalization

Building on the outcomes from Session Four above, participants were grouped around institutions to discuss and agree on practical ways they will use material from the training.

KARAMOJA DEVELOPMENT FORUM (KDF)

Target population: the local community, CSOs, and government officials.

Categories:

- Community: empower them to communicate and create answers on pastoralism as a system.
- CSOs and local governments: help them understand and appreciate pastoralism as a system.

Structure and process

The KDF team will embark on training facilitators, retreat into designing trainings, do translations, test run the training sessions, draw lessons, launch the training, and decide on roll-out and fundraising plans.

Methods:

- Radio.
- Workshops.
- Posters.
- Short video clips.

Feedback/action points

- Tap into local government associations and parliamentary committees to help amplify the message in other circles where they perform their duties.
- Bring in other members of the AT to offer support.
- CSOs also include funding agencies.

GULU UNIVERSITY

Team members

- Dr. Basil Mugonola
- Mr. Waiswa David
- Mr. James Opoka
- Dr. Aleper Daniel
- Dr. Sidonia Angom
- Ms. Irene Lynette Akidi

Areas of focus

- Integration into existing courses.
- Livestock management.
- Beef, pastures, and range management.
- Applied forage science and range management.
- PHD thematic areas.

Develop research themes

- Tailored around the three pillars and policies.
- Grants.

Hold university-wide seminars every Wednesday within the university

Hold short courses

- 2-day course (high level, Resident District Commissioners (RDCs), chairpersons, Karamoja Parliamentary Group (KPG), NGOs, LG leaders)
- 5-day course (extension workers, community development officers (CDOs), NGOs, CBOs, technical staff at the district level)
- 5-day course (*kraal* leaders, farmers, pastoralists, Local Councils (LCs) 1, 2, and 3)

Long-term plan: Incorporation as a cross-cutting course unit in the constituent college.

The process will be interactive, and members of the AT will be called upon at any time to offer support.

Table 2. Estimated budget

Item	Unit cost (USD)	# of persons	# of days	Total cost (USD)
a. Integration				
Development of modules	82	8	3	1,968
b. Research themes	2,000	5 studies		10,000
c. Seminar series	32 (lump sum)		8	256
d. Short courses				
1. Facilitation	45	3	12	1,620
2. Participants	27	20	12	6,480
3. Venue	54		12	270
4. Mileage	187	3		648
5. Accommodation	45	25	12	13,500
6. Projector hire	40		12	480
7. Stationery	80	1	3	240
Total				35,462

Feedback

- Currently, universities are not allowed to mount diploma courses, but the constituent college of Moroto can put forth a strong case to run the short courses for awarding certificates and diplomas with the objective of addressing demand and issues regarding pastoralism in the region.
- For the research themes, graduates at master's and PHD levels may pick up more areas for research to gather more evidence to support arguments.
- The team members should liaise with KDF.
- Consider putting up an M&E system and document the results. This could be used to justify demand at later stages and assess gaps.

- Support required—funding research.
- Support to PhD studies on pastoralism.

Feedback/action points

- Integrate course into existing curriculum.
- Consider elective course in master's program for development studies.
- Pastoralism course can fit into local and gender economic development course.
- During planning meetings, try to interest the wide range of experts involved in rangeland ecology and management. There is an opening to influence the master's degree on rangeland ecology.
- Plan for M&E to generate evidence.
- Ced suggested setting up a focal point and institutional home that oversees the entire institutionalization of the PPC.
- Dr. Kaylango was nominated as the focal person.
- Ced suggested a mobile approach of the AT delivering the training using outreach in order to create demand and publicize the course.

MAKERERE UNIVERSITY

Institutionalization of PPC

Integrating course in existing curriculum

- Curriculum review: Development Studies, Women and Gender Studies, and Veterinary Sciences.
- Date for review: May 20–24, June 17–22, and June 4–8 respectively.
- Residential workshop of 5 days (30 members per workshop). Support required to fund the workshops.

Summer school (Veterinary Sciences)

- Field experiential learning will be organized (themes to be agreed upon by faculty members).
- Period: June–August, 2019 (support required—co-funding supervisors).

Rural field experiential learning on pastoralism

- BA, Development Studies.
- Period: June–August, 2019.
- Support required: co-fund field supervision.

Long-term plan

- Research on pastoralism thematic areas by members of faculty.

CENTER FOR BASIC RESEARCH (CBR)

Professor Samson Opolot said that pastoralism is the foundation of a number of publications in CBR and has a big attachment to Karamoja, so promoting the course will not be a problem. He however cited thin staff as one challenge to CBR adapting the course. He pledged on behalf of CBR to spread the word about the course to other audiences such as the parliament and a range of CSOs under the NGO forum.

DAY FOUR

Day Four commenced with group work and presentation of test training designs by the various institutions.

SESSION 6: TEST TRAINING DESIGNS

Assignment

1. In your respective institutional groups, please discuss the following issues:
 - Decide on target audience and the key overall policy issues to address.
 - Decide on duration of training.
 - Decide on composition and numbers of participants.
 - Agree on the key arguments you'll develop through the training.
 - Design the course, drawing on Modules 1 and 2. Structure the training days.
 - Agree on your training team and who will do what.
 - Consider what course materials you will need to develop that are not included in the PPC training manual.
2. Develop a workshop agenda on the policy issue you will address. Refer to page 18 of the Introduction of the EA training manual for examples of different agendas.
 - Prepare a summary description of the:
 - o Overall objective of the training. This will refer to the key policy issue you want to address and reasons why.
 - o The content of the training on each day, describing what arguments and evidence you will provide and the manner in which the sessions of the day will be run (e.g., plenary, group work).
 - Prepare a workshop agenda showing the times of the sessions, the material to be provided in each session, how the session will be run, and who will be the facilitator. It is recommended to have one main facilitator and another person who supports them (e.g., reminds them of time, reminds them of key issues that may have been missed, etc.).

PRESENTATIONS ON TEST TRAININGS

Karamoja Development Forum (KDF)



Figure 1. KDF adaptation team

Team members

Mr. Tebanyang Emmanuel
Ms. Atem Esther Odong
Mr. Lomonyang Margaret

Mr. Lomuria Vincent Ferry
Mr. Lokol Paul

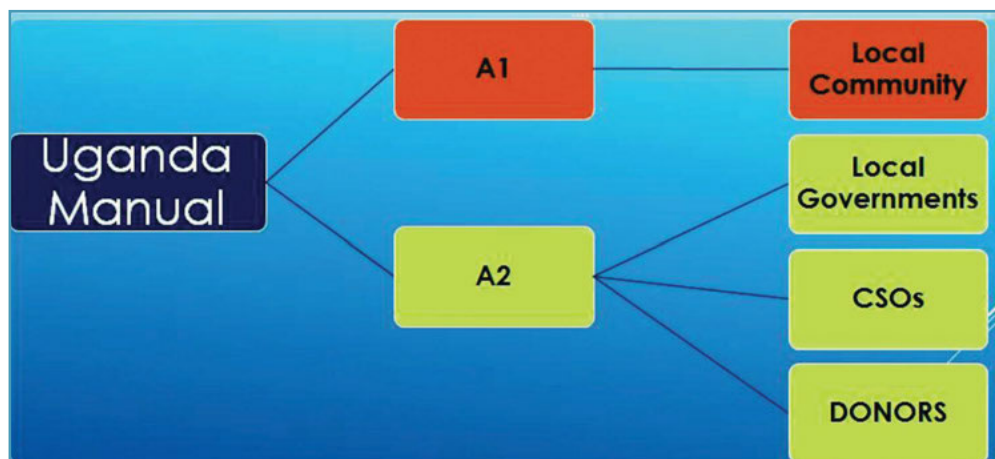


Figure 2 : Test running structure. A1 is Audience 1, A2 is Audience 2

Facilitation team

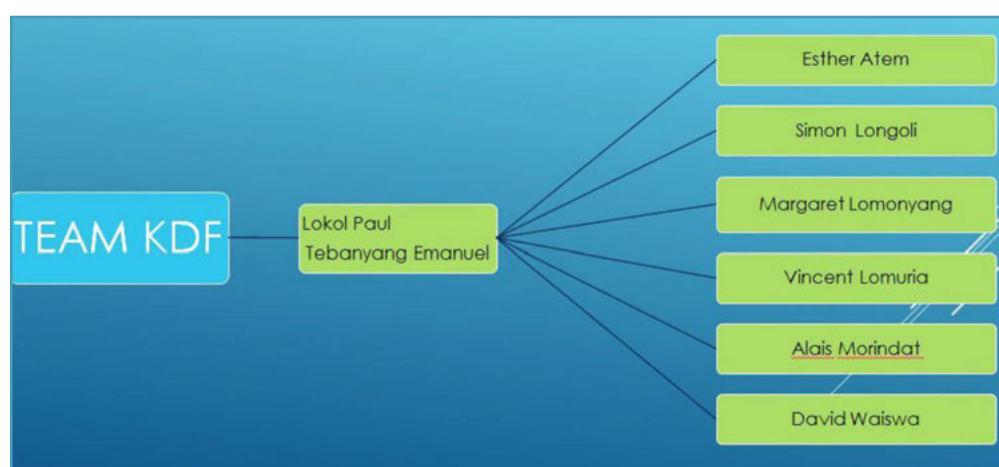


Figure 3. Facilitation team members.

Table 3. Audience 1 and 2 members

AUDIENCE 1	AUDIENCE 2
<ul style="list-style-type: none"> - Opinion leaders, peace committees - <i>Kraal</i>, herders, elders' committee 	<ul style="list-style-type: none"> • Government leaders • Lower government: LC3, Chief Administrative Officer, Community Development Officers (will need 09 cars) • Upper government: RDCs, LC5, Chief Administration Officer (CAO), District Natural Resources Officer (DNRO), and Production Officer (will need 03 cars) • Ministries, departments, and agencies (MDAs): Uganda Wildlife Authority (UWA), Uganda Peoples' Defense Force (UPDF), Office of the Prime Minister (OPM), and National Forestry Authority (NFA) (will need 04 cars) • CSOs (15): Riam, Matheniko Development Forum (MADEFO), Mercy Corps, Uganda Law Society (ULS), Adventist Development and Relief Agency (ADRA), Caritas, Saferworld, Ecological Christian Organisation (ECO), Advocates for Natural Resources and Development (ANARDE), Land Equity Movement of Uganda (LEMU), Uganda Human Rights Commission (UHRC), UN Human Rights, Kara-tunga, Africa Mission–Cooperation and Development (C&D)

Categories of Audience 1

Duration

Lokali *Kraal* in Nadunge sub-county (30 people)

- Audience 1: 3 days, 1 day each location, 6 hours

Nakonyen *Kraal* in Tapac sub-county (30 people)

- Audience 2: 2 days, 6 hours per day

Kobebe *Kraal* in Rupa sub-county (30 people)

Priority areas to target include: Kobebe, Lomuria, Naput, Naregea, Lokithilei, and Rupa

Table 4. Schedule for Audience 1

TIME	SESSION 1: Introductions and opening remarks	Person responsible
8:30–9:30 am	Arrival and registration	KDF Admin
	Introduction and official opening	Lokol Paul/Teba Emma
	Discussion, adopt agenda, and house rules	
10:00–12:00 pm	SESSION 2: Introduction to pastoralism	Lokol Paul/Teba Emma
	Discussing the future of pastoralism in Uganda (Karamoja; focus on particular location)	
	Group discussion and plenary on the future of pastoralism	
	Way forward—concrete action plan and strategy, e.g., issues, proposals, responsible persons, when, and resource implications	
TIME	SESSION 3: Discussion on water for pastoralists	Person responsible
12:00–1:00 pm	Water (P1, KQ3, A2) Livestock herd Markets	Vincent Lomuria/Esther Atem
2:00–4:00 pm	SESSION 4: Discussion on the tragedy of the commons (M2, KQ5, A2) Materials required: SLIDES: S5–S7 Handout 03	Simon Peter Longoli
	SESSION 5: Group discussion on implications of the tragedy of commons on pastoralism and plenary presentation (What does it mean for pastoralism?)	
	Development of key messages	

Table 5. Audience 2: LGs, CSOs, authorities, donors

TIME	Day 1: Lokol Paul	Day 2: Margaret	Person responsible
1st Session	Official opening	Registration and recap of Day One	KDF Admin Lomuria Vincent
2nd Session	Plenary definition of pastoralism in Uganda	Discussing policy narratives and concepts impacting on pastoralism	Longoli Simon Waiswa David
	Teba Emma	Tragedy of the commons	
		M2, KQ5, A2	
		Slides S5–S7	
		Handout 03	
		Carrying capacity	
		Training steps: P1, KQ2, A6	
		Materials: M1, Ref 12	
3rd Session	Identifying the three pillars of pastoral system	Debate on water development	Lokol Paul
	Esther Atem	Materials: P1, KQ3, A1–A3, AS1–S10, S11–S14–S15, M1 Code 5 and 7 A2, S1, M1 Code 8	
4th Session	Pastoralism is a specialized system well adapted to the drylands.	Discussion on the future of pastoralism	Longoli Simon
	P1, KQ2, A1	Implication of key policy and how it is shaped by the tragedy of the commons and carrying capacity, analyze principles and generate messages	
	P1, KQ2, A2		
	P1, KQ4, A2 Baraga case study	Plenary presentation	
	Alais Morindat		

Venues

Audience 1: Mount Moroto Hotel

Audience 2: Jinja Nile Resort

BUDGET AREAS

- Hall hire
- Transport refunds
- Accommodation booking/refunds
- Meals and refreshments
- Honorariums
- SDAs
- Stationery
- IEC material
- Car hires

Feedback/action points

- Involve the constituent college in Moroto, especially for Session 1.
- Before discussing narratives and concepts impacting on pastoralism, consider background of changing faces of pastoralism in Karamoja.
- Take note of the training steps changes being done by PIs.
- For both audiences, what is your key argument? As a result of one day what are you looking to do? What will the community be able to do? What is the deliverable and big picture?
- Under Audience 1 Session 2, clearly state material to be used.
- For the session on water, there should be logical link between session on water and tragedy of commons.
- Carrying capacity (P1, KQ2, A6) is a very long session that usually takes a whole day. It is the most complicated bit of training and a central part of training. You need to unpack that.
- Unpack the sessions. You may need extra days. Focus on key issues we want to achieve.
- Depending on objective of this training, the set-up may not be suitable for the local communities, confining them to hotel setting for 6–8 hours. Consider taking the training to them in their setting.

Gulu and Makerere Universities, Center for Basic Research (CBR), and Karamoja Development Forum (KDF)

Test training design**40 participants (2 parallel sessions)**

- Vet officer–4
- Students from pastoral communities–10

- Agricultural officers–4
- Community development officers–8
- *Kraal* leaders–6
- Civil society–8

Duration: 4 days

Course materials not in the manual: videos

Training materials to give out: handouts (case studies, slides for presentation)

Evaluation: guiding questions for participants to answer; these will be analyzed and findings presented.

Team members

Irene Lynette Akidi and Boma Paul

Sidonia Angom Ochieng and Henry Asiimwe

Flavia Amayo and James Opoka

Daniel Aleper and Basil Mugonola

Elly Ndyomugenyi Kurobuza and Joseph M. Kungu

Ronald Seba Kalyango and David Waisswa

Samson Opolot and Geoffrey Kawube

Theme: Dynamics of pastoral systems in Uganda.

Objective of the training

The objective of the workshop is to build participants' understanding that pastoralism is a specialized livelihood system well adapted to the drylands and, when allowed to implement its strategies, is able to take advantage of environmental variability to increase the productivity of livestock.

Policy issue

Mobility as a production strategy in response to seasonal variations.

Table 6. Timetable

Time	Day 1	Day 2	Day 3	Day 4
8:30–10:00	Introduction to the training	Recap Day 1	Recap Day 2	Recap Day 3
	Official opening		Pillar 1, KQ2, A4	Pillar 1, KQ4, A1
		Pillar 1, KQ2, A1: Step 1 and 2		
	(Flavia and James) (Sidonia and Henry)	(Sam and Geoffrey) (Elly and Kungu)	(Flavia and James) (Sidonia and Henry)	(Daniel and Basil) (Ronald and David)
10:00–10:30	TEA BREAK			
10:30–12:30	Introduction to the training	Pillar 1, KQ2, A1: Steps 1 and 2	Pillar 1, KQ3, A1	Pillar 1, KQ4, A2
	Setting the scene			
	(Daniel and Basil) (Ronald and David)	(Sam and Geoffrey) (Elly and Kungu)	(Daniel and Basil) (Ronald and David)	(Sam and Geoffrey) (Elly and Kungu)
12:30–14:00	LUNCH BREAK			
14:00–16:00	Setting the scene continued	Pillar 1, KQ2, A1 Step 3	Pillar 1, KQ3, A2	Plenary discussion and summing up of key policy recommendations for Uganda
	(Daniel and Basil) (Ronald and David)			
	Introduction to Module 1			
	(Irene and Paul) (Elly and Kungu)	(Irene and Paul) (Ronald and David)	(Irene and Paul) (Elly and Kungu)	(Sidonia and Henry)
16:00–16:30	TEA BREAK			
16:30–17:30	Pillar 1, KQ1, A1	Pillar 1, KQ2, A2 (continued)	Pillar 1, KQ3, A3	Evaluation of the training (all facilitators)
	(Sam and Geoffrey) (Flavia and James)	(Daniel and Basil) (Sidonia and Henry)	(Sam and Geoffrey) (Flavia and James)	

Pillar 1, KQ1, A1

KQ1: What natural resources are needed for pastoralism in Uganda?

A1: Natural pastures are the major source of feeds for the majority of livestock in Uganda.

Pillar 1, KQ2, A1

KQ2: What are the characteristics and factors influencing natural pastures in East Africa?

A1: Seasonal variations of rainfall have an important influence on natural pastures.

A4: Grazing rhythm during the dry and rainy seasons has an important influence on natural pastures and livestock.

Pillar 1, KQ3, A1

KQ3: What is the link between water and natural pastures?

A1: Pastoralists use different types of water sources, which have important implications on labor demands and family health.

A2: The relationship between water and pasture is most critical in the dry season.

A3: The technical characteristics and labor status of water points are crucial for sustainable range management.

Pillar 1, KQ4, A1

KQ4: What strategies do pastoralists use to manage natural resources?

A1: There are many constraints that pastoralists have to overcome, and they have a range of strategies adapted to different situations.

A2: Mobility is a fundamental strategy for the good management of pastoral resources.

Feedback/action points

- During the testing period and post- testing period, the facilitator should have skills to bring everyone onto the same page and use pedagogical skills to prompt participants to provide answers.
- It is good to focus on mobility; mobility is a productive strategy not just an adaptive strategy.
- Setting the scene: consider reviewing this given the central theme, better to start off by asking people what they think about mobility. Do buzz groups get different ideas, get the views and unpack them.

The 3-step process

STEP ONE: Bring pastoralism into the workshop through photos, data, and case studies. Ask participants what they see and what they think is going on. This is done by asking them questions like “What do you see in this picture?” “What does the data tell you?” This is the first stage of analysis.

STEP TWO: Then ask participants to justify their reflections, their views, their first stage of analysis. This is done by asking them questions like “Why do you think the photo is showing you this or that?” “Why do you think the data are either right or wrong?”

STEP THREE: This is when you either (i) confirm the participants’ analysis, providing more information and/or new information/data; or (ii) provide an explanation, an interpretation, or a line of argument that is contrary to the participants’ analysis. This is when a very good understanding of the dynamics of pastoralism is needed.

SESSION 7: CERTIFICATION OF ADAPTATION TEAM AND TRAINING MATERIALS

It was agreed that the AT members will have to meet certain criteria to conduct the course with the minimum required quality. Ced and Alias compiled the following.

Key characteristics of a “good” trainer

Skills to be assessed:

- Understanding the content of the training.
- Delivering the training—pedagogic skills and managing group dynamics.

Understanding the content of the training:

- The overall structure of the pastoral training course.
 - o Composed of the Modules:
 - Module 1 composed of three Pillars: each Pillar broken down into Key Questions, then Arguments, then Training Steps.
 - Module 2 composed of Key Questions, Arguments, and Training Steps.
- The line of argument within each Training Step that contributes to the argument that replies to the Key Question.
- The evidence used to support the lines of argument (data, pictures, case studies, etc.).
- Wider understanding of pastoralism in the region, especially other evidence (e.g., case studies) to support the lines of arguments.
- Understanding of other livestock-keeping systems other than pastoralism in the region (e.g., ranching, dairying).

Delivering the training

Pedagogic skills—the “3-step” process (see box on the 3-step process above):

- Establishing your legitimacy as the facilitator is critical. You need to inspire confidence, trust, respect, and credibility. To do this, you master the content of the training (see above), be honest when you don’t know something, listen and respond positively to participants (do not be dismissive, sarcastic, etc.), and be relaxed.

- Good presentation skills:
 - o You need to speak clearly and not too fast or slow.
 - o Look at participants when you speak.
 - o Position yourself in front of participants (but also move around from time to time).
 - o Use flip chart/blackboard sensibly, write clearly, position yourself properly around the flipchart/blackboard (i.e., don’t present your back the whole time).
- Good facilitation skills:
 - o Ask questions clearly, and if not understood, ask them again but in a different way.
 - o Don’t reply on behalf of participants if they don’t answer quickly; ask another question. Take your time, do not try to rush things.
 - o Don’t answer a question on an issue that will be addressed later in the training.
 - o Do not take one response from a participant as the “answer.” Ask others if they have another opinion. The purpose of the questions is to stimulate discussion/exchange and NOT to answer a questionnaire.
 - o Foster discussion on the contentious issues. Encourage participants to express their views and do not make a judgement.
 - o Ensure all participants are together. Control the “bullies,” encourage the “quiet” participants.
 - o Avoid discrimination, by gender or age or education bias. Make sure you involve everyone.

Managing group dynamics

- Create a relaxed and open learning environment. This involves a series of steps:
 - o Use a seating arrangement that allows everyone to see and hear each other comfortably; no sense of hierarchy. Avoid “church” and “boardroom” seating arrangements.
 - o Give time for social interaction. This is very important on the first day but equally important on other days (e.g., 10–15 minutes at the start of every morning to allow people to say how they feel, etc.).

- o Provide opportunities for participants to comment on the training, how it is going, if everyone is together, etc. Elect a “leader” to coordinate participant feedback.
- o Provide opportunities to discuss external factors that may disrupt the training.
- o Plan to use energizers to keep up interest.
- Provide a structured learning environment:
 - o Clarify the timetable, start and end times, and tea/lunch breaks. Keep to them as much as possible (e.g., no point going a lot over time to finish something if participants switch off).
 - o Ensure everyone agrees to keep procedures and rules (e.g., starting on time, taking turns to talk, listening to the others, mobile phones silent/off, etc.).

SESSION 8: ADVOCACY

Elements of an advocacy plan:

- Statement of the problem or issue to be addressed.
- Statement of objective to be achieved.
- Articulation of realistic options to achieve objectives.
- Collection and collation of relevant information and evidence.
- Identification of stakeholders—for and against, strengths and weaknesses.
- Articulation of strong and compelling arguments supported by evidence.
- Strategy—step-by-step set of activities.

After a brainstorming session on what advocacy is, the participants were tasked with the following group work.

GROUP WORK ON ADVOCACY

Referring to either the draft Rangelands Management and Pastoralism Policy (2017) or the draft IGAD Transhumance Protocol:

- Identify the positive provisions within the policy or protocol, providing an analysis of why these provisions are positive, using evidence and arguments from the pastoral training and other sources. See proposed template below to summarize your analysis.
- Identify the negative provisions within the policy or the protocol, providing an analysis of why they are negative using evidence and arguments from the pastoral training and other sources. Then propose alternative text that supports pastoralism, justifying your proposals with arguments and evidence. See proposed template below to summarize your analysis.
- Develop an advocacy plan for effecting these changes.
- Tease out positive provisions and give reasons why; tease out negative provisions, give proposals and why.

Table 7. Group one, positive provisions

POSITIVE PROVISIONS	WHY (importance)
Value addition to products of pastoralists.	Commercial value attached to pastoral products; hence more effort to improve performance.
Proposes research on rangeland resources use.	Evidence-based information will be generated for decision making and advocacy.
Recognizes communal land ownership.	Strengthens customary land tenure system, which provides a conducive environment for pastoralism.
Rangeland management training center.	Will train experts on management of rangelands.
Uganda pastoral code.	Stipulates mobility, planned grazing.
Recognizes pastoral mobility.	Mobility is a production strategy and an adaptation response to seasonal variations.
Proposes mainstreaming rangeland issues in local government development plans and budgets.	Makes financial and technical resources available at local level.

Table 8. Group one, negative provisions

NEGATIVE	WHY	PROPOSED	WHY
Government ignores customary institutions when creating governance structures for management of resources.	Wrong attitude regarding customary institutions and lack of trust in their effectiveness.	Incorporate customary institutions in governance.	Pastoralists listen to and trust their customary institutions.
An attempt to promote alternative livelihoods instead of the primary ones, i.e., beekeeping, carpentry.	Misconception that pastoralism leads to land degradation by causing pressure on resources.	Focus on promoting pastoralism as primary livelihood.	Pastoralism is the most viable production system in rangelands.
Public-private partnerships at the expense of the pastoral communities.	The private partner ends up dominating and exploiting the poor pastoralists.	Build capacity of pastoralists to manage their rangeland resources. Need to document indigenous knowledge and practices.	The pastoralists will be empowered to make decisions for sustainable management and utilization of rangeland resources.

Table 9. Group two, positive and negative provisions

POSITIVE		WHY	
Rationale of policy recognized individualization of land as negative to pastoralism.		This is positive because it will not curtail mobility.	
The objective of enhancing resilience of communities to shocks.		It is a positive attribute given that the same arid areas are more prone to these disasters.	
NEGATIVE	WHY	PROPOSED	WHY
Mission: To enhance rangeland productivity by transforming pastoralism, land use practices, and management systems.	The mission is why the policy exists. “Transforming pastoralism” raises suspicion.	Develop and support pastoralism as it is by supporting pillars that it relies on, especially mobility.	It has been proven as most productive and sustainable mode of livelihood.
There should have been one objective: protecting rangelands.	Conversion of land use will compromise pastoralism; e.g., cropping is not compatible.	Embrace an advocacy strategy of adding an objective that will promote pastoralism practices the way they are and invest resources to develop them, e.g., gazettement them.	By gazettement these rangelands, conversion of use will be restricted.

Table 10. Group three, positive and negative provisions

POSITIVE	WHY
Loss of land from the nomadic pastoral production system: Rangelands were traditionally best utilized by pastoralists, and these livestock-based livelihoods would still be the best economic foundation for households in specific rangeland areas.	Recognizes pastoralism as the best economic foundation for households in rangeland areas. Recognizes it as a traditional system.
Communal pastoral land individualization: The common property regime, which previously enabled pastoralists to properly manage and utilize the rangelands, is being undermined by statutory laws and policies promoting individualization and subdivision of communal land.	Recognizes the benefits of common property ownership.
A number of people tasked to make decisions for rangeland management and development have a limited understanding of the rangeland ecosystem. Others view pastoralists negatively and regard pastoral land as public land that is over-exploited, less productive, unsuited for investment, and think that the solution to periodic disasters is relief aid.	Calls for inclusive participation, especially in the decision-making process. Points out the fact that there is a negative perception about pastoralism.

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NEGATIVE	WHY	PROPOSED
The Uganda perspective is that pastoralism should evolve towards market-oriented production systems with robust trade value chains and livelihood safety nets that are sensitive to environment and climate change concerns (MAAIF, 2015). ³	Evolution suggests a shift from pastoralism to an alternative production system (probably sedentarization).	Pastoralism as a production system should be supported rather than changed.
The bottlenecks to achieving the desired paradigm shift and rangeland productivity lead to low productivity complexity of transboundary issues, unregulated movements/migrations, and reduced resilience to shocks such floods, droughts, pests and diseases, insecurity, and wildfires.	Looks at limiting mobility and minimizes traditional institutions in negotiating cross-border movements.	Mobility should not be regulated.

SESSION 9: CLOSURE

9.1 Action plan

Activity	Timing	Responsible
1. Complete test training module preparation	April 25	Gulu and Makerere Universities, KDF (Irene/Ced/Alais)
2. Policy advocacy communiqué and briefs	April 25	KRSU (Ced/Samson)
3. Submit completed institutional concepts and budgets for roll-out activities (Combine with 12 below)	June	Gulu and Makerere Universities, KDF, CBR (PIs and COIs)
4. Complete manuscripts for PPP training manual and textbook (comments by May 17)	Share manual by April 30	PIs, COIs, KRSU, and IIED (David/Charles)
5. Design strategic PPP concepts for CoP, regional and cross-institution cooperation/coordination	May 12	PIs, COIs, Boma, IIED, Simon, Sarah
6. Print PPP manual, textbook, finalize ToT 4 and ToT 5 proceedings; finalize video for ToT5, discuss way forward on ISBN.	May 15	KRSU (Charles)
7. Develop summary of training manual	May 15	Ced
8. KRSU Regional Conference	May 21–23	KRSU (Moroto) Mesfin

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³ <http://agricultureug.org/agriculture-sector-strategic-plan-assp/>

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9. Conduct certification test training (Moroto?)	May 27–31	Gulu and Makerere Universities, KDF, CBR Sidonia
10. Awareness and sensitization build-up to PPP manual and textbook launch, including spot messages	May 1–28	Gulu and Makerere Universities (Charles/David/Ronald)
11. Conduct institutional curriculum reviews and test trainings	June	Gulu and Makerere Universities, CBR, KDF (Basil/Ronald/Samson)
12. Preparation for launch (Gulu)	June 1–21	KRSU (Charles/David/Basil)
13. Roll-out of PPP activities (trainings, seminars, advocacy, research)	June and beyond	Gulu and Makerere Universities, CBR, KDF, KRSU and others

9.2 Next steps

- Launch of PPC in June 2019.
- Task force for preparation of the launch: PIs will take the lead and will be assisted by Flavia Amayo, Irene Akidi, Paul Boma, Charles, David Waiswa, Basil Mugonoola, Sidonia, Opolot, and Opoka. Ced and Mesfin will offer guidance.
- Roll-out of PPC activities (trainings, seminars, research will be during June 2019 and beyond).
- KRSU will support running test courses with facilitators.
- The AT should nominate people to pitch the course during KRSU conference in Moroto, which a number of donors are expected to attend.
- Irene Akidi will work out schedule for test-running the course and identifying target trainees with support from Sidonia and KDF.
- Complete manuscripts for PPC training manual and textbook. Final drafts will be circulated by May 30, 2019 for comments.
- Compile policy advocacy communiqué and briefs about the draft Rangeland Management and Pastoralism Policy to be submitted to MAAIF and other relevant audiences.

9.3 Closing remarks

Remarks by Mesfin Ayele, KRSU CoP

Mesfin expressed his appreciation to all the partners and more specifically to the leadership of the four institutions for supporting the AT members to attend all the five trainings.

He also expressed his sincere thanks to all the participants for the hard work and commitment demonstrated in contextualizing the EA PPC to the Ugandan context and commitment to rolling out the course.

Mesfin commended IIED and most specifically Ced and Alias for sharing knowledge and facilitating all through the trainings. He thanked Charles Hopkins for his dedication to making the trainings a success as well as the entire administration team at KRSU for their support.

He was hopeful that all partners involved will committedly roll out the PPC and that other stakeholders will step in to support the roll-out process.

Margaret Lomonyang, Volunteer, KDF

Margaret was delighted by the fact that the training is geared at promoting the pastoralist community and producing trainers who understand the dynamics of the system. She said that the training has opened her eyes to many facets of pastoralism, and she pledged to share the knowledge she has obtained from the trainings with people at the grassroots.

Margaret emphasized the need for Government to consultatively involve grassroots communities when designing policies related to pastoralism and the importance of integrating indigenous knowledge into scientific knowledge.

She extended her appreciation to KRSU, Feinstein International Center at Tufts University, and IIED for their commitment to carrying out all the five trainings and for ensuring the roll-out of the course. She further encouraged KDF staff to collect all the relevant evidence and data in support of pastoralism.

APPENDICES

APPENDIX I. SUMMARY OF PRESENTATION ON DRAFT RANGELAND MANAGEMENT AND PASTORALISM POLICY (2017)

THE DRAFT RANGELAND MANAGEMENT AND PASTORALISM POLICY (2017)

PROBLEM ELABORATION

Due to the underdeveloped systems and poor human practices, rangelands are highly mismanaged, misgoverned, and underutilized, affecting economic returns. This is compounded by:

- Absence of an effective development framework for rangeland management and pastoralism.
- Inadequate and unguided investments in rangelands and pastoralism.
- Limited cooperation, coordination, partnerships, and collaboration among the stakeholders.
- Inadequate research to generate knowledge, information, and technologies on rangeland management and pastoralism to inform decision making.
- Limited awareness, skills, and technology related to rangeland and pastoral production systems.
- Conflicting and competing interests among the diverse players involved in rangeland use and pastoralism.
- Transboundary nature of the rangelands and unregulated movements/migrations.
- Reduced resilience to shocks, including climate variability (floods and droughts), pests and diseases, insecurity, and regular fires.

RATIONALE

The Government of Uganda, through MAAIF, identified the need to develop a rangeland management and pastoralism policy in order to establish a more comprehensive framework to address the poor state of rangelands, the negative impacts associated with inappropriate pastoralism practices, and individualization of land that have perpetuated conflict. The negative perception of pastoralism, coupled with continuing fast

deterioration of rangeland resources as evidenced by loss of valuable flora and fauna, drying of wetlands, and other negative changes in the ecosystems, has provided a compelling case for urgent and appropriate policy intervention. The policy is therefore intended to provide guidance for the development of effective strategies to combat land and vegetation degradation and to motivate for improved legislation and effective implementation thereof.

POLICY AND LEGAL FRAMEWORKS

This policy will be implemented within the framework of several existing laws enacted in the area of pastoralism and rangeland development. The existing relevant legal documents include:

- The Constitution of Uganda, 1995
- Uganda's Vision 2040
- National Development Plan (NDP II), 2015/16–2019/20
- National Environment Management Policy, 1994
- National Policy for the Conservation and Management of Wetland Resources, 1995. Supported by the Wetlands Sector Strategic Plan (2001), this policy aims at promoting sustainable use of wetland resources and ensuring that the vital functions are preserved.
- National Water Policy, 1999
- The Uganda Wildlife Policy, 1999
- The Uganda Forestry Policy, 2001
- Rural Development Strategy, 2005
- Prosperity For All, Bonna Bagaggawale (PFA), 2006
- The National Land Use Policy, 2006
- The Uganda Gender Policy, 2007
- The Uganda National Land Policy, 2013
- The Soil Conservation Act, 1964
- The Cattle Grazing Act, Cap 222, 1964

- The Prohibition of Burning of Grass Decree, Decree No. 5 of 1974
- The National Environment Act of 1995
- The Water Statute, 1995
- The Local Government Act, 1997
- The Environment Impact Assessment Regulation, 1998
- The Land Act, 1998
- The Forestry and Tree Planting Act, 2003

Vision: A sustainably managed, socio-economically productive, and environmentally stable rangeland and pastoralism resource contributing to national development.

Mission: To enhance rangeland productivity by transforming pastoralism, land use practices, and management systems.

Goal: To contribute to national economic competitiveness through sustainable utilization of rangeland resources, enhanced investments, and improved livelihoods of the present and future generations. To contribute to national economic competitiveness for sustainable development.

Specific objectives

- To strengthen the policy and regulatory framework for sustainable management of rangeland resources and pastoralism.
- To enhance sustainable production and productivity of rangeland resources.
- To enhance resilience of rangeland communities to mitigate and adapt to shocks.
- To strengthen institutional and stakeholder capacity to manage rangelands and pastoralism.
- To strengthen research for rangeland development.

GUIDING PRINCIPLES

The overall guiding principles to ensure successful implementation of the policy directives are:

- Community participation and involvement;
- People-centered development and capacity building;

- Co-existence, beneficial and equitable partnerships, pastoral sustainability, and indigenous knowledge preservation;
- Effective policy and legislation enforcement;
- Cross-cutting issues;
- Cooperation, collaboration, and partnership among key stakeholders;
- Effective and efficient governance system at local government level;
- Harmonization of public sector policies and strategies. The policy recognizes the need to be consistent with national priorities.

PRIORITY AREAS AND STRATEGIES

Rangelands provide livelihoods to many communities and pastoralists. However, the declining productivity of the resources calls for targeted interventions. This policy shall promote interventions that ensure sustainable use and development of rangelands and pastoralism. These include strengthening the policy and regulatory framework, promoting sustainable production and productivity of rangelands, enhancing resilience of rangeland communities to mitigate and adapt to shocks, strengthening institutional and stakeholder capacity to manage rangelands, and strengthening research for rangeland development.

PRIORITY AREA 1: STRENGTHEN POLICY AND REGULATORY FRAMEWORK

The effectiveness of traditional administrative systems in rangeland management and utilization has been declining because their roles have not been legally recognized, integrated, or mandated. In contrast, formal governance structures tend to weaken or overlook customary institutions and their capacity to manage resources and conflicts.

KEY STRATEGIES FOR PRIORITY AREA 1

- Review and harmonize existing governance structures for rangeland management and pastoralism.
- Review and harmonize existing policies, laws, and regulations relating to rangelands and pastoralism.
- Develop guidelines, standards, and codes (e.g., pastoral code) for rangeland resource management and pastoralism.

PRIORITY AREA 2: ENHANCE SUSTAINABLE PRODUCTION AND PRODUCTIVITY OF RANGELAND RESOURCES

Production and productivity of the rangeland resources have continued to decline due to poor land use practices, inappropriate technologies and infrastructure to support efficient uses, and poor marketing approaches that do not add value to products and services.

KEY STRATEGIES FOR PRIORITY AREA 2

- Support development and promote alternative livelihoods to ease pressure on rangeland resources.
- Enforce laws, ordinances, and bylaws to regulate rangeland resource use.
- Develop and promote appropriate technologies to scale up production, productivity, and value addition.
- Develop appropriate infrastructure for productivity, including water for production.

PRIORITY AREA 3: ENHANCE RESILIENCE OF RANGELAND COMMUNITIES TO MITIGATE AND ADAPT TO SHOCKS

A large number of communities derive their livelihoods from rangeland resources. However, these resources continue to experience shocks such as drought, floods, landslides, disease outbreaks, and insecurity.

KEY STRATEGIES FOR PRIORITY AREA 3

- Establish necessary mechanisms, including infrastructure to mitigate and adapt to shocks (dams, feed storage).
- Create awareness and build capacity of rangeland communities and other stakeholders to respond to shocks.
- Mainstream rangeland issues in local government development plans and budgets.
- Develop effective early warning systems to guide quick response to rangeland shocks.

PRIORITY AREA 4: STRENGTHENING INSTITUTIONAL AND STAKEHOLDER CAPACITY TO MANAGE RANGELANDS AND PASTORALISM

Knowledge and skills in management of these fragile

resources are deficient due to limited trained manpower and structures. Government shall establish a rangeland resource center to provide leadership, training, research, management capabilities, and investment promotion in rangeland resources management.

STRATEGIES FOR PRIORITY AREA 4

- Review curricula of agriculture colleges and universities to integrate rangeland management and pastoral issues.
- Build systems and structures to support rangeland management and pastoralism development (e.g., rangelands development and management resource center).
- Support formation and strengthening of pastoralists' and rangeland resource user platforms and networks.
- Build capacity of institutions and communities in governance of pastoralism and rangeland resources.
- Mobilize human and financial resources for management of rangelands and pastoralism development.
- Strengthen M&E of rangelands and pastoralism.
- Promote public-private partnerships in rangeland management.

PRIORITY AREA 5: STRENGTHEN RESEARCH FOR RANGELAND DEVELOPMENT

Information is inadequate, fragmented, and inaccessible to guide planning, investment, and management of the resources.

STRATEGIES FOR PRIORITY AREA 5

- Support mainstreaming and integrating rangeland and pastoralism research agenda into national research systems.
- Strengthen knowledge management to inform rangeland and pastoralism development.
- Support research, innovation, technology, and knowledge adoption in rangelands and pastoralism.
- Support efforts for gathering statistical information on rangeland resources and pastoralism.

COORDINATION AND IMPLEMENTATION FRAMEWORK

INTRODUCTION

Management of rangelands and pastoralism requires a multidisciplinary and multisectoral approach. Therefore, implementation of the policy requires specification and coordination of the roles of the different players. There are key ministries and agencies with major roles and responsibilities to ensure sustainable rangeland and pastoralism development. For this to happen, the policy must be resourced, financed, administered, publicized, monitored, and evaluated by an effective implementation structure.

STAKEHOLDER ROLES AND RESPONSIBILITIES

- MAAIF, key central government institution
- Ministry of Water and Environment (MWE) provision of off-farm water-related services (key stakeholder)
- Ministry of Energy and Mineral Development (key stakeholder)
- Ministry of Tourism, Wildlife and Antiquities (key stakeholder)
- Ministry of Local Government (key stakeholder)
- Ministry of Finance Planning and Economic Development (not a key stakeholder)
- Guide on environmental issues
- NARO and universities: take responsibility for research
- Ministry of Trade, Industry and Cooperatives
- Ministry of Lands, Housing and Urban Development
- Provide technical support and market information for range products
- District local governments, supervise service delivery
- Non-state actors (NGOs, CSOs):
 - o Policy advocacy.
 - o Resource mobilization.
- Development partners:

- o Policy advocacy.
- o Technical assistance.
- o Financial support.

COORDINATION AND IMPLEMENTATION

Many government and non-government institutions play roles in managing rangeland resources and pastoralism. It will be important to encourage and coordinate their inputs. The challenges of cross-cutting sectors require a framework for coordination and implementation that can deliver the active participation and interaction of the multiple institutions whose roles and responsibilities are given above.

The main elements of this framework are outlined below. Further details are elaborated in the Policy Implementation Strategy and Monitoring and Evaluation Framework.

- The Cabinet committee on pastoralism and rangeland development will ensure coordination concerns at the highest levels of government.
- Focal points for the rangeland management and pastoralism within sector ministries and agencies will coordinate with the ministry responsible for rangeland development and pastoralism.
- The ministry responsible for the rangelands will coordinate the activities and actions of all government and non-government institutions on matters relating to rangeland development and pastoralism.
- Local governments will coordinate at the local level on matters relating to rangelands and pastoralism.
- The ministry responsible for rangeland development and pastoralism will coordinate the mainstreaming and integration of rangeland and pastoralism development into government programs, plans, and strategies.

RANGELAND AND PASTORALISM LEGISLATION

In order to implement this policy, a robust legal framework is required. The policy will provide the basis for the development of legislation. This will require a review of and harmonization of existing legislation to establish a cohesive body of law for the protection and management of rangelands and for transforming pastoralism. There will be a need to review and update sectoral laws and policies in conformity with the principles and policy responses outlined in this policy.

FINANCING MECHANISM

Implementation of this policy requires mobilization of financial resources for capital investment and implementation of activities through diversified sources of funding. Financing from Government of Uganda (GOU), bilateral and multilateral development partners, international and national environment funds, public-private partnerships, civil society, and other sources will support implementation of this policy. The Ministry of Finance, Planning and Economic Development will evaluate the need for additional resources required to carry out these roles.

Budgeting for this policy will be carried out by the different implementing MDAs responsible for carrying out strategies and interventions under different sectors and cross-sectoral areas. Provisions have been made for the costs of mainstreaming and integrating rangeland management and pastoralism across Government business and the cost of reviewing the implementation of this policy.

COMMUNICATION AND DISSEMINATION OF THE POLICY

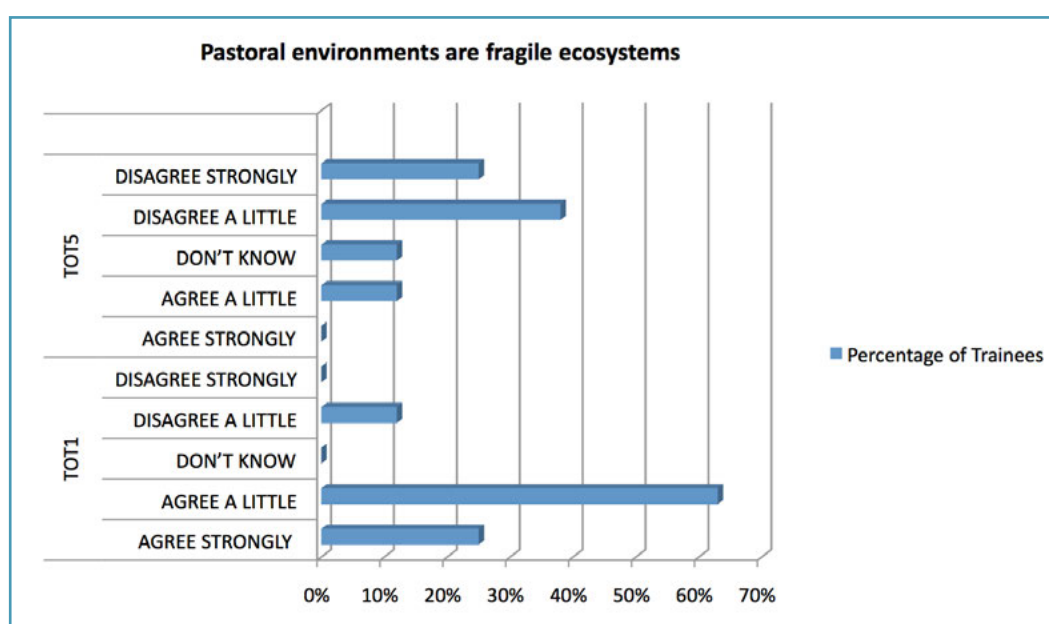
Successful implementation of this policy requires a clear communication and dissemination strategy. Upon approval, the policy will be published, launched, and disseminated at national, regional, and district levels. Popular versions in major local languages will also be produced. Modern electronic communication channels will also be used to ensure that a high number of stakeholders are aware of the policy.

MONITORING AND EVALUATION OF THE POLICY

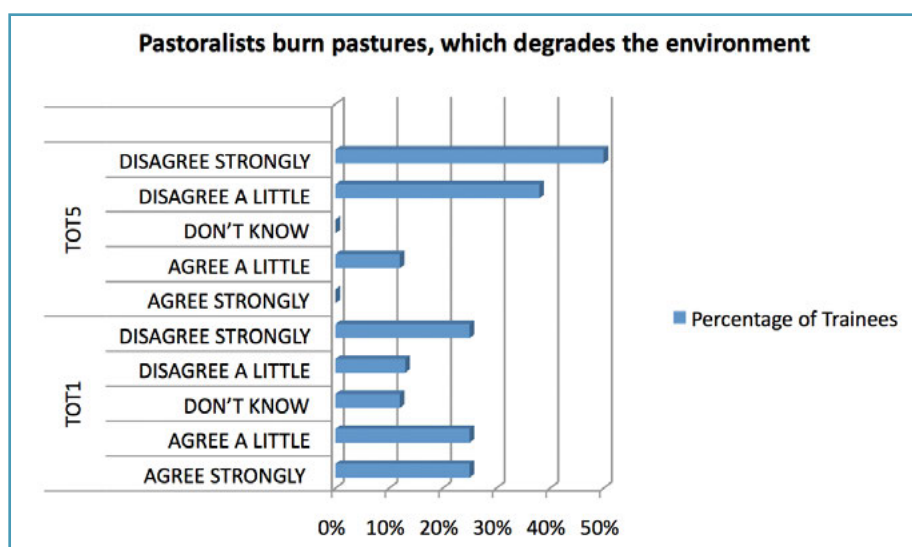
In order to effectively implement this policy, regular monitoring and evaluation is required. Government will undertake periodic reviews of performance on the Rangeland Management and Pastoralism Policy (RMPP) to assess emerging issues requiring policy interventions every five years and undertake a comprehensive review of the RMPP every ten years. The monitoring and evaluation of RMPP will be undertaken as part of the already established agriculture sector M&E framework, which feeds into the national M&E framework and policy coordination under the Office of the Prime Minister. Details of M&E of the RMPP are provided in the sector Monitoring and Evaluation Framework.

APPENDIX II. EVALUATIONS

The evaluation shows the transition in perception and knowledge from ToT 1 to ToT 5. The graphs below show comparison of perception and knowledge during ToT 1 and at the end of the training (ToT 5).

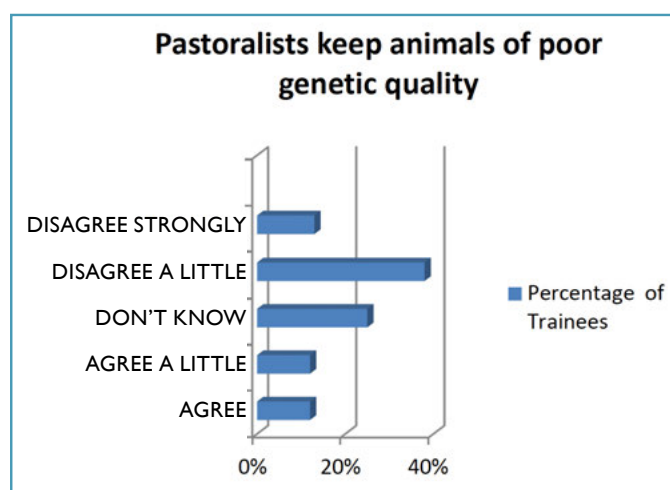


Twenty-five percent of the trainees considered pastoral environments to be fragile ecosystems in ToT 1, while none of them agreed with this at the end of the training.

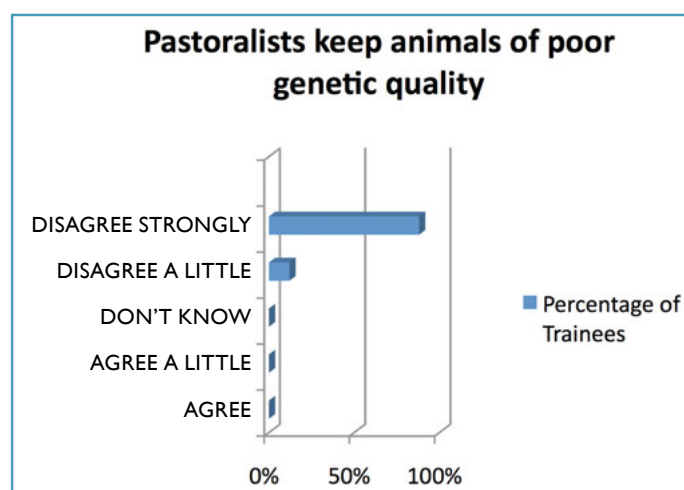


During ToT 1, 25% of the trainees perceived burning of pastures by pastoralists as degrading to the environment, while no trainee agreed with this during the last training.

ToT 1



ToT 5



Eighty percent of the trainees disagreed with the fact that pastoralists keep animals of poor genetic quality in ToT 5 as opposed 13% in ToT 1.

APPENDIX III. AGENDA

DAY	TIME	SESSIONS
Day 1 Monday	9:30–10:30	Session 1 : Opening the workshop <ul style="list-style-type: none"> Welcome and prayers (KRSU) Participants introduce themselves (IIED) Events since ToT 4 (IIED) Workshop objectives (IIED)
		Session 2: Setting the scene <ul style="list-style-type: none"> Overview of KRSU and the strategic value of the pastoralism training (KRSU) Overview of pastoral adaptation process regionally/within Uganda (IIED)
	10:30–11:00	TEA BREAK
	11:00–13:00	Session 3: Adaptation process in Uganda <ul style="list-style-type: none"> Adaptation of EA PPC training manual (David Waiswa) Production of textbook on pastoralism in Uganda (Basil Mugonola)
		Session 4: Options for the institutionalization of Uganda PPC (Samson Opolot)
	13:00–14:00	LUNCH
Day 2 Tuesday	14:00–16:30	<ul style="list-style-type: none"> Group work to discuss institutionalization options (Makerere and Gulu Universities, and CBR) Report back and discussion
		<ul style="list-style-type: none"> Group work to design local-level training program (KDF)
	8:30–10:30	Institutionalization of PPP: prioritize options; design process for developing priority options (e.g., short course), including costs
	11:00–12:00	Institutionalization of PPP: report back, discussion
	12:00–13:00	Finalization of PPP training manual (PIs)
Day 3 Wednesday	14:00–16:00	Session 5: Policy debate on Rangeland Management and Pastoralism Policy
	All day	Finalization of PPP training manual
Day 4 Thursday		Design test training of PPP and certification process (COIs and KDP)
	8:30–10:30	Session 6: Test training designs—report back and discussion
		Session 7: Certification of AT and training materials
	10:30–13:00	Session 8: Advocacy <ul style="list-style-type: none"> What is advocacy? Group work on draft Rangeland Management and Pastoralism Policy Report back
	13:00–14:00	LUNCH
	14:00–16:30	Session 9: Closure <ul style="list-style-type: none"> Action plan Next steps Closing remarks

APPENDIX IV. ATTENDANCE LIST

No	Name	Gender	Designation	Organization	Email Address	Tel. Contact
1	Prof. Samson Opolot	M	Senior Research Fellow	CBR	sopolot2002@gmail.com	0774 875 133
2	Mr. Opoka James	M	Lecturer	Gulu University	opokajin@gmail.com	0772 341 701
3	Dr. Basil Mugonola	M	Senior Lecturer	Gulu University	basil.mugonola@gmail.com	0772 459 745
4	Mr. David Waiswa	M	Lecturer	Gulu University	scdwaiswa@gmail.com	0772 481 812
5	Dr. Aleper Daniel Knox	M	Vice Chair	Gulu University	aleperdaniel@gmail.com	0752 357 743
6	Ms. Irene Lynette Akidi	F	Lecturer	Gulu University	irenelynetteakidi@yahoo.com6	0775 858 84
7	Prof. Openjuru George Ladaah	M	Vice-chancellor	Gulu University	vc@gu.ac.ug. openjuru@gu.ac.ug	0776 540 009
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Continued on next page

Continued from previous page

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