

Development Research and Training (DRT) Capacity Building package

November, 2017



Development Research and Training (DRT) is a Ugandan not-for-profit organization founded in 1997 and registered under the Non-Governmental Organizations Act (Reg. No.2220). DRT's vision is "a Uganda free of chronic poverty". DRT exists to "contribute to poverty reduction through research, evidence based engagement and institutional capacity building".

Background and rationale

Uganda has had an impressive economic growth averaging annually at about 6% in the last 2 decades, and poverty reduction from 56.45 to 19.7% between 1992/3 and 2012/13. This is premised to the number of poverty reduction strategies including public expenditure reforms, infrastructure development and targeted poverty reduction Government programmes such as Operation Wealth Creation, Universal Primary and Secondary Education (UPE, USE), provision of free public health services among others. However, 10% of Ugandans are still chronically poor and 46% of Ugandans are non-poor but vulnerable to falling into poverty once exposed to shocks (DRT; 2013 Chronic Poverty Report and UBoS, 2014). This is attributed to institutional weaknesses and low technical capacity.

Capacity building is embedded and has played a fundamental role in attaining the development targets across all 17 goals of the Sustainable Development Goals (SDGs) to ensure sustainable development. The concept 'capacity' is defined by UNDP as "the ability of individuals, institutions and societies to perform functions, solve problems, set and achieve objectives in a sustainable manner." Similarly, Potter & Borough (2004) defined capacity as the 'ability of individuals and governance institutions to perform functions effectively, efficiently and sustainably'. Therefore capacity ensures that programs do not focus simply on the existence of institutions and availability of technocrats but goes further to ascertain their efficiency, effectiveness, functionality and sustainability in achieving development goals.



Development Research and Training (DRT)

Off Ggaba Road, Kigundu Zone, Luka Mayanja lane – Kansanga. P.O. Box 22459, Kampala (U),
Tel: +256 (0) 313263629/30, +256 (0) 414269491, Email: info@drt-ug.org, Website: www.drt-ug.org.

At the national level, Uganda has a wide range of legislation endorsing the implementation of capacity building. Article 125 of the Constitution of Uganda advocates for capacity building through the establishment of the National Planning Authority (NPA). This authority was formed at the backdrop of a capacity deficiency to build the nation's workforce for both visionary and long term planning. The establishment of both human and institutional capacity will be utilized to plan and implement the country's strategic objectives and long term development goals entailed in the National Development Plan (NDP 1& 2) and Vision 2040. This vision embodies a capacity building element by aiming to develop a human resource strategy that will be utilized to equip the citizenry with skills and tools that will transform the socioeconomic status of the country from a developing to a middle income country status.

Institutional weakness compounded with capacity deficit in public and private sectors in Uganda continues to undermine the impact and quality of work on chronic poverty particularly technical capacity to engagement with other departments. This ultimately has adverse effects on the poverty status in Uganda. It is against this background that Development Research and Training has developed capacity building packages for both state and non-state actors to address some of the capacity gaps on poverty related issues. DRT has a wealth of experience conducting trainings over its 20 years of existence. DRT has carried out a number of action-oriented research projects on topical and relevant areas of poverty reduction including deepening understanding of poverty, chronic poverty, social protection, governance, gender, disability and poverty, use of information for poverty eradication, humanitarian landscape, forest dependent communities, etc. Some of this research has contributed to or influenced the policy processes in Uganda.

DRT training experience

Over the years, DRT has trained over 1000 people in policy analysis and engagement, budget analysis and participatory approaches to research. Participants have included project managers, officers, M&E officers, directors, parliamentarians, community leaders, district officers and media.

Other capacity building programmes conducted by DRT have included piloting governance models that work for the poor under Mwananchi and African Power and politics programmes. DRT has also initiated a Community Based Monitoring System in Katakwi district, developed training materials for the Community HIV-AIDS Initiative (CHAI) for Uganda Aids Commission and training materials for a Gender and Peace Building project for primary school teachers in Karamoja. DRT has also conducted several project and programme reviews and evaluations. For more information please visit www.drt-ug.org.



DRT's current capacity building components:

Topic	Objectives	Duration	Course Outline	Target group
1. Understanding Poverty, Chronic Poverty & Social Protection	To understand poverty, the relationship between social protection and potential to contribute to poverty eradication.	5 days	<ul style="list-style-type: none"> Understanding poverty Understanding Chronic Poverty Manifestations of poverty/Chronic Poverty Understanding vulnerability and vulnerable categories Understanding Social Protection-types Poverty analysis methods Unpacking poverty eradication processes in Uganda 	<ul style="list-style-type: none"> Programme Officers Managers Researchers M&E officers
2. Research Methodologies and Analysis	Participants shall be able to design research tools, collect and analyze data and develop research products	10 days	<ul style="list-style-type: none"> Qualitative research methods Quantitative research methods Field practice Data analysis and documentation 	<ul style="list-style-type: none"> Programme officers Managers Researchers
3. Budget Analysis and budget cycle	Participants will undertake budget analysis and scrutinize resources allocations and affordability to reach vulnerable categories.	3 days	<ul style="list-style-type: none"> What is a budget Understanding budget cycle (stages) Understanding budget analysis tools Influencing budgeting allocation Entry points for budget analysis and influencing 	<ul style="list-style-type: none"> Programme Officers Managers Government civil servants at managerial level Researchers
4. Policy Analysis and Engagement	To enhance analytical skills of participants to effectively analyze policies and programs in relation to poverty reduction. To sharpen participant's ability to undertake evidence based policy engagement	10 days	<ul style="list-style-type: none"> Understanding Key Concepts Stages of Policy Analysis and conceptual framework Policy knowledge, Actors and Spaces Policy Analysis tools Bridging research with policy Approaches to handling a successful engagement Deciding policy analysis area and developing an action plan 	<ul style="list-style-type: none"> Programme Officers Managers Government civil servants at managerial level Researchers
5. Participatory Learning Methods	Participants will be able to understanding people's own point of view, appreciate local realities, promote participation and inform development approaches.	10 days	<ul style="list-style-type: none"> Introduction to participatory approaches Understanding the concept of participation Participatory tools and methods Approaching the community Community based M&E system Documenting information Field practices 	<ul style="list-style-type: none"> Programme Officers Managers Government civil servants at managerial level Researchers
6. Financial and Human resource Management	To guide growing non-state actors (NGOs and CBOs) financial and non-financial managers to effectively and efficiently control organizational resources.	10 days	<ul style="list-style-type: none"> The accounting system Reporting systems Staff administration Human resource management systems 	<ul style="list-style-type: none"> Programme officers Finance officers Managers Human resource officers M&E Officers
7. Data management	Participants will appreciate and be able to make use of data in the day to day operations of the organization.	10 days	<ul style="list-style-type: none"> Defining data Data collection methods Data analysis using a specialised statistical package Documentation Data sharing and access policy frameworks Data management processes 	<ul style="list-style-type: none"> Data Officers M&E officers Programme Officers Managers Researchers Communication officers

Topic	Objectives	Duration	Course Outline	Target group
1.Open Data	To empower partners with knowledge and skills on open data and promote openness in access and use of data.	3 days	<ul style="list-style-type: none"> • Definition of concepts of open data • Unpacking the current open data landscape in Uganda • The importance of open data • Understand the existing global and national Open Data initiatives, how they work and entry points • Using open data systems 	<ul style="list-style-type: none"> • Data scientists • Journalists • Programme officers • Managers • Communication officers
9.Organizational Development	To undertake participants through a process of organisation's development to ensure effective and efficient delivery of their mandates.	10days (module basis)	<ul style="list-style-type: none"> • Self-Assessment • Board orientation, leadership and management • Development of operational systems • Strategic planning process • Team building • Organisational Leadership and management 	<ul style="list-style-type: none"> • Board members • Managers • Programme Coordinators • M&E officers
10. Investigative Journalism	Participants will be equipped with skills to rigorously investigate and report information with the purpose of facilitating change.	5 days	<ul style="list-style-type: none"> • Changing landscape of investigative reporting • Ethics and the laws of journalism • Using multi-media • Gathering news • Writing skills 	<ul style="list-style-type: none"> • Journalists • Communication officers • Planners • M&E officers
11. Project Planning, Review and Evaluation	Support organisations to systematically and objectively assess ongoing or completed project/program to inform future interventions and similar actions.	10 days	<ul style="list-style-type: none"> • Relevance or significance of, effectiveness of, efficiency, impact of, sustainability of and lessons of an action. 	<ul style="list-style-type: none"> • International NGOs • National NGOs • Government departments and Agencies • CBOs
12. Humanitarian Needs Integration.	Participants will participate in assessing and developing hazard and risk integration programs to inform humanitarian planning and decision making.	10 days	<ul style="list-style-type: none"> • Humanitarian Concepts • Coordination and Partnerships • Integration of DRM in Development Plans • Humanitarian Learning and Knowledge Management • Risks and Vulnerability Assessments 	<ul style="list-style-type: none"> • NGOs • CBOs • Government technocrats • Leaders at all levels
13. Writing for Development	Empower organizations in basic writing, writing for rigor and writing for reporting, journals etc.	10 days	<ul style="list-style-type: none"> • Writing reports • Writing analytical papers • Rules in writing for different contexts and audiences 	<ul style="list-style-type: none"> • International NGOs • National NGOs • Government Departments and Agencies • CBOs
14. Ethnographic research	Support organizations with skills in overt and covert observation in research	10 days	<ul style="list-style-type: none"> • Ethnography for development research • Observation techniques • Writing case studies using ethnography • Writing field notes 	<ul style="list-style-type: none"> • International NGOs • National NGOs • Government Departments and agencies • CBOs