Conservation South Africa ABCG Advocacy Workshop

Durban, South Africa

July 15-18, 2019

AFRICA BIODIVERSITY COLLABORATIVE GROUP

Workshop Objectives

▶ To introduce advocacy and create a foundation of knowledge and understanding of advocacy concepts and approaches.

▶ To understand current advocacy priorities for Conservation South Africa's WASH in watershed's portfolio.

▶ To understand and apply the key elements of advocacy strategy design – specifically identifying the advocacy issue, goal and objectives; decision-maker and influencer identification; and message design and execution – tailoring messages to target audiences.

▶ To build upon and learn from existing advocacy and influencing experiences and expertise.

Agenda

► Monday: Introductions, creating an advocacy baseline, advocacy issues, root causes, evidence base

► Tuesday: Advocacy goals and objectives, stakeholder mapping

► Wednesday: Advocacy strengths and limitations, partnerships, advocacy work planning, messaging

► Thursday: Measuring advocacy progress and adaptive management, next steps

Write a definition of advocacy
on the cards provided

Defining Advocacy

Advocacy is the process of strategically managing and sharing knowledge to change and/or influence policies and practices that affect people's lives

Advocacy Is:

▶ A deliberate process

▶ Aims to inform and influence decision-makers

▶ Seeks to changes that are evidence-based

Defining Advocacy

▶ Advocacy is the practical use of knowledge for purposes of social changes directed to government policies, laws, and procedures.

▶ Advocacy supports an issue and persuades the decision makers on how to act in order to support that issue.

▶ Advocacy is a process, not an one-way activity.

▶ Advocacy is about motivating and mobilizing the community. It starts with a small group of people who share concerns about a specific problem and are willing to devote time, their experience and resources available to reach the desired change.

Consensus building helpful hints

Voting	Consensus
Must choose one option from several.	Synthesizes multiple options into one "hybrid" option everyone can agree on.
Someone wins and someone loses.	Everyone wins because each member's input is valued as part of the solution.
Quick, but can result in bad feelings, resistance.	Takes longer, but generates commitment, shared ownership.

Steps to Consensus

▶ Clarify the decision to be made.

▶ Develop proposals/options.

▶ Evaluate the ideas.

▶ Summarize common ground and points of disagreement.

▶ Synthesize.

▶ Finalize the decision.

Three Levels of Consensus

▶ I **fully support this decision** and believe it reflects the wisdom of the group.

▶ I **can accept this decision** even though I have some reservations.

▶ I'm **not comfortable with this decision** and need to discuss it further.

▶ Hints

  ▶ Important to find an agreed way for the participants to express the statements above

  ▶ Reaching consensus is time consuming, need to assess when it's time to move on

  ▶ Have an alternative if consensus can't be reached

Experiences with Advocacy

▶ Describe your previous or current experience with advocacy.

    ▶ Where did you do it?

    ▶ What was difficult?

    ▶ What was natural?

Advocacy Approaches

- Advocacy approaches include but are not limited to
  - **Lobbying**
  - Campaigns
  - Meetings with government officials
  - Translation of research
  - Education/influencing events
  - Consensus building and/or
  - Creating champions

Lobbying

▶ **Lobbying** is a form of advocacy that involves directly engaging with decision makers particularly a politician or public official who has control or significant influence over a policy, piece of legislation or regulation.

▶ Examples of lobbying:

  ▶ Asking your Member of Parliament or representative to introduce, amend or vote for or against particular legislation

  ▶ Direct citizen outreach to parliamentarians, representatives or other government officials asking them support or oppose specific legislation or regulations

  ▶ Online or written petitions asking for legislators to support or oppose particular legislation

Advocacy Strategies

▶ Differences between ad hoc and formal advocacy

▶ Advantages of collective voice

▶ Cohesive messaging to inform policy and practice

▶ Building strong grassroots movements

▶ Changes in policies and budgets

▶ Implementation of policies and laws

10 Parts of an Advocacy Strategy

Part 1	Advocacy Issue
Part 2	Advocacy Goal
Part 3	Decision-makers and Influencers
Part 4	Decision-makers' Key Interests
Part 5	Advocacy Opposition and Obstacles
Part 6	Advocacy Assets and Gaps
Part 7	Advocacy Partners
Part 8	Advocacy Tactics
Part 9	Advocacy Messages
Part 10	Plan to Measure Success

Parts of an Advocacy Strategy

Part 1   Advocacy Issue, Root Causes and Identifying your Evidence Base

Part 2   Advocacy Goals and Objectives

Part 3   Decision-makers and Influencers

Part 4   Opposition and Obstacles

Part 5   Advocacy Strengths, Limitations and Partnerships

Part 6   Advocacy Approaches and Activities

Part 7   Advocacy Messages

Part 8   Measuring Progress and Adaptive Management

Advocacy Issues and Root Causes

- A good issue for advocacy is…
  - A current objective or focus area of your program's work
  - Based in evidence
  - Can be improved with advocacy (a change in policy, implementation of an existing policy, change in budget, etc.)
  - Possible to do in 3-5 years
  - Specific and clear

Advocacy Issues and Root Causes

- Questions about root causes

  - Can a policy change or implementation of an existing policy help improve the root cause?

  - Does your organization have programmatic experience with this root cause?

  - Do you have any evidence that this is a root cause?

  - Can the problem be addressed in 3-5 years?

Overview Day 2

▶ Advocacy issues, root causes and identifying the evidence base

▶ Advocacy goals and objectives

▶ Decision makers, influencers and stakeholder mapping

▶ Opposition and obstacles

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Advocacy Issues and Root Causes

▶ Criteria for prioritizing an advocacy issue

   ▶ Specificity and clarity

   ▶ Amount of evidence to prove the problem

   ▶ Potential for partnership to address the issue

   ▶ Amount of political will to address the issue

   ▶ Organization has unique experience and expertise to contribute to addressing the issue

   ▶ Availability of resources (time, money, and influence) to address the issue

   ▶ Risk to your organization to address the issue

   ▶ Likelihood the policy change or action will significantly impact the problem

   ▶ Feasibility of success in 3-5 years

Evidence Base

▶ Critical programmatic or technical documents or research that could support your position on the issue

Type of document or evidence	Source

Goal and Objectives

▶ Goal (Long-term, higher level)

▶ Objective (Shorter-term, steps to achieve goal)

▶ Components

   ▶ **WHO:** the decision-making institution with the power to take action on your advocacy issue.

   ▶ **WHAT:** the change you would like to see relative to your advocacy issue.

   ▶ **HOW:** the specific action the decision-making institution can take to accomplish the change.

   ▶ **WHEN:** a time frame for the action to occur (often between six months and three to five years depending on the particular advocacy effort).

Goal and Objectives

- SMART goals and objectives
    - **S**pecific
    - **M**easurable
    - **A**chievable
    - **R**elevant
    - **T**ime-based

Goals and Objectives

▶ Goal group brainstorming activity

▶ Small group objective work

Group 1 Issue 1

▶ Issue: Insufficient budget allocation and lack of prioritization related to environmental management

▶ Root causes

  ▶ *Lack of will and focus of ANDM to prioritize budgets for environmental management (Integrated planning – coordination between all parties – reaching consensus)*

  ▶ Decision-makers don't recognize environmental management as a priority over other service delivery (infrastructure – water supply systems, latrines, health education, nutrition) priorities

  ▶ Environmental management is perceived to be a stumbling block to development

  ▶ Job creation is a motivator – EIA can derail and/or delay this process (mismatched expectations)

  ▶ **Lack of technical expertise**

Group 1 Issue 1

▶ Feedback

  ▶ Why is EM perceived as a stumbling block? Environmental Impact Assessments need to be done but it is not something that people think about

    ▶ People focus on procurement processes

    ▶ The EIAs take place too late – this can cause delays to the project (deliberate avoidance) – WHY?

    ▶ Promising things before all proper assessments have been done (over promising – misinformation)

    ▶ Needs assessments done and then jump right to planning instead of doing all the assessments at once

  ▶ Is it a cost issue if you need to move the water system based on the

    ▶ Environmental management – delaying the process of what we want to do (how presented, order of events)

    ▶ Cost effectiveness does not play a role – not money making (ex. Natural spring)

  ▶ Community expectations

  ▶ Corruption – less benefit and kickbacks (Environmental office oversees this process)

    ▶ Same person oversees the EIA and procurement of the contractor to put in the water system

    ▶ Money is the driver

  ▶ MFMA – policy dictates finance and procurement process (Standard Operating Procedure)

Group 1 Issue 2

▶ Issue: Uncoordinated local government planning of water resources (does this **impact** or a driver of water access?)

▶ Root causes

  ▶ Shortage of skilled labor or technical expertise

  ▶ Lack of proper budget allocation

  ▶ Lack of incentives to coordinate planning

  ▶ Lack of communication between ANDM structures (units within the ANDM infrastructure department – DWS, O&M, PMU, Planning, etc.)

Group 1 Issue 3

▶ Issue: Water access

▶ Root causes

  ▶ Lack of proper budget allocation – not infrastructure, CBNRM program

  ▶ Lack of infrastructure

  ▶ Lack of will for the municipality (ANDM?) to provide services (due to: corruption, incentives –performance based bonuses are a standard, political priorities, if you out perform others then you can catch a flame for that) – Need to understand this better

▶ Feedback

Group 1 Finalized Issue and Root Causes

▶ Issue: ANDM structures do not allow for water resources to be managed in a holistic way

▶ Root causes

  ▶ Uncoordinated local government planning of water resources

  ▶ Sub-root causes

    ▶ Shortage of skilled labor or technical expertise

    ▶ Lack of proper budget allocation

    ▶ Lack of incentives to coordinate planning

    ▶ Lack of communication between ANDM structures (units within the ANDM infrastructure department – DWS, O&M, PMU, Planning, etc.)

Group 1 Finalized Issue and Root Causes

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  ▶ Sub-root causes

    ▶ Shortage of skilled labor or technical expertise

    ▶ Lack of proper budget allocation

    ▶ Lack of incentives to coordinate planning

    ▶ Lack of communication between ANDM administrative structures (units within the ANDM infrastructure department – DWS, O&M, PMU, Planning, etc.)

▶ Draft goal: The ANDM Infrastructure Department has institutionalized a coordinated and integrated planning process for water resources by 2022.

Group 1 Finalized Issue and Root Causes

▶ Issue: ANDM structures do not allow for water resources to be managed in a holistic way

▶ Root cause: Uncoordinated local government planning of water resources

▶ Goal: The ANDM Infrastructure Department has institutionalized a coordinated and integrated planning process for water resources by 2022.

▶ Objectives:

▶ The ANDM Municipal Manager, Director of Infrastructure and unit heads have a basic understanding of the importance of integrated planning for water resources by 2021

▶ ANDM Infrastructure Department technical staff have a basic understanding of and support the importance of integrated planning for water resources by 2021

▶ The Municipal Manager mandates the Infrastructure Department unit heads and technical staff to coordinate and integrate their planning processes for water resources by 2021.

▶ Coordination and integrated planning processes for water resources become a fixed agenda point of the ANDM monthly meetings by 2022.

Group 1 Finalized Issue and Root Causes

- Issue: ANDM structures do not allow for water resources to be managed in a holistic way

- Root causes

  - Insufficient budget allocation and lack of prioritization related to environmental management

  - Sub-root causes

    - Lack of will and focus of ANDM to prioritize budgets for environmental management (Integrated planning – coordination between all parties – reaching consensus)

    - Decision-makers don't recognize environmental management as a priority over other service delivery (infrastructure – water supply systems, latrines, health education, nutrition) priorities

    - Environmental management is perceived to be a stumbling block to development

    - Job creation is a motivator – EIA can derail and/or delay this process (mismatched expectations)

    - Lack of technical expertise and skilled labor

- Draft goal: ANDM prioritizes and allocates sufficient budget for environmental management by 2023.

Group 1 Finalized Issue and Root Causes

▶ Issue: ANDM structures do not allow for water resources to be managed in a holistic way

▶ Root causes: Insufficient budget allocation and lack of prioritization related to environmental management

▶ Goal: ANDM prioritizes and allocates sufficient budget for environmental management by 2023.

▶ Objectives:

  ▶ By 2020, a champion for environmental management is present within ANDM

  ▶ Decision makers in ANDM understand the value and added benefits of EM by 2021

  ▶ EM elevated within specific fora in ANDM by 2021

  ▶ Decision makers in ANDM promote the value and added benefits of EM by 2022

  ▶ Decision makers integrate MFMA and EIA regulations and develop SOP by 2023

  ▶ Decision makers allocates budget in line with the SOP by 2023

Group 2 Issue 1

- Big Issues: Poor water quality, rangeland degradation, alien plant infestation
- Issue: Poor land management practices
- Root causes
  - Poor land management practices
    - Alien invasive species
  - Lack of/poor infrastructure development
  - Cross-contamination of water sources (human, animals, livestock)
- Feedback
  - Cross-contamination of water for human consumption has data but for the environment no data
  - Sedimentation and erosion are also root causes
  - Are alien invasive plants also a root cause? Water stagnation, loose dilution of contaminants – reduced nutrient cycling specifically nitrogen
  - Define land management practices: communal spaces but no ownership or accountability related to the space

Group 2 Issue 1

▶ Big Issues: Consequences of poor land management - poor water quality, rangeland degradation, alien plant infestation

▶ Issue: *Poor land management practices*

▶ Root causes

  ▶ *Governance issues: lack of accountability for communal land (addressed with traditional leaders)*

  ▶ Internally displaced people ? – internal people migration – doing their old practices based on former geographies but new areas not optimal for farming – new geographies not viable for the types of farming practices they are doing – need to change practices [PROGRAMMATIC]

  ▶ *Approach to maintenance of areas where invasive alien plants have been cleared is not sustainable and needs to be addressed in planning and budget of government programs*

Group 2 Issue 1

- Feedback

  - Government funding and incentives – Establish a government fund to support different practices

  - ECPTA – what do you want them to do?

  - Government introduced a plan to remove invasive alien plants but there was regrowth – but was missing proper management to ensure there is not reinfestation, but now the government has expanded their program

  - Want government to invest more money to reduce invasive alien plants and reinfestation (what is missing is the inclusion of maintenance in the current invasive alien plant processes) – all people who are working in reduction of invasive alien plants must include maintenance in their program – How can this become a requirement?

Decision makers and Influencers

- Definitions
  - Decision maker: People with the formal power or authority to take the desired policy action and/or their key advisors or staff.
  - Influencer: People or groups who can have a compelling force on the actions, opinions, or behavior of decision-makers.
- Activity options
  - Group brainstorm
  - Stakeholder mapping (example from Colleen)
    - AIIM
    - Power mapping

Decision makers and Influencers

- Key questions
  - What are their priorities?
  - What motivates them?
  - What is their background?
  - How supportive are they of your issue?
  - How aware are they of your issue?

Opposition and Obstacles

▶ Key terminology

  ▶ Opposition - a group of adversaries or competitors, especially a rival political party

  ▶ Obstacle – Something that blocks one's way or prevents or hinders progress

  ▶ Resistance - the refusal to accept or comply with something; the attempt to prevent something by action or argument.

  ▶ Influence - the capacity to have an effect on the character, development, or behavior of someone or something, or the effect itself.

  ▶ Mitigation – Reducing the severity of the problem, issue and/or obstacles

Stakeholder Analysis

Stakeholder Analysis

What does it do?

▶ Highlights the interactions and existing communication between stakeholder groups

▶ Identifies partners, alliances and broken relationships among stakeholders, along with potential alliances and entry points for action

Developing a Stakeholder Map

1. Brainstorm to identify a list of actors connected to the advocacy issue

2. Classify the actors based on low, medium or high level of decision-making power

3. Write out each actor on a circle that correlates with their level of power

4. Draw lines based on the type of relationship or interaction that exists (see Key)

5. Place a plus sign on the circles of actors who are supportive of the advocacy issue and, if relevant, add interests of key parties to their circle as well.
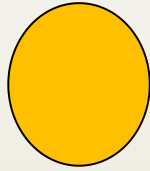
Stakeholders, Limitations and Partnerships

- Key Advocacy Skills
  - Passion, commitment
  - Ability to communicate verbally and written (articulate)
  - Ability to work in a team
  - Likeable
  - Understand protocols/context and behave appropriately within them
  - Respectful
  - Persistent
  - Good at research and evidence creation

- Translating evidence into messages
- Well connected
- Listening
- Ability to read people/discern the situation/identifying cues/knowing when to and not to push
- Policy writing and analysis
- Realism
- Negotiation skills
- Motivation skills
- Presentable/good physical appearance

Partnerships

▶ Strategic reasons to partner

  ▶ Adds to the number of organizations actively working on the issue.

  ▶ Brings together new constituents demonstrating wide-scale and diverse support for the issue.

  ▶ Demonstrates benefit to multiple sectors of importance.

  ▶ Improves ability to reach and persuade a wider set of decision-makers and influencers.

  ▶ Helps to mitigate the influence of the opposition.

  ▶ Yields additional expertise, skills, and resources.

  ▶ Helps fill an organization's advocacy gaps.

Partnerships

- Effective partnerships
  - Bring resources to the advocacy effort.
  - Are generally easy to work with.
  - Are aligned with your advocacy goal.
  - Bring few risks.

Partnerships

- Qualities of an effective partner
  - Swift attention to problems
  - Shared power
  - Clear expectations
  - Mutual responsibility
  - Ample recognition, thanks, and praise
  - Inspiration and celebration
  - Strategic thinking
  - Persistence

  - Personal and regular contact
  - Regular flow of information (bi-directional)
  - Focused goal-setting
  - Common goal/purpose
  - Complementary skill sets and networks
  - Mutual respect
  - Money

Partnerships and Collaboration

▶ Types of collaboration

    ▶ Information and data sharing

    ▶ Developing common messages

    ▶ Mutual consultation

    ▶ Joint planning and strategizing

    ▶ Coalitions and alliances

Types of collaboration

Information and data sharing

Individuals and organizations agree to freely share information and data based on their contacts and what they learn in their work. There is no joint decision-making or requirement to use the information in a certain way.

Types of collaboration

Developing common messages

Partners agree to share information and then analyze it together to identify trends and develop shared messages. Each organization will use these messages as they see fit within their own advocacy and not necessarily in coordination with each other.

Types of collaboration

Mutual consultation

Partners use one another as a resource to develop their own individual plans to achieve policy advocacy goals. They get ideas from each other but still do separate work.

Types of collaboration

Joint planning and strategizing

Partners identify similar challenges and develop mutually reinforcing plans and strategies to address them. Each partner does its own work but holds the other accountable for agreed-upon actions.

Types of collaboration

Coalitions and alliances

The most formal type of collaboration where individuals and organizations work together on a shared plan of action. They are committed to support the plan and each other. Some coalitions are temporary and the partners disband after they reach their common goal. Other coalitions are like a long-term alliance, with a permanent structure and organization.

Activities and Approaches

- ▶ Activity categories
  - ▶ Events and meetings
  - ▶ Materials and publications
  - ▶ Generating or collating data and evidence
  - ▶ Media and communications

Activities and Approaches

▶ Key questions to consider

    ▶ Will the activity address our decision-makers' key interests?

    ▶ Will the activities catch the interest of our decision-makers and/or their influencers?

    ▶ Will the activity lessen the influence of any opposing groups or counter their messages?

    ▶ Do we have the expertise and resources to carry out the activity?

    ▶ What upcoming events, significant dates, or government decisions could be opportunities for mobilization and advocacy? (Opportunistic)

    ▶ Does the activity pose any risk to our organization?

Objective:

Activity	Responsible Staff	Partner(s)	Costs (staff days and out of pocket costs)	Timeline (frequency and by when)

Qualities of a Compelling Message

▶ Brief

▶ Focused

▶ Solution-oriented

▶ Supported by evidence

▶ Targets key interests of the decision-maker

▶ Uses non-technical language

▶ Optimistic and hopeful

▶ Has a clear request

Four parts of an advocacy message

1. What is the issue?
2. Why should the decision-maker care about the issue?
3. What is the proposed solution and how will it impact the problem?
4. What do you want the decision-maker to specifically do following your interaction?

Ideal messengers

– Messengers should be diverse.

– Messengers should represent a range of seniority.

– Messengers should be effective public speakers.

– Messengers should support your advocacy goal.

Messaging

Message	Decision Maker (Target) of the message	Associated source of the content

Measuring progress

▶ Measure small incremental change

▶ Changes in language

▶ Public statements

▶ Tools: outcome harvesting, language measurement