



IRC

Jane Goodall Institute Freshwater and WASH Advocacy Workshop

Kampala, Uganda

July 22-25, 2019



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Workshop Objectives

- ▶ To introduce advocacy and create a foundation of knowledge and understanding of advocacy concepts and approaches.
- ▶ To understand current advocacy priorities for JGI's Freshwater/WASH ABCG 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.



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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



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Defining Advocacy

- ▶ Advocacy
- ▶ Lobbying
- ▶ Influence
- ▶ Activism
- ▶ Consensus



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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



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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.



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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



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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



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Experiences with Advocacy

- ▶ Based on the definitions
 - ▶ What have you done in the last 6 months or year that you would consider advocacy?



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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



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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

- 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



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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?



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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



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Issue

- ▶ Issue: Limited prioritization of fresh water conservation and WASH implementation (integration?) at the district level in Hoima and Masindi.
- ▶ Root causes
 - ▶ Limited staff capacity (skills, time, not enough staff)
 - ▶ Insufficient financial resources (staff, infrastructure, etc.)
 - ▶ Competing political priorities (focus on roads, agriculture, etc.)
 - ▶ Lack of coordinated planning across sectors
 - ▶ Lack of a unified policy for freshwater conservation and WASH
- ▶ Feedback
 - ▶ Level of implementation is lacking
 - ▶ Siloed issues (no integration)
 - ▶ How can advocacy strategy feed into the Coca Cola proposal (supporting the implementation approach)
 - ▶ National level policy exists but the integration and actualization of the policy at the district level (on the ground) is the problem - freshwater conservation and WASH integration elements are missing in the WASH policy
 - ▶ IWRM integrated plans - MoWE (Directorate of Water Resources) putting together guidelines for IWRM integrated planning
 - ▶ The right people are not at the table - mostly engineers making decisions no one from environment present just water and health (don't see the connection)
 - ▶ Community level - low level of awareness and no clear mutually reinforcing incentives (programmatic but links to advocacy - may be an activity)
 - ▶ Collaboration with key stakeholders and invite them as partners to get their buy-in and investment from the beginning (objective and/or approach)
 - ▶ Lack of champions - especially in planning meetings where politicians are present (objective)



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Issue

- ▶ Issue: Lack of coordination of the stakeholders/actors (government and NGOs) working in freshwater conservation and WASH which hinders sustainability and doesn't align with national policies
- ▶ Root causes
 - ▶ Lack of process (policy, framework or guidelines) to guide implementation of freshwater conservation and WASH implementation in Masindi
 - ▶ Lack of sectoral coordinator but there is a framework that brings people together
- ▶ Feedback
 - ▶ Framework exists but the cross-sectoral coordination is a problem - is not representative
 - ▶ The key development issues are not linked
 - ▶ The district water office should be bringing these actors together
 - ▶ All WASH budget allocations go through the district water office
 - ▶ Lack of NGO consultation with the district water office prior to doing WASH infrastructure
 - ▶ Quarterly planning meetings at district level for water but many people do not participate (do not choose to participate)
 - ▶ District planning is done in silos - no coordination in the planning process (especially in 5 year development plans)
 - ▶ Lack of awareness that the quantity of water is sufficient

Issue

- ▶ Issue: Clearing of catchment forest
- ▶ Root causes
 - ▶ Lack of clear land tenure
 - ▶ Lack of land use planning
 - ▶ Lack of capacity and funding for enforcement of regulations
- ▶ Feedback - land tenure
 - ▶ Land tenure is clear but management and enforcement is not clear
 - ▶ No ownership of land at the individual level - lack of tenure, people are squatters on land
 - ▶ Lack of an effective tenure rights - Sketchy
 - ▶ Multiple people have proof of ownership - conflicting land tenure claims
 - ▶ Government is blocking the title process in Hoima
 - ▶ there is oil and natural resources
 - ▶ Conflict between the kingdom and the government
 - ▶ Internal and external migration (other parts of Uganda, Congo, etc.)
 - ▶ Government high level officials are taking the land - positioning for oil (profitable)
- ▶ Feedback - capacity and funding for enforcement of regulations
 - ▶ Lack of budgetary allocation
 - ▶ Priority setting
 - ▶ Lack of staff capacity - people in general



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Issue

- ▶ Issue: Lack of integrated landuse planning for freshwater conservation for the Albertine Rift
- ▶ Root causes
 - ▶ Community are not informed of the need of participating in planning
 - ▶ Lack of priority setting at local government level
 - ▶ Policies are not enforced
 - ▶ Land tenure issues hindering community willingness to participate
 - ▶ Expensive venture for local government partners
 - ▶ Lack of local government staff capacity
- ▶ Feedback
 - ▶ Office that is mandated for this is the Fiscal
 - ▶ Government framework exists at national level but lack of technical skills from the government to do anything about it (knowledge, technical expertise, number of staff)
 - ▶ Lack of a sufficient number of staff (understaffing)
 - ▶ Those staff that are present lack the technical skills and knowledge
 - ▶ Budgetary allocation is low
 - ▶ Political interference - proper enforcement interferes with profits
 - ▶ Government has financial interest in the land and therefore
 - ▶ No ability of government to raise internal revenue (at department level) - production and marketing is good at this
 - ▶ No staff or contact person - an office exists but no people to implement it
 - ▶ Competing needs effect planning - revenue practices are prioritized over WASH and conservation



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Issue

► Feedback



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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).



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Goal and Objectives

- ▶ SMART goals and objectives
 - ▶ Specific
 - ▶ Measurable
 - ▶ Achievable
 - ▶ Relevant
 - ▶ Time-based



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Goals and Objectives

- ▶ Goal group brainstorming activity
- ▶ Small group objective work



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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.
- ▶ Alignment, Interest and Influence Matrix (AIIM)



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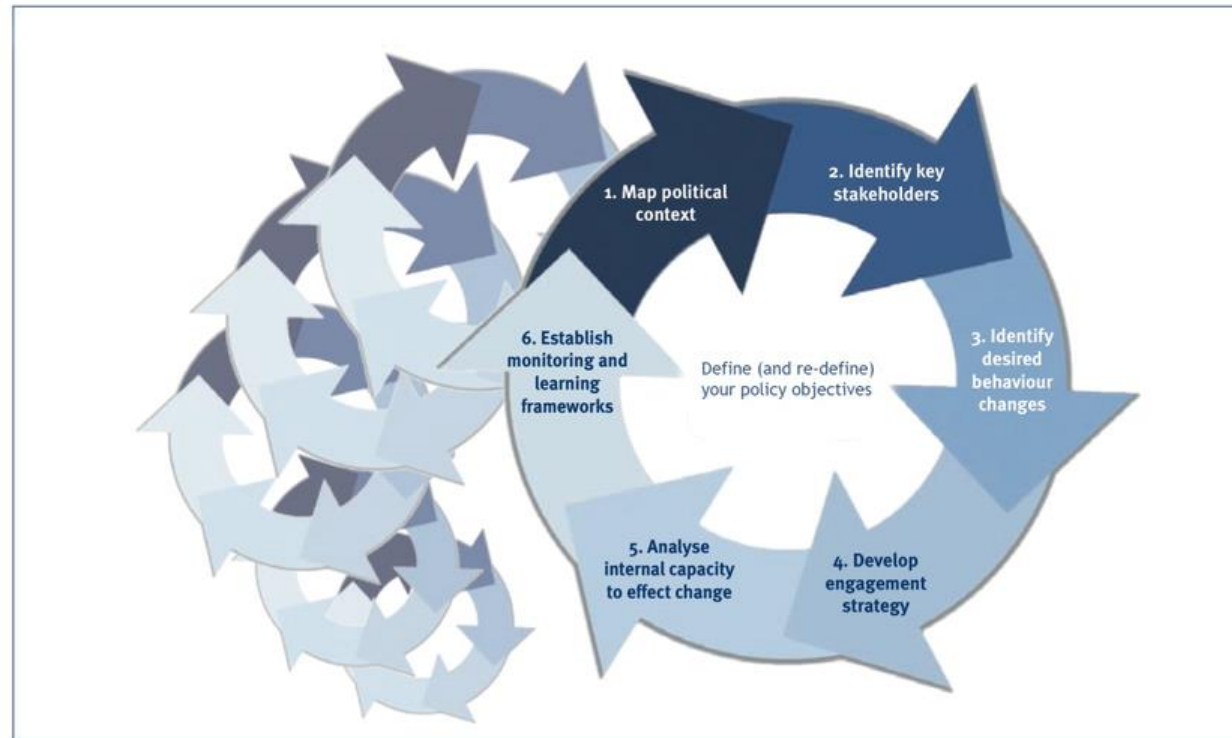


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Alignment, Interest and Influence Matrix

► Definitions

- Alignment
- Interest
- Influence
- Power
- Direct relationship
- Access



Alignment, Interest and Influence Matrix

► Definitions

► Alignment

- Do they agree with your issue and approach?
- Do they agree with your assumptions?
- Do they want to do the same things you think need to be done?
- Are they thinking what you are thinking?

► Interest

- Are they committing time and money to your issue?
- Do they want something (for or against) to happen related to your issue?
- Are they participating in events or meetings related to your issue?
- Are they speaking publically about your issue (positive or negative)?



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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?



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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



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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/known when to and not to push
- ▶ Policy writing and analysis
- ▶ Realism
- ▶ Negotiation skills
- ▶ Motivation skills
- ▶ Presentable/good physical appearance



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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.



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Partnerships

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



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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, resources
- ▶ Demonstration of performance - track record of success



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Partnerships and Collaboration

- ▶ Types/Forms of collaboration
 - ▶ Information and data sharing
 - ▶ Developing common messages
 - ▶ Mutual consultation
 - ▶ Joint planning and strategizing
 - ▶ Coalitions and alliances



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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



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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?



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Objective:

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



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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



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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



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Measuring progress

- ▶ Measure small incremental change
- ▶ Changes in language
- ▶ Public statements
- ▶ Tools: outcome harvesting, language measurement



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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