

# Policy Analysis, Engagement and Advocacy Capacity Building Workshop

4-5 April, 2007, Johannesburg, South Africa  
Dr. Fletcher Tembo and Naved Chowdhury

## Table of Contents

1. Introduction .....	2
2. Workshop objectives .....	2
3. Annex 1 – Workshop Agenda .....	6
4. Annex 2 – Workshop Participants List .....	7
5. Annex 3 – Workshop Evaluation .....	8

## Introduction

The Southern African Regional Poverty Network (SARPN) and Overseas Development Institute (ODI) from the 4<sup>th</sup> to 5<sup>th</sup> April 2007 hosted a *Policy analysis, engagement and advocacy capacity building workshop*. The workshop was attended by 34 participants drawn from civil society, government and donors from Kenya, South Africa, Zimbabwe, Malawi, Zambia and Mauritius. The workshop was being hosted as part of the ODI Civil Society Partnership Programme (CSPP) under which SARPN is a partner. SARPN has been implementing policy related work in the region which has exposed limitations in effective policy influence arising from lack of capacity in policy analysis, engagement and advocacy. The capacity building workshop was meant to create an opportunity to strengthen the efforts of stakeholders in policy related work.

## Workshop objectives

### Main objective

***To share knowledge and information for civil society in southern Africa to better link its advocacy activities to research.***

To this end selected participants, National Smallholder Farmers Association of Malawi, Soul City Institute for Health and Development Communication, Earthlife Africa, Ecumenical Service for Socio-Economic Transformation, South Africa Department of Foreign Affairs, Joint Economics AIDS and Poverty Programme and Catholic Commission for Justice and Peace in Zimbabwe presented their experiences in policy related work. The presentations articulated the policy issues that each are engaged in and the tools been used in the processes. Tools shared ranged from targeted lobbying, media, public discussions, community based campaigns and marches among others. Arising from the presentations were challenges related to the capacity to articulate policy issues, challenges with competing interest groups on policy issues, engaging on already established policies, engagement in highly polarised and politically sensitive environments, deciding the exit points in policy processes, ensuring implementation where policy formulation has been achieved, understanding the policy process and budget formulation nexus, strategic use of the media, and how confrontation can be used effectively in policy processes.

## Specific objectives:

Specific objectives set for the workshop were:

### *Clear understanding of the RAPID framework and how it can enhance Southern Africa CSOs objectives*

The participants were engaged through workshop presentations and participatory group work and presentations on the RAPID framework focusing on elements of the framework:

- *External Influences* - Socio-economic and cultural influences and donor policies
- *Political context* - political and economic structures and processes, culture, institutional pressures, incremental versus radical change
- *Evidence* - its credibility, the degree it challenges received wisdom, research approaches and methodology, simplicity of the message and how it is packaged
- *Links* - between policy and research communities, networks, relationships, power, competing discourses, trust and knowledge.

In engaging through the framework certain key processes need to be undertaken which include:

- Problem tree analysis - to identify the policy issue or problem
- Stakeholder analysis - for clarifying policy change objectives and interest groups, their influences and how they can be organised and engaged.
- SWOT analysis - to identify capacities, competencies, resources, spaces and potential barriers to processes and efforts.
- Social network analysis - the composition, form and structure and information flows of and in relationships

### *General understanding of practical tools that could be used to enhance policy influencing in different contexts and around different policy themes.*

In engaging to influence policy influence actors need to understand their role in complementing states in providing services, innovating service delivery, advocating with and for the poor, identifying problems and solutions, raising awareness and understanding through provision of information and training and capacity building. In strengthening the role of civil society in influencing policies a range of lessons have been learnt related to:

- Understanding policy process means understanding the politics
- Prevalence of mistrust between CSOs and government
- Competition between demand led versus supply driven processes
- Capacity to use and package research for policy influence is limited
- Donor influence is huge
- Gradual erosion of research capacity in the South

- CSOs need to design proposal which are feasible and practical
- Varied level of capacity in the south arising from retention and recruitment of qualified staff, role of research in development organization, lack of training opportunities, more emphasis on policy advocacy and limited funding for research
- Assumptions of capacity in government institutions which is in doubt

While engaging with the policy cycle actors need to use effective tools for policy influence some of which include:

Overarching Tools	Context Assessment Tools	Research Tools	Policy Influence Tools	Communication Tools
<ul style="list-style-type: none"> <li>- The RAPID Framework</li> <li>- The Entrepreneurship Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>- Stakeholder Analysis</li> <li>- Force field Analysis</li> <li>- Write shops</li> <li>- Policy Mapping</li> <li>- Political Context Mapping</li> </ul>	<ul style="list-style-type: none"> <li>- Case Studies</li> <li>- Episode Studies</li> <li>- Surveys</li> <li>- Bibliometric Analysis</li> <li>- Focus Group Discussion</li> </ul>	<ul style="list-style-type: none"> <li>- Influence Mapping &amp; Power Mapping</li> <li>- Lobbying and Advocacy</li> <li>- Campaigning: A Simple Guide</li> <li>- Competency self-assessment</li> </ul>	<ul style="list-style-type: none"> <li>- Communications Strategy</li> <li>- SWOT analysis</li> <li>- Message Design</li> <li>- use of the media</li> </ul>

Discussions during the workshop focused on a number of issues encounter by actors:

- Attribution of policy impact where there a multiple known or unknown players
- Limited use of research from and by regional resources with preference of externally driven research.
- Importance of linking with strategic institutions rooted in grassroots for effective transmission.
- Challenges in knowing and anticipating government policy action
- How some of the tools, such as the force field analysis, can be applicable while minimising subjectivity.
- The need to understand the operating context as this influences the advocacy tools that actors may use. Some tools may be effective in other contexts while being ineffective in others.
- Importance of collaboration and responding to challenges related to coordination and resources

***Clear direction on what needs to happen between SARPN and ODI to strengthen policy analysis engagement and advocacy in southern Africa.***

SARPAN and ODI engaged the development of a demand driven way forward by challenging participants to identify suggestions. Feedback from participants pointed to the need for SARPAN and ODI to consider:

- Developing tools to measure and follow up the impact of the workshop
- Expanding the network and training to include government as they are a key player in the processes and outcomes
- More intense training on policy analysis and ensuring the development of people driven policies
- Facilitation of forums for sharing experiences on policy analysis and advocacy
- Considering partnering with some of the workshop participants to have more targeted follow-up. A specific example was given of partnering with PANOS Southern Africa for media policy analysis and engagement
- Organise other complementary workshops building on this such as focusing on public policy analysis.
- Organise similar training but targeted at supporting activities of thematic groups
- Support CSO participants with the practical components of policy engagement, communication strategies and policy debate
- SARPAN network consider sustained policy debate and sharing experiences building on the workshop.
- Establishing data base of participants for networking and sharing workshop and other policy related publications
- Organising similar workshops at the country levels
- Establishing an online forum for continued engagement and sharing of knowledge and experience.

Participants were also challenged to share recommendations that they would make within their own organisations as an outcome from their participation. Participants would recommend:

- Shift in policy thinking to acknowledge diversity of voices
- Establishing strong research wing or linkage with research institutions
- Strengthening links with civil society organisations working in the field
- Developing a knowledge management process for evidence based policy advocacy
- Creating a process of training and sharing skills with colleagues
- Making a presentation on the training on planned events
- Encouraging colleagues to attend similar workshops
- Establishing strong relations with ODI/SARPAN for support
- Reviewing advocacy strategies and monitoring effectiveness of policy engagement
- Sharing experiences with fellow SARPAN members and other networks/partners
- Applying tools, knowledge and skills to test applicability to organisations and current work
- Establishing a policy unit

## Annex 1: Workshop Agenda

<b>Day 1 Basics of Policy Influence: CSOs, Evidence and Policy processes</b>	
9.00 – 10.00	Introductions, workshop expectations and objectives
10.00 – 11.00	Short presentation from the participants on their experience with policy processes
11.00-11.30	Tea/Coffee
11.30 – 12.30	Plenary: Opportunities and Challenges to policy influence in Southern Africa
13.00 -14.00	Lunch
14.00 – 14.30	What is Policy? What is evidence? Theory and Practice Lessons from the Civil Society Partnerships Programme
14.30-15.00	Discussion
15.00-15.30	Tea/Coffee
15.00 – 16.00	Overview of Tools for Policy Mapping
16.00 – 17.00	Discussion Policy Entrepreneurs Questionnaire
<b>Day 2 Tools for Policy Impact</b>	
9.00 – 9.30	Tools for Policy Analysis Understanding the context: The RAPID Framework
9.30 – 11.00	Group work: Use the RAPID framework to analyse the policy context of your work
11.00 – 11.15	Tea
11.15 – 12.00	Presentation and Discussion What are the opportunities and constraints for shaping policy decisions given diverse political contexts in Southern African countries ?
12.00-13.00	Tools for Policy Influence Group work: Force Field Analysis What opportunities are there for SARPN partners to influence development polices in Southern Africa?
13.00 – 14.00	Lunch
14.00 – 14.30	Presentation of Group work
14.30 – 15.00	Planning communications: Audience, Message and Messenger Advocacy Rules
15.00 – 15.30	Tea
15.30 – 16.30	Some practical tools for Learning and Monitoring Tools for M&E of policy impact
16.30 – 17.00	Workshop Evaluation Closing and Way Forward

## Annex 2: Workshop Participants List

No.	Name	Surname	Organization/ country
1	Mr. Billy Nkosinathi	Maseti	Southern African Catholic Bishops Conference South Africa
2	Mr. Jeff	Zingel	Independent
3	Mr. Zamokwakhe	Somhlaba	Department of Foreign Affairs South Africa
4	Mr. Aaron	Mwewa	Operation Blessing Int. Zambia
5	Ms. Dawn	Linder	SACBC
6	Mr. Alouis Munyaradzi	Chaumba	Zimbabwe Catholic Bishop's Conference Zimbabwe
7	Miss Stephanie	Dukhie	MPRB, Mauritius
8	Mr. Alfred	Hamadziripi	SARPN, South Africa
9	Mr. Desmond	Lesejone	ESSET, South Africa
10	Mr. John	Msimuko	Keepers Zambia Foundation
11	Mr. Francis	Ng'ambi	Economic Justice Network South Africa
12	Ms. Beatrice	Mkwaila	National Smallholder Farmers Association of Malawi
13	Mr. Mnini	Ntombela	SACBC
14	Mr. Henry	Malumo	Civil Society MDG Campaign/Panos Southern Africa, Zambia
15	Mr. Daniel	Matimba	Poverty Reduction Forum Zimbabwe
16	Ms. Penny	Dlamini	Soul City Institute for Health and Development Communication
17	Mr. Celamusa	Ndlovu	RAQSCA
18	Dr. Basil	Jones	IDRC Kenya
19	Ms. Sphindile	Magwaza	American International Health Alliance
20	Mr. Naved	Chowdhury	ODI, UK
21	Ms. Rebecca	Himlin	Planact South Africa
22	Mr. Fadel	Ndiame	W K Kellogg Foundation South Africa
23	Ms Masechaba	Makhetha	Reutlale Community Organisation
24	Ms. Maria	Kurian	The Joint Economics, Aids and Poverty Programme (JEAPP), South Africa

## Annex 3: Workshop Evaluation

From the 18 evaluation forms completed by participants varying feedback was received.

### How relevant was this workshop to your work:

<input type="radio"/> Very relevant	16	89%
<input type="radio"/> Somewhat relevant	2	11%
	18	

### Do you feel this workshop has contributed to your work?

<input type="radio"/> Contributed immensely	13	72%
<input type="radio"/> Contributed somewhat	5	28%
	18	

### Which component of the workshop did you find useful:

The rapid framework	8	32%
Communication	4	16%
Group work	2	8%
Every topic	3	12%
Participants experience	1	4%
Planning policy advocacy	1	4%
Approaches to policy advocacy	3	12%
Tools for policy engagement	1	4%
Linking research to policy	1	4%
Policy analysis	1	4%
	25	

### How do you plan to use skills & experiences shared during the workshop

Share with colleagues	5	24%
Use in current work	14	67%
Capacity building own organisation	2	10%
	21	

### How would you rate the materials provided (documents etc)?

<input type="radio"/> Excellent	5	28%
<input type="radio"/> Very good	7	39%
<input type="radio"/> Good	6	33%
	18	

**Please comment on the content and structure of the workshop:**

Very good	9	32%
Limited time	8	29%
Good	6	21%
Lack of clarity on application of tools	1	4%
Limited clarity instructions for group work	1	4%
Include a roaming micro phone	1	4%
Share papers to be presented before the presentation	1	4%
N/A	1	4%
	28	

**Please provide us with any suggestions for future policy related capacity building workshops**

Gender equality	1	4%
Provide training to thematic or issue based groups	3	13%
More group work	2	9%
Allocate more time	4	17%
More plenary discussion	2	9%
Have similar workshop more regularly	1	4%
Include feedback from participants of previous workshops	1	4%
More case studies	1	4%
Analysis of case studies	3	13%
Opportunities for fundraising	1	4%
Provide additional tools and information	1	4%
Emphasise on policy tools	1	4%
Attach a field visit	1	4%
N/A	1	4%
	23	