



ECOSOCC
Economic Social & Cultural Council




The Voice of the
African Citizenry

ECOSOCC CSO TOOLKIT

Conduct of Advocacy

An Organ of the
African Union



ecosocc.au.int   

Economic Social & Cultural Council 8658 Kudu Road, Kabulonga Lusaka, Zambia

TABLE OF CONTENTS

Acronyms & Abbreviations	1
Glossary	3
Introduction	5
Overview Of The Toolkit	6
How to use the Toolkit	7
Chapter 1: The African Union Advocacy Environment and Structures	9
Module One: The African Union and Key Regional Organs	9
1.1 What is the African Union?	9
Module Two: The African Union & Civil Society	14
1.2 Civil Society Organisations and their Role in the Advocacy & Accountability Landscape.....	14
1.3 Gaining Access into Policy-Making Spaces at the AU	17
Chapter 2: Agenda 2063 and its Importance for CSO Advocacy	22
Module One: What is Agenda 2063: The Africa We Want	23
2.1 Agenda 2063 Aspirational Goals.....	23
2.2 Importance of Agenda 2063 for Civil Society Advocacy	29
Chapter 3: Doing Advocacy for Agenda 2063	32
Module One: Critical Approaches for Effective Advocacy	33
3.1 What is Advocacy?	33
3.2 Why is Advocacy Important?	34
3.3. Power, Intersectionalities and Advocacy or Impact of intersectionalities on Power and Advocacy	35
Module Two: Policy-framing Advocacy	41
3.4 Elements of policy making process.....	42
3.5 Policy Advocacy	44
Module Three: Developing an Advocacy Strategy	44
3.6 Key Advocacy Skills for CSOs	44
3.7 Advocacy Strategies	46
Module Four: Influencing and Positioning for the Target Audience	50
3.8 Identifying the target audience.....	50
Stakeholder Mapping	52
3.9 Influencing Your Target Audience	52
3.10 Partnership and Consortium Building	53
3.11 Mutual Accountability as a Key Principle of Partnerships	54
Module Five: Monitoring of Advocacy Campaigns and Efforts	57
3.12 Theory of Change for Advocacy	57
3.13 Monitoring, Evaluation and Learning for Advocacy	60

3.14 Monitoring and Evaluation Tools for Advocacy	62
Resources and further reading	65
Tools and Templates	67
Template 1: Advocacy Skills Assessment Tool	67
Template 2: Skills-strengthening Plan Template	69
Template 3: Policy Process Mapping Template	70
Annexures	71
Annexure 1: Agenda 2063 Flagship Programmes	71
Resources List	75

LIST OF ACRONYMS

ACHPR	African Commission on Human and Peoples' Rights
AEC	African Economic Community
AHSI	African Human Security Index
AMU	Arab Maghreb Union
APSA	Africa Peace and Security Architecture
AU	African Union
AUC	African Union Commission
CBOs	Community-based Organisations
CSO	Civil Society Organisations
CEN-SAD	Community of Sahel-Saharan States
CIDO	Directorate of Citizens and Diaspora Organizations
COMESA	Common Market for Eastern and Southern Africa
EAC	East African Community
ECCAS	Economic Community of Central African States
ECOSOCC	African Union Economic, Social & Cultural Council
ECOWAS	Economic Community of West African States
FBOs	Faith-based organisations
GBV	Gender-Based Violence
IGAD	Intergovernmental Authority on Development
KP	Key Populations
MEL	Monitoring, Evaluation & Learning
MoU	Memorandum of Understanding
NGO	Non-Governmental Organisations
OAU	Organisation of African Unity
PAP	Pan- African Parliament
PSC	Peace and Security Council
PRC	Permanent Representatives Committee
RECs	Regional Economic Communities
RM	Regional Mechanisms

SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SRHR	Sexual and Reproductive Health and Rights
STCs	Specialised Technical Committees
ToC	Theory of Change
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund

GLOSSARY

Accountability	This is when decision makers are obligated to explain, justify, and take responsibility for their actions, and to answer the people. The concept of accountability refers to the legal and reporting framework, organisational structure, strategy, procedures, and actions to help ensure that any organisations that use public money and make decisions that affect people's lives can be held responsible for their actions.
Accreditation	The action or process of officially recognising someone as having a particular status or being qualified to perform a particular activity
Advocacy	A planned and organised process that involves influencing decision makers towards a desired change that will benefit the community
African Renaissance	A vision aimed at uplifting Africa from its present state of wide spread poverty, violent conflicts, human rights violations, the HIV pandemic and the lack of good governance.
Aspiration	A hope or ambition of achieving something
Blockers	Individuals who can negatively impact your success by creating blockages or factors that can impact your efforts
Civil Society Organisation	Any registered and unregistered entity or collective of people, who are working together towards a common goal and who acknowledge that they are working together in a structure. CSOs are not the state although they can receive funding from the State.
Community	A group of people living in the same place or having a particular characteristic in common
Domestication	The incorporation of commitments made at continental level into national policy frameworks and programs anchored on existing national development planning machinery. In the context of Agenda 2063, "domestication" can be defined in operational terms as: "The process of building awareness and strengthening citizens' engagement and appropriation of Agenda 2063, leading to the informed inclusion of its goals, priorities, and targets into legislative, policy, institutional, planning, programming and budgetary processes that drive national, sectoral and local level development" ¹
Gender-based violence	Violence that is directed against an individual due to their gender. It often disproportionately affects women. It includes acts that inflict physical, mental or sexual harm or suffering, threats of such acts, coercion and other deprivations of liberty national origin, or social status—overlap or intersect to expose an individual (or groups of individuals) to heightened risk or unique forms of discrimination

¹ https://au.int/sites/default/files/pages/32828-file-progress_report_on_the_implementation_of_agenda_2063_e.pdf

Key Populations	Groups who, due to specific higher-risk behaviours, are at increased risk of HIV irrespective of the epidemic type or local context. They also often have legal and social issues related to their behaviours that increase their vulnerability to HIV. For the purposes of this strategy, key populations include: 1) men who have sex with men, 2) people in prisons, 3) people who use drugs, 4) sex workers and 5) transgender people
Member State	A state that is a member of an international organisation or of a federation or confederation
Monitoring & Evaluation	A combination of data collection and analysis (monitoring) and assessing to what extent a program or intervention has, or not, met its objectives (evaluation)
Monrovia Declaration	A reiteration of the political commitment and support which African governments have taken for the achievement of specific socio-economic goals and targets through the mechanisms of economic and technical co-operation among themselves
Pan-Africanism	The belief that people of African descent have common interests and should be unified
Policy	A set of principles, ideas or plans that guide decisions to achieve a certain outcome
Policy-facing advocacy	The process of negotiating and mediating a dialogue through which influential networks, opinion leaders, and ultimately, decision makers take ownership of your ideas, evidence, and proposals, and subsequently act upon them
Ratify	A legal term to describe when a State consents to be bound by the terms of a treaty/charter
Sex Worker	An adult who receives money or goods in exchange for consensual sexual services or erotic performances, either regularly or occasionally
Tabled	When a topic has been formally presented for discussion or consideration
Theory of Change	A narrative and/or diagram that explains the underlying theory that links what you will do (your strategy) to what you want to achieve (long term objectives and goals). It is often expressed in the form of an overall statement that describes an approach or philosophy that the project considers to be 'true' (and for which there is good supporting evidence) combined with a diagram such as Results Chain that helps to make a project's specific assumptions explicitly clear.
Transgender	An umbrella term for persons whose gender identity, gender expression or behaviour does not conform to that typically associated with the sex to which they were assigned at birth

INTRODUCTION

The African Union civil society organ is the Economic, Social and Cultural Council (ECOSOCC).² It serves as an Advisory Body to the AU and functions primarily as a bridge over which the AU can partner and engage with civil society organizations³ (CSOs) on the continent. ECOSOCC was established during the third Ordinary Session of the AU Assembly in Addis Ababa, Ethiopia in 2004 under the provisions of Articles 5 (i) and 22 of the AU Constitutive Act. It is mandated to actively engage Civil Society in the processes and work of the AU, particularly with regards to Africa's integration and development. ECOSOCC comprises various social, private sector and professional groups of member states of the AU, and the African diaspora (Assembly/AU/ Dec.48 (III)).

As part of ECOSOCC's efforts to execute its mandate of promoting and strengthening the institutional, human and operational capacities of the African civil society, it has developed this **Civil Society Organizations Training Toolkit on The Conduct of Advocacy** hereafter referred to as the **Toolkit**. The Toolkit focuses on increasing the understanding and ability of African CSOs to formulate advocacy strategies and conduct advocacy campaigns aimed at effectively influencing policy decisions at the AU, regional, and national levels guided by Agenda 2063. Agenda 2063 is Africa's blueprint for inclusive and sustainable development being spearheaded by the AU and all AU organs. It also reflects a concrete manifestation of the Pan-African drive for unity, self-determination, freedom, progress, and collective prosperity pursued under Pan-Africanism⁴ and African Renaissance.^{5,6} Agenda 2063 is rooted in the African context and realities and is driven by Africans.⁷ It calls on every African citizen to contribute and be part of the solution towards its achievement and provides 10-year Implementation Plans to guide activities and ensure progress towards its goals. We will discuss Agenda 2063 in greater detail in Chapter 2.

² <https://au.int/en/about/ecosocc>

³ A civil society organization (CSO) or non-governmental organization (NGO) is any non-profit, voluntary citizens' group which is organized on a local, national or international level (<https://www.un.org/en/civil-society/page/about-us>)

⁴ Pan-Africanism is the belief that people of African descent have common interests and should be unified

⁵ African Renaissance is a vision aimed at uplifting Africa from its present state of widespread poverty, violent conflicts, human rights violations, the HIV/AIDS pandemic and the lack of good governance.

⁶ For more information, the Monrovia Declaration https://au.int/sites/default/files/decisions/9526-assembly_en_17_20_july_1979_assembly_heads_state_government_sixteenth_ordinary_session.pdf

⁷ <https://au.int/en/agenda2063/overview>

Overview of the Toolkit

Advocacy at regional levels requires planning, preparedness, information, and access to ensure that the right audience is engaged for effective advocacy outcomes. The Toolkit is designed to provide an understanding of the AU advocacy environment, the advocacy opportunities provided by Agenda 2063 and how to leverage the advocacy opportunities using Agenda 2063.

This Toolkit seeks to answer the following key questions:

1. What is the African Union, what are the key regional organs and the process for CSOs to effectively engage in policy?
2. What is Agenda 2063 and why is it important for effective advocacy by CSOs?
3. How to do effective advocacy on Agenda 2063?

In this Toolkit you will find tools, tactics and approaches that will help CSOs understand advocacy, defined as a planned and organized process that involves influencing decision makers towards a desired change that will benefit the community/society. This Toolkit focuses specifically on policy-facing advocacy.⁸ Advocacy is not a linear process, as there are many factors which influence not only the outcomes but also the processes that CSOs must undertake during their advocacy journeys.

The principles and tools shared in this Toolkit can be used to support advocacy at all levels, with the core aim to assist organizations to bring about change or to engage at these levels. It will assist CSOs and advocates in gaining an increased understanding of what advocacy is, the different opportunities to engage, how to develop an advocacy plan and the most effective ways to advocate and influence policy decisions at the AU, regional, and national levels. Advocacy is uncertain and the environment is continuously changing, therefore, strategies need to be flexible to respond to the changing environment and actions prompted by the advocacy efforts themselves. Challenges and potential advocacy pitfalls will be highlighted with possible strategies to overcome them.

Objectives of the Toolkit

The specific objectives of the Toolkit are to:

- 01 Improve understanding of the role of CSOs in promoting citizens participation and influencing policy decision-making processes.
- 02 Increase CSOs understanding of AU structures and how to engage them.
- 03 Improve CSO capacity to develop advocacy strategies, action plans, and advocacy monitoring mechanisms.
- 04 Identify feasible approaches and methodologies for the planning and conduct of advocacy campaigns.
- 05 Improve CSO capacity to analyze issues – including stakeholder and power analyses and influence mapping.
- 06 Improve CSO ability to select target audiences and delivery platforms, and to design approaches and information products; and
- 07 Identify common challenges faced by African CSOs in the formulation, implementation, and monitoring of advocacy campaigns.

⁸ Policy-facing advocacy is the process of negotiating and mediating a dialogue through which influential networks, opinion leaders, and ultimately, decisionmakers take ownership of your ideas, evidence, and proposals, and subsequently act upon them.

Chapter Summaries

A summary of each chapter is as follows:

Chapter 1 – The African Union Advocacy Environment and Structures:

This Chapter focuses on the AU and key regional organs, specifically the policy making elements and processes, and requirements for CSOs to be able to engage with the AU and AU Organs. It then explores the role of CSOs in terms of engaging in advocacy and with communities. Knowing the operations of the AU and its Organs will be beneficial to CSOs as it will assist with targeting and finding entry points for advocacy and collaborations. Understanding the accreditation process will provide CSOs with one entry point to engage with the AU and AU organs for advocacy.

Chapter 2 – Agenda 2063 and the Importance for CSOs:

This Chapter provides information on Agenda 2063, the aspirations, goals, priority areas, and flagship programmes, as a guide for CSOs to identify entry points for advocacy. For CSOs, understanding Agenda 2063, and the opportunities it provides to leverage advocacy efforts, is crucial especially when it comes to engaging policy-making structures within the AU. Utilising the systems created and aligning to AU programmes will contribute not only to advocacy, but, also allow for support from the AU and its Organs.

Chapter 3 – Doing Advocacy with a Focus on Agenda 2063:

This Chapter provides guidance to CSOs on how to undertake advocacy. It addresses what advocacy is, looks at power, influence and intersectionalities and provides tools for power analysis. It also provides information on police-framing advocacy and the policy making elements. Advocacy strategies and key skills needed for CSOs to undertake advocacy are also discussed. In addition, there is information on how to identify your target audience for advocacy and how to influence them, the importance of working in partnerships and how to identify the partners to work with as well as looking at key principles for establishing partnerships. Lastly the Chapter addresses the importance of monitoring, evaluation and learning throughout the advocacy cycle.

How to use the Toolkit

The Toolkit focuses on “the how” of advocacy for CSOs using Agenda 2063. The structure of the Toolkit includes Chapters which are broken into Modules and Sections. Each Module includes the Sections listed below. Look out for these icons to identify sections easily.



Learning Outcomes - provides a guide of what the Module covers



Chapter Summary - highlights the main points raised in that Chapter



Resources - includes resources for further study and exploration. These have been compiled into a Resource List at the end of the Toolkit.

Chapters include orange boxes with **ADVOCACY TIPS FOR CSOs**.

These boxes provide pointers about what CSOs can do to enhance advocacy efforts and to more effectively navigate implementation of advocacy efforts.

Chapters include blue boxes with examples of **ADVOCACY IN PRACTICE**.

These examples highlight efforts that CSOs can undertake as part of their advocacy efforts.

01

CHAPTER

CHAPTER 1:

The African Union Advocacy Environment And Structures

Modules in this Chapter:

Module One:

The African Union and Key Regional Organs

Module Two:

The African Union & Civil Society

Chapter 1:

The African Union Advocacy Environment And Structures

Module One provides an overview of the African Union and related AU and regional organs with a focus on policy-making structures.

Module Two has information on how to gain access to the AU-related regional organs provided for CSOs and explores the role of CSOs in advocacy.

Module One

The African Union and Key Regional Organs



Learning Outcomes

By the end of this Module CSOs should:

- Understand the background and aims of the AU and AU regional organs
- Start to identify spaces and opportunities for CSOs to engage with the AU and AU organs

1.1 What is the African Union?

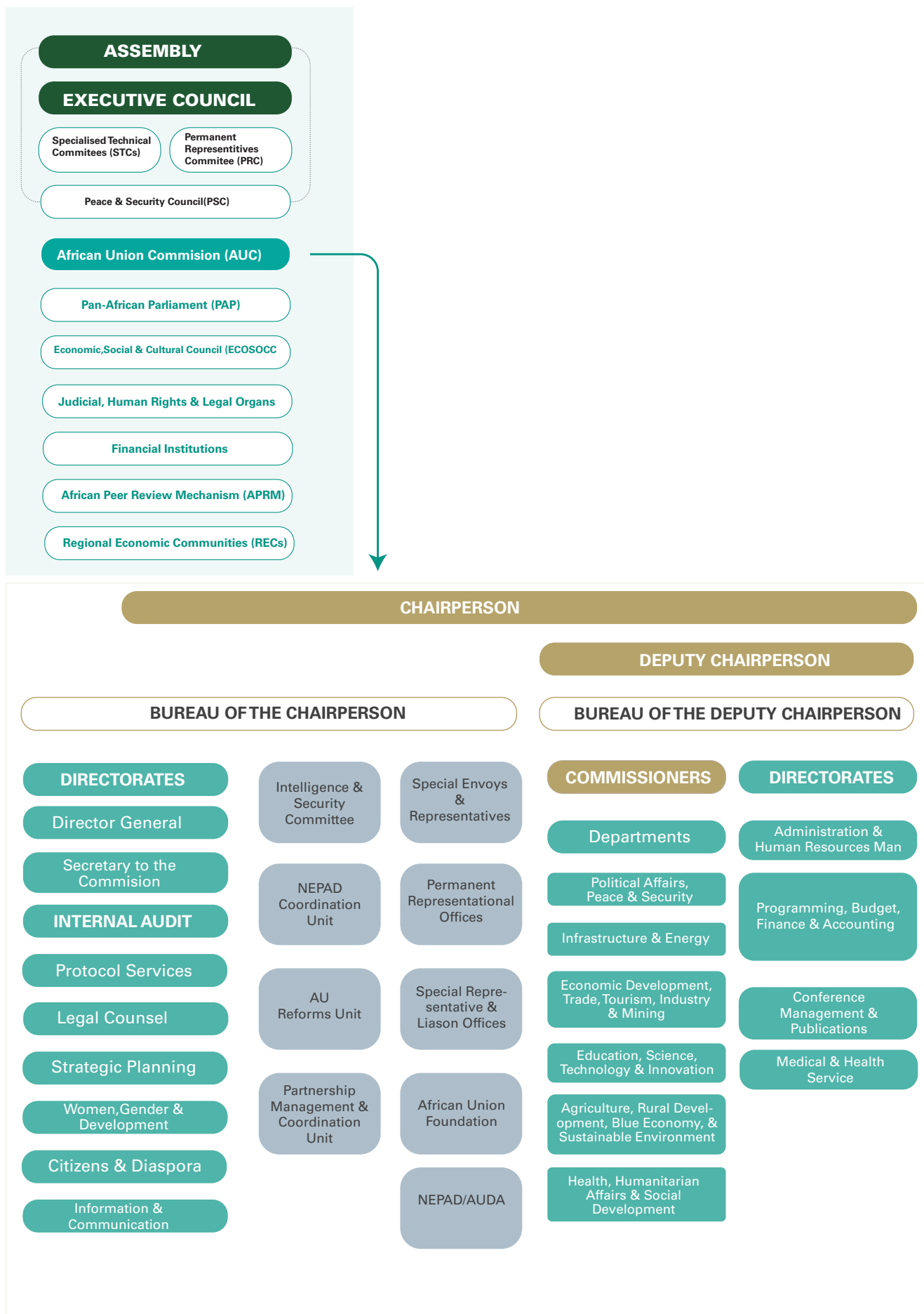
The African Union is a continental body consisting of the 55 Member States (**See Diagram 1**) that make up the countries of the African Continent. It was officially launched in July 2002, in Durban, South Africa, following a decision in September 1999, by its predecessor the Organisation of African Unity (OAU), to create a new continental organisation to build on its work. The AU's vision is "An Integrated, Prosperous and Peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena."⁹

The work of the AU is implemented through several principal decision-making organs (**See Diagram 2**). For CSOs to effectively engage at the AU, it is critical to understand these structures— to know which are the key targets, where and how to engage and whether it is better to engage alone or as part of a network/coalition/consortium. The next several sub-sections will take an in-depth look at the key structures and organs of the AU, focusing specifically on those that may be key targets for CSO advocacy, such as those that have policy and decision-making powers, such as the Assembly, and those that are responsible for promoting participation of African citizens and civil society, such as the Peace and Security Council (PSC), the Pan-African Parliament (PAP), and the Economic, Social and Cultural Council (ECOSOCC).

The following section provides some AU organs and structures. CSOs can engage these structures for advocacy, through created and formalised processes of the AU.

⁹ <https://au.int/en/overview#:~:text=The%20AU%20is%20guided%20by,force%20in%20the%20global%20arena.%E2%80%9D>

Diagram 1: The African Union Structure



1.1.1 The Assembly of Heads of States and Government¹⁰

The Assembly of Heads of State and Government, listed as the Assembly in the above diagram, is the AU's supreme policy and decision-making organ. It comprises all Member States' Heads of State and Government. The Assembly determines the AU's policies, establishes its priorities, adopts its annual programme, and monitors the implementation of its policies and decisions. The Assembly can create any committee, working group or commission it deems necessary. It can also delegate its powers and functions to other AU organs, as appropriate. For instance, on issues of peace and security, the Assembly delegated its powers to the Peace and Security Council.

1.1.2 The Peace and Security Council¹¹

The Peace and Security Council (PSC) is the standing decision-making organ of the AU for the prevention, management and resolution of conflicts. It is a collective security and early warning arrangement intended to facilitate timely and efficient responses to conflict and crisis situations in Africa.¹² Issues of safety and security are not just limited to wars and conflict but also safety for people and for people to live free from all forms of violence, including gender-based violence (GBV).

The PSC also works in collaboration with the **Regional Economic Communities (RECs)**¹³ and Regional Mechanisms (RMs) for Conflict Prevention, Management and Resolution; the UN Security Council and other similar international organisations; civil society organisations; and other AU organs, including the Pan-African Parliament (PAP) and the African Commission on Human and Peoples' Rights (ACHPR). For CSOs to engage and interact with the PSC, they must conform to the relevant provisions in the Constitutive Act of the African Union and the provisions in the PSC Protocol. Article 20 of PSC Protocol states that "The Peace and Security Council shall encourage non-governmental organizations, community-based and other civil society organizations, particularly women's organizations, to participate actively in the efforts aimed at promoting peace, security and stability in Africa. When required, such organizations may be invited to address the Peace and Security Council."¹⁴ They also must comply with the criteria for eligibility for membership as defined by the Statutes of ECOSOCC. This is discussed in more detail in section 1.3 – Gaining Access into Policy Making at the AU.

1.1.3 The Pan-African Parliament¹⁵

The Pan-African Parliament (PAP) was set up to ensure the full participation of African peoples in the economic development and integration of the continent. The PAP is intended as a platform for people from all African states to be involved in discussions and decision-making on the problems and challenges facing the continent. The aim is for PAP to be an institution with full legislative powers, whose members are elected by universal suffrage. Until such time, the PAP has consultative, advisory and budgetary oversight powers lie within the AU.

¹⁰ <https://au.int/en/assembly>

¹² <https://au.int/en/psc>

¹³ This means that the PSC should have information that helps it to foresee any uprisings or conflicts that could be sparked and be able to respond in time.

¹⁴ Refer to Module 2 Session 1.1.4 in this Chapter

¹⁵ <https://www.peaceau.org/uploads/psc-protocol-en.pdf>

¹⁶ <https://au.int/en/pap>

1.1.4 Regional Economic Communities¹⁶

Regional Economic Communities (RECs) are regional groupings of African states. The purpose of the RECs is to **facilitate regional economic integration between members of the individual regions and through the wider African Economic Community (AEC)**, which was established under the Abuja Treaty (1991) ¹⁷. The RECs have developed organically across the different regions of the continent and, as a result, have differing roles and structures.

The following are the eight RECs recognised by the AU:



The RECs can be important for a for civil society activism both because of their importance in their own regions and because they have a voice in the discussions of the African Union. Many of the RECs, including ECOWAS, SADC and the EAC, have their own courts.²⁶ Ordinary citizens and CSOs have the right to bring cases, including human rights issues, directly to these courts, and there have been important decisions from both the ECOWAS and SADC courts in favour of human rights principles.²⁷

The RECS are involved in coordinating AU Member States' interests in wider areas such as peace and security, development and governance. The RECs are closely integrated with the AU's work and serve as its building blocks, so that the mandate of the AU can be achieved. The relationship between the AU and the RECs is mandated by the Abuja Treaty²⁸ and the AU Constitutive Act²⁹, and guided by the:

- 2008 Protocol on Relations between the RECs and the AU³⁰ ;
- Memorandum of Understanding (MoU) on Cooperation in the Area of Peace and Security between the AU, RECs
- Coordinating Mechanisms of the Regional Standby Brigades of Eastern and Northern Africa.³¹

¹⁷ <https://au.int/en/recs>

¹⁸ Regional Economic Communities (RECs) | African Union.

¹⁹ <https://au.int/en/recs/uma>

²⁰ <https://au.int/en/recs/censad>

²¹ <https://www.comesa.int/>

²² <https://www.eac.int/>

²³ <https://au.int/en/recs/eccas>

²⁴ <https://ecowas.int/>

²⁵ <https://igad.int/>

²⁶ <https://www.sadc.int/>

²⁷ <https://sur.conectas.org/en/role-sub-regional-courts-african-human-rights-system/>

²⁸ Open Society Initiative for Southern Africa. (2015). The Civil Society Guide to REGIONAL ECONOMIC COMMUNITIES in Africa. <http://www.africanminds.co.za/wp-content/uploads/2016/01/OS-REC-GUIDE-web1.pdf>

²⁹ https://au.int/sites/default/files/treaties/37636-treaty-0016_-_treaty_establishing_the_african_economic_community_e.pdf

³⁰ https://au.int/sites/default/files/pages/34873-file-constitutiveact_en.pdf

³¹ https://archives.au.int/bitstream/handle/123456789/1621/Protocol_Relations_AU_RECs_E.pdf?sequence=1&isAllowed=y

³¹ <https://www.peaceau.org/uploads/mou-au-rec-eng.pdf>

CSOs can create advocacy opportunities by advocating with RECs to develop positions and policies. When RECs develop positions and policies as a result of CSOs actions, this also creates opportunities and spaces for CSOs to advocate with their countries and other AU organs. In addition, when RECs develop positions and policies, they are able to aid Member States in policy formulation. There are numerous examples of RECs taking a position even if the AU does not. For example, the AU does not have a definition for key populations as this is left to individual Member States; however, SADC has a working definition.³² CSOs can utilise these opportunities for advocacy purposes.

Below is an example of CSO engagement in the development of the SADC Regional Strategy for HIV Prevention, Treatment and Care and Sexual and Reproductive Health and Rights (SRHR) among Key Populations.³³



Advocacy in Practice

The SADC Regional Strategy for HIV Prevention, Treatment and Care and Sexual and Reproductive Health and Rights Among Key Populations (the KP Strategy) was developed and validated in 2017. The KP Strategy provides regional guidance to Member States on creating a favourable policy and legislative environment for key populations, and ensuring access to comprehensive SRHR services, including legal and psychosocial support.

The process of drafting the KP strategy and getting it passed was primarily donor-driven (UNDP, UNFPA and UNAIDS) with engagement and input from regional CSOs including KP networks and representatives. The process took a number of years, as it stalled a number of times, but due to its importance in the HIV response, stakeholders continued working on it until it was agreed to.

The KP Strategy presents an important accountability framework for SADC Member States since governments are expected to domesticate the KP Strategy, ensure it is aligned to national frameworks and to report regularly on progress against its 13 indicators. Monitoring the efforts being made by Member States related to the KP Strategy could be an advocacy opportunity for CSOs, in particular those representing key populations.

1.1.5 Economic, Social and Cultural Council³⁴

As mentioned in the Introduction, ECOSOCC is an organ of the AU whose purpose is to actively engage civil society in the processes and work of the AU by providing opportunities for African CSOs to play an active role in contributing to the AU's principles, policies and programmes. ECOSOCC was established as an advisory organ composed of different social and professional groups of AU Member States. ECOSOCC's functions include³⁵ :

- Contributing, through advice, to the effective translation of the AU's objectives, principles and policies into concrete programmes, as well as evaluating those programmes
- Undertaking studies and making recommendations related to its mandate and AU programmes
- Contributing to the promotion and realisation of the AU's vision and objectives
- Contributing to the promotion of human rights, the rule of law, good governance, democratic principles, gender equality and child rights
- Promoting and supporting the efforts of institutions engaged in reviewing the future of Africa and forging pan-African values in order to enhance an African social model and way of life
- Fostering and consolidating partnerships between the AU and CSOs
- Assuming functions referred to it by other AU organs.

³³ This is important as it shows that RECS although doing the work of the AU, can also have a clear position even the AU leaves the autonomy to member states.

³⁴ <https://www.africaportal.org/features/addressing-sex-workers-lack-access-health-services-sadc-region/>

³⁵ <https://au.int/en/about/ecosocc>

³⁶ <https://au.int/en/about/ecosocc>

ECOSOCC is a critical partner for CSO engagement at the AU level.

Module Two outlines steps for CSOs to gain access to, and engage in advocacy with the AU.



Advocacy Tips For CSOs

- Follow the workings of the various AU organs by engaging with Departments of International Relations in their Member State, checking the AU and AU organ websites, and Agenda 2063 page.
- Find out the issues that are being tabled and identify organisations who are experts in the issue area to provide information which can be used at national level, to engage, lobby and provide information to Departments of International Relations and also relevant Departments or Ministries. This can be done by going to AU and related organ websites, checking updates on the AU website and
- Share all relevant information with CSOs, networks and also government and regional structures on issues that are being tabled and discussed at the AU and AU organs.
- Work with the national government, through its Department of International Relations, to provide information including narratives of communities as this will ensure that Departments and Ministries are informed when they attend meetings and might advance issues raised by CSOs. Working with national governments can also increase CSOs' profile to be viewed as a credible source of information and narratives of communities.

Module Two

The African Union & Civil Society



Learning Outcomes

By the end of this Module CSOs should:

- Understand the role of CSOs in terms of the African advocacy landscape
- Understand the process of applying for AU ECOSOCC observer and consultative status

1.2 Civil Society Organisations and their Role in the Advocacy & Accountability Landscape

There are many definitions for Civil Society. Directorate of Citizens and Diaspora Organizations of the African Union Commission (CIDO)³⁶ indicates that CSOs include but are not limited to:

- Social groups such as those representing women, children, the youth, the elderly and people with disability and special needs.
- Professional groups such as associations of artists, engineers, health practitioners, social workers, media, teachers, sport associations, legal professionals, social scientists, academia, business organizations, national chambers of commerce, workers, employers, industry, and agriculture as well as other private sector interest groups.
- Non-governmental organisations (NGOs), community-based organisations (CBOs) and voluntary organisations
- Cultural organisations, including social and professional groups in the African Diaspora in accordance with the definition approved by the Executive Council"

The term CSO often focuses on more formalised structures which are registered based on the policies and guidelines of the countries in which they are operating, such as non-governmental organisations (NGOs), community-based organisations (CBOs) and Faith-based organisations (FBOs). For the purposes of this Toolkit CSOs will refer to any registered and unregistered entity or collective of people, who are working together towards a common goal and who acknowledge that they are working together in a structure.

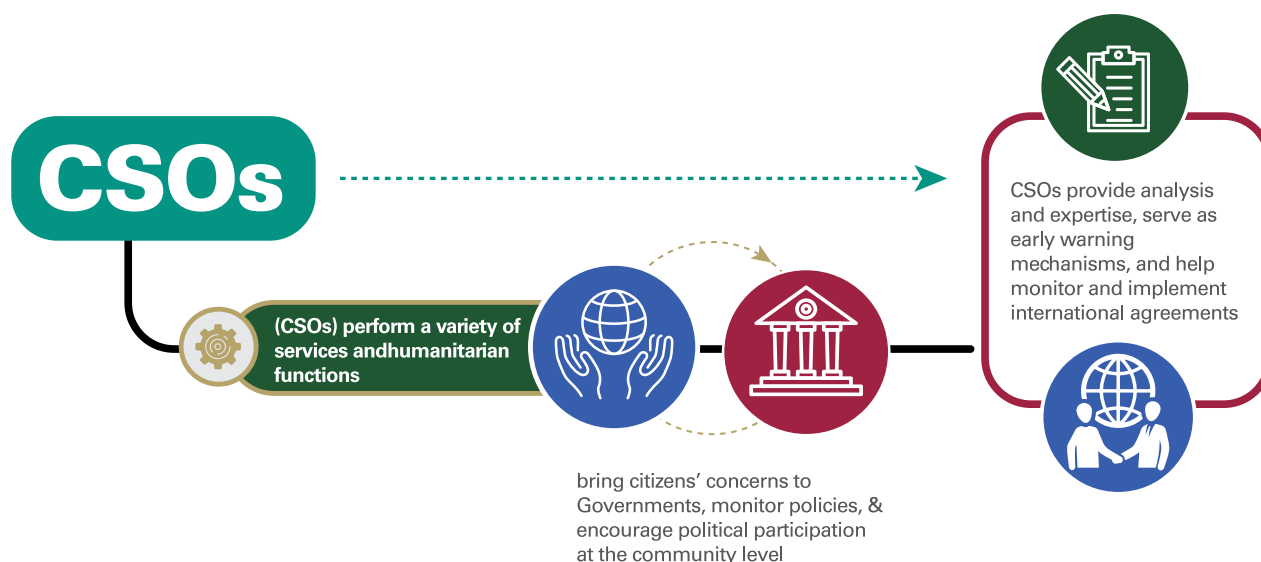
CSOs perform a range of services around different issues, sometimes working alongside the government or complementing government services. In addition to service provision, they also play an important role in the policy and advocacy landscape. This may include serving as watchdogs, producing research, conducting advocacy and acting as a bridge between government and communities that they service and represent.

As described by CIDO, “Civil society organisations (CSOs) perform a variety of services and humanitarian functions, bring citizens’ concerns to Governments, monitor policies, and encourage political participation at the community level. CSOs provide analysis and expertise, serve as early warning mechanisms, and help monitor and implement international agreements”³⁷

The role of CSOs is crucial in many countries and communities and includes, but is not limited to, the following:

- popularising of issues.
- knowledge creation and generation.
- collection of evidence.
- service delivery alongside government.
- creation of safe platforms for communities to raise their voice and be heard.
- dissemination of information in a format that is accessible to the masses.
- monitoring the government and holding them to account.

The civil society landscape differs from region to region, and the relationships between CSOs and the government also vary a great deal. In some instances, CSOs and governments work closely and are open to actively supporting each other, while in others this relationship is tense and volatile.





Advocacy Tips For CSOs

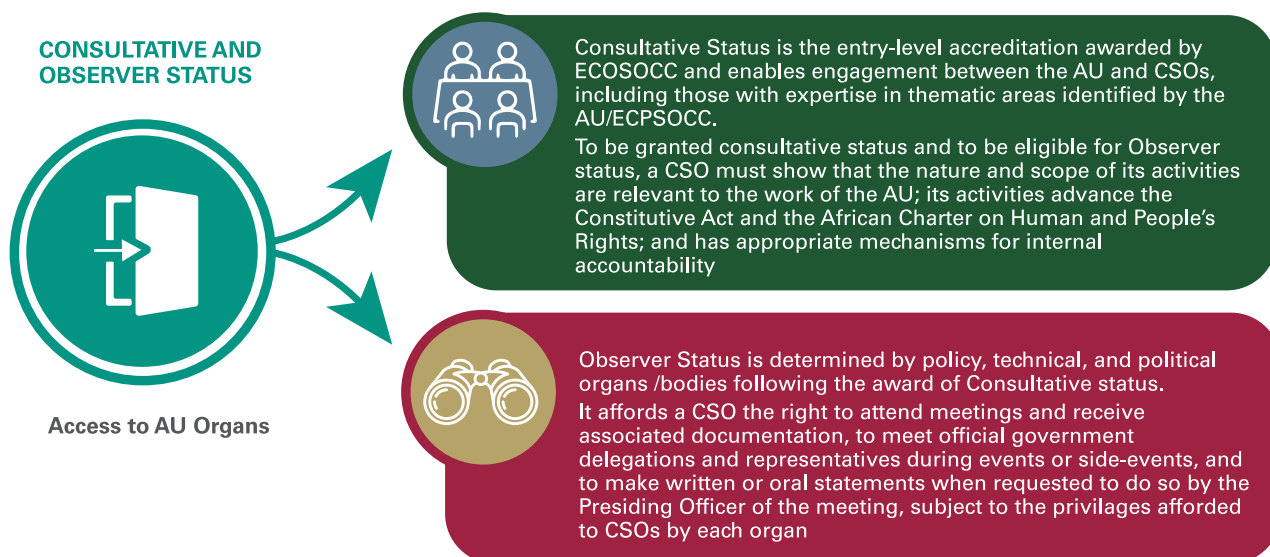
It is crucial for the benefit of communities, for CSOs and governments to find an amicable way of working together. In many cases, the volatility between CSOs and governments comes from governments and is directed at CSOs and advocates. This does not mean that they cannot hold each other accountable or do advocacy, but that there must be a safe environment to work together and be able to disagree and take action. The establishment of systems of mutual accountability and governance could be one way of holding each other accountable.

- CSOs can also find ways of supporting government interventions and building on them, which can also include capacity building for governments, ie supporting with monitoring efforts.
- CSOs can use their influence to exert pressure on their member countries on issues that the AU is promoting or focusing on. This can be done through:
 - National/Local and Regional engagements.
 - Generating evidence and research.
 - Making sure that people are aware of issues that the AU is focusing on.
- CSOs can collaborate at the national level to ensure that the voices of the citizens are brought forward to governments, regional policy decision structures and AU policy makers. This can be done through:
 - Finding out which other organisations are working on the issues.
 - Identifying which donors are supporting the issue and applying for joint funding.
 - Working in solidarity with other organisations working in the area and resources can be combined.
- CSOs can ensure that emerging developments and decisions are communicated to citizens on the ground. This can be done through:
 - Plain language resources on the issues.
 - Translation of information where needed.
 - Making use of a range of media platforms for dissemination (social media, mainstream media)
- CSOs play a role not only to hold government, regional organs, and the AU accountable, but also each other. This can be done through:
 - Monitoring efforts such as scorecards.

1.3 Gaining Access into Policy-Making Spaces at the AU

For CSOs to effectively engage organs of the AU, they need to be able to gain access into the different policy-making spaces. A way for CSOs to gain access is by applying for consultative and observer status through ECOSOCC (See Diagram 3).

Diagram 2: Consultative and Observer Status



Gaining access for advocacy purposes entails reviewing the requirements for the application process and then submitting an application to ECOSOCC.

To be granted consultative status and to be eligible for observer status, a CSO must show:

1. The nature and scope of its activities are relevant to the work of the AU.
2. Aligning organisational strategic objectives to Agenda 2063 (for more on Agenda 2063 see Chapter 2) is one way of ensuring that activities are in line with the work of the AU.
3. Its activities advance the Constitutive Act³⁹ and the African Charter on Human and People's Rights³⁹
4. It has appropriate mechanisms for internal accountability.

³⁹ https://au.int/sites/default/files/pages/34873-file-constitutiveact_en.pdf

⁴⁰ <https://www.achpr.org/legalinstruments/detail?id=49>

Organisations applying for observer status should also be aligned with the objectives of the AU Constitutive Act and the African Charter on Human and People's Rights.⁴⁰ In order to avoid duplications, CSOs sharing similar objectives are encouraged to apply as a coalition. In order to prevent CSOs that are illegal or inactive from securing observer status, applicants are expected to be "registered in a member state without restriction to carry out regional and continental activities"

To apply for consultative/observer status, CSOs must submit the following information to ECOSOCC:

1. A letter detailing its objectives and activities
2. Proof of formal registration
3. Signed constitutive document
4. Strategic plan
5. Commitment to Code of Conduct
6. List of board / executive members
7. Annual activity report
8. Proof of operation for 1+ years
9. Financial reports/statements
10. Contact information

There are several steps that the application will go through as shown in Diagram 4.



⁴¹ <https://www.acerwc.africa/application-for-observer-status/>

It's important to note that just because an organisation applies does not mean that status and access are guaranteed. The final decision will be communicated to the CSO and published on the ECOSOCC website. CSOs may appeal a negative decision.

Organisations who have been granted consultative status need to ensure that they maintain it, as this can be suspended or withdrawn based on the conduct of the organisation. Organisations can be suspended for non-compliance, i.e., false information, ineligibility, unresponsiveness and the violation of the Constitutive Act, African Charter or Code of Conduct. They can also receive summary suspension or withdrawal for systematically abusing status or receiving proceeds from illicit or criminal activities

For organizations who are unable to show proof of registration within an AU member state, working in collaboration with others who are registered and doing regional and AU level advocacy to influence national developments would be recommended.



Advocacy of Practice

- CSOs considering applications to ECOSOCC should link up with CSOs who have successfully applied to ask for advice, support and guidance. CSO networking spaces can facilitate learning exchanges on the application process and what is needed
- CSOs in a position to apply for accreditation, should consider partnering with those who are accredited, in particular those groups with similar objectives.
- CSOs in a position to apply for accreditation should apply through the ECOSOCC mechanism and also explore engagement opportunities through other AU organs.

Now that you have completed this Chapter on The African Union Advocacy Environment and Structures you should have a better understanding of:

- The AU and AU organs and their aims
- Where and how CSOs can engage
- The role of CSOs in the advocacy landscape

The next Chapter will cover Agenda 2063 and its importance for advocacy at an AU level.



Chapter Summary

- The AU and AU organs have mechanisms for engagement with CSOs that require formal application through relevant organs.
- ECOSOCC through the harmonized accreditation mechanism provides an avenue for CSOs to apply to be able to engage with AU and AU organs
- For CSOs to apply through ECOSOCC they need to meet the stipulated requirements and one of them is that they need to be formally registered in the country that they are operating from as a legal CSO.
- CSOs need to know and be aware of AU and AU organs activities especially those that are in line with their core mandate and see how they can link them to Agenda 2063
- For effective advocacy and engagement with the AU, AU organs and national governments, CSOs need to have information and evidence.
- It is vital for CSOs to know the various platforms where information can be sourced and to have open channels of communication with government departments (where possible) as this will assist with advocacy efforts and gaining information for regional and AU level advocacy.
- CSOs play a crucial role not only for service delivery but also advocacy
- CSOs can be a voice for communities and ensure that communities are heard and not left out



Resources And Further Reading

- Economic, Social & Cultural Council (ECOSOCC) | African Union: <https://au.int/en/about/ecosocc>
- Agenda 2063: The Africa We Want. | African Union: <https://au.int/en/agenda2063/overview>
- United Nations: Civil Society: <https://www.un.org/en/civil-society/page/about-us>
- African Union: <https://au.int/en/commission>
- African Union Ministerial Committee on the Implementation of Agenda 2063. (2017) Progress Report on the Implementation of Agenda 2063 First Ten-Year Implementation Plan. https://au.int/sites/default/files/pages/32828-file-progress_report_on_the_implementation_of_agenda_2063_e.pdf
- Protocol Relating to the Establishment of the Peace and Security Council of the African Union: <https://www.peaceau.org/uploads/psc-protocol-en.pdf>
- The Role of Sub-Regional Courts in the African Human Rights System -: <https://sur.conectas.org/en/role-sub-regional-courts-african-human-rights-system/>
- Open Society Initiative for Southern Africa. (2015). The Civil Society Guide to RECS in Africa: <http://www.africanminds.co.za/wp-content/uploads/2016/01/OS-REC-GUIDE-web1.pdf>
- Common Market for Eastern and Southern Africa (COMESA): <https://www.comesa.int/>
- East African Community; <https://www.eac.int/>
- Economic Community of West African States (ECOWAS) | : <https://ecowas.int/>
- Intergovernmental Authority on Development <https://igad.int/>
- Southern African Development Community: <https://www.sadc.int/>
- SADC-regional-strategy-hiv-srhr-key-pops_FINAL.pdf): https://www.sadc.int/files/2715/3060/7629/SADC-regional-strategy-hiv-srhr-key-pops_FINAL.pdf
- African Charter on Human and Peoples' Rights: <https://www.achpr.org/legalinstruments/detail?id=49>

02

CHAPTER

CHAPTER 2:

Agenda 2063 And Its
Importance For CSO Advocacy

Modules in this Chapter:

Module One:

What is Agenda 2063: The Africa
We Want

Chapter 2:

Agenda 2063 And Its Importance For CSO Advocacy

Module One

What is Agenda 2063: The Africa We Want⁴¹



Learning Outcomes

By the end of this Module CSOs should:

- Have a better understanding of Agenda 2063 and its importance for African CSOs
- Know the Aspirations and the Goals of Agenda 2063

2.1 Agenda 2063 Aspirational Goals⁴²

To ensure the realization of its objectives and the attainment of the Pan-African Vision of an integrated, prosperous and peaceful Africa, the AU developed Agenda 2063 as a strategic framework for Africa's long term socio-economic and integrative transformation. Agenda 2063 calls for greater collaboration and support for African-led initiatives to ensure the achievement of the aspirations of African people.

Agenda 2063 was developed using a bottom-up approach. Extensive consultations were held with African citizens to enhance ownership of both the processes and outcomes. It calls for all citizens to engage and contribute towards attaining the Africa that we all want, emphasizing that each citizen has a role to play. **Agenda 2063, the Africa that We Want**, is a guiding document for progress and development for AU Member States. It is a roadmap developed by the AU to aid with the implementation of the SDGs⁴³ and beyond. It is a longer-term plan which is more comprehensive and responds to African citizens holistically and promotes collaboration in all sectors and spaces. It represents a long-term blueprint for development that aims to reposition Africa in the global context and respond to the needs of its citizens.

This roadmap is key not only for the development of the continent but also provides opportunities for CSOs to contribute towards the development by aligning activities and objectives as well as an accountability tool in relation to progress made against the plan. Agenda 2063 has an overall vision that is broken down into Seven Aspirations, each is further broken down into goals and priority areas. These can be used for advocacy purposes and because it is an AU blueprint, AU organs can also be leveraged and used as an ally towards advocacy outcomes. **Agenda 2063 is crucial for advocacy, as it can be used to identify spaces and opportunities for engagement which CSOs can make use of to advance advocacy efforts.**

Agenda 2063 seeks to deliver on a set of Seven Aspirations each with its own set of goals⁴⁴ which if achieved will move Africa closer to achieving its vision for the year 2063.

⁴³ <https://au.int/en/agenda2063/overview>

⁴⁴ Ibid

⁴⁵ https://www.undp.org/sustainable-development-goals?utm_source=EN&utm_medium=GSR&utm_content=US_UNDP_PaidSearch_Brand_English&utm_campaign=CENTRAL&c_src=CENTRAL&c_src2=GSR&gclid=CjwKCAjwp7eUBhBeEiwAZbHwK4GtKhAvz2M20XqhDFIuzK1KYf_Y89qscqkBS4PI6PdF_DGPqn9jRoCxygQAvD_BwE

⁴⁶ For more information about the Seven Aspirations and their related goals, see <https://au.int/agen>

These Seven Aspirations reflect the AU's desire for shared prosperity and well-being, for unity and integration, for a continent of free citizens and expanded horizons, where the full potential of women and youth are realised, and with freedom from fear, disease and want (See Diagram 5).

Diagram 3: The Seven Aspirations of Agenda 2063



When looking at the Aspirations, it is crucial to always remember diversity and intersectionalities (see Chapter 3 for a discussion on intersectionality), as issues, people, communities are not singular and have multiple facets. Utilising an intersectional lens will allow for broader engagement and alignment on the Aspirations and can help inform partnerships.

The Tables below provide examples of which sectors can use the Seven Aspirations as part of their advocacy initiatives and examples of how they can engage.



Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development

We⁴⁵ are determined to eradicate poverty in one generation and build shared prosperity through social and economic transformation of the continent.

Examples Of Sectors Who Can Engage	Examples Of Initiatives
<ul style="list-style-type: none"> Human rights organisations Education organizations Agricultural organisations Economic transformation & empowerment organisations Capacity building organisations Health organisations 	<ul style="list-style-type: none"> Higher education sector can monitor how much state funding is allocated to assist students who want to pursue higher education and whether the amount has increased since Agenda 2063 was developed. It can then lobby for increased funding to aid students as a means of breaking the cycle of poverty. Agricultural sector can hold advocacy awareness sessions on the importance of small-scale farming and link this to government initiatives for small-scale farming and entry to the market.



Aspiration 2: An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance

Since 1963, the quest for African Unity has been inspired by the spirit of Pan Africaism, focusing on liberation, and political and economic independence. It is motivated by development based on self-reliance and self-determination of African people, with democratic and people-centred governance.

Examples Of Sectors Who Can Engage	Examples Of Initiatives
<ul style="list-style-type: none"> Democracy organisations Human rights organisations Educational organisations Economic empowerment organisations Cultural and religious organisations 	<ul style="list-style-type: none"> Migration sector can perform an evaluation of RECs migration policies and advocate at national level and then regional level Human rights sector can initiate advocacy campaigns against xenophobia and look at components in existing laws and policies that foster xenophobic or nationalist sentiments.

⁴⁷

We in this context refers to the AU, AU organs, African Citizens and other relevant role players



Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law

Africa shall have a universal culture of good governance, democratic values, gender equality, and respect for human rights, justice and the rule of law.

Examples Of Sectors Who Can Engage	Examples Of Initiatives
<ul style="list-style-type: none">• Human rights organisations• Women's organisations• Governance organisations• Key population organisations	<ul style="list-style-type: none">• Governance sector can assess whether countries are submitting reports to AU when they are supposed to and if not raising this as a concern and advocating with regional and AU structures. Advocacy at the national level would involve working hand in hand with the state and supporting them to report.



Aspiration 4: A peaceful and secure Africa

Mechanisms for peaceful prevention and resolution of conflicts will be functional at all levels of the AU. As a first step, dialogue-centred conflict prevention and resolution will be actively promoted in such a way that by 2020 all guns will be silent. A culture of peace and tolerance shall be nurtured in Africa's children and youth through peace education.

Examples Of Sectors Who Can Engage	Examples Of Initiatives
<ul style="list-style-type: none">• Women's organisations• Youth organisations• Religious organisations• Human rights organisations	<ul style="list-style-type: none">• Women's sector can conduct an Assessment of countries responses to reducing GBV cases.• Assessment of whether countries are reporting to regional organs and AU on their response to the African Human Security Index (AHSI) and lobbying the AU to ensure that all countries report, and that action is taken against those who do not.• Lobbying for regional organs to host Member State dialogues for sharing of experiences and advancing positive lessons learnt.



Aspiration 5: An Africa with a strong cultural identity, common heritage, shared values and ethics

Pan-Africanism and the common history, destiny, identity, heritage, respect for religious diversity and consciousness of African people's and her diaspora's will be entrenched.

Examples Of Sectors Who Can Engage	Examples Of Initiatives
<ul style="list-style-type: none">• Traditional leaders and healer sectors• Religious organisations• Migration organisations• Human rights	<ul style="list-style-type: none">• Traditional sector can petition for indigenous communities to be allocated funding and allowed to practice their traditions (if they do not go against any Aspirations)• Religious sector can document rights violations based on any of the mentioned issues and developing a response plan for the government to implement and fund.



Aspiration 6: An Africa, whose development is people-driven, relying on the potential of African people, especially women and youth, and caring for children.

All the citizens of Africa will be actively involved in decision making in all aspects. Africa shall be an inclusive continent where no child, woman or man will be left behind or excluded, based on gender, political affiliation, religion, ethnic affiliation, locality, age or other factors.

Examples Of Sectors Who Can Engage	Examples Of Initiatives
<ul style="list-style-type: none">• Women's organisations• Youth organisations• Children's organisations• Disability organisations	<ul style="list-style-type: none">• Disability sector can advocate for free educational programmes including in rural areas for people with disabilities• Youth sector can Advocate for community-based programmes to assist the girl child to be able to continue with schooling• Children's sector can have awareness raising within communities for sharing of household chores so that girl children can also focus on their education



Aspiration 7: Africa as a strong, united, resilient and influential global player and partner.

Africa shall be a strong, united, resilient, peaceful and influential global player and partner with a significant role in world affairs. We affirm the importance of African unity and solidarity in the face of continued external interference including, attempts to divide the continent and undue pressures and sanctions on some countries.

Examples Of Sectors Who Can Engage	Examples Of Initiatives
<ul style="list-style-type: none">• Democracy organisations• Migration organisations	<ul style="list-style-type: none">• Migration sector can implement awareness raising campaigns and getting petitions from people on importance of cross-border collaborations• Governance sector can generate reports on citizens sentiments on migration, experiences of migrants when engaging with departments such as Home Affairs etc to share with Departments of International Relations coupled with a meeting for when they engage their foreign counterparts

All the Aspirations are linked to goals and priorities as well as the flagship programmes^{46,47}, to ensure that the Aspirations are attained. The flagship programmes of Agenda 2063 refer to key programmes and initiatives which have been identified as key to accelerating Africa's economic growth and development as well as promoting its common identity by celebrating Africa's history and vibrant culture.



⁴⁸ <https://au.int/en/agenda2063/flagship-projects#:~:text=The%20flagship%20projects%20of%20Agenda,history%20and%20our%20vibrant%20culture.>

⁴⁹ Refer to Annexure 1 for Flagship programmes



Advocacy Tips For CSOs

- Understand Agenda 2063, and its Aspirations, goals, priorities and flagship programmes and how that links to your advocacy with AU and AU organs
- Addressing communities and community issues holistically can expand advocacy avenues, making linkages as they effect and impact people (for example linking high unemployment to lack of funding or facilities for education)
- Evidence is key and crucial in advocacy. Evidence can be gathered from communities showing the lived realities. Evidence can also be accessed through research and official documents, to strengthen advocacy efforts and highlight the magnitude of the problem.
- Advocacy at times can include empowering officials and official structures to improve on their mechanisms
- A range of advocacy initiatives can be used to achieve one advocacy goal

2.2 Importance of Agenda 2063 for Civil Society Advocacy



Learning Outcomes

By the end of this Module CSOs should:

- Be able to use Agenda 2063 to identify advocacy opportunities

Agenda 2063 is results-oriented, with goals, targets and strategies set for the national, regional, and continental stakeholders in each Aspirational area. These targets form the basis for CSO and advocates to hold stakeholders accountable for performance. In addition, there is a Monitoring and Evaluation (M&E) component to ensure that planned activities, outputs and outcomes are on track for attainment - with the mid-term reviews providing the basis for programme re-alignment.

The way Agenda 2063 was developed, coupled with the recognition of the importance of engaging Africans as part of the implementation and domestication process, gives CSOs the power and platform to push to ensure that spaces are made available and accessible to organisations and people and to hold their governments accountable to their commitments around Agenda 2063

2.2.1 How Sectors can use Agenda 2063 for Advocacy

Agenda 2063 encompasses all aspects of our lives. This means that regardless of the sector and scope of work that organisations are doing, CSOs can find themselves within this blueprint. CSOs across the spectrum can and should make use of all aspects of Agenda 2063, especially if CSOs mimic the guidance of the Agenda and look at people holistically.

One of the flagship programmes is Silencing the Guns by 2020. This programme was meant to ensure that by 2020, efforts would have been made towards ending all wars, civil conflicts, gender-based violence, violent conflicts and preventing genocide. Efforts that governments are making towards this would be monitored through the African Human Security Index (AHSI) which was established and operationalised for this.

CSOs can:

- Follow developments and reports that are produced under this flagship programme
- Can see what activities were outlines and whether countries have implemented
- Identify shortfalls in implementation at national and regional level
- Link issues to what is happening domestically in terms of violence and insecurity
- Used findings to implement advocacy at national, regional and AU level



Advocacy Tips For CSOs

- Understand Agenda 2063, and its Aspirations, goals, priorities and flagship programmes and how that links to your advocacy with AU and AU organs
- Addressing communities and community issues holistically can expand advocacy avenues, making linkages as they effect and impact people (for example linking high unemployment to lack of funding or facilities for education)
- Evidence is key and crucial in advocacy. Evidence can be gathered from communities showing the lived realities. Evidence can also be accessed through research and official documents, to strengthen advocacy efforts and highlight the magnitude of the problem.
- Advocacy at times can include empowering officials and official structures to improve on their mechanisms
- A range of advocacy initiatives can be used to achieve one advocacy goal

Now that you have completed this Chapter on Agenda 2063 and the importance for CSO advocacy you should have:

- Be more knowledgeable on what Agenda 2063 is.
- A better understanding of the aspirations and the goals of Agenda 2063.
- Be able to identify potential advocacy opportunities using Agenda 2063.
- An improved view of the role of CSOs on advocacy.

The next Chapter will focus on Advocacy and Agenda 2063.



Chapter Summary

- CSOs need to know Agenda 2063, its aspirations, the goals, the priority areas and the flagship programmes and identify spaces for engagement as well as the advocacy opportunities.
- CSOs need to understand and link Agenda 2063 flagship programmes to the relevant AU organs for effective advocacy
- Just because Agenda 2063 is an AU blueprint and member states are meant to implement, this does not mean that member states are implementing or allocating the required resources, and this creates advocacy opportunities for CSOs.



Resources And Further Reading

Sustainable Development Goals | United Nations Development Programme : https://www.undp.org/sustainable-development-goals?utm_source=EN&utm_medium=GSR&utm_content=US_UNDP_PaidSearch_Brand_English&utm_campaign=CENTRAL&c_src=CENTRAL&c_src2=GSR&gclid=CjwKCAjwp7eUBhBeEiwAZbHwkr4GtKhAvz2M20XqhDFluzK1KYf_Y89qsckqBS4PI6PdF_DGPqn9jRoCxygQAvD_BwE

Agenda 2063: The Africa We Want. | African Union: <https://au.int/en/agenda2063/overview>

Conducting Advocacy Research | Section 5. Requesting Accountability | Main Section | Community Tool Box: <https://ctb.ku.edu/en/table-of-contents/advocacy/advocacy-research/request-accountability/main>

03

CHAPTER

CHAPTER 3:

Doing Advocacy With A Focus On Agenda 2063

Modules in this Chapter:

Module One:

Critical Approaches for
Effective Advocacy

Module Two:

Policy-framing Advocacy

Module Three:

Developing and Advocacy
Strategy

Module Four:

Influencing and Positioning for
the Target Audience

Module Five:

Monitoring of Advocacy
Campaigns

Chapter 3: Doing Advocacy For Agenda 2063

Module One provides an overview of what advocacy, the role of power and how power works for influence and provides some tools for power analysis.

Module Two focuses on policy-framing advocacy, elements of policy making process and mapping the policy making process.

Module Three provides information on advocacy strategies and key advocacy skills needed for CSOs to undertake advocacy.

Module Four is on influencing and position for the advocacy target audience and covers how to identify target audience, how to influence the target audience, how to undertake stakeholder mapping and key principles for partnership and consortium building.

Module Five focuses on monitoring of advocacy campaigns and efforts, and includes Theory of Change, covers what is advocacy, monitoring and learning and why this is important for advocacy and provides some monitoring tools.

Module One

Critical Approaches for Effective Advocacy



Learning Outcomes

By the end of this Module CSOs should:

- Be able to describe policy advocacy and explain why locally driven advocacy is important in creating long-term, transformational, and durable change
- Identify and analyse power

3.1 What is Advocacy?

There are many ways of defining advocacy. In this Toolkit, advocacy is defined as a planned and organised process that involves influencing decision makers towards a desired change that will benefit the community/society. The key elements of this definition are:

- Advocacy is a **planned and organised process**: Advocacy requires strategic planning to be as effective and efficient as possible.
- Advocacy **influences decision makers**: Advocacy seeks to influence those with formal power to make institutional change.
- Advocacy **works towards a desired change**: The goal of advocacy is to spur decision-makers to take action to make concrete, evidence-based policy changes.
- Advocacy **seeks to benefit the community**: The advocacy CSOs will focus on in this toolkit is advocacy which will benefit not only local communities through national structures but also regional and AU, and which will make use of Agenda 2063 to bring about the change.

3.2 Why is Advocacy Important?

Advocacy is important because it addresses the causes of problems, not just their effects, leading to change that lasts a long-time and can be maintained. Specifically, advocacy:

- Promotes more transparent and accountable systems, i.e., you can tell what your government is doing and make sure they are doing what they say they are going to do.
- Gives citizens power to organise, act and bring about change, including traditionally marginalised or excluded groups.
- Is part of our social responsibility, i.e., all citizens have a responsibility to take actions that contribute to improving their society, one of the main principles of Agenda 2063.
- Helps protect and ensure human rights.
- Influences changes in policies and the way systems work to better reflect the needs and priorities of the affected communities.
- Increases the effectiveness of government-funded programs and services.
- Leads to a more democratic decision-making process by ensuring that diverse viewpoints are shared over the course of policy debates.
- Ensures that there is enough money to implement the policies in place and make the change you seek.
- Contributes to influencing change in communities, nations, regions and globally.
- Fosters the culture of solidarity and creates opportunities for CSOs to collaborate.

Based on the principles of Agenda 2063, all Africans are called to engage and participate⁴⁸. One way to do so through advocacy. CSOs play a crucial role in ensuring that citizens can engage and have their voices heard. They are also best positioned to facilitate citizen engagement based on their relationships with communities, expertise, resources, and networks.

⁵¹ CSOs can engage with the AU and AU organs by applying for and being accredited, and the process for CSOs to apply is shared in Chapter 1 – Module 2.

3.3. Power, Intersectionalities and Advocacy or Impact of intersectionalities on Power and Advocacy

Advocacy does not and cannot take place in a vacuum. Once the advocacy objectives have been identified, there is a need to understand the political, social, economic realities surrounding and linked to the advocacy objective. **Defining and analysing power dynamics is an integral part of advocacy.** Inadequate power analysis may lead to missed opportunities, poor strategic choices, or increased risk to advocates.

Power dynamics can be explained simply as who has power, who does not have power and how power moves between these groups. Power is dynamic and ever-changing, as many actors, including CSOs, compete for power and space, including CSOs and networks. **Remember, power, like advocacy, is not static.** Understanding power dynamics is much more complex than seeing one group as powerful and another as powerless. There are different forms of power, and power resides in systems, processes, history, and individuals. Those who control them control the narrative. This narrative impacts on the individual and could shape the advocacy agenda. Those who are in positions of power can consciously or unconsciously use their power to influence outcomes. For example, donors can try to influence the agenda because they have the financial resources. Power is fluid, meaning that even those who are without power can through certain actions gain power. For example, even in a patriarchal society women can access power – and do so when they resist, when they discover their power within and when they work in solidarity with others. **Likewise, CSOs can also access power in their advocacy at national and AU level using the principles and aspirations enshrined in Agenda 2063.**

In most cases engagements happen from a position of unequal power dynamics because of many factors, such as class, race, educational status, and religion to list a few. Addressing Intersectionality⁴⁹ should be a principle across advocacy and reflects the inclusion of the histories and legacies of patriarchy, imperialism, colonialism, and related systems of oppression that drive poverty, inequality and injustice. Intersectionality is an important concept that explains multiple and layered forms of oppression based on different realities and identities: for example, nationality, gender, race, class, age, sexual orientation, geographical location, disability, HIV status etc.

Intersectionality is a **useful strategy for linking the grounds of discrimination to the social, economic, political, and legal environment that contributes to discrimination and structures experiences of oppression and privilege.**⁵⁰ It is a critical tool for analysis, advocacy and policy development that addresses multiple discriminations and helps us understand how different sets of identities impact on access to rights and opportunities.⁵¹ Intersectionality provides a lens to understand and assess the impact of converging identities on opportunities and access to rights, and to see how policies, programmes, services, and laws that impact on one aspect of our lives is inextricably linked to others – and other times something unique is produced at the intersection point of different types of discrimination.

If our advocacy does not begin with a complete picture of the economic, social, political, and cultural situation, issues will fall through the cracks. When the full context and quality of the experience of discrimination are not considered. Issues of intersectionality need to be included throughout the advocacy cycle, as this will enhance advocacy efforts and ensure that nothing falls through the cracks.

⁵² Some organisations have worked on intersectionality such as Advocacy Accelerator. Visit their website for more information - <https://advocacyaccelerator.org/>

⁵³ <https://www.ohrc.on.ca/en/intersectional-approach-discrimination-addressing-multiple-grounds-human-rights-claims/introduction-intersectional-approach>

⁵⁴ AWID. (2004) Intersectionality: A Tool for Gender and Economic Justice

3.3.1 Positions of Power.

To effectively influence the power structures of government, donors, or AU organs, CSOs need to access other sources of power. In the context of advocacy, six major sources of power include:

- The power of the people and citizens mobilising
- The power of information and knowledge
- The power of constitutional guarantees
- The power of direct grassroots experience and networking
- The power of solidarity
- The power of moral convictions

The policy environment and power dynamics are often unpredictable. Positive opportunities for advocacy occur, and so do negative surprises, so carrying out ongoing analysis of the external environment is vital. When trying to identify where power rests, it is important to remember that some forms of power are more visible than others. Hidden and invisible forms of power are often harder to confront because they are more difficult to recognise. Given that power does not always operate in visible ways, it is important to consider the different types of power when you carry out your power analysis (see Table 1).

Table 1: Types of Power⁵²

Type of power	Description	Example
Visible power	Observable decision-making processes, such as formal rules, structures, authorities and institutions	Elections, political parties, laws and budgets AU structures, treaties and protocols
Hidden power	Determines what is on the political agenda and includes a society's or government's informal/unwritten rules and practices. These dynamics are less obvious forces and thus are difficult to engage. They help to maintain current power relations by controlling who makes decisions and how they are made as well as what gets on to the agenda.	It may appear that the Assembly of heads of State and Government are the main decision maker but in reality, it could be Special Advisors or the Department of International Relations who make decisions
Invisible power	These power dynamics shape meaning in society. They render competing interests and problems invisible and ensure significant issues are kept 'off the table' and out of people's consciousness. These dynamics determine what information is concealed or inaccessible. They influence how people think, what beliefs dominate and how different groups of people see themselves.	Social practices, the media, Culture, Religion, Class etc

These different kinds of power usually operate simultaneously, and different strategies are required for tackling them.

While the power between certain groups may be unequal, there are many situations or examples of when those with seemingly less power can overcome those with more. How do they access power? Power over is not the only form of power – we can also identify the power to resist, power within and power with.

3.3.2 Accessing Power and Influence

Even if advocates do not have formal political authority or legal power there is a lot of informal power and influence that advocates can harness. These include the following:

- **Large constituency of supporters** that can amplify your message – the power of working in solidarity with others (**Power with**)
- **Legitimacy and credibility** based on being part of, involving or gathering evidence from communities who are affected by the issue gives more credence to the advocacy solutions for which you are advocating. (**Power to**)
- **Groups of committed partners** who can multiply your power, talents and knowledge and build collective strength – another form of solidarity (**Power with**)
- **Key relationships** with policy makers built on trust and respect (**Power to**)
- **Passion and commitment** to the issue can be a powerful force against apathy and misinformation. (**Power within**)

Leveraging one, or all these sources of power, can help shift the balance of power in your favour. Keep the issues of power and influence in mind as we move into discussing the policy process and the advocacy planning process.

Here are some things to consider about the people in power and authority:

- Identify who has the authority to make the desired change.
- Identify who has the authority over others and how they're using their power.
- Identify who owns or controls the resources, sets the agenda, and makes the decisions.
- Recognize that those in power usually want to keep their power and may say and do whatever they can to do so. "[The] power elite generally uses its influence to benefit itself at the expense of the general welfare and the majority of the population."

Be aware that those in power will often declare an issue settled or unchangeable, or they may say one thing but do another, to maintain their power.

Power analysis needs to happen on a regular basis due to the shifting nature of advocacy

- Attending key advocacy meetings at the local, national, regional and AU levels and making the presences of CSOs, networks and consortiums known
- Increasing community understanding of and participation in national, regional and AU processes.
- Ensuring CSOs, in particular those representing the most marginalised populations, are well represented and that their participation is not tokenistic
- Need to think about representation at all levels of advocacy
- Leveraging grassroots understanding and connections to bring in experts, including those personally impacted by the issue, that can speak about the problem and possible solutions

3.3.3 Tools for Power Analysis

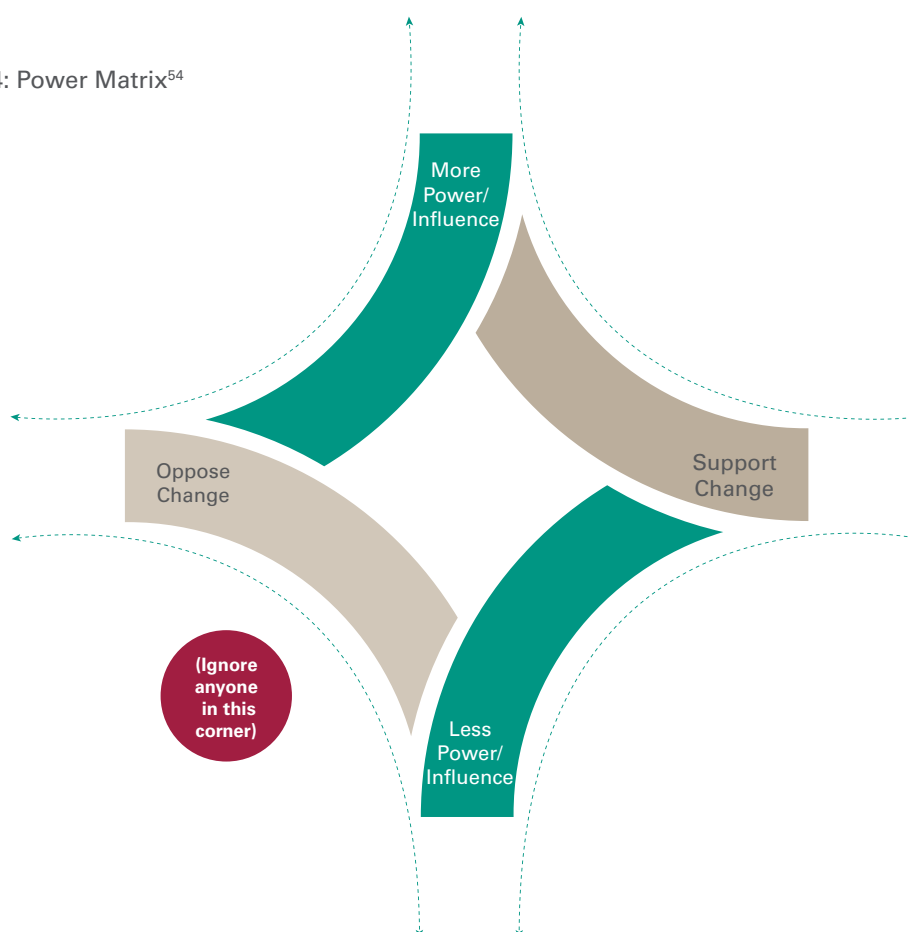
Once you have identified your advocacy objectives, you need to carry out a comprehensive analysis of policy processes and power relations. A power analysis will help you to see your advocacy work as a long-term process, identifying when and where you might be able to intervene. There are many different tools that can be used to guide your power analysis. Some of these are introduced below.

Power Matrix⁵³

The power/influence grid is a matrix used for categorising stakeholders during a change project to allow them to be effectively managed. Stakeholders are plotted on the grid in relation to the power and interest they have in respect of the project. The grid categorises stakeholders into the following four groups:

- High power/high influence
- High power/low influence
- Low power/high influence
- Low power/low influence

Diagram 4: Power Matrix⁵⁴



The complexity of power means that there is no 'one size fits all' solution to transforming power relations. Often, there will be a need to act at more than one level, and address more than one dimension of power simultaneously to bring about lasting change. Strategies for power, is another tool that can be used for power analysis.

⁵⁶ <https://www.improvementservice.org.uk/business-analysis-framework/consider-perspectives/powerinterest-grid#:~:text=The%20power%2Finterest%20grid%20is,in%20respect%20of%20the%20project.>
⁵⁷ <https://www.powercube.net/>

Strategies for Power⁵⁵

This describes two different kinds of strategies: those needed to confront power over and those that help us build our own power for change, safety, and transformation. The first column is focused on resisting and confronting power - in its visible, shadow, and invisible forms. The second is focused strategies we can use to build our own power. We can use this to help us think about strategies and strategic priorities.

Table 2: Challenging and Transforming Power

Challenge and Resist Power Over	Build and Create Power for Transformation
Visible Power: <ul style="list-style-type: none"> • Expose corruption and ties to hidden power • Hold decision makers accountable to existing laws and community commitments including through direct action and protest • Challenge discriminatory and inequitable laws and policies 	Organize to Impact Decisions and Governance: Laws, Policy, Judicial and Budgets <ul style="list-style-type: none"> • Mobilize women's political engagement to gain social accountability – our power to • Leverage relationships with those in decision making positions • Engage in legal, political and judicial advocacy • Shape the policies and practices we need and want
Shadow Power: <ul style="list-style-type: none"> • Expose and discredit shadow actors • Research non-state actors and their influence and power • Develop strategies to protect ourselves from threats, • Integrate risk and conflict analysis into our networks and strategies consistently • Use of technology to expose abuses of power + to protect us 	Build Our Own Movement Infrastructure: <ul style="list-style-type: none"> • Strengthen women's movement leadership and organising skills, our power to • Build diverse, inclusive alliances + networks with women's leadership and perspectives at the centre • Grow and engage a base of activists • Build our organisations' capacity and collective power, our power with • Create strategies for our safety and well-being including safe houses • Strategically build alliances with powerful state + non-state actors

Invisible Power:

- Challenge and disrupt social norms
- Question taboos, negative traditions, and use of shame/guilt to control
- Name and expose underlying interests and values of dominant players behind messages
- Draw attention to contradictions and consequences of invisible power

Create Critical Awareness and Communicate Our Own Ideas:

- Foster critical consciousness
- Amplify voices, ideas, views, and beliefs
- Influence and inform public discourse, attitudes, and behaviour
- Creatively use and produce media and knowledge content and products as a form of cultural and political intervention
- Value practical know-how, life experience, and power within
- Cultivate an alternative vision for a better future and understand the critical role we play in building it, our power for
- Feel and promote solidarity, sisterhood, and shared power

**Advocacy Tips For CSOs**

Here are some things to consider about our own individual and collective power:

- We can increase our own power.
- We can build our skills and capacities.
- We can collaborate with others.
- Our belief that we can effect change influences our power.
- We can manifest visible, invisible, and hidden power as individuals in ways that are positive and productive.
- What's happening in the world requires the consent and/or acquiescence of the people. When we bring our collective will and power to bear, we can transform harmful systems.
- We need to listen to those on "the margins" so that we can ensure that we're including important perspectives and addressing relevant needs.



Advocacy of Practice

This is a **call for CSOs** to take action and shows the power that CSOs have in the implementation of Agenda 2063.

African Civil Society Organisations (CSOs) have been urged to support and promote the implementation of the African Union's Free Movement Protocol (FMP) and the Migration Policy Framework for Africa (MPFA). This clarion call to CSOs was made during the opening of the Regional CSO Sensitization Forum on the Continental Free Movement Protocol organized by the AU Economic, Social, and Cultural Council (AU-ECOSOCC) with support from the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

Free movement can be linked to Aspiration 2 which is on integration and based on the ideals of Pan-Africanism and African renaissance. CSOs can:

- Popularise the protocol
- Engage their governments
- Share information on the benefits of free movement and improved migration policy on the lives and also the economy
- Organise meetings
- Get online petitions for citizens to sign

Module Two

Policy-framing Advocacy



Learning Outcomes

By the end of this Module CSOs should:

- Understand policy advocacy and its importance to engaging at AU level

A **Policy** is a set of principles, ideas or plans that guide decisions to achieve a certain outcome. Policies are important because they shape the way people do things, they determine how people behave, and how people experience their everyday lives.⁵⁶ Policies can come in a variety of forms including legislation, plans, strategies, protocols, guidelines, budget line items, declarations, or circulars.

Policy advocacy is the process of taking strategic action to influence the creation and development of public policy. It makes use of multiple targeted actions directed at changing policies, positions or programmes or holding governments accountable to their commitments.

Understanding how the policy-making process at all levels works in your country or region is key to achieving your advocacy objectives. To develop a targeted advocacy strategy, you need to understand the process, the factors that affect policy decisions and where in the process you can have the most influence.

When you start engaging in advocacy, it may appear like policy-making just happens – new guidelines are announced, budgets are reduced, or laws are passed. However, these outcomes are the result of complex interactions between structures, people, and processes. CSOs that have a good understanding of these elements and how they fit together, can more efficiently and effectively target their efforts to the correct decision maker at the most appropriate time.

⁵⁹

Voices of Youth. Understanding and engaging with policies. <https://www.voicesofyouth.org/understanding-and-engaging-policies>

3.4 Elements of the Policy Making Process

The general elements that comprise the policy making process are as follows:

- **Structures:** Policy-making structures and decision-making bodies such as National Assemblies, Ministries, Parliament, local government, etc.
- **People:** Key decision makers at each stage in the policy process such as Members of the National Assembly, government officials, etc.
- **Processes:** Formal processes refer to those required by law or regulation. These are typically the easiest to determine. Examples include Parliament must approve legislation and policy changes; the budget making process must include specific steps; or public participation must take place before specific policy decisions are made.
- **Informal processes** refer to activities that occur in parallel to formal processes but are not required by law. These are typically more difficult to identify. Information from your situation analysis and from discussions with partners and key stakeholders may provide insight into informal processes. Examples include: a minister may not decide on an important health issue without consulting religious or cultural/traditional leaders or a specific advisor. It is also important to consider how private sector interests may interact with the change you are trying to make.
- **Alternative processes** refer to those that exist outside of the official process. These will likely be more difficult to identify. For example, if a political leader feels like s/he will face stiff opposition in Parliament/County Assembly, rather than creating laws/policy s/he may look for a strategy (i.e., regulations) that don't require Parliament's approval.

Stages OfThe Policy Making Process:

While the specific stages of the policy making process in each context may vary, the following provides a general outline of the stages, and the role advocates can play in each stage.

Table 3: Stages of policy making, roles for advocates and linked to Agenda 2063

Stage	Role for advocates	Agenda 2063 Aspiration
Agenda Setting	Advocacy can help incorporate issues into the policy agenda. Example: Work with an electoral candidate's team to ensure that financing for family planning commodities is included in his/her election manifesto	Aspiration 3
Policy Formulation	Advocates can help support development of a policy. Example: Working with supportive government departments/ officials and family planning partners to review data, family planning project reports from similar counties and existing policies and financing laws to develop recommendations proposing youth friendly SRHR services for adolescent girls and young women be included in the review of youth policy	Aspiration 3 and 6
Policy Enactment	Advocates can influence decision-makers to get a policy ratified. Example: Women advocates meet with government officials to influence the gender and women's agenda. Advocates can convince the Minister of Land to approve a policy that promotes women's access to land.	Aspiration 1 and 6
Policy Implementation and Enforcement	Advocates can ensure regulations and resources are in place to implement policy. Set up a mechanism to enforce the policy. Example: Ministry of Finance introduces gender budgeting. Women's organisations engage in social accountability processes to monitor the budget to ensure women and girls benefit.	Aspiration 3 and 6
Policy Monitoring and Evaluation	Advocates can assess a policy's implementation and impact Example: Country officials share ombudsman reports detailing implementation process and challenges and expenditure reports, which clearly document how funds for women and agriculture programmes are implemented.	Aspiration 3

3.5 Policy Advocacy

Generally, policy advocacy falls into one of the following two categories: policy change or policy implementation.⁵⁷

Policy CHANGE includes:

- Policy development: creating a new policy proposal or policy guidelines
- Placement on the policy agenda: inclusion of a policy proposal on the list of issues to which policymakers give serious attention
- Policy adoption: official acceptance of a policy proposal, perhaps through an ordinance, ballot measure, legislation, or legal agreement
- Blocking a harmful policy: opposition that prevents a policy proposal from being adopted
- Resource allocation: committing or allocating resources within a budget

Policy IMPLEMENTATION includes:

- **Putting an adopted policy into practice:** providing the funding, resources, and/or quality assurances required to implement the policy
- Checking whether ratification and domestication of policies are implemented at the national level
- **Policy maintenance:** preventing resource cuts or other negative changes from undermining a policy
- **Policy monitoring and evaluation:** tracking the implementation of a policy and ensuring that it achieves its intended impacts.

Module Three

Developing an Advocacy Strategy

The previous modules in Chapter 3 have looked at what advocacy is, focusing on policy facing advocacy. This module will move into a discussion of the “how” of advocacy.



Learning Outcomes

By the end of this Module CSOs should:

- Acquire the knowledge and skills CSOs need to do effective advocacy, including skills assessment
- Understand the components of an advocacy strategy and why it's important to have one

3.6 Key Advocacy Skills for CSOs⁵⁸

Advocacy implementation requires a specific set of skills for CSOs and individuals. Due to the nature of advocacy (discussed in Module One of this Chapter), prior to initiating an advocacy strategy, there is a need to perform an individual and CSO skills assessment. This will influence the level at which the strategy is implemented and assist to identify any additional skills required and whether the advocacy strategy is in line with the core function of the CSO. Knowing this will shape decisions taken to ensure effective advocacy implementation.

⁶⁰ Advocacy Accelerator's Youth in Action Training Toolkit
⁶¹ See Template 1 for more information

3.6.1 Assessing CSO and Individual Advocacy Skills

When undertaking advocacy, it is essential to understand your current advocacy skills – those that exist within your organisation as well as among the partners who will be part of the advocacy initiative or campaign — and where there may be gaps.

The tools and templates that are provided in this Toolkit are examples and there are a range of other tools and templates that can be used.

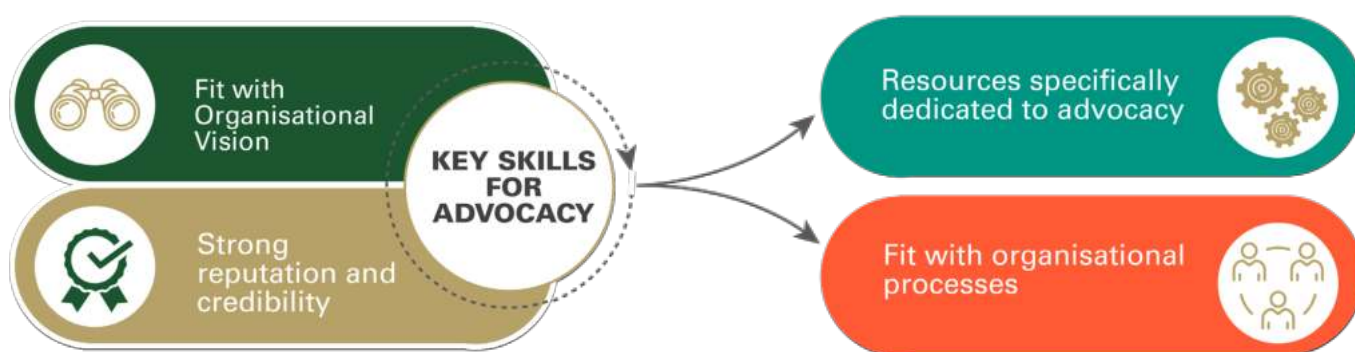
Individual

Individual skills assessment contributes to individual development and will determine what additional skills CSOs need to bring to support the advocacy initiative. **The Advocacy Skills Assessment Tool⁶⁹ (Template 1)** can be used to assess current skills related to advocacy

CSOs and networks

It's by understanding these gaps that CSOs can better target capacity strengthening efforts. For further information about key advocacy skills at the organisational and individuals' levels. Diagram 7 below depicts the key skills for advocacy and these are also explained on Template 1.

Diagram 5: Key Skills for Advocacy



Skills assessment at the organisational/network level need to factor the following:

- Whether the initiative is in line with the overall organisational vision
- Whether there is enough internal capacity
- Funding to implement and this will also factor who the donor is
- Systems to monitor and evaluate

Advocacy capacity assessment is an ongoing aspect of any CSO, network and advocacy initiative. As change is brought about due to the actions taken, an assessment is needed to identify any new gaps and respond to them to ensure the success of the advocacy strategy and initiative.

The Advocacy Skills Assessment Tool (**Template 1**) can be used to assess CSO's current skills related to advocacy. If conducting an organisational/network assessment, it is recommended that CSOs meet with other colleagues from your organisation/network to complete it, as this will provide a full picture of what skills exist and which are still needed.

Once CSOs or individuals have a sense of where there may be gaps – these may be the areas with the lowest scores, where you have the greatest interest or where funding is available – CSOs can work with partners to complete the Skills-strengthening plan template (**Template 2**). This template will help you put a plan in place for how you will strengthen your and/or your organisation's advocacy skills, as well as monitor (and celebrate!) progress.

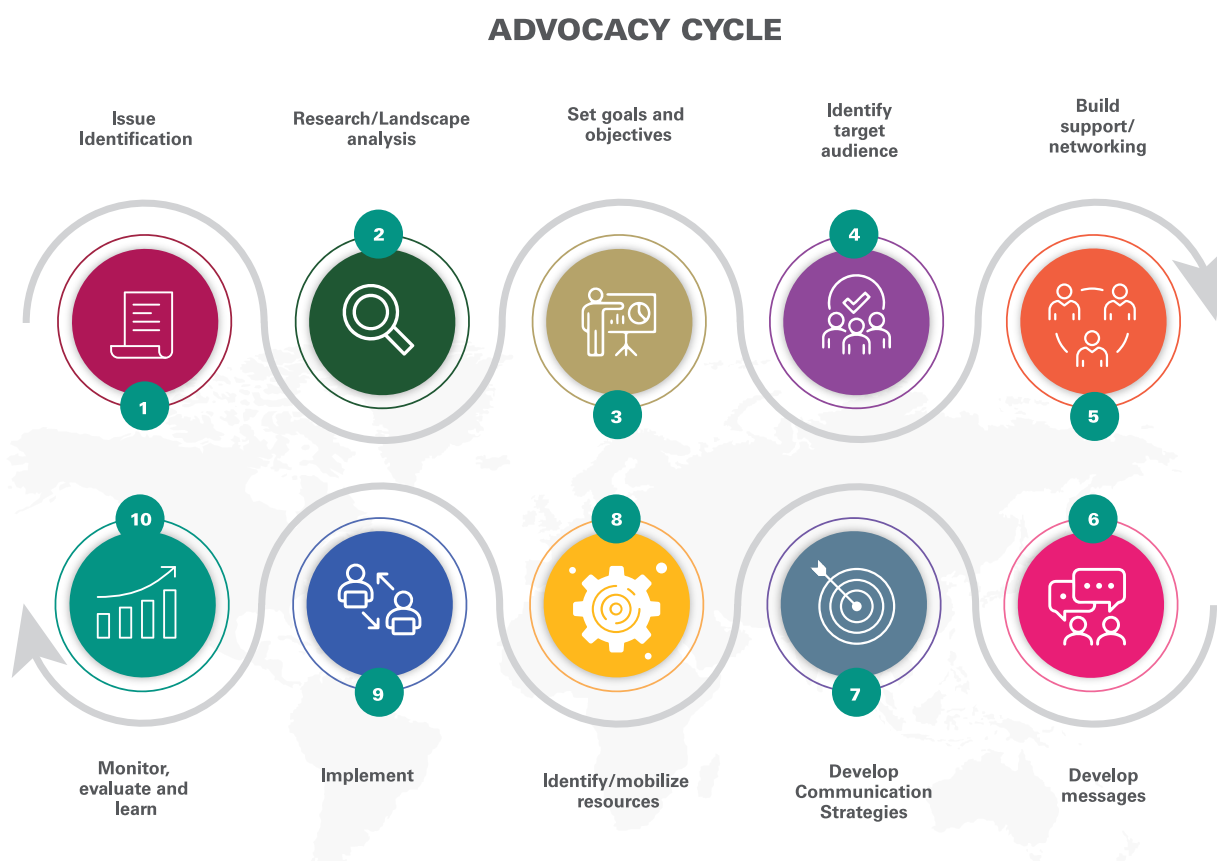
It is important to note that advocacy capacity-strengthening is a process, something that happens over time; therefore, CSOs do not need to wait to have strong skills in every category to begin. In fact, one of the best ways to strengthen CSO advocacy capacity is by doing advocacy.

3.7 Advocacy Strategies

An **Advocacy Plan or Strategy** is a way to **strategically think through what you want to focus on and achieve** through your advocacy, and to **define key steps to help move you toward your end goal**. An advocacy plan can be developed at an organisational level or with partners/networks. Keep in mind that it is helpful to have those that will be involved in implementing the plan engaged in developing it to ensure buy-in and support.

Diagram 7 below outlines ten steps that can support the development and implementation of a CSO's advocacy plan:

Diagram 6: 10 Step Advocacy Cycle



Each of these steps is described below. Remember that advocacy is not linear or cyclical. Steps can be happening simultaneously especially as the context changes. Whilst working through these steps and when developing the strategies, CSOs need to constantly be revisiting their **Theory of Change** (see Module 5) as part of their learning and to strengthen their approaches.

- 1. Issue Identification:** What is the key problem you want to address? What are the long-term changes that are being asked for? What are the underlying issues to the cause? When identifying the issues, power and intersectionality should always be addressed.
- 2. Research/Landscape Analysis:** Assess the broader environment, understand problems and what is causing them and develop and assess possible solutions. Conduct and share policy research and analysis: Assess the policy environment, generate evidence, and analyse specific policy problems and solutions, interpret information collected and format the information to share with relevant audiences in an appropriate way at the most appropriate time. Part of the analysis is of affected communities and ensuring that there is evidence to support the issue. Communities should not be left behind or marginalised. Does this analysis address intersectionality and power issues? Where does power exist in the landscape, how does the issue acknowledge the different lived realities of people (intersectionality)? Who has power in these dynamics of research and analysis and how do they impact the final analysis?

3. **Set Goals and Objectives:** Identify your goal(s) and SMART objectives. Do your goals and objectives reflect issues of power? Do they fully address the impact across identity and experience? An advocacy goal should be time-bound and is **the long-term result (three to five years) of your advocacy effort**; it is your vision for change. An advocacy objective is the short-term target (one to two years) that contributes toward your goal.⁶⁰ Reaching an advocacy goal can be a long process; therefore, clear, SMART objectives help identify intermediate steps that will take you towards your goal. SMART objectives are Specific, Measurable, Achievable, Realistic and Timely. The following questions can help you to determine if your objectives are SMART, remembering that advocacy is uncertain, not linear as the environment can change at any time.

Table 4: SMART Objectives

Specific	<p>For a goal to be effective, it needs to be specific. A specific goal answers questions like:</p> <ul style="list-style-type: none"> • What needs to be accomplished? • Who's responsible for it? • What steps need to be taken to achieve it? <p>Thinking through these questions will get you to get to the heart of what is being aimed for.</p>
Measurable	<p>Specificity us a solid start but quantifying the goals (this is what will make them measurable) makes it easier to track progress.</p>
Achievable	<p>This is the point in the process where a serious reality check is needed. Goals should be realistic.</p> <p>A question to ask, is whether your CSO or network can reasonably accomplish the task?</p>
Realistic	<p>The big picture question, is why your CSO or network has set the settled goal and whether it is what is needed.</p>
Timely	<p>To properly measure success, everyone needs to be on the same page about when a goal is achieved. What the time frames are?</p>

4. **Identify Target Audience.**⁶¹ Assess when and how to influence the policy process and be able to respond to changes. Identify the key target. Understand how to influence key targets. Build relationships with relevant decision-makers and have the skills to engage and influence them in different ways. What power do the target audience hold and who else has power who can influence the target audience? For example, if the target audience is the women's caucus, having women in their diversity present information is vital, as they could sway the target audience more.
5. **Build Support/Networking:**⁶² Identify and work with key allies and partners, including relevant coalitions, networks, and other constituencies. Partnership, networks and consortia involve bringing CSOs and people together. Issues of power need to be constantly addressed and evaluated. For instance, having huge donor funded regional organisations and smaller CBOs, working in the same coalition would require a power analysis to ensure all voices are equal. Ensuring that organisations address issues of intersectionality is crucial, as it will ensure that there is inclusivity and that a range of issues and experiences will be brought to the fore.

⁶² <http://www.policyproject.com/pubs/advocacy/English/Policy%20Proj%20Sec%20III-2.pdf>

⁶³ This will be discussed in detail in Module 4 of this Chapter.

⁶⁴ This will be discussed in Module 4 of this Chapter.

6. **Develop Messages:** Messages need to be tailored for specific target audiences and in language that they can relate to. Messages should highlight diversity of experience.
7. **Develop Communication Strategies:** Communication strategies or tactics need to be developed for various audiences through a range of channels. While the key messages should be standard, it is helpful to have different people communicating the message, to show diversity in terms of people who are working towards and wanting the change. Communication strategies need to factor where the target audience is located, their level of understanding on the issue and their preferred method of receiving information. Your power analysis will identify who is best positioned to engage with the different target audience.
8. **Identify/Mobilise Resources:** Identify what resources you have and what you need. This may include identifying resource providers, asking for resources, and writing concept notes and funding proposals. Finding resources for advocacy can be challenging and it is useful to do a market check⁶³ and a resource mobilisation strategy. Resources can afford some CSOs with more power than others and may position them in a more influential role. When working in a coalition, CSOs who bring in more resources can feel entitled – it is important to value all contributions equally, as they all add to the success of the initiative.
9. **Implement:** Strategically plan the advocacy activities and tactics that will be part of your advocacy initiative or campaign based on an assessment of the advocacy targets, the most effective timing (i.e., does the activity capitalise on key windows of opportunity for action?) and available resources. Affected communities need to be front and centre in implementation efforts, where it is safe to do so. Issues of power can arise in terms of who speaks and who is the face of the campaign.
10. **Monitor, Evaluate and Learn:**⁶⁴ Monitor, evaluate and learn from advocacy, and use this learning to inform current and future advocacy efforts. Monitoring should happen throughout the implementation process. CSOs need to identify who does the monitoring and evaluation after factoring in power dynamics and their impact on the process. Monitoring needs to ensure that everyone has a role to play and that diverse experiences and outcomes are being tracked.

Leveraging different levels of advocacy

Advocacy is about creating change and using the resources available to achieve the change that is sought. One such resource is making use of different levels of advocacy to focus on and complement each other, and how shifting between the different levels can strengthen advocacy efforts.

It is important to be strategic about where you focus your advocacy efforts, keeping in mind the linkages between the different levels of advocacy. In some cases, you may focus on national policy or legislative change but use regional and AU bodies and instruments to assist. For example, to address Sexual and Reproductive Health Rights (SRHR), Aspiration 3, which focuses on human rights, can be used to strengthen the call depending on the issue. In other cases, we may need to look to regional bodies as the change-maker - for example advocating for a regional policy on Climate Change. You can also go the other direction and focus your advocacy more narrowly on local level issues that are context specific.

The level you target your advocacy will depend on several factors, including the issue, timeframe, resources, partnerships, etc. and should be considered as part of your advocacy planning process.

⁶⁶ A "market check" is an assessment and identification of donors who are a good fit to support your advocacy strategy.
⁶⁷ This will be covered in Module 3 of this Chapter.



Advocacy of Practice

The following is an example of an advocacy related to Agenda 2063 initiative that uses SMART Objectives.

Currently only 10 countries are submitting reports to the AU on the progress and work being done at the national level on the Agenda 2063 flagship programmes.

Goal: Increase the number of member states who are reporting their progress on the flagship programmes.

For example, the SMART Objectives could be:

The number of member states who are reporting their progress on the flagship programmes increases by 20% by 2025

Work with two International Relations Department in each region to support them to report on the progress that is being made nationally on the flagship programmes.

National level advocacy is inextricably linked to policies adopted at the continental level since every decision taken by the AU must then be endorsed by most member states and then domesticated by the States. AU and regional level decisions can be used to influence, convince, or pressure national authorities to act, and in some instances, may help break down stalemates at the national level so that member states ratified the set.

Advocacy at the regional and AU level is very different from advocacy at the national level. Regional and continental advocacy is often more challenging, requiring more time, finances, and coordination. It is important to keep in mind that in addition to considering the needs of Member States, the AU operates within a global framework and needs to factor the impact of its decisions on other continental bodies. The benefits of advocating for regional and continental bodies to effect change may outweigh these challenges.

The balance between cohesion and contextual flexibility is the key to successful linkages between the different levels of advocacy.



Advocacy Tips For CSOs

Advocacy at the national level needs to be informed and guided by the national context without being too locked to strengthen regional advocacy priorities.

Factoring safety for all who are involved in the implementation of advocacy is key. Safety and security, especially in instances where the target audience is hostile needs to be continuously considered due to the fact that the advocacy environment is always changing.

Aspects of mental health for affected communities, those implementing them also need to be catered to and should not be minimised.

Where CSOs do not have the expertise internally, partnering with another CSO can help fill the gap.

ECOSOCC is a resource for CSOs as they can provide guidance and support to CSOs on how to engage the AU and AU organs and the application process to gain access into AU spaces.

Skills-strengthening plans should be done with networks, partnerships and consortia as this will aid with accountability and buy-in

Working at the regional level creates opportunities for CSOs to partner
Partnerships need to be a factor in all Member State experiences.

Module Four

Influencing and Positioning for the Target Audience

The previous model looked at the “how” to do advocacy. This module focuses on how to advance the advocacy goals by identifying the target audience, the importance of working with stakeholders, how to map stakeholders and how to create partnerships that will support advocacy efforts.



Learning Outcomes

By the end of this Module CSOs should:

- Have the skills to identify appropriate target audiences
- Understand the importance of stakeholder mapping and creating equitable partnerships
- Conduct a needs/gap assessment of your networks
- Bring people to the cause

3.8 Identifying the target audience⁶⁵

The main target audiences for advocacy work will usually be decision-makers and influencers:

- Decision-makers are the primary audience. These are the individuals or groups who can take decisions in relation to policies and programmes. The primary audience may include the Chair of the AU, the Heads of State, Chairpersons of different AU organs, including the RECs, PAP, PSC etc, the President, the Prime/Deputy Minister, the Cabinet, Health or Deputy Health Ministers, Parliamentarians, Funding agencies and Community Leaders.
- Influencers are the secondary audience. These are the individuals or groups who have access to the decision-makers and who may be able to influence them. Influencers may become partners in the advocacy plan. The secondary audience typically includes organisations who work on issues, citizens, opinion leaders, the media/social media, international leaders, entertainment and sports personalities, teachers, professors, and researchers.

When drawing up a list of potential targets for advocacy, it is helpful to consider the current political climate. For example, if CSOs were addressing the issue of migration they could ask:

- How important is free cross-border migration for the people? Is there adequate understanding of the term “free cross-border migration” and of the various components of free cross-border migration? Does the government need to be convinced that there is a popular demand to give migration a higher priority?
- Are there other influential municipal or national government departments – parks and recreation, education, environment, industry, and innovation – who share the concerns of advocates for migration?
- Do you need to convince other influential groups, such as professional and national medical associations or corporate leaders who have at-risk employees, of the value of migration? Are there other influential stakeholders who need to be convinced?
- What influence might the media have through the Internet, radio, television, and print?
- Does the private sector play an influential role in the issue of free cross-border migration?

⁶⁷

Adapted from Cancer Control: Knowledge into Action: WHO Guide for Effective Programmes: Module 6: Policy and Advocacy. <https://www.ncbi.nlm.nih.gov/books/NBK195430/#:~:text=The%20main%20target%20audiences%20for,makers%20are%20the%20primary%20audience.>

CSOs can use the responses to these questions to support targeting of the initiatives.

The process of selecting specific target audiences may be assisted by working through the following steps:

- First, for each objective in the advocacy plan define your target audience. To do this, you will need some understanding of the decision-making system. Once the decision-making process is clear, it may become evident that a key target decision-maker is not directly accessible. In such cases, it may be necessary to work through others to reach the key decision-maker.
- Second, for each target, identify individuals or groups (i.e. influencers) who can deliver the message to that target. The messenger needs to be good communicators, eloquent, convincing, and genuine. For example, in many settings, a prestigious oncologist is likely to have the greatest influence on a minister of health on issues related to cancer. On the other hand, a national economist who can argue convincingly for the economic benefits of the national health insurance program may be more effective in influencing a minister of finance. Pairing specialists or other professionals with communities will bring the collective leverage of a personal, professional and policy perspective to the political front. Some decision-makers could be most influenced by the people who got them elected, so people/communities can be used as influencers where needed.
- Third, understand the target audience(s). Consider their motivation and interests, and the nature and format of information needed to persuade them. Note that targets may be either in favour of the change, undecided, or even opposed to it.

Stakeholder Mapping

Stakeholders are all the people who have an interest in a particular policy, including people who can and do influence the policy, as well as those affected by it. Stakeholder mapping is about understanding who decision-makers and key players are, but also about mapping who the people that do not have much influence but are interested in the success of the project and its aims are. All these actors are potential stakeholders in the project or initiative. When it comes to regional and continental advocacy, stakeholder mapping and analysis is vital. Communities are also a key stakeholder and one that should not be overlooked or undermined, especially communities most affected by the issue. They are key not only for support but for evidence showing the impact on the concerns on their lives.

This section will help you to identify exactly who you need to persuade and influence within your network to drive the change you are seeking. Most importantly, you need to tailor your 'ask' according to what your targeted decision-maker can deliver.

Begin the process of identifying your target by taking note of all the stakeholders and actors involved in your issue. In addition, to undertake effective advocacy, it is important to identify those who are most likely to be your allies, including those who can be persuaded to become allies, or at least facilitators to help you in terms of achieving the advocacy goals. You will also need to identify those who stand in the way of you achieving your advocacy goals. Having CSOs who work at different levels, regions and with diverse communities is critical, as it will ensure that diverse voices and experiences are included.

The stakeholder mapping process should happen on an ongoing basis because pertinent groups may change, depending on the issue at hand and any changes in the context.

Benefits of stakeholder involvement in advocacy planning and implementation include the following:

- It can lead to informed decision-making, as stakeholders often possess a wealth of information.
- Consultation in the early stages of advocacy can alert you to potential risks and can reduce the likelihood of conflicts, which can harm the implementation and success of advocacy.
- It contributes to transparency as the different stakeholders that are involved can monitor it.
- The involvement of stakeholders can possibly lead to long-term collaborative relationships that can further advance advocacy agendas.
- Ensuring that you are speaking on behalf of communities instead of speaking for them; thus, tackling power in terms of who can speak.

Stakeholder engagements are not once-off events. These are ongoing processes that need to be incorporated into all aspects of the design, implementation, and monitoring of advocacy efforts. Based on the context, this may include regular consultative meetings, updates via email or WhatsApp Groups or reporting mechanisms on progress and challenges. It is important to remember that in many cases 'communication channels' already exist in organisations that can be utilised to facilitate stakeholder engagements. Communication needs to be frequent throughout the advocacy cycle. Frequent communication aids with legitimacy but also ensures that momentum is not lost, especially over time.

Stakeholder engagements are also crucial for Monitoring and Evaluation (M&E), and these also need to be frequent, as information on the changing landscape can be shared which will impact on the strategy.

3.9 Influencing Your Target Audience

Having identified your targets and key people to influence, you need to decide how to influence them. Their beliefs, attitudes and interests may be like yours, in which case influencing them will be easier. However, their attitudes may be very different from or even opposed to yours, and then it will be much harder to influence them. It is therefore very important to get as much information on your targets' interests and attitudes as possible. This will help you identify whether they are supportive of the change you are trying to achieve and could be potential 'champions', or whether they oppose it and could potentially act as 'blockers'. Blockers are individuals who can negatively impact your success by creating blockages or factors that can impact your efforts. Additionally, they may not have a set opinion at all, in which case they are 'swingers' and could potentially become a champion or a blocker.

To influence your target audience, you need to answer the key question 'What is most likely to change their mind and to make them act?' Different targets may respond differently to different tactics, messages, spaces, and information. There is no 'one size fits all' and your initiatives and tactics will have to be tailored to the different targets, based on knowledge of your target audience. For example, if the target is a policy maker, evidence is what may be needed to influence them; for CSO partners, this could be on the benefits for them to associate and partner in the initiative and for communities this could be the impacts on their lives. Influencing target audiences to act is also about the tone at which information is shared. If communities feel that the information being shared is condescending or misleading, they will not be swayed.

To influence Policy Makers, information that is factual, to the point, simple and easy to read is needed, as they do not have time to read pages of documents. Information needs to be useful to their overall plans and goals. For instance, a Minister who wants better roads, sharing information on the state of roads and their impacts will aid in influencing and gaining their support.

Communities have a crucial role in advocacy. There is the need to influence communities to support and potentially drive the advocacy agenda. It is important to ensure that no harm befalls anyone, so safety needs to be factored when getting community support and buy-in. For example, an initiative for good governance needs to ensure that no one who speaks out against corruption will be a target for backlash. This links to Aspiration 3. Diversity and inclusivity also need to be factored so that no one is left out.

Influencing target audiences is not something that will happen overnight. There are people who are ready and were looking for that push, people who are sitting on the fence and then those who will not be moved. Allocating adequate resources to each group is vital, but initially aiming for those most easily convinced could also aid in with getting others to join the effort.

You need to carefully consider who the most credible and influential messengers for different audiences are. For example, if the issue is on youth quotas in leadership, this could be a regional organisation, it could be a youth led organisation or it could be young people themselves. Aligning with networks and CSOs who work in a range of areas is beneficial as it not only increases reach but also brings in diverse views, opinions, and voices. This would include CBOs in rural areas and smaller organisations who are not registered. We need to always question power and privilege in relation to who is included. It is not always the most educated person who can sway target audiences, it is sometimes the person or people with lived experience related to the issue being discussed. It is also important to always focus on the issue at hand and not the personalities, as this can derail the advocacy initiatives.

3.10 Partnership and Consortium Building

Successful advocacy initiatives and campaigns often result from a group of organisations working together toward a common goal. A partnership is a group (formal or informal) of organisations and individuals that come together for a period to collaborate to achieve changes in policy, law, programmes, or funding streams for a particular issue. Successful initiatives and campaigns rely on a broad network of committed advocates and active supporters. Advocacy networks are useful and powerful tools for achieving shared goals. **This is particularly true at the regional and continental level where networks may be able to exert greater influence which could result in more support from a larger number of regional bodies and governments. Working in partnerships feeds into Agenda 2063 principles of collaboration as everyone is called to be part of the solution. In addition, because the AU represents 55 member states, to make change at this level requires CSOs across the continent to work together.**

While partnering with others has many benefits, these relationships must be carefully developed, and issues of power negotiated in any partnership.



Box 1: Benefits for partnerships

Potential benefits and challenges of partnership

Potential benefits:

- Strength in numbers. Speaking with one voice for a common goal amplifies the voices
- Diverse skills and resources within the partnership can be leveraged
- Expanded connections with key stakeholders and the potential for greater influence
- Added security in case issues that are being raised are criminalised or sensitive within countries
- Shared experience: Having partners that have engaged in advocacy at the AU or regional levels can make efforts more efficient and effective.
- Movement coverage: supporting those who would not be able to access AU and AU organs and spaces.

Potential challenges:

- Competition for space, attention, and resources
- Role confusion
- Difficult to identify and recognise your contribution
- Unequal power dynamics

Partnerships can encompass many different forms of collaboration based on what is required. Partnerships can be based on convenience, meaning that CSOs are coming together for a common goal and once that is achieved the partnership ends. Other times this can be in the form of more established CSOs providing and creating spaces for smaller CSOs to gain access into spaces. Regardless of why and how partnerships are created, it is important to establish and have principles for engagement.

3.11 Mutual Accountability as a Key Principle of Partnerships

When setting up a partnership or network, it needs to be based on positive relationships and the principles of equality and transparency. It should be results oriented, i.e., those involved should know what they want to achieve through the relationship, and it should be mutually beneficial. There should be clear role definition between members, including a fair distribution of leadership, power, resources, risks and recognition. Critically, the network must address unequal power dynamics at the onset, assess the privilege of advocacy access and as conflicts arise, there should be a process in place to deal with them in a constructive way. In addition, core partners should also include organisations who work directly on the issue and are inclusive and representative of the target community. For example, if an advocacy initiative is for universal access to antiretroviral (ARVs) and the standardisation of treatment regimens across the continent, then networks of people and individuals living with HIV should be included and be at the forefront. This can be linked to Aspiration 6.

Authentic partnerships require clear, shared goals and expectations, transparency, and appreciation of the different contributions that each partner can make as well as the support they need to participate as equals.

It is important to take the time to explicitly and intentionally articulate shared principles that resonate with all partners as well as shared practices to bring them to life. Networks tend to be values driven, and so they already move around with guiding principles and norms, and often very good ones. But these are not often explicitly stated, which makes it hard to negotiate them collectively. Without a shared set of agreements, individual partners acting with integrity to their own principles and norms can begin to doubt and suspect each other, thus undermining their shared purpose. Sometimes, the difference is semantic; other times it is a deeper difference in worldview. Either can undermine a partnership, and neither is insurmountable if time, space, and resources are devoted to this discourse and exploration.

While “mutual accountability” can be understood as both a principle and practice, it must be the central principle if partnerships are to be truly authentic and equitable. “Mutual accountability” is a sense of commitment and responsibility to each other and to the larger shared purpose of the partnership and the communities it serves. Mutual accountability comes to life by talking and behaving in ways that align with stated values, and by acknowledging and taking responsibility for the impact of words and actions, versus good intentions. Mutual accountability can be codified into specific agreements or can be more informal - but nonetheless need to be explicitly negotiated.⁶⁶

Box 2: Seven Principles for Cultivating Mutual Accountability⁶⁷

Mutual accountability can be cultivated and demonstrated through the following seven principles and practices:

1. **Committing to transformational, not just transactional, change:** This means changing how engagement is done internally and allowing time and resources to the internal work of the partnership. Engagements to foster principles of “Ubuntu.”
2. **Prioritising relationships at least as much as the task:** This requires taking the time and having the tools to work through conflict, to have challenging conversations, to stay present and involved in an active relationship, to give and receive feedback, and to understand individual power and privilege in the context of the partnership dynamics of race, power and privilege.
3. **Building the collective:** This means affirming the partnership and its collective work while also lifting up individual or organisational contributions. Recognising structural power dynamics, it is especially important for partners who have historically been in positions of power or privilege to thoughtfully step back and support the leadership of partners who have been in disadvantaged positions. Partners who have historically been in positions of power or privilege also can be generous in sharing access to resources including to funders, networks, and media. More mainstream organisations may have more power and privilege, and this gives them perceived power over smaller organisations who are addressing more marginalised issues.
4. **Centring the lived experience of those most affected:** A central principle to social justice movement building is that those closest to the problem are closest to the solution, and their voices and experiences should lead the change effort. The reality is that many partnerships do not directly include the people most affected, though there might be organisations within the partnership that are closer than others. Partnerships must grapple with how best to hear from and engage marginalised communities that bear the brunt of unjust systems and also the impact of good intentions that are misguided or ill informed.
5. **Trust-building and Truth-telling:** Trust and honesty are two sides of the same coin. Take the time to genuinely see each other and build trusting relationships so people can speak their truth with each other, especially the difficult truths. Create space and mechanisms to share stories and to learn about each other’s strengths, vulnerabilities, hopes, and boundaries. Working together means having each other’s back and embracing partners publicly.
6. **Power Sharing:** One metaphor for authentic and equitable partnerships was “building the table, designing the menu, cooking and eating together, as opposed to one group inviting the others to a dinner that’s already made and just asking them to bring dessert.” It is important simply to have an explicit agreement to share power equitably. This includes setting up decision-making processes, leadership structures, resource allocations, and everything else in a way that balances power, privileges those who are typically most marginalised, and interrupts business as usual.

⁶⁸ <https://www.wearefre.org/resources/authentic-and-equitable-partnerships/file>

⁶⁹ <https://www.wearefre.org/resources/authentic-and-equitable-partnerships/file>

7. **Transparency:** While the ultimate goal is sharing power, at the very least groups must be transparent about power differentials. This includes acknowledging how different groups interact with funding sources, the media, and others, and what issues might impact participation. Discuss race, power, and privilege explicitly, name how privilege and power manifest in relationships and in the work together, and work collectively to address the interpersonal, institutional, and systemic issues of race, power, and privilege. This principle requires a commitment to over-communicate, rather than risk having critical information becoming concentrated, which not only undermines the work of partners but also serves to tip the power balance insidiously. This also means having explicit feedback loops, ways to interrupt interpersonal dynamics, and protocols to re-visit the guiding principles and practices periodically and adjust them as needed.

Intentionally negotiating and articulating guiding principles and practices for mutual accountability helps to build a safe environment for authentic and equitable partnerships. A safe environment helps the group support one another rather than marginalize individuals, be better able to recover from challenges, and remain intact even as differences arise. It also encourages and creates a space where all individuals and organisations can bring their best to partnerships and create a shared sense of accountability to one another.

There is no right or wrong way to partner, no better or worse form of partnership. The right and best form will be the one that matches what the partnership is trying to accomplish and to ensure that affected communities are included. The communities that CSOs serve must be at the centre and CSOs need to ensure that all partners are inclusive, and communities do not feel marginalised.

A loose network works well for sharing information, but not so much for a time-intense legislative advocacy campaign; a formalised strategic alliance can contribute to targeted systems change but is probably overkill for periodic updates on each other's work. And a merger only makes sense if combined strengths mitigate or at least outweigh combined gaps in capacity. Having a strong understanding of your organisational and individual needs will help guide the formation of your partnerships.



Advocacy Tips For CSOs

The principle of do no harm, should be at the core of all initiatives and programmes. Governments can get agitated against advocates and can react. It is important to ensure that those at the frontline are protected. This can be done through a risk assessment. The risk assessment will identify all foreseeable risks and mitigate against them.

When working in communities, understanding the community norms is vital, especially as communities are the most vital component in advocacy implementation.



Advocacy of Practice

An example of how CSOs can use AU organs for advocacy is if at a national level a policy is passed that anyone who is over the age of 18 can apply for a firearm for personal protection to combat the high rates of crime in the country as a result of increased levels of poverty.

If CSOs are opposing this, they can approach the Peace and Security Council as one of its mandates is to ensure peace is maintained.

Pitfalls

- Lack of information and evidence
- Small sample size
- Lack of diversity of voices
- Funding constraints
- Not linking this to Agenda 2063 and seeing what other programmes can be included to strengthen the initiative and get wider support
- CSOs who believe in the right to protect oneself who can lodge competing actions

Overcome

- Gather enough evidence linking gun ownership to GBV
- Ensure you have sufficient funding as will need to start with national level advocacy. Including regional partners will also strengthen the initiative
- Ensure that affected individuals share their experiences if it is safe

Making issue not so much about not being able to protect oneself but the link between guns and violence

Module Five

Monitoring of Advocacy Campaigns and Efforts

Now that the advocacy strategy has been defined, the key stakeholders have been engaged and there is a strategy on how to identify and influence the target audience there is also a need to monitor and track the implementation of the advocacy strategy. This module will focus on the monitoring aspect of the advocacy implementation.



Learning Outcomes

By the end of this Module CSOs should:

- Understand the importance and value of Monitoring, Evaluation & Learning (MEL)
- Develop an advocacy MEL plan

3.12 Theory of Change for Advocacy

Advocacy is about influencing change, but it is important to consider whether your activities are really contributing to the change you want to see. Using a simple Theory of Change (ToC) approach can help to make the connections between what you are doing and the changes you want to achieve. It will help to strengthen strategies and increase the likelihood of impact. A ToC is both a product and a process. It is a component of adaptive management – it can be modified throughout the advocacy implementation cycle. Change is not linear and a ToC can help because it tracks realistic change processes.

Diagram 7: Approaching Theory of Change from a problem perspective⁶⁸



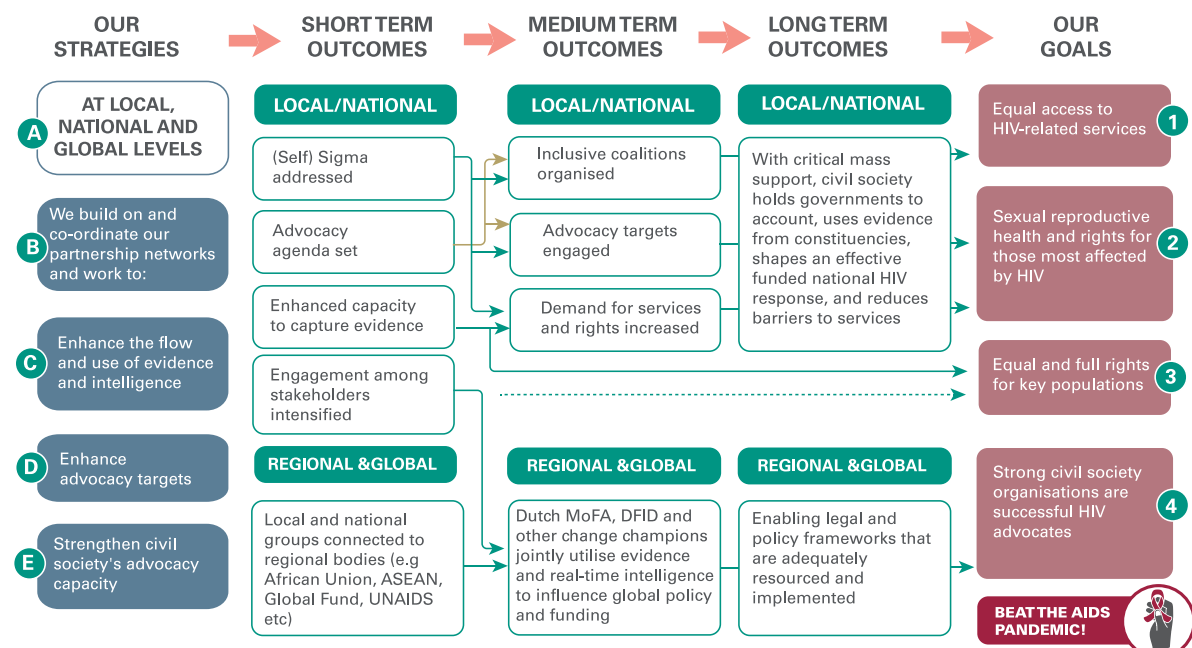
Developing a Theory of Change can help you to:

- “Zoom out” and better understand your role in the context of the broader processes of change.
- Reflect on how change might unfold and what role the advocacy initiative can play in it.
- Help shape a common goal in terms of the advocacy goal, how it changes and what additional strategies are needed to ensure the success of the initiative.
- Strengthen your understanding of your progress and results and your contribution (and the contribution of the advocacy initiative) to change, bearing in mind that there could be other factors that have contributed to the change.
- Develop a framework for measuring your learning and effectiveness.

Below is an example of Theory of Change in action, using a practical example in response to AIDS .⁶⁹

THEORY of CHANGE

AIDS IS STILL A MAJOR A KILLER, AND THE BIGGEST KILLER OF WOMEN OF REPRODUCTIVE AGE. TWO MILLION PEOPLE INFECTED WITH HIV EVERY YEAR. DISCRIMINATION FUELS THE PANDEMIC. NONE OF THIS IS INEVITABLE. WE ADVOCATE TO BEAT THE AIDS PANDEMIC



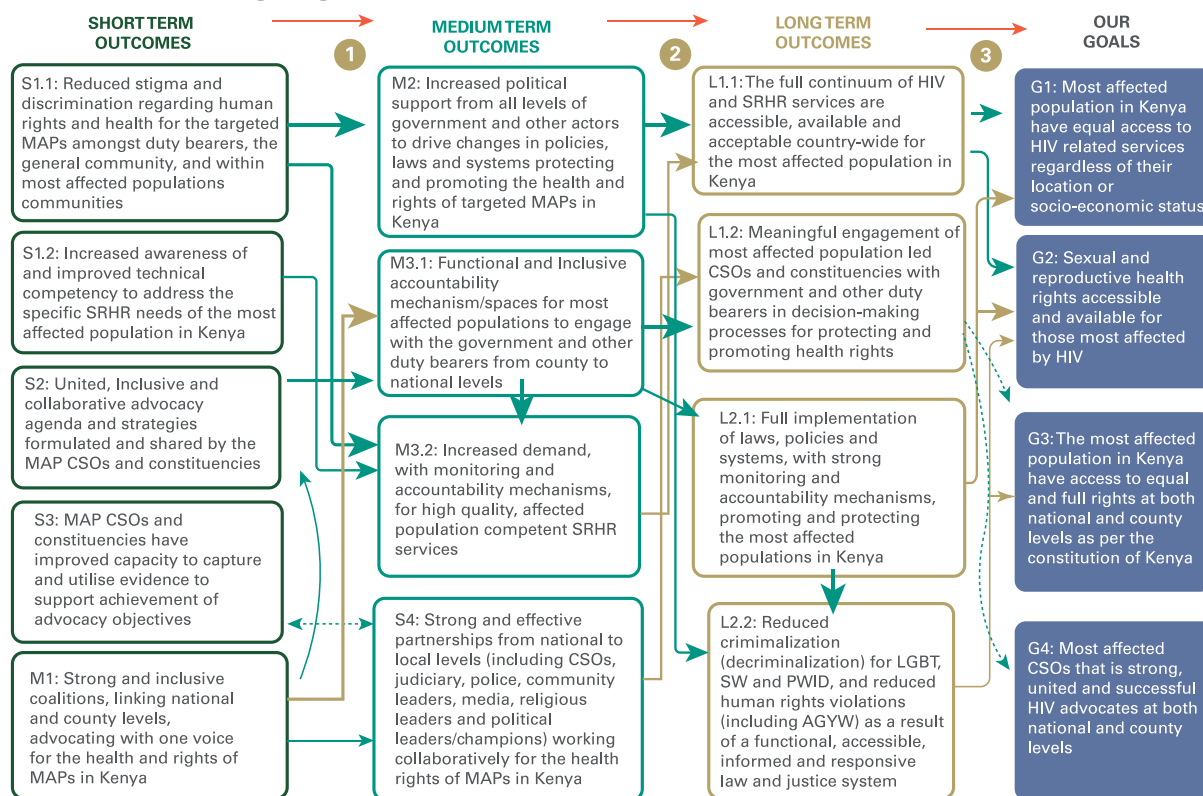
THE SUCCESS OF THIS PARTNERSHIP ASSUMES THAT:

- We can capitalise on the changing spirit, nature and methods of activism
- Service delivery continues to provide evidence of bad, good and best practice
- Civil society is not suppressed to the point of no longer being able to function

KEY RISKS RELATED TO THIS THEORY OF CHANGE ARE:

- World power shifts that undermine human rights
- Growing conservatism and fundamentalism
- Political instability and fragility
- De-prioritisation of AIDS response

1 — 4 More detail assumptions from one group of outcomes to the next are covered below



1 — 3 Assumptions from one outcome to the next are covered in the narrative

3.13 Monitoring, Evaluation and Learning for Advocacy

Monitoring refers to the process of documenting advocacy actions (e.g., what happened, where, when and how), their impact (e.g., what changed) and the lessons learned (e.g., successes, challenges, unintended outcomes). **Policy Monitoring** is about gathering evidence on a policy while it is being implemented and then using your findings to influence future courses of action. One of the best ways to find out more about policy monitoring is to learn from organisations already active in this field.

Evaluation refers to the periodic (mid-term, final) assessment and analysis of an on-going or completed advocacy initiative.

Learning is the process through which information generated from M&E is reflected upon and intentionally used to continuously improve an advocacy initiative's ability to achieve results. Monitoring the implementation of your advocacy plan and documenting lessons learned are pivotal to understanding the progress being made and assessing whether (or to what extent) the desired change has been achieved. Regular assessments can highlight potential challenges that need to be addressed (e.g., assumed change is not taking place, there are unintended adverse effects) and be used to adapt approaches and adjust timelines to respond to challenges as they arise. Readiness to adapt to changing contexts is a key element in ensuring advocacy efforts are effective.

How and what needs to be measured? Advocacy efforts are commonly measured using a combination of quantitative output measures and qualitative results or outcome measures. Anticipated results should directly link to the advocacy plan and identify clear indicators of success (e.g., number of activities achieved, impact of activities). Indicators of success need to be context and issue specific. For example, in some contexts, a constructive consultation with 'opponents' may be considered as much of a success as a piece of legislation being passed.

Who measures the change and when? It is also important to identify who is responsible to collect and assess the data throughout the advocacy process. Change also takes time, and sufficient time needs to be allocated for this process to unfold especially when dealing with the government. For example, if you are seeking to improve infrastructure to support farmers to bring their goods to market, which is aligned to **Aspiration 2**, this has planning and budgetary implications and will take time. So, monitoring to see whether there are roads after six months is unrealistic.

The primary purpose of monitoring and evaluation is to ensure that it supports real time, ongoing adaptation in response to evolving situations, such as changes resulting from advocacy activities, and changes in the external environment, as advocacy can be uncertain. This means that monitoring advocacy plans need to factor in the Theory of Change to determine:

- What is changing, how and why in the environment around you.
- What external events are influencing your advocacy work?
- How well activities are being implemented.
- How problems and challenges are evolving.
- What opportunities are becoming available.
- Whether the actions you are taking are having the desired effect, and if not, why not?

In addition, commonly monitored elements of an advocacy plan may include:

- Actions and activities
- Progress towards the desired change
- Unintended outcomes
- Changes in overall societal context
- Resources invested

Key Principles of MEL

MEL is critical in the advocacy cycle and process as it will assist to monitor that the CSO is on track, establish how progress is being maintained and provide lessons that can be used in the future. Implementing MEL includes:

- Deciding what evidence is necessary and realistic to collect: Only collect data that are relevant and useful for planning and making decisions about your advocacy work. Focus information collection on what you 'need to know', not on what would be 'nice to know'.
- Only collecting data that is useful to your project and organisation: Too much data can be overwhelming.
- Collecting advocacy data in a participatory way, including a range of stakeholders involved in your advocacy interventions (e.g., staff, decision makers, influencers, etc.)
- Telling the story: While it is important to record the number of meetings and campaigns you have conducted (quantitative data), in advocacy, telling the story behind the numbers is often more important (qualitative data). For example, in addition to indicating who you met with, include information on their perspective, any important statements made by the target during the meeting and whether their position changed.
- Being sensitive to unequal power relations when you collect information: Ensure that you set up systems that enable you to gather information from people who do not have a strong voice in the community.
- Being ethical in relation to data consent and protection: As with any data collection, make sure you get consent from those participating.
- Individuals' collecting and representing the data: It is important to note who will be collecting the data as that could influence and affect the quality of the data but also the information being shared. Equally once data are collected, the individual sharing it needs to be carefully considered. It is good practice where safe to have the individuals who were involved in collecting the data present the data.



Advocacy Tips For CSOS

Monitoring involves watching what is happening at all levels (local, national, regional, AU and global) and considering how they may influence your advocacy efforts. For example, initiatives happening at the national level could impact decision-making at the AU and regional level and therefore influence CSO advocacy efforts.

As noted previously, advocacy plans need to be flexible enough to adjust to an ever-changing environment. If CSOs are working in partnership or as part of a network, this is only possible if there is regular communication between partners. Partners should also be provided templates and capacity building on the templates to ensure uniformity in monitoring which will assist in terms of data and information being shared and used in the network.

Working across a range of levels potentially also requires working across the different language areas of the continent.

Advocacy can take time, and the environment can change at any time, so it is important to not over promise outcomes

3.14 Monitoring and Evaluation Tools for Advocacy

There are numerous tools that can be used for M&E. This section provides a few tools. This list is not exhaustive. The Resource Box at the end of this Chapter also provides a list of other resources. Different tools have different functions – some monitor activities while others measure change in attitudes. The following is a list of tools that can be used to support MEL for advocacy:

- Impact Logs, Logbooks and Scrapbooks:** An impact log, logbook or scrapbook is a large, blank book or an electronic file or folder, where small pieces of information can be collected as an advocacy intervention progresses. They are similar to journals, but provide more scope for attaching pictures, media coverage, notes following discussions, key quotes, gossip, informal discussions, etc. They may be kept centrally or allocated to different team members. Like diaries, they can help advocates look back at activities and changes over time. This means that anyone within the CSOs or networks can engage in this form of monitoring.
- Meeting Documentation Forms:** Meeting documentation forms are a physical or electronic form used to record what happened at a meeting. They help to ensure that advocates are prepared for meetings, and that notes taken during or after the meetings are properly structured. Meeting documentation forms are often divided into columns covering the date and venue of a meeting, the participants, the objectives of the meeting, key decisions made, key quotes or comments, impressions of how the meeting was conducted, follow-up actions required, or any other kind of information considered useful.
- Interviews:** Interviews are routinely carried out with different stakeholders during advocacy interventions. They can be carried out individually or with groups and with key informants, members of the public who are being targeted with advocacy messages, key decision-makers, or any other relevant stakeholder.
- Focus Group Discussions:** Focus group discussions are facilitated discussions, held with a small group of people who have specialist knowledge or interest in a particular topic. They are used to find out the perceptions and attitudes of a defined group of people. In advocacy work they are particularly useful for looking at changes in knowledge, attitudes, practices, and behaviour amongst targeted populations.
- Case Studies:** Case studies or stories of change are used to present in-depth coverage of an issue. They may be focused on any aspect of an advocacy intervention. They are sometimes used to support advocacy messaging but can also be used for M&E as well – demonstrating what has been done or what has changed as a result. However, case studies used for M&E purposes are often selected and generated differently from those used primarily for communications purposes.
- Sensemaking Exercises:** Sensemaking is a process in which people jointly make sense of information and develop a shared understanding. When used for M&E purposes, sensemaking can draw on information acquired through both formal and informal M&E processes. Sensemaking is routinely applied in most advocacy interventions to review information, and to inform decision-making. Sensemaking mechanisms include reviews, team meetings, workshops, conferences, retreats, field visits and e-meetings. Sensemaking events may take place on a regular basis. However, within advocacy interventions they might also take place at specific times, such as after a critical event (sometimes known as after-action reviews).
- Policymaker Rating:** This is a method for assessing political will or support for a particular advocacy issue among a defined group of policymakers (e.g., a legislature or council). The method utilises an advocate's inside knowledge about policymakers' stances on policy issues. Advocates rate policymakers of interest on their level of support for an issue, and their level of influence. They also state how confident they are that these ratings are accurate. Information can be captured in simple forms and used to inform decision-making.
- Media Tracking Forms:** Media tracking forms are electronic or manual forms, used to record how particular advocacy issues or messages are covered in the media, including printed, audio-visual and electronic media. Information recorded can range from the simple, such as how often a message was covered, or what type of media was used, to more nuanced information, such as the tone of newspaper articles or radio interviews.



Chapter Summary

Advocacy is defined as a planned and organised process that involves influencing decision makers towards a desired change that will benefit the community. Advocacy generally falls into two categories - policy change and policy implementation.

Advocacy plays an important role in shifting power dynamics and decision-making processes, resulting in the public and especially traditionally marginalised groups influencing positive change in their communities and lives.

Before engaging in advocacy, it is important to assess your advocacy skills and create a skill-strengthening plan where gaps are identified. One of the best and most effective ways to build skills in advocacy is by doing advocacy!

To have effective advocacy initiatives at any level, partnerships are crucial. Partnerships need to be developed in a manner that is equitable regardless of the size and reach of the organisation.

Advocacy is a journey that takes many twists and turns – it is seldom a cyclical or linear process. As you move through the advocacy planning process, each part of the plan can affect and be affected by the others. When implementing your plan, you may find that the activities you had planned will no longer work due to external changes that you hadn't anticipated (e.g., a new minister is appointed, new funding becomes available, etc.); therefore, it is important that your plan be flexible. You should revisit your plan regularly and adjust as you go.

Monitoring is crucial to ensure that the advocacy goals are still on track and to assist with identifying new areas for advocacy. Monitoring is vital and needs to be done as this will not only shape the advocacy initiative but also form part of future learning. Monitoring of advocacy strategies is critical in implementation, to track progress and adjust if needed and for future learnings.

TOOLKIT SUMMARY

Now that you know the AU Organs and Structures, the steps for conducting advocacy, can form mutually beneficial partnerships, are able to monitor initiatives and can identify potential challenges you can now plan an advocacy initiative which is inclusive and flexible to the changing environment. Remember that advocacy is a long-term game and change takes time. CSOs should utilise the tools provided to have internal assessments to identify what is the advocacy goal, what skills and resources they have, what gaps they have as these will inform and shape advocacy strategies and ensure that power is always being addressed.

When developing and implementing advocacy strategies, using the ten steps of the advocacy cycle presented will guide CSOs, but it is important to remember that these steps can be implemented concurrently. Advocacy can be messy and unpredictable, and the environment is constantly changing, and these changes need to be factored into your process. Power and intersectionality need to be considered throughout the advocacy process, as this will ensure inclusivity but also the implementation cycle does not leave anyone behind, nor does it create hierarchies amongst advocacy partners.

People may be excluded from mainstream social, economic, cultural, and political life due to factors such as their gender, age, ethnicity or race, sexuality, or physical or mental ability or class divide or location (urban/rural). As a result, these groups often lack access to rights, resources, opportunities, and formal power. For example, women and girls are often limited in their ability to participate meaningfully and freely with government processes due to culturally defined roles, lower access to education and low self-esteem.

CSOs can help shift the power imbalance by actively engaging with communities and in decision-making processes. CSOs represent communities/groups of people, and their mandate is based on their constituencies. The power that CSOs have is based on their community when it comes to advocacy, even if they have power based on their resources and expertise. For CSOs, working together in partnership and forming networks or consortia can also shift and increase the power source for CSOs. In networks or consortiums CSOs can mobilise resources together, can leverage expertise of each other, can bring in different perspectives and ensure that intersectional issues are included and can increase the support base.

Monitoring and evaluation is not a once off event and should be implemented at every stage of the advocacy implementation as the results can be used to refine the advocacy initiative but also lessons for the future.

Agenda 2063 can enhance civil society efforts in advocacy and CSOs need to follow the developments of the AU and AU organs to identify opportunities for advocacy and for engagements to enhance advocacy outcomes.



Resources And Further Reading

Advocacy Toolkit: A guide to influencing decisions that improve children's lives: https://www.unicef.org/evaluation/files/Advocacy_Toolkit_Companion.pdf

Framing and advocacy: a research agenda for interest group studies | Request PDF: https://www.researchgate.net/publication/300083928_Framing_and_advocacy_a_research_agenda_for_interest_group_studies

The Policy Project; Advocacy Training Manual Section III: <http://www.policyproject.com/pubs/advocacy/English/Policy%20Proj%20Sec%20III-2.pdf>

A Quick Guide to Stakeholder Maps: <https://www.projectmanager.com/blog/stakeholder-mapping-guide>

The importance of stakeholder involvement in the implementation of the Global Plan of Action: https://www.researchgate.net/publication/280021835_The_importance_of_stakeholder_involvement_in_the_implementation_of_the_Global_Plan_of_Action

Advocacy AT THE NATIONAL LEVEL: <https://graduatewomen.org/wp-content/uploads/2014/01/GWIToolkit-NationalLevel-web.pdf>

The SMART Advocacy guide: <https://docs.microsoft.com/en-us/outlook/troubleshoot/message-body/attachments-issues-outlook>

David-Rivera, V., Whitmarsh, S., Gillespie, D., and Fredrick, B. (2021). SMART Advocacy User's Guide. April 2021. Available from smartadvocacy.org: (<https://static1.squarespace.com/static/611ffd5cf6dc40442e4f8ffa/t/6166265c461ed52f1b8c35a1/1634084452697/Final+English.pdf>)

INTRAC for Civil Society. Monitoring and Evaluation (M&E) Systems for Advocacy (<https://www.intrac.org/wpcms/wp-content/uploads/2020/07/ME-tools-for-advocacy-work.pdf>)

Jenny Ross has developed a tutorial and online video, explaining how to develop and use a theory of change for advocacy and campaigns. This is available from the BOND website at <https://www.bond.org.uk/resources/theory-of-change-for-advocacy-and-campaigns>.

Voices of Youth. Understanding and engaging with policies. [https://www.](https://www.voicesofyouth.org/understanding-and-engaging-policies)

[voicesofyouth.org/understanding-and-engaging-policies](https://www.voicesofyouth.org/understanding-and-engaging-policies)

CSOs called upon to promote the AU's Free Movement Protocol | African Union: <https://au.int/en/pressreleases/20220519/csos-called-upon-promote-aus-free-movement-protocol>

Authentic & Equitable Partnerships: A Framework for Building Movements: <https://www.wearefre.org/resources/authentic-and-equitable-partnerships/file>
10 Steps adapted from the IPPF, 2011: Youth People as Advocates Toolkit: https://www.ippf.org/sites/default/files/web_young_people_as_advocates.pdf

Save the Children. Understanding Policy and Power. <https://www.open.edu/openlearncreate/mod/resource/view.php?id=53740>

JASS. We Rise. Power analysis for advocacy. https://werise-toolkit.org/en/system/tdf/pdf/tools/Power-Analysis-for-Strategy_0.pdf?file=1&force=

AWID. (2004) Intersectionality: A Tool for Gender and Economic Justice. https://www.awid.org/sites/default/files/atoms/files/intersectionality_a_tool_for_gender_and_economic_justice.pdf

Ontario Human Rights Commission. An Introduction to the intersectional approach. <https://www.ohrc.on.ca/en/intersectional-approach-discrimination-addressing-multiple-grounds-human-rights-claims/introduction-intersectional-approach>

Powercube - <https://www.powercube.net/>

The Partnering Initiative. The Benefits and Risks of Partnering. <https://thepartneringinitiative.org/the-benefits-and-risks-of-partnering/>

Finewood, D. (2015). Cross-Sector Partnership and Public Health: Challenges and Opportunities for Addressing Obesity and Noncommunicable Diseases Through Engagement with the Private Sector.

TOOLS AND TEMPLATES

Template 1: Advocacy Skills Assessment Tool

On a scale of 1 (no skills) to 5 (expert), rank your skills in each of the areas listed in the table below in the first section. If possible, then go through the tool and complete both sections for your organisation. Make sure to use a new chart for

Individual/ Organisational/ Network	Skills	Ranking				
		Please check one number on a scale of 1 (no capacity) to 5 (Expert)				
		1	2	3	4	5
Individual (only)	Understand and analyse the larger context					
	Conduct and share policy research and analysis					
	Understand and navigate the policy and political landscape					
	Map and understand how to influence key targets					
	Develop and deliver advocacy messages					
	Work with others					
	Plan and implement an action plan					
	Monitor, evaluate and learn					
Organisational (Only)	Fit with organisational vision					
	Resources specifically dedicated to advocacy					
	Fits within organisation's processes					
	Strong reputation and credibility on the advocacy issue.					
Network (only)	Fit with network vision					
	Resources specifically dedicated to advocacy					
	Fits within network's processes					
	Strong reputation and credibility on the advocacy issue.					

Key Skills for Advocacy



The following organisational factors can also help you to be most effective in your advocacy work:

- **Fit with organisational vision:** Is advocacy part of the organisation's mission, vision and/or theory of change? Is there strong leadership in the organisation for advocacy, including support from senior management? Is there a clear understanding of what advocacy is across the organisation?
- **Resources specifically dedicated to advocacy:** Are there sufficient resources – financial, time, skills, and knowledge – for advocacy? Is the organisation or network actively seeking ways to mobilise resources for advocacy, both financial and non-financial?
- **Fit with organisational processes:** Are there organisational processes in place to support and learn from advocacy work? For example, these may include tools to help the organisation: plan, monitor, evaluate and learn from advocacy work; coordinate advocacy efforts across various programme areas and/or departments; integrate advocacy into resource mobilisation efforts; and build and sustain advocacy capacity.
- **Strong reputation and credibility on advocacy issues:** Does your organisation have credibility with partners, the communities the organisation works with and the government? Is your organisation perceived as objective and trustworthy?

Template 2: Skills-strengthening Plan Template

Date of Advocacy Skills Assessment:

Topic areas selected for capacity strengthening:

Date to check in on progress:

Topic area(s) selected	Capacity strengthening activities	Who is responsible?	When will the activity be completed?	Resources required?

Template 3: Policy Process Mapping Template

Advocacy Objective:

Policy Process Stage:

Institution

What organisation or policy-making body will make the decision you are trying to influence?

Formal Process

What is the formal decision-making process for this institution? What are the steps in the formal process?

Informal Process

What are the informal processes (if known)?

Opportunities and Timing for Input

When are the opportunities for influencing the process (official and unofficial)?

Decision-Makers Involved

Who are the decision makers at each stage? Who really has the power to make the decisions that will bring about change?

Possibilities to Influence the Process

What are possible ways to influence the process?

ANNEXURES

Annexure 1: Agenda 2063 Flagship Programmes

The flagship programmes of Agenda 2063 refer to programmes and initiatives which have been identified as key to accelerating Africa's economic growth and development as well as promoting Africa's common identity by celebrating its history and vibrant culture.

The Flagship programmes encompass amongst others issues, infrastructure, education, science, technology, arts and culture as well as initiatives to secure peace on the continent.

Flagship Programme	What it means
Integrated high speed train network	The project aims to connect all African capitals and commercial centres through an African High Speed Train Network thereby facilitating the movement of goods, factor services and people. The increased connectivity by rail also aims to reduce transport costs and relieve congestion of current and future systems
Formulation of an African commodities strategy	The development of a continental commodities strategy is seen as key to enabling African countries to add value, extract higher rents from their commodities, integrate into the Global Value chains, and promote vertical and horizontal diversification anchored in value addition and local content development. The strategy aims to transform Africa from simply being a raw materials supplier for the rest of the world to a continent that actively uses its own resources to ensure the economic development of Africans
Establishment of the African Continental Free Trade Area (AfCFTA)	Accelerate intra-African trade and boost Africa's trading position in the global market-place. The AfCFTA aims to significantly accelerate growth of Intra-Africa trade and use trade more effectively as an engine of growth and sustainable development by doubling intra-Africa trade, strengthening Africa's common voice and policy space in global trade negotiations
The African passport and free movement of people	Remove restrictions on Africans ability to travel, work and live within their own continent. The initiative aims at transforming Africa's laws, which remain generally restrictive on movement of people despite political commitments to bring down borders with the view to promoting the issuance of visas by Member States to enhance free movement of all African citizens in all African countries.

The Pan-African E-Network	To achieve the goals of Agenda 2063, Africa needs to work towards ending all wars, civil conflicts, gender-based violence, violent conflicts and preventing genocide. In addition progress in the areas are to be monitored through the establishment and operationalisation of an African Human Security Index (AHSI).
Implementation of the Grand Inga Dam Project	The development of the Inga Dam is expected to generate 43,200 MW of power, to support current regional power pools and their combined service to transform Africa from traditional to modern sources of energy and ensure access of all Africans to clean and affordable electricity.
Establishment of a Single African Air-transport Market (SAATM)	The SAATM aims to ensure intra-regional connectivity between the capital cities of Africa and create a single unified air transport market in Africa, as an impetus to the continent's economic integration and growth agenda. SAATM provides for the full liberalisation of intra-African air transport services in terms of market access, traffic rights for scheduled and freight air services by eligible airlines thereby improving air services connectivity and air carrier efficiencies. It removes restrictions on ownership and provides for the full liberalisation of frequencies, tariffs and capacity. It also provides eligibility criteria for African community carriers, safety and security standards, mechanisms for fair competition and dispute settlement as well as consumer protection.
Establishment of an annual African Economic Forum	The annual African Economic Forum is a multi-stakeholder meeting that brings together the African political leadership, the private sector, academia and civil society to reflect on how to accelerate Africa's economic transformation harnessing its vast resources to enhance the development of the African people. The forum discusses key opportunities as well as the constraints that hamper economic development and proposes measures to be taken to realise the Aspirations and goals of Agenda 2063.

Establishment of the African Financial Institutions	The creation of African Continental Financial Institutions aims at accelerating integration and socio-economic development of the continent through the establishment of organisations which will play a pivotal role in the mobilization of resources and management of the African financial sector. The financial institutions envisaged to promote economic integration are the African Investment Bank and Pan African Stock Exchange; the African Monetary Fund and the African Central Bank.
The Pan-African E-Network	This aims to put in place policies and strategies that will lead to transformative e-applications and services in Africa; especially the intra-African broad band terrestrial infrastructure; and cyber security, making the information revolution the basis for service delivery in the bio and nano-technology industries and ultimately transform Africa into an e-Society.
African Outer Space Strategy	The Africa outer space strategy aims to strengthen Africa's use of outer space to bolster its development. Outer space is of critical importance to the development of Africa in all fields: agriculture, disaster management, remote sensing, climate forecast, banking and finance, as well as defence and security. Africa's access to space technology products is no longer a matter of luxury and there is a need to speed up access to these technologies and products. New developments in satellite technologies make these accessible to African countries and appropriate policies and strategies are required to develop a regional market for space products in Africa.
An African virtual and E-University	This project aims to use ICT based programmes to increase access to tertiary and continuing education in Africa by reaching large numbers of students and professionals in multiple sites simultaneously. It aims to develop relevant and high quality Open, Distance and eLearning (ODEL) resources to offer students guaranteed access to the University from anywhere in the world and anytime (24 hours a day, 7 days a week).

Cyber security	<p>The decision to adopt Cyber Security as a flagship programme of Agenda 2063 is a clear indication that Africa needs to not only incorporate in its development plans the rapid changes brought about by emerging technologies, but also to ensure that these technologies are used for the benefit of African individuals, institutions or nation states by ensuring data protection and safety online. The Cyber Security project is guided by the African Union Convention on Cyber Security and Personal Data Protection.</p>
Great African Museum	<p>The African Charter for African Cultural Renaissance recognises the important role that culture pays in mobilising and unifying people around common ideals and promoting African culture to build the ideals of Pan-Africanism. The Great African Museum project aims to create awareness about Africa's vast, dynamic and diverse cultural artefacts and the influence Africa has had and continues to have on the various cultures of the world in areas such as art, music, language, science, and so on. The Great African Museum will be a focal centre for preserving and promoting the African cultural heritage.</p>
Encyclopaedia Africana	<p>The Encyclopaedia Africana aims to provide an authoritative resource on the authentic history of Africa and African life. The Encyclopaedia provides Africans a body of truth to guide and unite them in their development with foundations in all aspect of the African life including history, legal, economic, religion, architecture and education as well as the systems and practices of African societies.</p> <p>The Encyclopaedia Africana provides an African worldview of the people, culture, literature and history of Africa and is a key tool to be used to educate, inform and set the records straight regarding the history, culture and contributions of African people throughout the world.</p>

RESOURCES LIST

Here is a list of useful resources and websites. For a comprehensive collection of resources please visit the Advocacy Accelerator website www.advocacyaccelerator.org

10 Steps adapted from the IPPF, 2011: Youth People as Advocates Toolkit: https://www.ippf.org/sites/default/files/web_young_people_as_advocates.pdf

A Quick Guide to Stakeholder Maps: <https://www.projectmanager.com/blog/stakeholder-mapping-guide>

Addressing Sex Workers' Lack of Access to Health Services in the SADC Region. <https://www.africaportal.org/features/addressing-sex-workers-lack-access-health-services-sadc-region/>

Advocacy Accelerator. (2018) Youth in Action Training Toolkit. www.advocacyaccelerator.org

Advocacy at the National Level: <https://graduatewomen.org/wp-content/uploads/2014/01/GWIToolkit-NationalLevel-web.pdf>

Advocacy Toolkit: A Guide to Influencing Decisions that Improve Children's Lives https://www.unicef.org/evaluation/files/Advocacy_Toolkit_Companion.pdf

African Union. www.au.int

African Charter on Human and Peoples' Rights: <https://www.achpr.org/legalinstruments/detail?id=49>

Agenda 2063: The Africa We Want. | African Union: <https://au.int/en/agenda2063/overview>

Application for Observer Status: <https://www.acerwc.africa/application-for-observer-status/>

Association for Women's Rights in Development, 2014. Women's Rights and Economic Change Intersectionality: A Tool for Gender and Economic Justice

Authentic & Equitable Partnerships: A Framework for Building Movements: <https://www.wearefre.org/resources/authentic-and-equitable-partnerships/file>

AWID. (2004) Intersectionality: A Tool for Gender and Economic Justice. https://www.awid.org/sites/default/files/atoms/files/intersectionality_a_tool_for_gender_and_economic_justice.pdf

Baur, H., Watts, J., Engels, J.M.M. (2002). The Importance of Stakeholder Involvement in the Implementation of the Global Plan of Action: https://www.researchgate.net/publication/280021835_The_importance_of_stakeholder_involvement_in_the_implementation_of_the_Global_Plan_of_Action

CEN SAD | African Union: <https://au.int/en/recs/censad>

Common Market for Eastern and Southern Africa (COMESA). <https://www.comesa.int/>

Constitutive Act of the African Union. https://au.int/sites/default/files/pages/34873-file-constitutiveact_en.pdf

Conducting Advocacy Research | Requesting Accountability | Community Tool <https://ctb.ku.edu/en/table-of-contents/advocacy/advocacy-research/request-accountability/main>

CSOs called upon to promote the AU's Free Movement Protocol | African Union: <https://au.int/en/pressreleases/20220519/csos-called-upon-promote-aus-free-movement-protocol>

David-Rivera, V., Whitmarsh, S., Gillespie, D., and Fredrick, B. (2021). SMART Advocacy User's Guide. April 2021. Available from smartadvocacy.org: (<https://static1.squarespace.com/static/611ffd5cf6dc40442e4f8ffa/t/6166265c461ed52f1b8c35a1/1634084452697/Final+English.pdf>)

De Bruycker, I. (2016). Framing and Advocacy: a Research Agenda | https://www.researchgate.net/publication/300083928_Framing_and_advocacy_a_research_agenda_for_interest_group_studies

East African Community. <https://www.eac.int/>

Economic Community of Central African States (ECCAS): <https://au.int/en/recs/eccas>

Economic Community of West African States (ECOWAS) | : <https://ecowas.int/>

Economic, Social & Cultural Council (ECOSOCC): <https://au.int/en/about/ecosocc>

Finegood, D. (2015). Cross-Sector Partnership and Public Health: Challenges and Opportunities for Addressing Obesity and Noncommunicable Diseases Through Engagement with the Private Sector.

Intergovernmental Authority n Development (IGAD): <https://igad.int/>

INTRAC for Civil Society. Monitoring Advocacy Activities. <https://www.intrac.org/wpcms/wp-content/uploads/2020/07/Monitoring-advocacy-activities.pdf>

JASS. We Rise. Power analysis for advocacy. https://werise-toolkit.org/en/system/tdf/pdf/tools/Power-Analysis-for-Strategy_0.pdf?file=1&force=

Murungi, L.N., and Gallinetti, J. (2010). The Role of Sub-Regional Courts in the African Human Rights System. SUR. <https://sur.conectas.org/en/role-sub-regional-courts-african-human-rights-system/>

Ontario Human Rights Commission. An Introduction to the intersectional approach. <https://www.ohrc.on.ca/en/intersectional-approach-discrimination-addressing-multiple-grounds-human-rights-claims/introduction-intersectional-approach>

Open Society Initiative for Southern Africa. (2015). The Civil Society Guide to REGIONAL ECONOMIC COMMUNITIES in Africa: <http://www.africanminds.co.za/wp-content/uploads/2016/01/OS-REC-GUIDE-web1.pdf>

Powercube: Understanding Power for Social Change - <https://www.powercube.net/>

Protocol Relating to the Establishment of the Peace and Security Council of the African Union. <https://www.peaceau.org/uploads/psc-protocol-en.pdf>

Regional Economic Communities | African Union: <https://au.int/en/recs>

Ross, Jenny. Using a Theory of Change for Advocacy and Campaigns. (Tutorial and online video). BOND. <https://www.bond.org.uk/resources/theory-of-change-for-advocacy-andcampaigns>.

SADC-regional-strategy-hiv-srhr-key-pops_FINAL.pdf): https://www.sadc.int/files/2715/3060/7629/SADC-regional-strategy-hiv-srhr-key-pops_FINAL.pdf

Save the Children. Understanding Policy and Power. <https://www.open.edu/openlearncreate/mod/resource/view.php?id=53740>

SMART Advocacy. www.smartadvocacy.org

Southern African Development Community: <https://www.sadc.int/>

Sustainable Development Goals | United Nations Development Programme. <https://sdgs.un.org/>

Pan-African Parliament: <https://au.int/en/pap>

Peace and Security Council | African Union: <https://au.int/en/psc>

The Partnering Initiative. The Benefits and Risks of Partnering. <https://thepartneringinitiative.org/the-benefits-and-risks-of-partnering/>

The Policy Project. Advocacy Training Manual. <http://www.policyproject.com/pubs/advocacy/English/Policy%20Proj%20Sec%20III-2.pdf>

Union du Maghreb Arabe (UMA): <https://au.int/en/recs/uma>

Voices of Youth. Understanding and Engaging with Policies. <https://www.voicesofyouth.org/understanding-and-engaging-policies>

World Health Organisation. Cancer Control: Knowledge into Action: WHO Guide for Effective Programmes:

Module 6: Policy and Advocacy. <https://www.ncbi.nlm.nih.gov/books/NBK195430/#:~:text=The%20main%20target%20audiences%20for,makers%20are%20the%20primary%20audience>

Women Enabled International. (2021). AccountABILITY: African Regional Human Rights Systems Advocacy Guide. <https://womenenabled.org/reports/wei-atk-fact-sheet-african-human-rights-system/>



ECOSOCC
Economic Social & Cultural Council

ECOSOCC Secretariat

8658 Kudu Road Kabulonga,
Lusaka, Zambia



Email: ecosocc@africa-union.org
Tel: (206) 211429405
ecosocc.au.int