# NON STATE ACTORS (NSAS) TOOLKIT: A GUIDE TO EFFECTIVE ENGAGEMENT OF NSAS IN SADC PROCESSES

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ACKNOWLEDGEMENTS

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1 Overview of the toolkit

1.1 What does it Include?

This toolkit provides a one-stop shop for NSAs seeking guidance on how to assess, report, plan and domesticate SADC regional commitments in their countries. Specifically, the toolkit provides information and practical guidance on several aspects related to the SADC processes, NSAs' role and the coordination mechanisms:

➔ SADC Vision 2050 and RISDP 2020-2030

➔ The Role of NSAs

➔ NSAs in monitoring and reporting

➔ NSAs engagements in advocacy and dialogues

➔ NSAs best practices in monitoring and advocacy

➔ Next steps in supporting NSAs engagements in SADC processes

1.2 Target Audience

The target audience is anyone who wants to manage and advocate for inclusive Participation of NSAs in SADC regional integration processes. Therefore, the toolkit aims to support all NSAs engaged or interested in SADC regional integration including civil society, representatives of coalitions, private sector, academia, media and the general public. The toolkit is adaptable to different contexts, and aims to be as broad-based in its scope as possible. This will enable coalitions and networks to use it as a basis to train NSAs in monitoring and reporting of SADC processes, disseminating and communicating SADC progress to the public as well as conducting evidence-based advocacy at national and regional level. It may be used by those who are working more broadly on key issues in SADC regional integration and who wish to connect with national and regional advocacy groups.

1.3 Getting started- how to use this guide

The Toolkit for NSAs in SADC regional integration process provides practical information aimed at empowering NSAs including civil society, private sector, academia, media and general public to better participate and engage different stakeholders in the implementation and legislative domestication of SADC RISDP and protocols. It is expected that the outcome from the NSAs engagement mechanism can further inform SADC national committees (SNCs) in respective countries on the necessary reforms that can steer SADC regional integration agenda.

For NSAs including CSOs and media with more skills and experience, you may wish to start with case studies illustrating best practices and how this can inform future programming. Each session forms its own building block except session 6. You can walk through the toolkit session by session or select those sessions that interest you. In every session of the toolkit, you will

find different aspects of SADC regional integration issues, case studies for learning and reflection and guiding questions for discussions and experience sharing.

2 SECTION 1: SADC Vision and Regional Indicative Strategic Development Plan

2.1 SADC Vision 2050

Underpinned by the 1992 Declaration "**Towards the Southern African Development Community**", adopted by Heads of State or Government of Southern African States, SADC member states are required to develop a vision of a shared future, a future within a regional community.

> *The SADC Vision aims to build a region in which there will be a high degree of harmonization and nationalization, to enable the pooling of resources to achieve collective self-reliance in order to improve the living standards of the people of the region.*
>
> *It is one of a Common Future, a future within a regional community that will ensure economic well-being, improvement of the standards of living and quality of life, freedom and social justice and peace and security for the people of Southern Africa.*
> *The Vision 2050 is found on the following website*
> https://www.sadc.int/sites/default/files/2021-08/SADC_Vision_2050..pdf

By 2050, SADC envisions a peaceful, inclusive, middle to high-income industrialized region, where all citizens enjoy sustainable economic well being, justice and freedom.

The SADC Vision is aligned to both the United Nations' 2030 Agenda for Sustainable Development, and the African Union's (AU) Agenda 2063, aiming by 2050 to achieve sustainable and inclusive socio-economic development, through good governance and durable peace and security in the region as well as the removal of all barriers to deeper integration; and guided by the purposes and principles of the SADC Treaty and Agenda.

- SADC's Vision presented in Figure 1 is based on a firm foundation of Peace, Security and Democratic Governance. The core principles of the Community, namely, the sovereign equality of all Member States; solidarity, peace and security; human rights, democracy and the rule of law; equity, balance and mutual benefit; and the peaceful settlement of disputes MUST be upheld.
- The Vision is premised on the following three Pillars:
    1. Industrial Development and Market Integration;
    2. Infrastructure Development in support of Industrialization and Regional Integration; and
    3. Social and Human Capital Development.
- Cross cutting issues which include Gender, Youth, Environment, Climate Change and Disaster Risk Management are important components of the Vision 2050

Figure 1:VISION 2050 Framework

Source: SADC Vision 2050

The Vision is further guided by five aspirations of the SADC mission. These include:

Ensuring political stability, good governance, peace, and security as key levers for regional cooperation and integration and uphold free movement of goods, labour, capital, and services.

Accentuate the mobilization of resources to deliver sustainability and the aspirations under the pillars developed in the Vision through a diversified pool underpinned by a comprehensive domestic mobilization strategy

Operationalize the delivery of SADC policies and programmes through the established coordination and collaboration mechanisms guided by the SADC Secretariat at the regional level, and SADC National Committees and National Contact Points at the national level. Capacitating these and espousing the collaborations between them will help in optimizing the efficiency and effectiveness of implementation.

Bolster compliance with the SADC with its protocols and legal instruments through establishment of a compliance mechanism that is African Peer Review Mechanism and other regional economic community compliance mechanisms in Africa and across the globe. The mechanism will strive off a strong coordination body that will foster effective cooperation with member states in regular monitoring progress towards the SADC Macroeconomic Convergence and Surveillance Mechanism and the SADC Regional Indicative Strategic Development Plan (RISDP) 2020–2030.

Widen and deepen communication, visibility and awareness of the SADC vision to all stakeholders including the citizens of the member states. This will allow for effective stakeholder participation in driving the regional integration agenda.

2.2 RISDP 2020-2030

The SADC Regional Indicative Strategic Development Plan (RISDP 2020-2030) approved by the 40th Ordinary SADC Summit in Maputo, Mozambique in 2020 is one of the three 10 year long term strategic plans aimed at the delivery of the SADC Vision 2050. SADC RISDP also maps the SDGs into the plan under four thematic areas; social inclusion (SDG 1-7), economic growth (SDGs 8-11), Environment management (SDGs 12-15) and governance (SDGs 16-17).

Drawing on Article 4 of the SADC Treaty, the RISDP is underpinned by five related principles:

- Sovereign equality of all Member States;
- Solidarity, peace, and security;
- Human rights, democracy, and the rule of law;
- Equity, balance, and mutual benefit; and
- Peaceful settlement of disputes.

Additionally, the RISDP is guided by the following values:

- Regional development and integration for the benefit and full employment of SADC citizens;
- Systematic reduction of poverty, unemployment, and social exclusion;
- Advancing innovation as well as the development and application of science and technology, for greater productivity and global competitiveness; and
- Promoting sustainable and optimum use of the region's natural resources be it on land or in the marine environment.

Similar to the Vision 2050, the RISDP is founded in the five interrelated priorities explicated in the (Figure 1). The foundation is Peace, Security, and Good Governance where the RISDP aims at three strategic objectives:

1. Enhanced conflict prevention, management, and resolution systems, with early warning systems that are capable of tracking and monitoring political, security,and socio-economic threats

2. Strengthened political cooperation, democracy, good governance, rule of law, human rights, and human security
3. An enhanced collective defense and security system that is capable of safeguarding the territorial integrity of the region.

Further the RISDP like the Vision 2050 is guided by three pillars:

Pillar I: Industrial Development and Market Integration

The aim to foster industrialization and market integration within SADC by 2050 is reflected through interrelated interventions in a) Industrial regional economy b) sustainably transformed agricultural sector c) Interconnected, integrated, and competitive Blue, Green, and Circular Economies d) enhanced regional integration with increased penetration into global and continental value chains e) Deepened financial market integration, monetary cooperation, and investment f) Enhanced macroeconomic stability and convergence. The implementation will be realized following the guidance found in the SADC Industrialisation Strategy and Roadmap (2015–2063) and Regional Public-Private Sector Engagement Strategy, the SADC Regional Comprehensive Africa Agriculture Development Programme (CAADP) Compact (or Regional Agricultural Policy [RAP]) was approved in 2014, along with a Regional Agricultural Investment Plan (RAIP) for its operationalization and the Regional Food and Nutrition Security Strategy (FNSS). It will also require the operationalization of the 2019 approved SADC Regional Mining Vision (RMV) and Action Plan, adoption of enhanced science, technology, and innovation (STI) solutions in AU's adoption of its Science, Technology, and Innovation Strategy for Africa 2024 (STISA-2024).

Pillar II: Infrastructure Development in Support of Regional Integration

The aim was to have global standard integrated and interconnected infrastructure in the SADC region, capacitated domestic capacity to handle the infrastructure projects across the entire value chain and enhanced accessibility and affordability infrastructure and services which should promote movement of people, goods, services, and knowledge The expanded competitive regional markets should promote diversity and responsiveness to the needs of the SADC region.

Pillar III: Social and Human Capital Development

By 2050, SADC aims to have high levels of human development and human capital development, which is recognized as key levers for the region's socio-economic development, through enhanced productivity. This will be achieved through: 1) building the capacity to regional health systems to serve sufficiently all the citizens 2) provisioning for food sufficiency 3) providing quality and innovative education system 4) provide full and productive employment and decent work for all 5) Enhanced living conditions of the people through the promotion of sustainable cities in the region.

Across the pillars, emphasis is also paid to cross-cutting issues including Gender, Youth, Environment and Climate Change, and Disaster Risk Management priority areas.

This entails 1) foster women's empowerment and mitigating gender based violence 2) robust and real time statistical and monitoring system for vision targets 3) Inclusive youth and minority groups in the participation in SADC processes and harnessing of the related opportunities 4) accelerated climate change adaptation and mitigation 5) sound disaster risk management in support of regional resilience 6) Sustainable utilization and conservation of natural resources and effective management of the environment 7) Increased access to quality HIV and AIDS services for the realization of an AIDS-free generation in the region.

> SADC-Regional-Indicative-Strategic-Development-Plan-RISDP-2020-2030 is found on:
> https://www.sadc.int/sites/default/files/2021-08/RISDP_2020-2030.pdf

3 SECTION 2: Role of NSAs in SADC Processes and Structures

3.1 The role of NSAs

NSAs consistent within the Articles 16A and 23 of the SADC Treaty comprise of not-for profit, non-governmental institutions, covering a wide range of formal and informal organizations from development NGOs and think tanks to trade unions, foundations, faith-based organizations, disabled persons organizations, community- based organizations, media (independent and non-profit), media and business associations. Article 5 (2) (b) of the SADC Treaty holds that SADC shall encourage the people of the region and their institutions to take initiatives to develop economic, social and cultural ties across the region and to participate fully in the implementation of the programmes and projects of SADC. Article 23 of the Treaty also provides that SADC shall seek to fully involve the people of the Region and non-governmental organizations in the processes of regional integration. The SADC Treaty and RISDP 2020-2030 which establishes regional economic integration as a priority at the sub-regional level and also recognizes Non-State Actor engagement mechanism, a key instrument for increasing visibility and awareness, and communicating the benefits of regional integration.

Collective efforts underpinned by holistic political commitment to integration can help to deliver on sustainable regional development. A vibrant, organized and proactive civil society is an integral component of the development landscape. CSOs are agents of regional economic development through providing participatory and responsive advocacy and dialogue to the local needs of the poor.

CSOs can potentially foster and support grassroots organizations to become more numerous, sizable, resourceful, and self-reliant. Also, grassroots contacts enable CSOs to provide critical information on potential crisis and thus contribute to early warning systems

The institutionalized membership-based organization including NSAs can play an advisory role to the SADC Secretariat, council of ministers and the SADC legislative body. They can provide input into policy and legislative proposals related to SADC processes , providing CSO

opinion and recommendations to the public and participating in the monitoring of evaluation of progress against the RIDSP objectives and Vision targets.

3.2   NSA Coordination Mechanism

The mechanism engagement of non-state actors (NSAs) in the SADC Regional Indicative Strategic Development Plan (RISDP) was approved by the council of ministers in 13-14 August 2022. The NSA engagement in SADC processes is guided seven (7) interrelated principles: Accessibility and Inclusivity, Effective Participation in Formal Processes of SADC, Accountability and Transparency, Subsidiarity, Representativeness, Working with Umbrella and Apex bodies and Coherence with Continental and Institutional Mandates. These principles aim to address some of the prevailing challenges that include NSAs in the region not having a common approach to working with SADC as well as the existing NSA formations and engagement platforms are not representative of every sector. The current mechanisms of NSA engagement are presented in Box 2.

Box 2: Current Mechanisms of Engagement between SADC and NSA

- SADC Regional Poverty Observatory
- SADC Engagement with Labour
- SADC Engagement with the Private Sector
- SADC Parliamentary Forum
- The SADC Electoral Advisory Council (SEAC)
- The Civilian Component of the SADC Standby Force
- The SADC Peace Infrastructure
- SADC Regional Civil Society Forum (SADC CNGO)
- The SADC People's Summit
- SADC Gender Protocol Alliance

The SADC National Committees: As articulated in the SADC Treaty under Article 16A, SADC Member States are mandated to create SADC National Committees (SNCs). SNCs are supposed to be composed of key stakeholders (government, private sector, civil society, non-governmental organizations, and workers and employers' organizations). Some of the key roles and responsibilities of SNCs are to provide input at the national level in the formulation of SADC policies, strategies and programmes of action; coordinate and oversee, at the national level, implementation of SADC programmes of action; and initiate projects and issue papers as an input to the preparation of the Regional Indicative Strategic Development Plan, in accordance with the priority areas set out in the SADC Common Agenda.

SNCs report to the SADC Secretarait through the SADC Cluster Technincal Committees, with whom they have a functional relationship. Reports received from the SADC Cluster Technincal Committes by the Secretariat are then transmitted to other SADC structures that the Secretariat reports to such as the Sectoral Clsuter Standing Committee of Officials and the Ministerical Commmitee of the Organ (MCO) Standing Committee of Senior Officials. Through these structures, there are formal reporting processes that feed into the Council of Ministers and the

MCO within the SADC macro structure. The implementation structure in SNCs are country level is presented in Annex 1.

However, not all countries, particularly project countries, have SNCs in place. For Example Tanzania, there are no SADC SNCs yet, while in Zambia they are submerged under development committees and passively in place in Zimbabwe. Only in Malawi is where the SNC are operational.

Malawi Example

Malawi has established SADC National Committee (SNC) since 2021, with representation from NSAs as presented in Figure 1. In particular, the NSAs are represented by the Speaker, Malawi National Assembly;President, Malawi Confederation of Chamber of Commerce and Industry (MCCCI); President, Non-Governmental Organisations of Malawi (CONGOMA); Chairperson, Public Affairs Committee (PAC);President, Media Council of Malawi (MCM); and President, Malawi Congress of Trade Unions. The SNC is supported by a steering committee which has secretaries from the following ministries: Foreign Affairs **(Chairperson),** Trade, Secretary for Agriculture, Transport and Public, Health and Defence. The SNC and its steering committee are supported by five technical sub committees (Trade, Industry, Finance and Investment (TIFI), Infrastructure and Services (I&S), Food Agriculture and Natural Resources (FANR), Social And Human Development And Special Programmes as well as cross cutting issues (SHD & SP) and Security & Defence. There are CSO and other NSAs engagement in all the technical commitees. However, there is need for more work to operationalize and increase visibility of the SNC in Malawi. The SNC only met once in 2022, which is not sufficient time to digest and fully represent on vast SADC issues. There are also other challenges that include: Lack of human and financial resources to implement activities, Lack of training for the SNC Members and Lack of commitment by the SNC members to drive the SADC agenda forward.

SADC Technical Committees : Directorates of the SADC Secretariat, where appropriate, are supported by SADC Council approved Technical Committees that provide technical expertise in specific subject matters. The SADC Technical Committees generally comprise technical Directors or government officials of similar levels in the relevant Ministries of SADC Member States, as well as subject matter technical experts from the private sector and industry. These Technical Committees operate purely on technical matters and can only make recommendations (usually evidence-based) on strategic issues for consideration by SADC through relevant structures of the SADC Secretariat. These Committees meet at the request of the SADC Secretariat

Figure 1: Institutional Framework for SADC SNC in Malawi
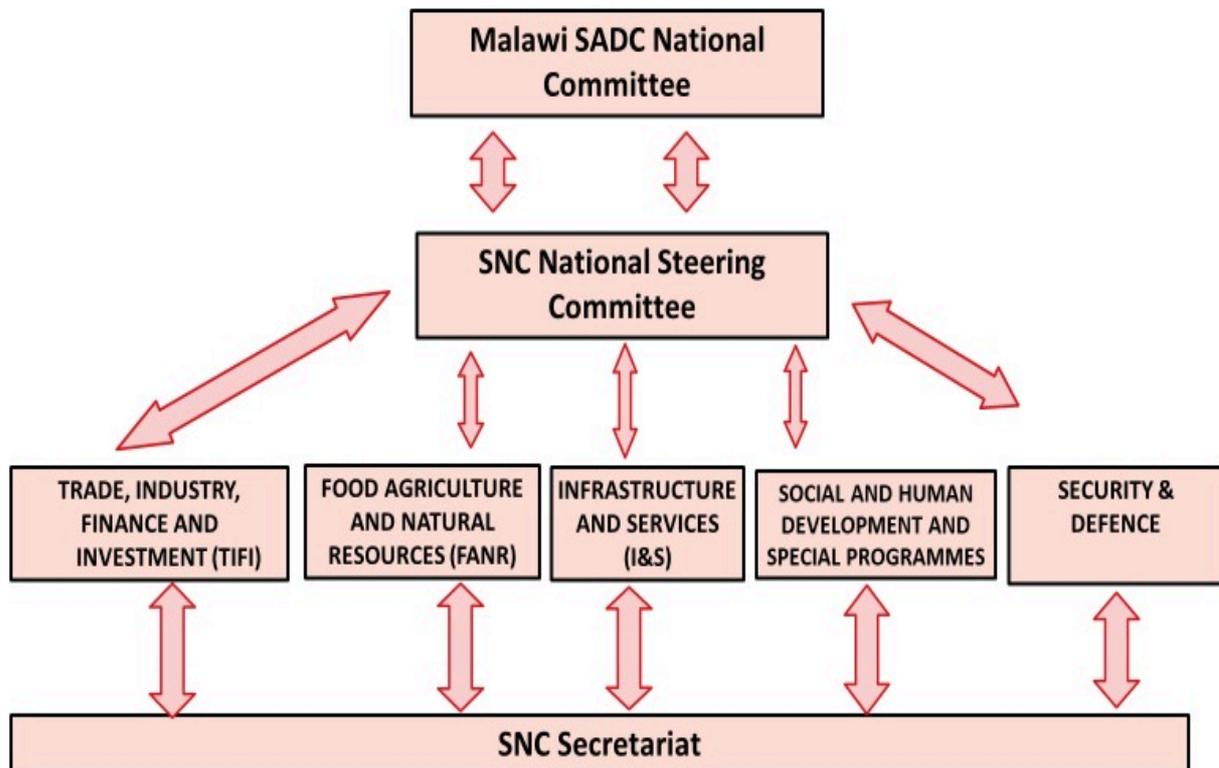
Source: Ministry of Foreign Affairs, Malawi.

The next steps will include Formalisation through the establishment of an institutionalized mechanism as a way of fully operationalizing article 23 of the Treaty and the subsequent amendment such as those contained in article 5(2b) and 16A. The mechanism will aim to :

- Take SADC to the people.
- Provide for SADC and NSAs to consultatively work towards realizing SADC's priorities and ensuring a people-centred regional integration process.
- Enhance and strengthen partnerships between SADC and NSAs.
- Provide a structured framework for consultation between SADC and NSAs in regional integration processes.
- Provide an enabling environment for NSAs to participate in SADC processes and discussions.
- Enhance coordination and harmonization of positions by NSA in SADC processes.
- Strengthen the capacity of NSAs and other interest groups to more effectively and meaningfully engage in SADC processes.
- Establish clear and effective communication mechanisms between SADC organs and NSAs.

Figure 2 :The approved NSA engagement mechanism
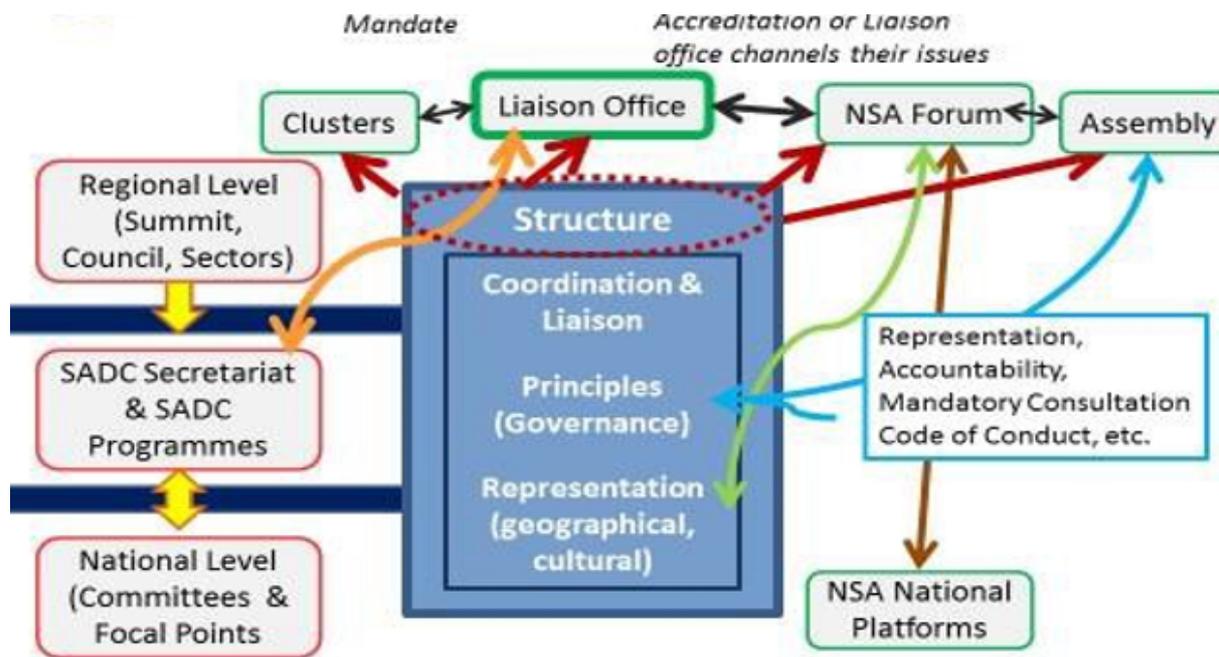
Source : SADC and Southern Africa Trust

As shown in Fig 2, operationalisation or implementation of mechanism will be through the SADC through the Liason office and the established NSA Forum. The Forum should be divided into thematic clusters, groups or pillars of development within the SADC. Members of the Forum would meet on a regular basis and form a nucleus of civil society partners who as individuals can provide qualitative input to policy and regional strategy formulation. Members of this Forum should be selected on the basis of their experience and expertise in priority or thematic issues within the region, and should, as much as possible, be members of existing NSA networks. These would include members from SADC–CNGO, SATUCC and other apex bodies, as well as individual NSAs with an interest in the thematic or priority areas of work of SADC.

Information on broader **SADC Institutional Arrangements can be found on the useful link**
https ://www.sadc.int/institutions

4 SECTION 3: NSAs in Monitoring and Reporting

4.1 Monitoring and Reporting (M&R). How is it important for NSAs ?

Today, non-state actors frequently have the power to significantly sway state decision-making processes and dominate the worldwide headlines just as much as governments do. Non-state

actors can be non-state organizations (NGOs), but they can also be multinational businesses, private armed forces, media outlets, academic institutions, lobbying firms, labor unions or social movements, among others. They all exercise various sorts of authority.

Effective monitoring and reporting are constantly required given the numerous operations and initiatives NSAs are engaged in. Different stakeholders may develop and alter an advocacy strategy with the use of monitoring and reporting, ensuring that the outcomes have the greatest possible impact.

4.1.1   *Monitoring*

Monitoring is the concurrent tracking of development with the aim of enhancing the outcomes and strategy of execution. It is a natural byproduct of project execution to assist in updating the stakeholders on both the successes and setbacks. It provides early warnings of the need for course adjustment and aids in timely completion of significant management decisions(ILO, 2020). The options for gathering and utilizing monitoring data and reports rely on the resources that are available. ILO assessment policy guidelines : principles, justification, planning, and management advocates maintaining 3% of the project budget, in addition to the 2% allocated for assessments, strictly for monitoring reasons(ILO, 2012). The amount of resources needed for monitoring depends on the kind, scope, and complexity of the data that must be gathered as well as how sophisticated the monitoring system is. For instance, a monitoring system that is entirely IT-based and has analytics capabilities might cost more to set up but potentially save human resources over time.

4.1.2   *Reporting*

A periodic, first-person description of the project's development is called reporting. A report that is based on reliable and significant inputs from the monitoring system is beneficial. The frequency of reporting is determined by the type of data being reported as well as the commitment to the donor organizations. Typically, the approval minute specifies the report's frequency (ILO, 2020). Reporting is frequently confused with « donor reporting. » The latter is required and unquestionably significant. But as donor reporting forms become more « templated, » they frequently can't capture everything that was done and accomplished, much alone the difficulties encountered and the tactical adjustments that were needed or made.

What is Monitoring?

Monitoring is the concurrent tracking of development with the aim of enhancing the outcomes and strategy of execution.

It assists in making significant management choices on time and provides early signs of the need for course adjustment.

Most of the time, it is difficult for the evaluators to extract a performance story from the abundance of periodic donor reports. For example, a four-year project with a quarterly reporting schedule would require at least 12 reports, some of which may not fully describe the implementation experience, issues, solutions, etc. It is significant to remember that internal review and reporting are helpful tools in addition to donor requirements, particularly in longer-term, high-value initiatives (UNDP, 2000).

An essential component of an organization's efficient administration and accountability is performance monitoring and reporting. Reporting on performance is not a goal in and of itself. It really forms a crucial component of an organization's continuous decision-making processes. Reports on activities and performance should support a continuous improvement feedback loop in which management receives crucial data for decision-making in the upcoming planning cycle.

4.1.3   Importance of Monitoring and Reporting to NSAS

Any program or initiative must include monitoring and reporting. Organizations use this procedure to gather data, evaluate it, and decide if a project or program has achieved its objectives. The project is monitored from the very beginning to the very finish. The following are some factors that contribute to the significance of monitoring and reporting to non-state actors[1] :

- ● **Results in better transparency and accountability**

There is increased openness during the monitoring phase as a result of the tracking, analysis, and reporting done by organizations. Stakeholders have unrestricted access to information and are able to share their opinions, which increases their involvement in the project. A reliable monitoring system guarantees that nobody is in the dark. This openness promotes better accountability. Because information is so readily available, businesses must maintain the highest standards. It's also a lot more difficult to mislead stakeholders

- ● **Helps organizations catch problems early**

Projects never go exactly as planned, but effective monitoring and reporting aid in keeping the project on schedule and performing successfully. Plans for monitoring and reporting projects aid in defining their scope, establishing corrective actions when anything goes wrong, and letting everyone know how those actions influence the remainder of the project. This manner, when issues inevitably develop, a prompt and efficient fix may be put into practice.

- ● **Helps ensure resources are used efficiently**

All projects require resources. The amount of cash on hand affects a project's scope, the number of people working on it, and the alternatives accessible if things go wrong. The data gathered through monitoring exposes any gaps or problems that need resources to be fixed. It

BENEFITS OF M&R (KUSEK & RIST, 2004)

- ✓ It offers the one centralized source of data demonstrating project progress;
- ✓ It enables players to gain information and skill from one another's experiences;
- ✓ It frequently produces written reports that promote accountability and openness.
- ✓ It highlights errors and presents avenues for education and development;
- ✓ It offers a foundation for challenging and evaluating presumptions;
- ✓ It gives organizations a way to take lessons from their experiences and apply them to practice and policy;
- ✓ It offers a means of evaluating the vital connection stakeholders
- ✓ It improves institutional memory growth and retention;
- ✓ It offers a more reliable foundation for obtaining funding

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[1] https://www.sportanddev.org/en/toolkit/monitoring-and-evaluation/why-monitoring-and-evaluation-me-important

wouldn't be obvious what needs to be a priority without M&R. It is simple to spend resources in a single place that is not the problem's origin. Reporting and monitoring aid in preventing this waste.

● **Helps organizations learn from their mistakes**

Every organization has mistaken and failures. M&R offers a thorough breakdown of all the good and bad things that occurred throughout a project. Instead of assuming what went wrong, firms may identify specific errors thanks to thorough M&R papers and templates. Frequently, businesses may gain more knowledge from their failures than from their accomplishments.

● **Improves decision-making**

Decisions should be based on data. M&R procedures offer the crucial data required to view the larger picture. An organization with effective M&R can pinpoint failures, triumphs, and elements that can be modified and repeated for future initiatives once a project is completed. The knowledge gained from earlier monitoring and assessment is then taken into consideration when making decisions.

● **Helps organizations stay organized**

It takes a lot of planning to create a solid monitoring and reporting plan. An organization will benefit much from that procedure alone. It must establish strategies for gathering, disseminating, and analyzing data. In order for planned results to become a reality, businesses must decide on desired objectives, how to assess success, and how to adjust as the project progresses. Every department of a company gains from having effective organizational skills.

● **Helps organizations replicate the best projects/programs**

Organizations dislike wasting time on initiatives or programs that fall short of expectations or don't achieve their goals. The advantages of M&R that we have discussed above, such as early issue detection, effective resource management, and well-informed decisions, all produce knowledge that guarantees businesses duplicate what is effective and eliminate ineffective practices.

● **Encourages diversity of thought and opinions**

More information is always better when it comes to monitoring and assessment. Each team member contributes a critical viewpoint on the performance of a project or program. The advantages of M&R are increased by promoting a variety of thinking and investigating fresh approaches to getting input.

"THROUGH PARTICIPATING IN MONITORING AND EVALUATION, ACTIVISTS GAIN VALUABLE INFORMATION ABOUT WHAT TACTICS AND APPROACHES ARE MOST EFFECTIVE. THEY ALSO LEARN WHAT THINGS TO LOOK OUT FOR IN THEIR CONTEXT WHEN PLANNING AND IMPLEMENTING A CAMPAIGN," EXPLAINS KIRSTEN ANDERSON, PROGRAM EVALUATION ADVISOR AT THE CENTER FOR VICTIMS OF TORTURE. "WITHOUT THIS VALUABLE INFORMATION, ADVOCACY CAMPAIGNS RUN THE RISK OF REPEATING INEFFECTIVE ACTIONS, OR GETTING STUCK IN THE PLANNING PHASE OF A CAMPAIGN."

Source: https://www.newtactics.org/conversation/monitoring-evaluation-advocacy-work

4.2   Monitoring and Advocacy Activities

Monitoring advocacy is crucial for accountability, learning, and performance management. It helps one better their advocacy techniques, understand what influences and methods result in change, and makes them more responsible to donors and other internal and external stakeholders (Nigel & Jenny, 2020). Political chances can change fast, necessitating quick reactions and « course corrections » of one's plan, making ongoing monitoring and real-time information collecting especially crucial for lobbying. Managing expectations about what grantees can accomplish in what time frames and understanding the complexity of policy change are two other benefits of advocacy assessment for funders.

When putting out an advocacy strategy, one should take monitoring and reporting into account (Coffman, 2010). This will make sure that everyone involved in the plan has a common knowledge of the goals it is seeking to accomplish as well as the methods it will use to measure and record its performance. The crucial measures in monitoring advocacy actions are explained in more detail in the section that follows.

Figure 3:Monitoring and advocacy process
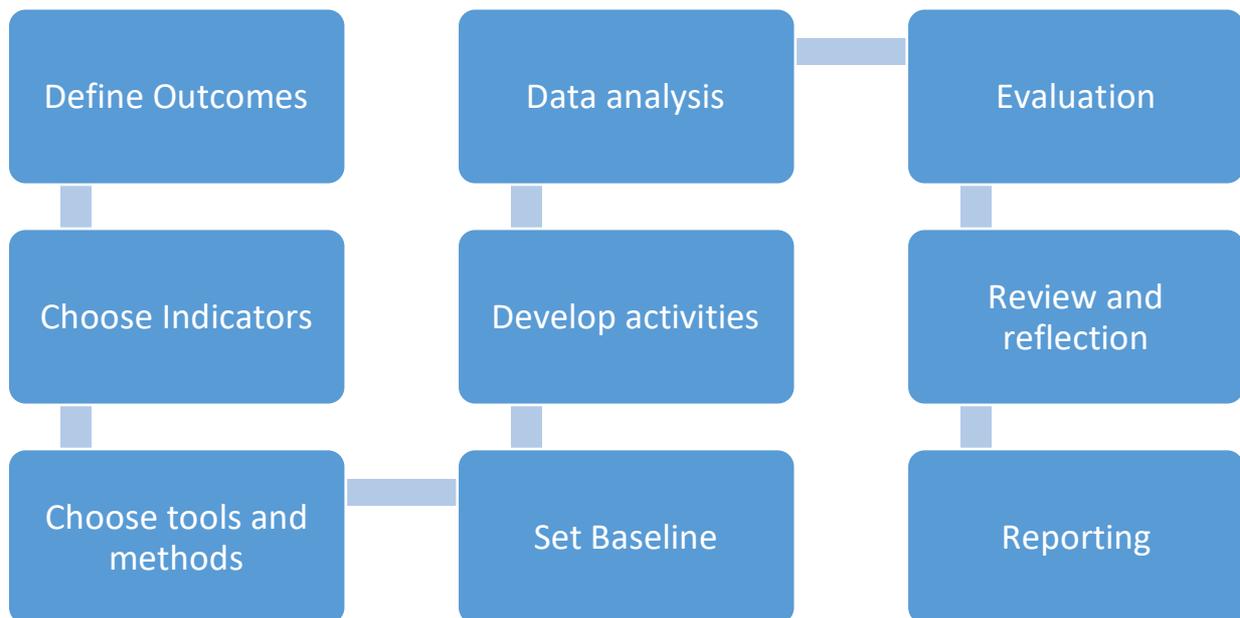
4.2.1 *Define your long-term and intermediate outcomes*

You need to witness long-term results before you can say that your advocacy goal has been accomplished. These might be modifications to either new or current policies' text and practices. To gauge your progress toward your long-term goals, you should establish, monitor, and evaluate intermediate outcomes (such as changes in decision makers' knowledge, behavior, and attitudes, media coverage, etc.).

You might think of intermediate results as progress indicators or benchmarks that must be met before achieving long-term objectives. These can include improved ties to policymakers, the creation of a network of community-based activists, or a coalition of CSOs.

4.2.2 *Choose your indicators*

Set indicators to measure your objectives and outcomes after you have established them. The only way to tell whether you are moving toward your goals is through indicators. A variety of degrees of outcomes can be used to establish advocacy indicators (process, output, and outcome). Advocacy indicators are frequently qualitative, i.e., they reflect people's opinions or views of a topic, or they track promises made or modifications to decision-makers' attitudes and behaviors. These are context-specific and more challenging to quantify than quantitative indicators (i.e. one indicator may be relevant in a particular context, but not in another). In general, adopting a mix of quantitative and qualitative indicators can help you more thoroughly evaluate your development.

You must decide how many levels of outcomes you need to specify your indicators for, and you must select indications that are meaningful in your context. Although it is ideal, it is sometimes more challenging to develop SMART indicators in advocacy activities since the change-path is less predictable. As a result, you should pick indicators that accurately represent the main areas of change you are aiming for. Additionally, you must think about your ability to gather data about an indication and the timing of its release. At the conclusion of this document are further resources on advocacy indicators.

4.2.3 *Choose your data collection methods*

Following the definition of your indicators, you should consider the types of data you will need to access in order to determine how close you are to achieving your objectives, as well as the methodology for gathering this data. As mentioned above, you must collect data to determine whether your advocacy interventions had an impact on policy modifications and to provide a solid evidence foundation to back up your claims of success.

Both formal and unofficial data gathering methods should be used. An example of a data source would be the records and minutes of meetings you arrange with policymakers. You could look over speeches and announcements made by public officials, as well as parliamentary debates. As much as possible, you should make sure that you are gathering material from a variety of sources, including both documented and personal accounts from various sources.

To determine how frequently you may gather the information, you need to find out when different forms of data, such as normal government data, are accessible.

4.2.4   Set a baseline

You should establish the baseline after you are certain of what you want to accomplish and what the indications are. The baseline is the initial evaluation of an indicator and establishes the baseline state for future change monitoring. Without a baseline, it is challenging to define goals and monitor progress accurately.

To perform a baseline, investigations are not always required. Making a list of the present gaps in policies and doing a policy analysis might serve as a baseline. Policy documents, budget documents, national data, and information from consultations with partners and policymakers are all potential information sources.

You might want to conduct a power mapping or a stakeholder analysis, which might also help set a baseline. For instance, if you are seeking to improve your collaboration with the Ministry of Health, you might record current contacts and joint activities with the Ministry.

4.2.5   Develop your activities and check your intervention logic

You should evaluate your intervention logic, or if it is conceivable that if you carry out x activities and result in y medium-term outcomes, they would lead to the desired ultimate outcomes, after setting your results at various levels and defining the actions you will be carrying out.

4.2.6   Data analysis and reporting

In order to track, gather, and analyze data, you will ultimately need to assign roles and duties within your advocacy and campaigns team. The first phase is gathering the data, while the second is data analysis. Consider what the data means for you and whether you need to change your tactics and behaviors.

4.2.7   Review and reflection

Your advocacy campaign should include periods of review and reflection. This calls for you to get together with your colleagues, discuss your research, and think back on your achievements and lessons learned.

4.2.8   Evaluation

You could think about doing an external assessment at the midpoint or at the conclusion of your advocacy program or campaign if enough time has passed, it is large-scale or strategically essential, and you have the resources to do so.

In order to give causal explanations for why and how specific planned (and unintended) policy outcomes were attained or not, evaluations draw on monitoring data. A theory-based assessment strategy, such as contribution analysis or process tracing, might be used in lobbying.

4.3 NSA'S Monitoring and Reporting Issues in SADC

Monitoring primarily focuses on improving the performance of the project you are working on. You gather information which tracks the progress of your current project and use that to help you make decisions which improve the performance of your project (O'Flynn, 2009). A study by Bhamra et al. (2015) further exposed Monitoring and Reporting issues some of NSAs have faced in SADC Regional integration process ;

4.4 Lack of Resources and Time

The majority of the financing for an NSA comes from fundraising efforts and contributions since monitoring and reporting operations are expensive. Unfortunately, one may run against resistance and charges that M&R is a waste of money because so many people are uninformed of its advantages. Naturally, one of the main issues with good monitoring and evaluation methods is finding the time and resources to accomplish it correctly. The majority of nonprofit organizations cite a lack of funding (52%) and a lack of staff time (79%) as obstacles to evaluation efforts. It's simple for Monitoring and Reporting to drop to the bottom of the priority list as other tasks take precedence when most businesses are dealing with financial constraints.

4.4.1 Inaccurate Data

Monitoring and Reporting Issues in SADC

Building an effective monitoring and reporting program involves a wide range of factors, from acquiring the necessary resources to complete the work to creating a culture that supports the procedure. Since many businesses lack full-time evaluation professionals on staff, M&E is particularly challenging for them. Consequently, establishing technical skills might be a big barrier to successfully utilizing an M& framework.

Regardless of your successes or failures, M&E is pertinent and should always be used if you want the best possible results. Although the challenges you face when using M&E may seem insurmountable to some, you can solve them with a little ingenuity. It takes a lot of work to comprehend and use the principles appropriately.

You will surely run into challenges along the route, but you must get beyond them to keep moving forward. Your programs will be more effective and you and your company will feel more at ease with M&E as you solve more challenges. Due of these challenges, it is typically a good idea to prepare for them in advance while doping M&E.

The majority of the financing for an NSA comes from fundraising efforts and contributions since monitoring and reporting operations are expensive. Unfortunately, one may run against resistance and charge that M&R is a waste of money because so many people are uninformed of its advantages. Naturally, one of the main issues with good monitoring and evaluation methods is finding the time and resources to accomplish it correctly. The majority of nonprofit organizations note that lack of funding (52%) and a lack of staff time (79%) as obstacles to evaluation efforts. It's simple for Monitoring and Reporting to drop to the bottom of the priority list as other activities take precedence when most firms are dealing with budgetary restrictions.

4.4.2   Ineffective Strategies

Many NSAs do not go through with the monitoring and reporting procedure because they are not familiar with it. This typically leads to subpar procedures that either provide wrong data or fail to generate the proper data. Reckless action based on false information might have detrimental long-term effects and put a corporation in danger.

4.4.3   Using Modeled Frameworks

Successful NSAs frequently employ the same structure or data technique. On the other hand, many of these frameworks have been altered to meet the needs of the actors. The organizational structure of one actor could differ from another actor''s, which could lead to ineffective data processing or inaccurate data analysis. Additionally, some of the frameworks were created for the western world and might not be appropriate for your donors'' or stakeholders' African sensitivities.

4.4.4   Involving Stakeholders Effectively

Since unproven M&E projects are viewed as a risk, many people may be reluctant to involve stakeholders directly. Once the stakeholders are aware, it may lead to disagreements, have an impact on their interactions with them, and possibly result in a reduction in funding for subsequent initiatives.

4.4.5   Informing Donors of Negative Results

Many state actors make great efforts to find benefactors who can help them pay the NSA and start these projects. On the other hand, donors typically have conditions and demands that must be met, thus many NSAs are hesitant to provide bad numbers to them.

4.4.6   Technical Expertise

It can be challenging to implement effective monitoring and evaluation procedures and activities inside an organization owing to a lack of technical expertise. For 69% of organizations, having enough access to information and expertise is a crucial supportive factor in their ability to conduct evaluations, whereas for 48% of non-profits, having limited staff knowledge, skills, or resources is a barrier to their assessment operations. Only 8% of firms have workers who are entirely in charge of assessments, which contributes to this lack of technical proficiency. As a result, there will be a severe shortage of evaluation specialists, and many employees tasked with M&E tasks within an organization will be redirected.

4.4.7   Culture/Attitudes

The culture of your organization must support the process in order for monitoring and reporting to be successful. Monitoring and reporting require a team that is committed to development and learning, not simply one activity or method. If the appropriate culture isn't in place, monitoring and reporting may feel like its purpose is to criticize and find flaws. However, when carried out correctly and with the right mindset, M&E can be a crucial component of creating a positive work environment that accepts mistakes as a necessary part of learning and encourages people to develop without worrying about facing consequences.

4.4.8 Lack of Focus

The final difficulty in monitoring and reporting is deciding where to concentrate your efforts. When there is a vast amount of data and information on projects and results. Choosing where to focus your time and energy to get the most out of the process may be difficult. If you don''t know why you''re doing it or what you intend to achieve, monitoring and reporting may seem overwhelming or slip down the priority list. A lot of time and effort may be put into collecting data without producing any meaningful findings unless these things are clear.

4.5 Methods and Tools for Monitoring and Reporting

This section gives an overview of a sample of Monitoring and reporting tools, methods, and approaches, including their purpose and use based on the toolkit by Coffman (2010). There are numerous alternatives, thus the list is not all-inclusive[2]. Some of these methods and tools are interchangeable, while others serve as alternatives. Some have a wide range of applications, but others have very specific functions.

A variety of factors will determine which option is appropriate in any particular situation. Among them are the purposes for which monitoring and reporting are intended, the principal stakeholders with an interest in the monitoring findings, the urgency with which the information is required, and the cost.

4.5.1 Performance Indicators

For development projects, programs, or strategies, performance indicators are measurements of the inputs, processes, outputs, results, and impacts. Indicators allow managers to measure progress, show outcomes, and take corrective action to enhance service delivery when they are backed by reliable data collection (perhaps incorporating formal surveys), analysis, and reporting. Indicators are more likely to be understood and used for management decision-making if relevant stakeholders are involved in their definition.

The following are some uses for performance indicators :

- Determining performance goals and monitoring development toward attaining them.
- Finding issues with the aid of an early warning system so that remedial action may be conducted.
- Stipulating the necessity of a thorough evaluation or review.

4.5.1.1 The Logical Framework Approach

Any project, program, or policy''s objectives may be made clearer by using the logical framework (LogFrame). The following results chain—inputs, processes, outputs (including coverage or "« reach" » across beneficiary groups), outcomes, and impact—helps in identifying the predicted causal relationships, or the "« program logic." » It results in the identification of hazards that might obstruct the achievement of the goals as well as performance metrics at each link in this chain. The LogFrame may be used to include partners

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[2] https://www.sopact.com/monitoring-and-evaluation

in defining goals and creating activities. The LogFrame is a helpful tool for tracking implementation progress and adjusting.

It can be used for the following

- Increasing the standard of project and program designs by mandating the articulation of precise goals, the use of performance metrics, and the evaluation of risks.
- Summarizing complicated activity design.
- Helping to create thorough operational plans.
- Creating a basis for activity review, monitoring, and evaluation that is objective.

4.5.1.2 Theory-Based Evaluation

The LogFrame technique and theory-based assessment both provide for a deeper knowledge of the "« program theory" » or "« program logic" » of a program or activity. It need not, for instance, assume straightforward linear cause-and-effect connections. For instance, a variety of factors may affect the outcome of a government initiative to raise teacher numbers and increase literacy levels. The availability of classrooms and textbooks, the likelihood that parents, school administrators, and students will react negatively, the abilities and morale of teachers, the districts where the additional teachers will be placed, the dependability of government funding, and other factors are among them. The stages that should be examined as the program progresses to assess how effectively they are really carried out can be selected by mapping out the deciding or causative elements regarded vital for success and how they may interact. This makes it possible to identify the crucial success components. The program is less likely to be effective in reaching its goals in cases when the statistics suggest that these variables have not been attained.

These are some uses for it :

- Mapping complicated activity design.
- Improving management and planning.

4.5.1.3 Formal Surveys

Formal surveys can be used to gather standardized data from a sample of carefully chosen individuals or households. Surveys frequently gather comparable data for a sizable number of participants in certain target categories.

These are some uses for it :

- Providing baseline data to assess the plan, program, or project''s performance against.
- Comparing several groups at a certain period.
- Examining how a group''s changes over time compare.
- Comparing the current situation with the goals set forth in a project or program''s design.
- Outlining the circumstances of a certain community or group.
- Contributing significantly to a formal assessment of a project''s or program''s effects.
- Assessing poverty levels as a starting point for developing methods to combat it.

4.5.1.4 Rapid Appraisal Methods

To meet the information demands of decision-makers, rapid assessment techniques are quick, affordable approaches to obtain the opinions and input of beneficiaries and other stakeholders. These are some uses for it :

- Giving management decision-makers quick access to information, particularly at the project or program level.
- Providing context and interpretation for quantitative data gathered using more formal approaches. • Providing qualitative knowledge of complicated socioeconomic developments, highly involved social circumstances, or people's values, motives, and emotions.

4.5.1.5 Participatory Methods

People who have an interest in a project, program, or strategy can actively participate in decision-making using participatory approaches, which also foster a feeling of ownership in the monitoring and reporting of outcomes and suggestions.

These are some uses for it :

- Gaining knowledge about local conditions, views, and priorities to create treatments that are more adaptive and long-lasting.
- Recognizing and fixing issues that arise during installation.
- Assessing a plan, strategy, or program.
- Educating and empowering the underprivileged.

4.5.1.6 Public Expenditure Tracking Surveys

Public expenditure tracking surveys (PETS) monitor the distribution of public monies and establish how much money really reaches the intended recipients. The surveys look at how resources are released to various levels of government, notably to the departments in charge of delivering social services like health and education. PETS are frequently used as a component of broader service delivery and facility surveys that concentrate on factors such as service quality, facility features, management, incentive systems, etc.

These are some uses for it :

- Quantitatively diagnosing issues with service delivery.
- Presenting data regarding holdups, "« leakage," » and corruption.

4.5.1.7 Cost-Benefit and Cost-Effectiveness Analysis

Tools for determining whether or not the costs of an activity can be justified by the results and impacts include cost-benefit and cost-effectiveness analysis. Inputs and outputs are both quantified through cost-benefit analysis. Cost-effectiveness analysis calculates the financial value of inputs and the quantitative value of non-financial results (such as improvements in student reading scores).

These are some uses for it :

- Providing information to help with resource allocation choices.
- Finding the initiatives that will provide the best return on investment

4.5.1.8 Impact Evaluation

Impact evaluation is the methodical identification of the effects—whether favorable or unfavorable, intended or not—caused by a specific development activity, such as a project or program, on particular families, institutions, and the environment. Impact assessment aids in our understanding of the scale of activities'' impacts on people''s wellbeing as well as their reach among the poor. Impact assessments can take many different forms, from large-scale sample surveys in which project populations and control groups are compared before and after, and possibly at various points during program intervention, to small-scale rapid assessment and participatory appraisals in which estimates of impact are obtained by combining group interviews, key informants, case studies, and readily accessible secondary data.

These are some uses for it :

- Measuring an activity's results and effects and separating them from the influence of other, external variables
- Assisting in determining if the costs of an activity are reasonable.
- Providing information to support choices on whether to add, change, or remove initiatives, programs, or policies.
- Making inferences to enhance the planning and administration of upcoming activities.
- Analyzing the efficacy of different therapies.

5   SECTION 4 : NSAs in Advocacy and Dialogues

5.1   What is advocacy ? What are the processes ?

This toolkit recognizes the relevance of advocacy as a tool in informing dialogues and public debates. Many NSAs are addressing the regional integration issues through advocacy campaigns which either complement their development efforts or have become their primary strategy. NSAs which apply Rights-based approaches include advocacy in programming and informing their strategic plans.

Each NSAs may have its own definition of advocacy. Principally, advocacy is the strategic use of information to influence the policies and actions of those in positions of power or authority to achieve positive changes in people's lives. Advocacy should be based on the experience and knowledge of the people and communities it aims to support. It should be empowering for those individuals and communities.

Advocacy work includes awareness raising of issues through lobbying, campaigning, seminar, public reports and working with the media. It can be targeted at different levels :

- Regional levels, including SADC regional institutions, policies and strategies, and integrated national policies and strategies ;

- National levels, including national legislation and government policies, resource allocation, and institutional structures and engagement mechanisms ;
- Local levels, including local implementation and monitoring of SADC RISDP, debates on inclusive participation in SADC processes and equity distribution of resources, access to services, local policies and strategies.

A fundamental and central element of any advocacy strategy is NSA strengthening, which includes building the capacity of key stakeholders – NGOs, private sector, community based organizations, media, academia, grass roots movements and coalitions etc. so that they are able to champion, lobby and advocate for the interests of their communities more effectively.

When lobbying SADC institutions and advocating for a change for instance in harmonization of trade policy – effective advocacy skills are essential for understanding the 'institutions' and influencing policy within those institutions.

> "Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has."
>
> **Margaret Meade**

It should be noted that advocacy efforts are most effective when they are targeted and specific. Know what you are after and what needs to be changed. The 5-questions below summarize what we need to know in advocacy and the steps involved in planning for an advocacy (see also Figure 4).

1. *Who :* Who needs to be influenced ? Who will help advocate for change ?
2. *What :* What are the key messages you need to communicate ? What changes are you hoping for ? What are the best ways to communicate those messages ?
3. *When :* When are the best opportunities to advocate for change ?
4. *Where :* Where are the best places to influence and promote change ?
5. **How :** How will you bring about change and garner support for your efforts ? How will you communicate key messages -– what settings will be used to communicate key messages ?

Figure 4 :Advocacy Planning Cycle
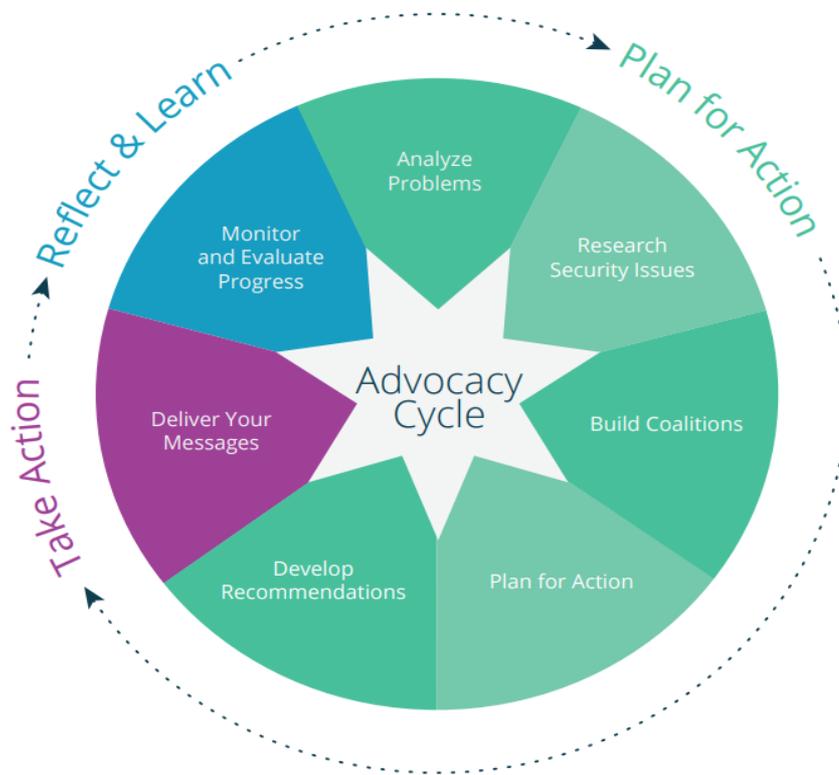
Source : Inclusive Security and DCAF (2017)

Analyze Problems : Advocacy starts by clearly defining the advocacy change objectives and why the change is important. Then identify and analyze the problems that need to be addressed. After delving into a problem's causes and effects, then determine the priorities within that issue and what opportunities exist for change. This will enable one to determine what is achievable.

Research Security Issues : After the key issue has been identified, there is a need to create a research and data collection plan to enhance the ability to make a more persuasive case. The research can include the security concerns and needs in different communities, or how particular security problems can be addressed.

Build Coalitions : Mobilizing support for the cause is a key component of any advocacy campaign. This calls for increasing the number of people who support the goal to make efforts more powerful. Various options exist, however key is building and strengthening platforms for advocacy with like minded stakeholders. For example, building a coalition or a network with others interested in promoting a security sector that is more responsive to and inclusive of women.

Plan for Action : Create an action plan and choose the best option to influence the legislation, policy, or institutional practice you seek to change.

Develop Recommendations : Formulate concrete recommendations for action, directed to specific security sector institutions. While crafting advocacy recommendations, there is

need to be as specific as possible in identifying what needs to happen, who can make that happen, and how the actor identified can make that happen.

Deliver Messages : Once a decision on who to target has been reached, i.e. target audiences including politicians, civil servants, senior people in the security sector, the media, create and deliver strategic messages that will resonate with them. This often requires creating more than one message for more than one audience, but this step is crucial in attracting attention and gaining public support for your issue.

Monitor and Evaluate Progress : Advocacy is an ongoing process of learning and reflection. What does success look like ? How can we improve advocacy efforts along the way ? Evaluating advocacy can help track progress towards achieving the goal and allow one to adjust your actions as needed.

5.2 What are your advocacy objectives (influencing knowledge, attitudes and practices) ? (GROUP WORK)

As part of advocacy strategy, the process of identifying the goals and objectives comes in after identifying an issue that would be worked on as part of the advocacy work. The objectives identified need to be SMART, have a timeline for achieving results based on the budget, and be able to achieve the results.

Advocacy work is the most challenging because unlike projects which are tied to achievable results within a given framework, advocacy work takes a long, long time to achieve results hence can be very frustrating. Examples include :

- Issues of behavioral change in a community, a case where an organization is advocating for safe sexual behavior, it might take years to change people's way of behaving.
- Other issues that take a long time to change are cultures and traditions (early marriages, FGM, Land inheritance etc).

Advocacy entails not only advocating for changes in policy, implementation of policies, but also community advocacy, where these policies need to be implemented.

The groups will be asked to come up with issues and the questions that would help them throughout the whole process of identification, then develop goals and objectives for their chosen issues. Groups will be required to present as part of peer-to-peer learning and reflections.

5.3 Advocacy. How is it important for CSOs

Advocacy seeks to ensure that all people in society are able to :

- Have their voice heard on issues that are important to them
- Protect and promote their rights
- Have their views and wishes genuinely considered when decisions are being made about their lives

Advocacy is a process of supporting and enabling people to :

- Express their views, thoughts and concerns
- Access information, advice and guidance
- Explore choices and options for services and care

5.3.1   Why use advocacy ?

- To achieve widespread, sustainable change to create a bigger impact than is possible with grassroots programmes alone
- To try to make programme impacts more sustainable
- To defend communities and programmes from adverse policy changes
- To strengthen civil society and expand democratic space by :
  - encouraging consultation and the participation of citizens in all levels of policy-making
  - building and strengthening cooperation between NGOs and other civil groups
  - establishing through interactions with decision-makers the legitimacy and credibility of civil groups

Key ingredients of an effective advocacy
The three key ingredients of an effective advocacy are politics, evidence and the 'do-ability'. NSAs expertise relies in pulling together a strong evidence base to underpin advocacy. However, evidence on its own does not achieve advocacy impact. The evidence needs to signpost policy-makers towards achievable policy solutions – i.e. be clear about the 'do-ability' of what NSAs are advocating for. Finally, the political context is key.

Figure 5 :Key Elements of Effective Advocacy
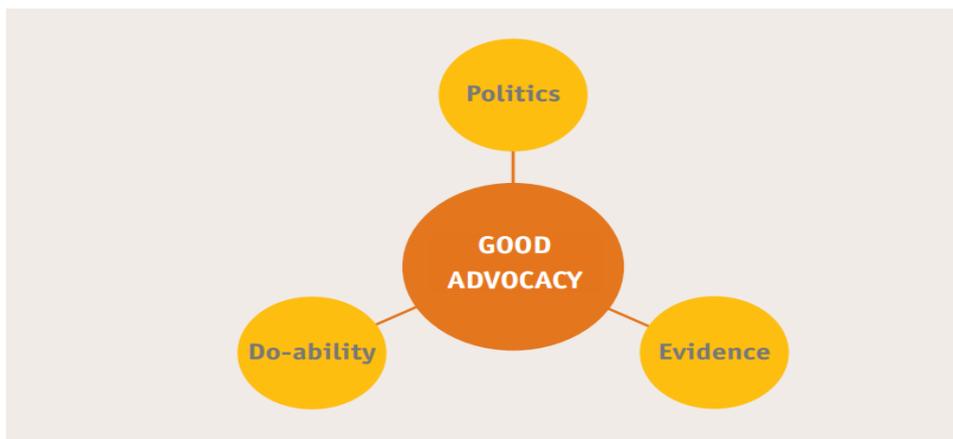
Source : CARE International (2014)

5.4   NSAs advocacy issues in SADC Regional integration process

- Lack of awareness on and about and how to get involved in the SADC regional integration process

- Lack of clearly defined structures for engagement particularly for NSA in their engagement with the SADC secretariat
- Lack of funding to SADC national committee structures to coordinate SADC activities
- Limited participation of the general public with SADC regional integration activities
- Limited interaction of NSA's with SADC organs and Regional CSOs

5.5 Undertake advocacy activities (how will you know you are succeeding ?)

The process of undertaking an advocacy campaign starts from identifying an issue and developing a solution before reaching out and building an extensive network of supporters who can turn up the heat on an issue and advocate for their solution. Key components of a successful advocacy campaign include the following :

- **Personalized messaging :** Connect with supporters and ensure to make the campaign relevant to them. Target messages to each individual or group that must be delivered timely, targeting local content that resonates with these individual groups. Adoption of complementary media campaigns like twitter spaces can also enhance timely delivery of messages :

  o It's a good idea to personalize messages to lawmakers based on their support or opposition to the desired policy.

  O encourage supporters to thank them and provide context as to why the issue is important to them.

- **Easy distribution of messaging/mobilization of supporters :** Focus should be on a way to get the advocacy message delivered to targeted people efficiently and effectively whilst also ensuring supporters find it easy to take the next steps and mobilize. The easier it is for potential supporters to learn about the cause and take action, the more likely they will do so.

  O An advocacy specialist must consider employing multiple techniques and creating spaces for supporters to connect and stay up to date with issue progress.

- **Use of advocacy software to track progress :** Technology is an enabler and can accelerate actions greatly. The ability to generate reports and perform analysis enables the one advancing advocacy to consistently improve on results. Use of social media, email and online campaigns to create awareness about a particular cause or mission can inspire change.

5.6 Methods and tools for NSAs advocacy

Public lectures : These are useful as a means employed for educating the public on various topics and as regards advocacy, this can be a key proponent in driving the easier transfer and acquisition of knowledge particularly for understanding of terms, basic facts, and simple concepts on regional integration and can be led by an expert in the field.

Public Awareness Campaigns : These would be essential tools in ensuring knowledge sharing and dissemination about regional integration among non-state actors and the general citizenry and would be informative about the rules and procedures governing

regional integration. Public awareness campaigns can strengthen relationships among stakeholders and increase cooperation between different actors and stakeholders and give them a greater sense of ownership of the process of regional integration.

Consultative Community Meetings : Community meetings are gatherings that enable grassroots interactions whereby constituents and government officials (Contact points on regional integration – in the relevant ministries) meet to identify areas in which domestication and practical approaches can be identified to promote grassroots participation in alignment with the regional integration agenda and demonstrate their responsiveness to constituents by publicizing recent activities.

Public Debates : These are useful in bringing various stakeholders into a single space where expression of views on matters that are of concern to the public often are brought to the fore. The purpose of these engagements is to have educational discussions, express opposing or diverging views in some cases all with the intention of knowledge building among participants. This is an advocacy strategy that allows for ownership through accommodation of different views and opinions and enhances ownership.

Outreach Activities : For the purpose of momentum building around an advocacy issue, various forms of outreach activities can be employed to engage a large audience and to bring knowledge and expertise on a particular topic to the general public. These activities can be exemplified as ; school presentations, workshops, public talks and lab visits, Television and Radio programmes, Media Briefings, Newspaper Articles, Information, Education and Communication Materials. These are intended to reach and sensitize a wider audience to raise awareness and build a critical mass around an issue.

Social Media Campaigns : This capitalizes on the power of social media and employs advocacy tailored to the use of social media. It utilizes social networks to promote the cause and elucidate the main issues on a topic. Social media advocacy condenses the key themes on an issue into key messaging that is extracted and developed into infographics, videos, video reels and other easily shareable material in order to spread messaging. It leverages social platforms and allows advocates to exploit the wealth of resources at their fingertips : employees, business partners, customers, industry influencers, and other stakeholders.

Focus group discussions : This is an effective strategy to avoid group think and allows for advocacy to amplify the different voices and collect the varying opinions without the risk of the influence of the wider group.

6   SECTION 5 : NSAs Best Practices in Monitoring and Advocacy

6.1   Undertake research for advocacy work

Research is the foundation for successful advocacy. It is important for both :

- Effective advocacy strategy by enabling thorough strategic analysis ; and

- Successful advocacy work through providing authoritative and accurate evidence to support advocacy.

Why undertake advocacy research ?

- Give your advocacy substance
- Establish your reputation as an expert on the issue
- Provide feasible and workable solutions to your issue
- Provide you with case studies, anecdotes and examples to make your issue ''come alive''
- Provide cost-benefit arguments, including the (often hidden) cost of alternatives and inaction
- Demonstrate public support or public concern
- Help you to analyze your issue from different perspectives
- Help to disprove myths, rumors and false assumptions
- Analyze and provide counter arguments to positions held by stakeholders who may not be sympathetic to your cause
- Provide evidence for your positions
- Explain why previous strategies have or have not worked
- Provide the basis for media and public awareness work

6.2 Develop and communicate policy proposals

6.2.1 Developing Policy Proposals

In advocacy, it is often easier to identify problems than it is to identify possible solutions. This is the challenge for advocacy specialists trying to have an impact on society – to come up with policy proposals that are **sound, viable** and that will have **a positive impact** on affected communities. Developing effective policy proposals requires three key elements. These include :

- **Developing and using a sound evidence base,** that comes from solid issue identification, problem analysis and outcomes-based research
- **Understanding and managing the political context,** including how and where decisions are made
- **Being able to communicate complex issues** in a manner that is clear, compelling and which inspires action

However, the process of transforming research issues into actual policy proposals takes four steps. These include :

- ➔ Clearly define the outcome or outcomes you need or want to achieve
- ➔ Identify all possible policy-based routes for reaching or achieving these outcomes
- ➔ Check the viability of proposed solutions, including their cost
- ➔ Check the clarity of proposed solution

6.2.2 Communicating policy proposals

To inform policy proposals and processes, research needs to be communicated effectively to key target audiences. However, communication does not just happen, it must be planned. Therefore, the first step in the process is to develop a communications strategy. Following IDRC (2008) toolkit for researchers, a communication strategy must have the following components :

- Objective : What do you want your communications to achieve ? Audience : Who is your target audience ? What information do they need to act upon your message ?
- Message : What is your message ? Do you have one message for multiple audiences or multiple messages for multiple audiences ?
- Tools and products : What kinds of communication products best capture and deliver your messages ?
- Channels : What channels will you use to promote and disseminate your products ?
- Resources : What kind of budget do you have for this ? Will this change in future ? What communications skills and hardware do you have ?
- Timing : What is your timeline ? What special events or opportunities might arise ? Does the work or future work of like-minded organizations or ministries, present opportunities ?
- Feedback : How will you know when your communications work is successful ? What will have changed ? How can you assess whether you used the right tools, were on budget and on time, and had any influence ?

The efficacy of policy proposals is assessed by its communication value. There is a need to ensure that political and social actors understand the policy proposal, use the proposal as a benchmark for decision-making, and adopt and apply it in practice.

Box 3 : **Best practices for communicating policy proposals**

- Identify and describe your target audiences. Who do you want to reach ? Where is your audience ? Tailor different messages for different audiences. Investigation findings need to be translated in a language your target audience can understand.
- Before communicating, consider the context and think about opportunities and risks to communicate. Who are the key actors involved in the decision making process ? Engage early and directly with them.
- Different audiences need different messages and different channels. Mass communication is surely massive, but not always effective. Do not underestimate the effectiveness of traditional communication channels to reach key actors : face to face meetings, events and presentations.
- Design a communication plan that briefly identifies your target audiences, characterize them and list the main channels you will use to contact them. Furthermore, establish a communication guide to define who you need to communicate first with, according to the

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importance of the different audiences. Think about who should communicate first and why depending on the context.
● Identify at least two successful communication formats to communicate with different audiences and stick to them, thus making it easy for your target audience to recognize your think tank.

Source : Weyrauch et al. (2013)

6.3 Mentorship and advocacy support for specific advocacy campaigns

Mentoring refers to a one to one relation between an experienced mentor in the cultural sector and a mentee who wishes to reflect on their professional career, self-evaluate their balance of competences, identify and bridge gaps, update and increase motivation[3]. It is a process of informal transmission not only of knowledge, but also of values and represents an informal learning approach relevant to work, career and professional development in the cultural and creative sector. A mentoring relationship usually involves the three following stages (see Figure 6) :

Figure 6 :Mentoring relationship phases

Source : https ://culturalmanagers.com/wp-content/uploads/5.Creative-blended-mentoring-kit-for-mentors.pdf

6.3.1 Mentor/Mentee Roles and Expectations

Mentors should play the following roles :

● listen actively and give appropriate non judgmental feedback ;
● ensure confidentiality ;
● be committed and feel the joint ownership of the process ;
● share knowledge and insight about the cultural sector when relevant ;
● offer advice on career development ;
● offer different perspectives ;
● offer support and encouragement ;
● adapt to the mentee's needs and if necessary renegotiate, redesign the relationship ;
● draw on their own experience or inspiring stories when appropriate ;

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[3]https://culturalmanagers.com/wp-content/uploads/5.Creative-blended-mentoring-kit-for-mentors.pdf

- confront and discuss current issues ;
- ensure a clear ending of the relationship

And to encourage the mentees to :
- listen and reflect ;
- clarify understanding ;
- share thinking ;
- review and reflect on their competences ;
- ensure confidentiality ;
- challenge assumptions and develop a researched view ;
- consider different perspectives ;
- develop and manage their career plan ;
- take responsibility for their own development ;
- encourage to develop and manage their own networks ;
- make decisions to maximize the outcomes of the mentoring relationship ;
- negotiate and redesigning the one to one relationship ;
- ensure a clear ending of the relationship.

Mentorship and advocacy focuses on enhancing the actions that mentors may take on behalf of their mentees outside of the mentor-mentee relationship itself. Mentor advocacy support include but limited to efforts on the part of mentors to :

- facilitate or be present to show support for the mentee's participation in developmentally-enhancing organized activities ;
- help ensure that the mentee has access to appropriate services (e.g., counseling, health care), resources ;
- contribute to decision-making that affects the mentee within different settings and institutions ;
- establish and maintain ties with other significant persons in the mentee's life and ;
- expand the mentee's social network through introductions to new persons.

6.3.2   Mentoring Tools and Practices

➔ **Skills Mapping Modelling technique** : Mentors may find it useful to use the Skills Mapping Modelling technique during the first meeting. This modeling tool will assist mentors to help their mentee in identifying their skills, attributes and competencies.

➔ **The SWOT analysis :** SWOT analysis is helpful to reflect on and highlight and evaluate the Strengths, Weaknesses, Opportunities and Threats related to a specific project of the mentee or to the mentoring programme itself. Key questions :
  ➢ Ask to write down in 4 blocks Strengths, Weaknesses, Opportunities and Threats
  ➢ Ask your mentee to write down strengths and how would they compensate their weaknesses and than how they would turn them into strengths
  ➢ Ask how they can maximize opportunities (coming from the external context) and how they can protect themselves against possible threats by turning them into opportunities.

➔ **Money/Meaning priority modeling :** Mentors may also use this interesting and practical tool to help their mentee understand where they position and want to position themselves in their sector.

➔ **The Diaries :** During the mentoring relationship mentors and mentees are asked to use two different types of diaries. The aim of the diaries is to keep track of the activities undertaken and to note down observations.

➔ **Industry Mapping :** Mentors can use this tool to understand how well their mentee know their industry and relate to their ambitions. It will help mentees to visualize and answer questions like : "What are the gaps in my knowledge ? Where do my skills/competencies/attributes lead me currently ?"

➔ **Designers block prioritization tool :** This modeling tool helps the monitoring and tracking of the mentee's use of time against their Skills/Profile/Networks/Financial aspects. It will help mentors encourage their mentee to set achievable deadlines and goals, and to think about balancing activities to reach those goals.

➔ **BluePrint Modeling :** The Blueprint modeling is an effective tool to monitor progress and goals during the mentoring relation, even though the goals set by the mentee could take over the estimated time of the programme. Mentors will support their mentee to identify 4 support strands, which are **People, Resources, Time, Finance** on a timeline that will bring the mentee to where "they stand today" to the "new them"

➔ **Line of risk exercise :** Mentors may want to test mentees' risk taking in connection to some specific aspects of their life for instance financial. In the location when with your mentee visualize together an imaginative line : On one end it is the position of an extremely risk averse person and at the opposite end that one of a highly risk taking person

Extremely risk adverse   **Highly risk taking**

➔ **Extract mentees values/skills through an inflow moment reference :** In a very simplified way, the in Flow moment can be described as a moment when someone feels at its best, when skills and happiness reach a meeting point and one feels totally absorbed by what they are doing. A mentoring meeting can be managed to explore the In Flow(s) of the mentee.

➔ **Multiple Intelligences Theory :** This exercise is based on the multiple intelligences theory, which explains how people are most inclined to learn things, and that one intelligence does not exclude the others. There are many studies and theories on the subject, however emphasis will be placed on the four intelligence theories.

➔ **Problem solving and thinking of the third way :** Mentors may simply ask their mentee to think differently by looking at a problem from a different angle

➔ **Storytelling :** In any moment of the process, mentors can decide to tell engaging and powerful stories drawn from their own experiences, from literature or any other resource. The aim is to illustrate concepts and ideas through exemplary stories.

➔ **Behavioral Exercise (BEX) :** The Behavioral Exercises (BEX) are recommended exercises to lead a change in the mentees' behaviors and habits. Based on nature and aims of each face-to-face activity, mentors will assign their mentee a series of tasks, the BEX, which will consist of concrete behaviors and result in immediate and measurable feedback for the mentors to monitor and evaluate during the online meetings.

6.3.3 Classification of Mentorship

Mentoring can occur in different ways : *information-based*, *skill-based*, and *advocacy-based*. It is possible that one of these categories or a combination of these categories helps clarify what one may want to achieve with mentoring. Mentors share their experiences and any techniques that they think will meet the mentees' immediate needs. The mentor performs three basic functions through informational-based mentoring :

- **Resourcing :** The mentor provides information based on the mentee's needs.
- **Advising :** The mentor becomes a reliable living source of instruction by giving advice.
- **Enlightening** : The mentor illustrates and brings understanding to the mentee based on the mentee's needs.

➜ *Information-based mentoring*

With this type of mentoring relationship, mentees simply need information or understanding about a particular aspect of their work life. Mentors make themselves available to handle questions, consult on techniques, point out potential difficulties, set expectations, and report on how they have done it in the past (see Figure xxx).

➜ **Skill-based mentoring**

With this type of mentoring, mentees need to develop a specific skill. Many are turning to internal training and mentoring to enable them close the gaps with re-skilling and other capacity building initiatives.The mentor performs three basic functions through a skills-based mentoring program :

- **Teaching :** The mentor instructs their mentee in specific skill development through on-the-job methods.
- **Coaching :** The mentor provides first-hand feedback on their mentee's current performance.
- **Modeling :** The mentor serves as a living example for their mentee in a specific area of skill development.

➜ *Advocacy-based mentoring*

With this type of mentoring, mentees need to focus on highly complex interpersonal behaviors. Although mentors never take responsibility for mentees' future successes, they become a guiding influence, helping mentees develop the most effective behaviors for various situations. Mentors will assess what abilities mentees possess and help them plan appropriate learning and development activities. Mentors further observe and provide feedback on the mentees' performance. The mentor performs three basic functions through advocacy-based mentoring :

- **Guiding :** The mentor navigates the mentee through the personal development process
- **Consulting :** The mentor becomes a sounding board and guides the mentee while they develop a specific behavior or ability
- **Sponsoring :** The mentor advocates the mentee's recognition and promotion

Mentorship and communication

Mentees can use this log sheet to keep track of communication with mentors using (see mentorship log sheet below).

Date:	
Communicated via (phone, email, in-person, etc.):	
Result/summary:	

6.4   Developing a strategy

6.4.1   Advocacy strategy

An advocacy strategy gives focus and direction and guides one to decide which activities can contribute to making the greatest impact.

Why an advocacy strategy ?

The process of designing an advocacy strategy is not linear and hence varies depending on the issue, context and the advocacy group or network. However, each advocacy strategy should involve actions and use of evidence to make informed decisions throughout the process. The advocacy activities that one can decide to engage in depends on one's advocacy goals. Ideally, one should be guided by the following questions :

- What needs to change ?
- Who can make that change happen ?
- How to make that change happen ?

Guiding Principles

In this toolkit, we have three guiding principles that should be taken into account when developing an advocacy strategy. These include but not limited to the following :

➜ **Meaningful and inclusive participation :** Meaningful and inclusive participation should link to the human rights-based approaches that guide work. In practical terms, apply the right to participation, or in other words we consult and include those affected by our work in decision making.

➜ **Use of gender-transformative messages** : aim to bring out advocacy messages without reinforcing harmful gender norms. Carefully select the words to use and think of what meaning is attached to them and their meaning can be different in different contexts, ensure the target understands the message to avoid a binary approach e.g. through referring to 'all genders' instead of using phrases like 'both men and women' or 'two genders'.

➜ **Promote the creation of systems that support gender equality and equitable gender norms :** Key questions could be interesting here :

- Could any harm be done to a specific gender group within the current advocacy ? If so, to whom and how ?
- Are existing, harmful gender norms being challenged, or are they being reinforced ?
- What could be done to strengthen the involvement and participation of a particular gender group in your advocacy ?
- Do you have sufficient evidence to make your case ?

Step-by-step guide to formulating an advocacy strategy. An advocacy strategy should contain the following sections/chapters :

- **Introduction** – definition of advocacy and why we believe having an advocacy strategy is beneficial and the rationale and guiding principles.
- **Problem statement** – what needs to change ?
- **Context analysis** – analysis of what needs to change, including a power and stakeholder analysis : who can make that change happen ?
- **Outcomes and activities** – how to make change happen ?
- **Risk analysis and management** – reflect on what risks may come with the activities you envision and what consequences of such risks for people or organizations involved in the work ?
- **Annual reflection** – the strategy will work best if you reflect every year on whether its contents continue to guide your advocacy work. Make sure to appoint people for reporting and documenting the results achieved and lessons learnt.

6.4.2 Developing advocacy policy briefs

NSAs policy briefs and fact sheets provide summaries of specific issues, projects or programs.

- **Policy briefs :** There is no single or standard definition or template for a policy brief. For the purpose of this toolkit, we follow the description provided by the World Health Organization : ***"A summary document focusing on a policy or research question, providing a short overview of its main characteristics, typically offering some implementation, governance, delivery and financing concerns and options, and concluding with implications for policy (with or without recommendations."***

- **Types of policy briefs :** There are two basic types of policy briefs.
- ➜ **Advocacy policy brief :** Chooses a policy option based on the available evidence. E.g. It is a policy brief for increasing social distancing to decrease the impact of COVID-19.
- ➜ **Objective brief :** Presents balanced information for the policymakers and allows them to decide the best option.

    While an advocacy brief may be useful in certain situations, an objective brief is recommended for most purposes when the aim is to communicate evidence-based facts

on a topic in a credible and accurate manner while remaining objective (see examples in Figure 7).

Figure 7 :Advocacy (left) and objective (right) policy briefs
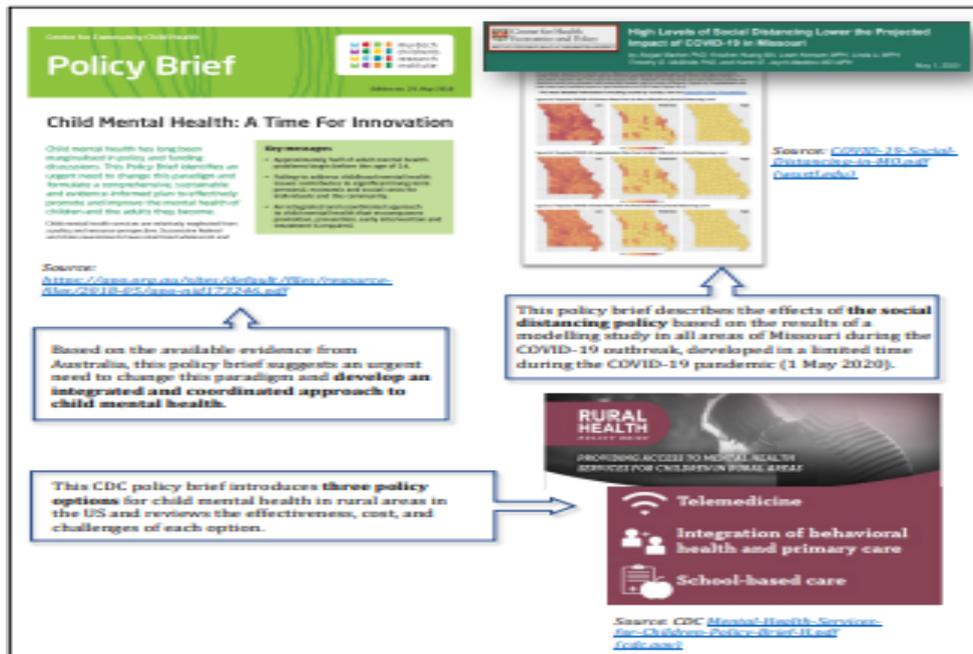
Source: Sajedinejad et al. (2021)

- **Key elements of a policy brief**
    - → short and to the point
    - → clear and easy to understand
    - → focused on a specific issue/problem
    - → accurate and credible -– based on firm evidence from a body of knowledge, not just a single study
    - → relevant to current issues
    - → focused on what the writer found and recommend -– and not the details of the methodology

The key structural elements commonly found in the policy brief include :

THE POLICY BRIEF

1. Title
2. Executive Summary
3. Rationale for action on the problem
4. Proposed Policy Option(s)
5. Policy Recommendations
6. Sources consulted or recommended
7. Link to original research/analysis
8. Contact details

FOCUS	KEY QUESTIONS ANSWERED
Problem	Why do something different?
Solution	What to do? (And what not?)
Application	How to implement?

Figure 8: Key structural elements of the policy brief and the policy logic

- **Planning your policy brief :** In general, the process of developing a policy brief has four steps :

➔ **Step 1** : Planning : Determine the purpose, audience, stakeholders, type of policy brief (objective vs. Advocacy policy brief) and structure to implement.

➔ **Step 2 :** Writing : Based on the research and literature review, write the policy brief according to the selected structure and outline.

➔ **Step 3 :** Designing and Revising : The appropriate design and presentation of a policy brief helps to keep the reader engaged. Use compelling titles and headings, informative graphics, bulleted lists to summarize your points, sidebars and boxes that feature interesting details. After writing the draft, review once again the purpose, audience, content, and structure. Refining the contents and format and incorporating feedback from others will improve the final product

➔ **Step 4 :** Disseminating : Communicate the findings broadly using a variety of strategies

- **Writing for your audience :** The audience targeted for the policy brief needs to be informed including non-specialist audiences such as decision-makers, NGOs, advocates and journalists. A policy brief can be used as a tool to support advocacy campaigns, to start a conversation or interest non-specialist audiences. **What you need to know about your audiences including policy makers :**

➢ Prefer short, to the point products Want information that is relevant to current policy debates

➢ Want clear, unambiguous answers

➢ Interested in population trends, economic consequences, and programs'' effectiveness

➢ Generalists, prefer plain language over statistical or technical research language

- **Planning the elements of Your Policy Brief :** There are various formats for structuring both policy briefs and fact sheets. Here is one of the formats. This list of questions aims to help researchers plan and develop a policy brief based on what they are aiming to achieve.

1. Title

   a. Is your title the same as the one you used in the longer paper or analysis?
   b. Try to make it more 'sticky' or memorable and engaging for this audience.

2. Executive Summary

   a. What key elements of the rationale/problem will you include in your summary?
   b. How will you summarize your proposal/recommendation in one or two sentences?
   c. Does your summary convince the reader to read further?

3. Rationale for Action on the Problem

   a. What elements of the problem/policy failure will you focus on to illustrate its importance and urgency to the target audience?
   b. What evidence can you use to demonstrate the impact or magnitude of the problem?
   c. Are there any 'striking' (i.e. dramatic) facts, graphs, photos, stories or maps that you could include to support your points?

4. Proposed Policy Option(s)

   a. Are you going to develop this part with multiple options or just focus on your proposed option?
   b. Which policy option(s) are you arguing for/against?
   c. What arguments and evidence will you provide to demonstrate the strengths/weaknesses of the option(s) included?

5. Policy Recommendations

a. Which specific steps or measures should be taken (and by whom) to realistically and feasibly implement the chosen option?
b. Are you going to close the paper with a closing call to action?

6. Sources Consulted or Recommended

   a. Are you going to include some references to support points made in the brief? (the sources consulted approach)
   b. Or will you include documents (that you previously wrote) that also support the position you are putting forward? (the sources recommended approach)

7. Link to Original Research/Analysis
   a. Have you got a full reference and links to the longer supporting paper or analysis that are the basis for the brief? (especially the more expert-oriented paper?

8. Contact Details
   a. Are you going to include all details? Name, address, phone, website, email etc.
 Other sources for various structures for policy briefs/fact sheet : These are available at :
   1. https ://www.fao.org/3/i2195e/i2195e03.pdf
   2. http ://www.dandelion-europe.eu/en/useful-material/policy-briefs-and factsheets.html
   3. https://www.icpolicyadvocacy.org/sites/icpa/files/downloads/icpa_policy_briefs_essential_guide.pdf

- **Review and check the policy brief**
  - ➢ Check again if the importance of your brief is clearly explained to the audience.
  - ➢ Make your brief user-friendly and easy to read.
  - ➢ Rewrite the technical words, jargon, and complex statistics into plain and non-academic language.
  - ➢ Ensure you are using the present tense.
  - ➢ Watch for repetition in different sections of your argument.
  - ➢ Check again to ensure you backed up all recommendations with logic and evidence.

### 6.4.3 Stakeholder mapping & engagement

Potential stakeholders are those who are interested in or can influence the process of integration and implementation of RISDP 2020-2030 and SADC vision 2050 into NSAs strategies and policies as well as their organization's leadership. Stakeholder perspectives should inform a regional and national strategy to implement and collectively engage different stakeholders in SADC processes. At the outset of this process, the approved SADC NSAs Engagement Mechanism should define the roles of stakeholders to support successful stakeholder engagements in the SADC process because it is a sure way of ensuring citizens' involvement in the implementation, monitoring and evaluation of the Regional Indicative Development Strategic Plan (RISDP). Stakeholder mapping is thus a way for the NSAs to learn the perspectives of stakeholders, their affiliation and thematic areas they represent, and what interests and/or perspectives they bring to the SADC integration process. Key steps are critical in stakeholder mapping and engagement. These include :

➔ **Identify key stakeholders :** To identify key stakeholders in the SADC regional integration process, consider a list of everyone who may have an interest in the current implementation of RISDP now and potentially in the SADC vision. It may not be practical or necessary to engage with all stakeholder groups with the same level of intensity all of the time. This list is likely to change over time…

➔ **Analyze stakeholders :** To analyze stakeholder perspectives, interests, roles and engagement in implementation processes. Considerations should be on the following aspects :
  - What is NSAs' mission and primary contribution towards RISDP 2020-2030 and SADC vision 2050 ?
  - What is the desired outcome of their efforts ?
  - What motivates their work ?
  - What is their capacity to engage in implementation, monitoring and advocacy of SADC regional processes ?
  - Are they supportive or critical of the SADC regional integration or the proposed implementation process ?

When possible, speak to the stakeholders, to glean their interest and potential role(s) in the SADC regional processes.

➔ **Map relationships :** To map the relationships between objectives and other stakeholder roles, consider how each stakeholder may contribute to helping to achieve incorporation of RISDP into their policies and strategies *(See Stakeholder Mapping Grid Annex 1)*.

➔ **Prioritize level of engagement :** Prioritizing stakeholder engagement should be directly informed by the analysis of stakeholders. Those with a high level of influence may be prioritized to engage with at the outset of the implementation process. All stakeholders contribute to implementing the SADC regional strategy and vision. However, it is important to consider the level and phase at which they should be engaged (see Figure 8).

Figure 8 : The Stakeholder Engagement Spectrum
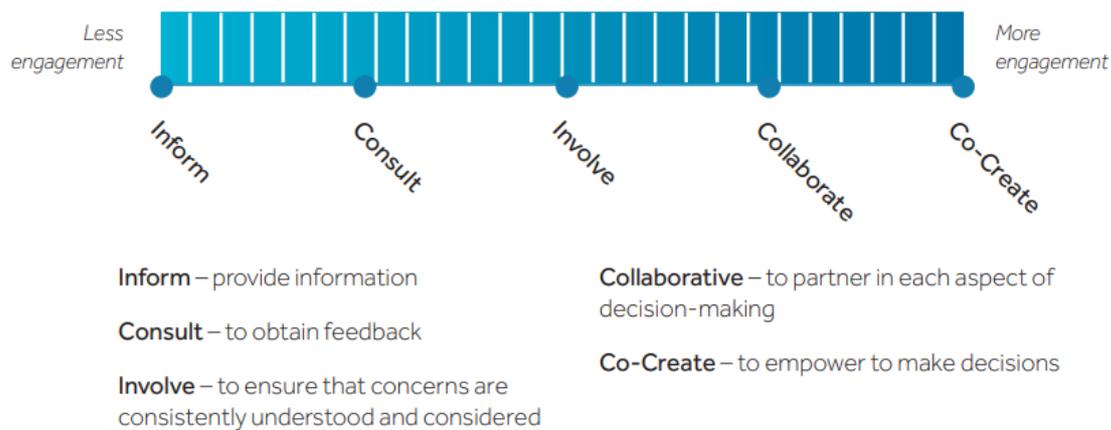
Source: **stakeholder-mapping-tool.pdf (who.int)**

6.5   A case study on best Practices for NSAs Engagement Mechanisms

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Box 4 : Best Practices for NSAs Engagement Mechanisms

With regard to SADC regional commitments at the national level, Mozambique has had relative success with inclusive participation by non-state actors (NSA) in its SADC National Committees, compared to more limited involvement in the national implementation processes of SADC policies in countries such as Malawi and Namibia. In continuation of SADC's work and with a view to assist in the smooth operationalization and the domestication of SADC's protocols and policies at national level, in 2003 Mozambique's government created its SNC – the Comissão Nacional da SADC (CONSADC). CONSADC is a state funded SNC that is headed by the minister of foreign affairs and cooperation. This SNC has been quite progressive in implementing SADC's regional integration work and has also maintained a strong focus on delivering of SADC's regional integration implementation framework and roadmap.

In view of this, CONSADC introduced monthly consultative meetings held at the technical level, and an annual meeting (at least once a year but at times twice) at the ministerial level with chief executives of non-state actors (NSAs) and regional institutions to review progress and assess the challenges of implementing SADC's sectoral work and propose improvements. Mozambique, through its SNC, has been creative in promoting the work of the regional body, by making use of

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the SADC Commemoration Day (an annual event held in August) as a platform to promote SADC's regional integration agenda. Moreover, the commemoration of the SADC Day takes place not only at national level but each year in one focal province. Such promotion work involves the hosting of activities such as arranging public presentations by high-level diplomats ; the sponsoring and hosting of school competitions ; and inviting representatives from SNCs of SADC member states for the cross-pollination of ideas with a view to strengthen SADC's regional integration initiatives. Moreso, transnational civil society networks have also demonstrated the potential to counter negative developments at the national level, and in the past, they have succeeded in bringing attention to political problems. With the approval of SADC Mechanisms for Engagement with Non-State Actors, this would further enhance SADC-CSO/NSA relations on a mutually beneficial path towards successful regional integration.

Source : CCR and GIZ (2017)

6.6   Stakeholders mapping & engagement approaches (GROUP WORK)

Key questions to think about as you map stakeholders and drawing an engagement plan.
1. Who are the key stakeholders?
2. Who and what to include in the engagement plan, including level and scale of engagement as well as priorities?
3. What are the different roles of key stakeholders in the engagement mechanism?
4. What are the benefits of engaging the key stakeholders?

Table 1 :Stakeholders Mapping Grid

Name of organization	Name of Contact person/s (Title and level)	Level of influence	Type of influence	Priority of engagement	Role and Type of engagement

7 SECTION 6 : Wrap Up and Next Steps

And that's all about NSAs Advocacy toolkit ! By now, one should be able to answer the following questions. If any of them are unclear, then take a moment to revisit the issue and try to provide an answer to them.

- **Why advocacy ?** A clear advocacy goal with objectives that relate to the context one is working in, and some robust Indicators to measure the progress of the advocacy.
- **Who should drive advocacy ?** A partner-tracker full of inspiring supporters from the networks and a list of the key decision- makers that will be one's focus (a list that may grow over time as one engages further).
- **When to undertake advocacy ?** A timeline of key influencing moments, to be developed as one comes across new opportunities.
- **What should be advocated ?** An outline of the key messages tailored to targets, and a strong idea of the different approaches that one could take to communicate them.
- **How to advocate ?** An idea of the activities that are expected to be used to deliver those messages through advocacy tactics, campaigning, media work and/or public mobilization, as well as the cost of those activities. So what ?! A clear idea of how one can share and build on key findings, celebrate successes and overcome challenges in the future.

WHAT IS NEXT ?
As discussed at the beginning of this toolkit, this toolkit has been designed to support the

advocacy forums and their networks to develop a roadmap that will help them to lay out their strategic path for the duration of the advocacy campaign, giving a clearer picture of how this all adds up over time. The advocacy forum has already chosen the goal, objectives, activities and the strategies. The only addition here is to create step-by-step actions that will enable advocacy forums and networks to carry out the planned activities.

Now it's time to put the pieces together and rebuild the roadmap ! The need to carry out an evaluation and capture key findings of the project remains critical ! What next ? Are you ready to use the roadmap as it stands or is it a good time to refocus the issue and think of a wider advocacy strategy ? All this needs to be discussed with your network, and ensure that all have the opportunity to make an individual contribution to the next steps….

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Annex 1 : **Institutional Framework for the SADC National Institutions**

INSTITUTIONAL FRAMEWORK FOR THE SADC NATIONAL OPERATING MODEL

SADC COUNCIL OF MINISTERS

SNC Secretariat
- Provides coordination and admin support to all SNC structures
- Staffed with 6 x experts with project management skills, each responsible for 1 sector
- Admin, reporting, communication, M&E staff
- SNMC (SADC National Media Coordinator)

SADC National Committee
1) Chair : Minister of hosting Ministry
2) Ministers / Chairpersons of 6 Sectoral Committees
3) Presidents of apex bodies of private sector, labour, academia, NGOs

National Steering Committee (NSC)
1) Chair : Minister of hosting Ministry
2) Chairpersons of 6 Sectoral Committees

- NSC reports into SADC National Committee
- NSC coordinates and oversees implementation of RI projects at national level
- NSC deals with any instructions/directives that come from the SADC Secretariat in between the sittings of the SNC

FANR Sector SubCommittee	FIC Sector SubCommittee	IDT Sector SubCommittee	I & S Sector SubCommittee	P & S Sector SubCommittee	SHD Sector SubCommittee
Co-Chair: Chairperson of FANR Dept and CEO of NSA organisations	Co-Chair: Chairperson of FIC Dept and CEO of NSA organisations	Co-Chair: : Chairperson of FIC Dept of IDT CEO of NSA organisations	Co-Chair: : Chairperson of FIC Dept and CEO of NSA organisations	Co-Chair: : Chairperson of P&S Dept and CEO of NSA organisations	Co-Chair: : Chairperson of SHD Dept and CEO of NSA organisations
Technical Committees set up for specific projects	Technical Committees set up for specific projects	Technical Committees set up for specific projects	Technical Committees set up for specific projects	Technical Committees set up for specific projects	Technical Committees set up for specific projects

Source : SADC SNCs Operational Guidelines

Contact Us

CUTS® International

📞 **+260-211-410-098**

📍 **Plot 406 Kudu Road,**
Kabulonga, Lusaka

🌐 **Lusaka@cuts.org**

✉️ **www.cuts-lusaka.org**

Also at Nairobi, Accra, Hanoi, Geneva, Delhi, Calcutta and Washington, D.C