Report on the Proceedings of the Advocacy, Site Casework and Policy Training of Trainers Seminar

Oak Place Training & Conference Centre, Nairobi, Kenya

June 24th–27th, 2012

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About BirdLife International

BirdLife International is a global Partnership of non-governmental organisations (NGOs) that strives to conserve birds, their habitats and global biodiversity: working with people towards the sustainable use of natural resources. Currently, the Partnership works in more than 120 countries through 114 national grassroot conservation NGOs. In Africa, the BirdLife Africa Partnership is a growing network of 23 such organisations plus one Country Programme, covering 24 countries, with a combined total of more than 300 staff and 30,000 members. Partners are involved in research, conservation action, environmental education and sustainable development through a broad agenda focusing on birds, other fauna and flora, and socio-economic issues such as poverty alleviation.

BirdLife Africa Programme Priorities

The BirdLife Programme in Africa includes the conservation of wild birds as an integral part of nature, protection of Important Bird Areas (IBAs) as a network of sites that are of international importance for bird and biodiversity conservation, management and restoration of the diverse habitats that sustain vital ecological services, and the empowerment and expansion of an Africa-wide constituency of people who care for their natural environment.

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COVER PHOTO: Participants at the training listen to one of the Facilitators
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# List of Acronyms

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<th>Acronym</th>
<th>Description</th>
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<tr>
<td>ABO</td>
<td>Association Burundaise pour la Protection des Oiseaux</td>
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<tr>
<td>ACNR</td>
<td>Association pour la Conservation de la Nature au Rwanda</td>
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<td>AEWA</td>
<td>African-Eurasian Waterbird Agreement</td>
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<td>APAWG</td>
<td>Africa Policy and Advocacy Working Group</td>
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<td>ASCET</td>
<td>African Sites Casework on Emerging Threats Taskforce</td>
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<tr>
<td>BAWESG</td>
<td>Birds and Wind Energy Specialist Group</td>
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<td>BLSA</td>
<td>BirdLife South Africa</td>
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<td>CAP</td>
<td>Council for the Africa Partnership</td>
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<tr>
<td>CBD</td>
<td>Convention on Biological Diversity</td>
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<td>CBNRMF</td>
<td>Community Based Natural Resources Management Forum</td>
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<td>CFR</td>
<td>Central Forest Reserve</td>
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<tr>
<td>CIC</td>
<td>Commission for the Implementation of the Constitution</td>
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<tr>
<td>CIROC</td>
<td>Constitutional Implementation Oversight Committee</td>
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<tr>
<td>CMS</td>
<td>Convention on Migratory Species</td>
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<tr>
<td>COP</td>
<td>Conference of Parties</td>
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<td>CSOs</td>
<td>Civil Society Organizations</td>
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<td>EAC</td>
<td>East African Community</td>
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<td>EIA</td>
<td>Environmental Impact Assessment</td>
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<td>EMA</td>
<td>Environmental Management Authority</td>
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<td>EWNHS</td>
<td>Ethiopian Wildlife and Natural History Society</td>
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<tr>
<td>IBAs</td>
<td>Important Bird Areas</td>
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<tr>
<td>ICM</td>
<td>Integrated Coastal Management</td>
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<td>IPBES</td>
<td>Intergovernmental Platform on Biodiversity and Ecosystem Services</td>
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<td>JICA</td>
<td>Japan International Cooperation Agency</td>
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<td>KJEL</td>
<td>Kenya Jatropha Energy Limited</td>
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<td>KWS</td>
<td>Kenya Wildlife Service</td>
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<td>MEAs</td>
<td>Multilateral Environmental Agreements</td>
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<td>MEMR</td>
<td>Ministry of Environment and Natural Resources</td>
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<td>MP</td>
<td>Member of Parliament</td>
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<td>NBSAPs</td>
<td>National Biodiversity Strategies and Action Plans</td>
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<td>NEMA</td>
<td>National Environment Management Authority</td>
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<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
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<td>NK</td>
<td>Nature Kenya</td>
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<td>NRM</td>
<td>Natural Resources Management</td>
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<td>RSA</td>
<td>Republic of South Africa</td>
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<td>RSGB</td>
<td>Royal Society for the Protection of Birds</td>
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<tr>
<td>SADC</td>
<td>Southern African Development Community</td>
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<tr>
<td>SBSTTA</td>
<td>Subsidiary Body on Scientific, Technical and Technological Advice</td>
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<tr>
<td>SCOUN</td>
<td>Sugar Corporation of Uganda Limited</td>
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<tr>
<td>UK</td>
<td>United Kingdom</td>
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<td>UN</td>
<td>United Nations</td>
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<td>UNEP</td>
<td>United Nations Environment Programme</td>
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<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
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<td>UNFCCC</td>
<td>United Nations Framework Convention on Climate Change</td>
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<td>ZCCN</td>
<td>Zambia Climate Change Network</td>
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1.1 Introductions and Welcome

by Mr. Ken Mwathe, Acting Policy and Advocacy Manager at the BirdLife Africa Partnership Secretariat

Mr. Ken Mwathe gave a warm welcome note to the participants and led them through an ice breaking session and introductions.

The training seminar was attended by seventeen participants from fourteen African Countries. The countries represented were; Ethiopia, Kenya, South Africa, Botswana, Burundi, Ghana, Malawi, Morocco, Nigeria, Rwanda, Sierra Leone, Uganda, Zambia and Zimbabwe. The full list of participants is presented in Annex 1 of this report.

1.2 Introduction to events and expectations

by Dr. Julius Arinaitwe, BirdLife’s Regional Director for Africa

Dr. Julius Arinaitwe led the participants through the day’s programme noting that it was shaped to be very informative. He then led the trainees in writing down their expectations from the training on cards that were later displayed on the wall. There was strong synergy between participants’ expectations and the training objectives as outlined in the programme. The major expectation areas raised were on:

(a) Policy formulation – learning about policy engagement strategies, strengthening capacity for policy formulation, learning about policy formulation tools and policy advocacy campaigns.

(b) Advocacy work – Learning about the development and implementation of advocacy strategies, signs of advocacy failure, understanding casework, acquiring advocacy tools and lobbying skills, learning about ongoing advocacy work and improve understanding of advocacy in biodiversity conservation.

(c) Sharing of experiences – to share and learn from the experience of colleagues from other partner experiences in policy and advocacy casework.

(d) Learning and networking – Learn how BirdLife International supports partners in casework, meet more partners working on advocacy, learn how to deal with emerging threats to biodiversity conservation, learn effective communication approaches with government departments and how to prepare successful casework.

1.3 Casework in Africa

by Dr. Julius Arinaitwe

The first presentation of the day focusing on BirdLife’s International approach to casework in Africa was delivered by Dr. Julius Arinaitwe.

It focused on the following:

- The BirdLife Partnership
- BirdLife Africa Network
- BirdLife Secretariat
- BirdLife Programmes
- BirdLife’s Policy and Advocacy work

This presentation set the stage by providing context and background on the work, role and structure of the organisation.

Presentation summary

Julius explained that BirdLife International’s mission to enhance the conservation of birds, their habitats and general biodiversity, working with people towards sustainability in the management of natural resources.
To deliver its mandate, the organisation has a wide network consisting of the strongest conservation NGOs in relevant countries democratically governed and whose mission is aligned to that of BirdLife International.

In addition to the network, BirdLife Secretariat is a support centre that facilitates and supports the network to achieve BirdLife’s mission. It plays a role in coordination; technical support; sharing expertise and experience; and capacity building. For effectiveness and efficiency, the BirdLife network and Secretariat is decentralised across six regions, including Africa. Trainees were introduced to the structure for policy and advocacy in Africa including role of the Council for the Africa Partnership (CAP), the Africa Policy and Advocacy Working Group (APAWG) and the African Sites Casework on Emerging Threats Taskforce (ASCET).

1.4 Introduction to Casework
by Mr. Ken Mwathe

Mr. Ken Mwathe’s presentation provided the trainees with a foundation in site-based casework addressing:

- BirdLife and casework
- Site surveillance and case selection
- Major cases
- Casework tools
- Case strategy
- Support and resources available
- Key messages.

This was followed by presentation of experiences of practical casework from partners working at sites.

Presentation Summary
Ken summarised the results of a recent BirdLife Africa Partnership audit that found that 16 Partners were engaged in casework in 61 threatened IBAs and 30 live campaigns. He emphasised the leading role that ASCET plays in casework. ASCET was established in 2010 and has been supporting already on-going advocacy work at sites (case-work) and also looking into how best to address emergency threats in a pro-active way. He explained the casework process including what is done during site surveillance, case selection, priority setting and case objectives.

He stressed the importance of the precautionary principle as enshrined in Principle 15 of the Rio Declaration appreciating the role in played in the Lake Natron case. He also emphasised the importance of establishing the facts and the potential ecological impacts by conducting a preliminary assessment.

He touched on mitigation, the various contexts/frameworks in casework, identifying contacts and sensitivities. He listed the key tools used in various case strategies giving an example of the Tana River Delta. He concluded by explaining the support and resources available from BirdLife Secretariat/ASCET in providing case-by-case support on individual major cases.

1.5 Partner experience with casework: Dakatcha woodlands, Kenya

by Ms. Serah Munguti, Communication and Advocacy Manager at Nature Kenya

Ms. Serah made a presentation entitled “Dakatcha Woodlands casework”. She explained the role Nature Kenya played in “fighting” the proposed development of biofuel’s in the Tana River delta, an Important Bird Area (IBA) in Kenya. The presentation included:

- Facts on the importance of and threats to Dakatcha
- Details of the Nature Kenya programme in Dakatcha
- Advocacy tools used – local, national & international.

Presentation Summary
Serah outlined the Dakatcha campaign which started when Kenya Jatropha Energy Limited (KJEL), owned by the Italian company Nuove Iniziative Industriali Srl, proposed clearing 50,000 hectares of the woodland to grow the biofuel crop *Jatropha curcas* (Jatropha). This proposal was threatening one of Kenya’s 60 Important Bird Areas (IBAs) which is home to a number of globally threatened birds such as the Sokoke Scops Owl, Sokoke Pipit and Clarke’s Weaver.

She explained how Nature Kenya used various advocacy tools – local, national and international and in collaboration with partners lobbied Kenya’s National Environment Management Authority (NEMA) to officially reject a proposal to grow the biofuel crop *Jatropha curcus* in Dakatcha Woodland. She went on to explain the advocacy tools which worked well and those which did not. She urged the trainees to always seek more national collaborators early on in the campaign for it to succeed.

Discussion
The participants appreciated the presentation and congratulated Ms. Serah Munguti on the role Nature Kenya played in the Dakatcha Woodlands casework. It was agreed that there was a need to start advocacy in early stages of project implementation to increase chances of success. It was also agreed that increased democratic space and strengthened policies played a major role in advocacy.
1.6 Introduction to development of case outline exercises

By Ken Mwathe

Mr. Ken Mwathe introduced the tasks for the working groups. The exercise was aimed to aid the trainees develop an effective case outline. The groups assessed a hypothetical case and prepared and feedback a case strategy outline.

The following groups were formed:
- Group 1 – A hypothetical mining case
- Group 2 – A hypothetical biofuels case
- Group 3 – A hypothetical road construction case

The groups were required to perform the following tasks:
- Develop two objectives for each case
- Develop a position on the particular case
- Identify the casework actions to be undertaken
- Provide a list of tools for the case
- Identify friends and foes
- Provide any additional information required to inform the case

The groups’ feedback presentations from the exercise are presented in Annex 3 of this report.

1.7 Talking to developers

By Ken Mwathe

This presentation emphasized the importance of the following key steps when talking to and meeting developers:
- Getting involved early
- Fact finding
- Presenting a position
- Being proactive

Presentation Summary

On getting involved early, Mr. Ken Mwathe said; the earlier one would talk to a developer the greater the chance they had to influence a project. He explained the importance of establishing good contacts with the various stakeholders including the environmental regulators, EIA consultants, Donors/ funders and key companies/sectors.

He emphasised the importance of fact finding before meeting the developers to get more information on a project, flagging potential impacts and possible mitigation measures. He also talked about meeting developers and presenting a position saying it was important to have a clear stand of what outcome you want. He said it was important to be proactive in influencing policy both regionally and internationally.

Discussion

The participants were grateful for the tips shared on talking to developers. They appreciated that influencing plans and projects to respect biodiversity and reflect relevant safeguards did not mean being anti-development.

Mr. Ken Mwathe posed the questions; “What works well?” and “What to avoid?” the trainees raised important points including:
- Using the truth – the importance of establishing scientific facts.
- To present a balanced case.
- To present viable options/alternatives.
- To thoroughly research and know your position.
- To avoid being confrontational.

1.8 Environmental Impact Assessment Technical Advocacy

By Moses Nyoni, Project Manager, BirdWatch Zambia

Mr. Moses Nyoni from BirdWatch Zambia (formerly Zambian Ornithological Society), made a presentation featuring an analysis of the EIA process using experience from the Mutulanganga, Zambia case. The presentation focused on the following:
- Why consider EIA (biodiversity/biophysical/ecological/socio-economic impacts)?
- Issues to consider at each stage.
- Analysing an EIA and submitting comments.
- Meeting technical officers and public hearings.

Mr. Moses Nyoni, Project Manager, BirdWatch Zambia making his presentation
**Presentation Summary**

Mr. Moses Nyoni began by explaining technical advocacy in EIA. He quoted the Convention on Biological Diversity (CBD) Article 14(a) on the requirement for Environmental Impact Assessment of proposed projects. He said that Environmental Impact Assessment must address impacts of a project on flora and fauna (biodiversity), socio-economic and physical environment.

He then took the trainees through the key stages of EIA; Screening, Scoping, Baseline studies, Public Hearing, and lastly the Government Decision for Approval or denial. He went on to give tips for analysing an EIA and submitting comments. He cautioned the trainees to be on the lookout for lapses, contradictions, speculations and lack of data and facts. Lastly he urged the trainees to be bold when meeting Technical Officers in public hearings.

**Discussion**

The participants welcomed the presentation and agreed that mitigation measures had to be taken to avoid or minimise negative impacts for proposed developments. It was agreed that there was a need to allocate enough resources to monitoring and evaluation and to conduct Strategic Environmental Assessment of impacts to sites that could have direct or indirect cumulative impacts.

Mr. Moses Nyoni emphasised the importance of involvement of the BirdLife Partner from the initial stages of the process and the need to critique data and facts presented by the developer and the consultants.
2.1 Overview of Agenda
by Ms. Melanie Heath, Head of Policy, BirdLife Global Secretariat

Stressing the importance and value of BirdLife’s policy work an overview of the session’s agenda was given by Ms. Melanie Heath which covered:

- Recap on priorities identified by APAWG and CAP
- Sharing experiences of policy work
- BirdLife’s approach to policy and advocacy
- Developing strategies and influencing policy (Uganda, South Africa)
- Influencing Multi-lateral Environmental Agreement/Convention national focal points
- Building Policy and Advocacy components into projects
- Media and communications

2.2 Recap on priorities as identified by APAWG at CAP
by Ken Mwathe


- Engagement of the Partnership in CBD, e.g. COP 11 (Oct, India).
- UNFCCC, Participation at key meetings, e.g. COP 18 (Qatar, Nov/Dec 2012).
- Casework for IBAs under threat.
- Biofuels and renewable energy.
- Other MEAs/institutions – Ramsar, CMS/AEWA, Rio+20, Nairobi Convention.

Presentation Summary
He started by explaining the role of APAWG in providing policy guidance within the Africa Partnership, and ASCET in casework for IBAs under threat. He then listed the 2012/2013 policy priorities for Africa as endorsed in CAP 2012. First, the engagement of the BirdLife Partnership in CBD (SBSTTA and COP meetings) as well as engagement in National Biodiversity Strategies and Action Plans (NBSAPs). Secondly on engagement with the UNFCCC, participation at key meetings and working with government focal points was highlighted.

Thirdly on casework for IBAs under threat, he urged the trainees to apply the recommendations of the Audit Report of IBAs Facing Serious Threats. The fourth priority was on Biofuels and renewable energy being one of the emerging threats to IBAs. He quoted from a recent survey that showed biofuels to be an issue in 65% of African countries. The fifth priority was on other MEAs/institutions including Ramsar, CMS/AEWA, Rio+20, Nairobi Convention, UNEP and engagement with regional bodies including SADC, East African Community and The African Ministerial Conference on the Environment (AMCEN).

Discussion
The participants welcomed the 2012/2013 policy priorities for Africa as were endorsed by CAP 2012. It was agreed that the priority areas will play major role providing policy guidance and protecting IBAs under threat. It was also clarified that BirdLife has engaged with Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES) from the start of negotiations on the establishment of this platform.

2.3 Partners engagement in Policy Work
by Melanie Heath

Ms. Melanie Heath invited the trainees to a card exercise. The trainees were required to write the following information on the cards provided:

- Examples of policy work that their organisations had been involved in or were working on.
- Examples of policy work they planned to be involved with in future.

Outcomes of the partners’ experiences card exercise
The card exercise revealed the following areas of partners’ engagement in policy work.
## Current/ongoing policy work:

### Environmental Impact Assessment (EIA):
- Provided bird monitoring data to a consultant carrying out EIA for setting up a wind power project in an IBA.

### Guidelines:
- Input to the national guidelines on oil and gas activities in Protected Areas.
- Input to the upstream, mid-stream and downstream bills on oil and gas exploration and production.

### Campaigns:
- Wakkerstroom campaign (South Africa), section 49, 3 years moratorium on new mining and prospecting applications.

### Collaboration:
- Through the media, we have started educating the public and CSOs on biodiversity conservation through birds.
- Informal joint collaboration with other NGOs in policy formulation.
- Inter-sectoral collaboration through CSO forum (CBNRMF and ZCCN).
- Joint workshops, joint statements and joint visits to decision makers' offices.
- Joint analysis of policy documents and pieces of legislation.

### Sharing experience:
- Sharing experiences with other CSO.

### PA designation:
- Conversion of Yankari Game Reserve into a National Park.
- Effective advocacy contributed to Gola Forest, being gazetted as a national park in Sierra Leone.
- Rusizi National Park protected area – ABO.

### New policy:
- Incorporating IBAs into local and provincial spatial development frameworks.
- Climate Change policies.
- Lobbied for Environmental Management Authority (EMA) to come into existence, now lobbying for revised version.
- Involved in the campaign to stop mining in Forest Reserves through the national coalition of mining, resulting in the revision of national minerals policy.

## Future policy work:

### Finance:
- Would like to influence government allocation of finance to Natural Resource Management department especially on law enforcement.
- Would like to influence government allocation of finance to Natural Resource Management department especially on law enforcement.

### Sharing experiences:
- Implement the experience of other partners/their approach.
- Build strong network with others.

### Environmental Impact Assessment (EIA):
- More priority in carrying out EIA, involving stakeholders from onset.
- Need for research since information is key in negotiation and advocacy.

### Platforms/collaboration:
- To be part of a team within the organization to make a decision on some of the policies using the available monitoring data.
- We would want to see biodiversity be taken seriously as other agendas. (We would like to see BirdLife engaged at high level national discussion forums).
- Push for the establishment of a working platform where CSOs could formally intervene in policy advocacy.
- Working with like-minded CSOs/NGOs.

### New policy:
- RSA new policy on biodiversity and mining, designating areas.
- Wish to influence policy on wetland management.
- Developing national policy guidelines on Biofuels.
- Advocate for mining companies to move away from biodiversity hotspots.
- Pushing the development of a wetlands policy which is non-existent in Zambia.
- Influence RSA policy on “Green Economy and Renewable Energy”.

### Advocacy plans:
- Kibira National Park, work on species threatened.
- Developing an advocacy plan.

### Species policy:
- National species specific policy on protection of Grey-crowned Crane and its habitats.
2.4 Partner experiences in developing strategies and influencing policy

by Ken Mwathe

Mr. Ken Mwathe welcomed Partners to share experiences of developing strategies and using data to influence policy at national and regional levels. He began by explaining the importance of using talking with government delegations citing recent experience of negotiations at UNFCCC COP17 in Durban.

Michael of Nature Uganda shared experiences of working with the Ugandan Government as part of an environment advisory group for an energy project to be funded by JICA. He was advised to get essential facts and scientific information for the project in order to ably influence its design.

The challenge of limited political space in countries such as Ethiopia and Burundi was shared by partners from those countries. They highlighted with emphasis the need for the international community to intervene and for local organisations to form amorphous coalitions/forums to agitate for policy changes.

2.5 BirdLife’s approach to policy and advocacy

by Melanie Heath

This presentation focused on the various sectors, opportunities, utilising BirdLife’s data, mainstreaming and policy positions. The presentation answered the following questions:

1. Why is policy and advocacy so important?
2. What mechanisms can we use (focus on MEAs)?
3. How can we use our science to influence policy to achieve conservation outcomes?
4. How do we formulate our asks – positions, sectors and mainstreaming?

Presentation Summary

Melanie began by defining what ‘policy’ means for BirdLife saying it included legislation, priorities, programmes and institutional arrangements that impact on birds and biodiversity. She then explained why it was important to influence, implement and monitor policy saying it was essential underpinning for casework to help achieve various strategic objectives. She highlighted the current priority sectors; key habitats for bird conservation; drivers of biodiversity loss; and various cross-cutting issues.

She explained influencing policy change through a range of mechanisms; Multilateral Environmental Agreements and the roles of NGOs in MEAs. She gave spectrum of entry points and outcomes all in line with the vision as the organisation towards achieving sustainable development. She also talked about influencing donor community/development banks to ensure the projects they finance are developed in a socially and environmentally responsible. She concluded with future directions for policy work emphasising the need for integrating a policy component in various programmes.

Discussion

The participants lauded BirdLife’s approach to policy and advocacy towards mitigating impacts on birds, biodiversity and livelihoods. Emphasis was placed on various opportunities to utilise BirdLife data to influence policy at various levels; nationally, regionally and globally.

2.6 Partner Experiences of policy work

(a) Wind Energy and Impacts on our Birds: The way forward in South Africa

by Mr. Dale Wright, BirdLife South Africa
Regional conservation manager: Western Cape

Mr. Dale Wright made a presentation on experiences from South Africa on wind energy impact on birds. The presentation contained the following:

- The wind energy industry in South Africa
- The Birds and Wind Energy Specialist Group (BAWESG)
- Wind energy impact on birds in South Africa
- Avian wind sensitivity map
- Best practice monitoring guidelines

Presentation Summary

Mr. Dale Wright began the presentation with a look at the wind energy industry in South Africa. He introduced the Birds and Wind Energy Specialist Group (BAWESG) saying it ensured development of wind farms is done responsibly and in line with legislative requirements. He said there were opportunities for South Africa to learn from experiences in other countries and apply those lessons to minimise the effect on birds.

He listed some impacts of wind farms on birds in South Africa; site specific; cumulative impacts; loss of habitat through disturbance; displacement and collision with wind turbines. He explained the purpose of an Avian Wind Sensitivity Map in indicating where the establishment of wind farms might have a negative impact on birds. Dale also shared some best practice monitoring guidelines saying the impacts of each wind farm must be assessed individually. This is aimed to mitigate impacts by informing the final
Discussions
The participants praised the presentation and were of the view that wind energy is good for climate change mitigation but potentially damaging for birds. It was agreed that there is need to engage national governments more on this matter; assess the extent of all planned wind energy developments at national level and influence policy action relevant to wind energy. It was also agreed that reports from various wind projects in South Africa would be used as success stories to guide other African countries.

(b) Proposed degazettement of Mabira Central Forest Reserve

by Mr. Michael Opige, Programmes Manager at Nature Uganda

Mr. Michael Opige explained how the Sugar Corporation of Uganda Limited (SCOUL) had proposed to expand the acreage under sugar cane growing by 7,100 hectares within the Mabira Central Forest Reserve to increase sugar production. He detailed how Nature Uganda was involved in a campaign to conserve biodiversity and the entire Mabira forest against the proposed degazettement.

The presentation was structured as follows:

- Site information.
- The case study – Investor story, Our story.
- Strong advocacy points.
- Strategies – Information, Use of information
- Conclusions.

Presentation Summary
Mr. Michael Opige showed the location of Mabira CFR on a map. He indicated that the rate of land clearance was 0.9–3.15% per year (50,000–200,000 ha) noting that if that rate continued, Uganda will have cleared all its forests in 50 years. He explained how the proposed expansion by SCOUL was valued to earn about US$ 20–25 m per annum, while Nature Uganda established a higher value attained through biodiversity richness and the significant support to the livelihoods of the adjacent communities.

Michael explained how experts worked to fill the missing link determining the value of keeping the forest the way it was. An economic valuation revealed the total timber and annual benefit at an estimate of US$ 200m. This gave Nature Uganda Strong advocacy arguments rooted in economics as the proposed degazettement would go against the law, regional and global agreements, the country’s vision 2025 and lack business sense. He concluded with an emphasis on how the use of scientific information helped to highlight conservation values to policy makers.

Discussion
Mr. Michael was congratulated on behalf of Nature Uganda by the participants in promoting the role the forest plays in conserving unique birds, plants, primates, butterflies and tree species which need to be conserved for the present and future generations. Reception and dissemination of the story by the media (both government owned and private) was applauded as this does not always happen in all African countries.

2.7 Influencing convention national focal points

by Ms. Melanie Heath

Ms. Melanie Heath made a presentation on Influencing national focal points of the MEAs. In her presentation, she explained:

- Implementation and enforcement
- Influencing national policies - Examples with the CBD
- New obligations for biodiversity
- Tracking targets
- BirdLife Science
- NGO input

Presentation summary
She said conservation organisations should form strengthened collaborative mechanisms for influencing national focal points of the MEAs. She added that once a country becomes a party to a MEA, it employs various substantive and procedural implementation and enforcement efforts. She said the Global Secretariat was supporting partners to use existing decisions and commitments and to shape new national strategies and legislation for conservation.

She reported that at CBD COP10, governments agreed on 20 Aichi Biodiversity Targets’ to be achieved...
by 2020 saying they must be translated into national Strategies, targets and actions through National Biodiversity Strategies and Action Plans (NBSAPs). The BirdLife Secretariat has produced a number of tools and guidance materials for Partners to use to help advocate priorities within NBSAPs.

On climate change, Melanie explained that BirdLife Partners were using modelling approaches to explore how the ranges of bird species might shift and how this will relate to their likely occurrence at IBAs. In conclusion, she said that NGOs have a role in providing research/information to relevant state actors on various MEAs and their implementation.

Discussion
The participants appreciated the presentation and welcomed their role in influencing governments to approve relevant national laws and policies and standards linked to various MEAs. They agreed that setting monitoring targets was essential to check the progress being made to reduce biodiversity loss and support the delivery of ecosystem services for human well-being.

2.8 Building a policy and advocacy component into projects
by Mr. Rob Munroe, Climate Change Officer at BirdLife International

Mr. Rob Munroe focused on building policy and advocacy components into projects. He looked into the future using various models on climate change scenarios and impact on biodiversity.

- BirdLife examples – Africa & Global
- Why partners would want to build policy and advocacy into projects and how they could do this?
- Example: Relating work to National Adaptation Planning

Presentation Summary
Mr. Rob Munroe started by looking at examples in Africa then globally to exemplify how BirdLife projects currently integrate policy components. Example projects included: ‘Climate change adaptation framework for enhancing the resilience of sites against the impacts of climate change’; ‘Living on the edge’; ‘Strengthening networks for the conservation of migratory birds and their habitats along the west coast of Africa’; ‘Climate change impacts on the conservation of birds in Asia’; ‘Understanding, assessing and monitoring ecosystem services for better biodiversity conservation’.

He went on to say that such policy activities in projects help to: enhance project success/sustainability, raise profile of organisation, help gain extra capacity from government, ensure government endorses various outputs and to mainstream biodiversity and ecosystem services.

He described an example of a project that has integrated lots of policy components: the ‘Ecosystem conservation for climate change adaptation in East Africa’ project supported through the UK Darwin Initiative. A project inception workshop would be held in Nairobi, for the four countries that are part of the project, following the advocacy training workshop. Some of the policy activities within the project include: developing multi-stakeholder project working groups, formalising BirdLife-government partnerships, regular dissemination of project progress at appropriate policy meetings, and making project material relevant to policy needs. Participants should consider integrating such activities into their project proposals. He posed the question for discussion: ‘How have you and your organisation integrated policy into your projects?’

Discussion
The participants welcomed the presentation and the idea of tracking government priorities to ensure extra capacity through relationship building. It was agreed that project outcomes can effectively inform policy in addition to reactive advocacy.

2.9 Media and Communications work and working with Politicians
by Ms. Melanie Heath

Ms. Melanie Heath made a presentation on Communicating Policy:

- What do we communicate?
- How does BirdLife communicate?
- How does the BirdLife Partnership use the news?
- How does the Secretariat use news?
- What messages should we be using?

Presentation Summary
Melanie started by saying that BirdLife communicated news on campaigns, policies and projects. Communication channels include the Community posts on the BirdLife website, newsfeeds, e-newsletters, social media (BirdLife facebook and twitter pages), BirdLife Video’s Channel and partnership magazines. She also touched on people’s interests and how they were changing with emerging topics such as climate change.

Discussion
The participants were amazed at the variety of communication tools and target audiences. They especially welcomed the idea of using social networking sites acknowledging the large audience it commanded. The effectiveness of social media
was however criticised for projects involving local communities where use of the local radios and cell phones messages was preferred. The participants were invited to write articles for the Africa Partnership magazine which is published twice a year.

2.10 Wrap up and Close

Ms. Melanie Heath gave her concluding remarks and was joined by Mr. Ken Mwathe in applauding all the presenters and trainees for their role in making the first day of training a success!!
3.1 Dr. Julius Arinaitwe, BirdLife’s Regional Director for Africa

Dr. Julius Arinaitwe gave a welcome note acknowledging the importance of the advocacy training and that it was the first of its kind in Africa noting with pride that the advocacy training had attracted participants across the African region and representatives from the Global Secretariat at Cambridge. He expressed optimism that the training will set the stage for strengthened advocacy campaigns in the African region and beyond. He urged the trainees to seize the moment and fully maximize the opportunity that the training presented in various conservation efforts in Africa.

He recognised the presence of Ms. Melanie Heath, from the Birdlife Global Secretariat, and Mr. Sacha Cleminson from RSPB appreciating their commitment to the course. He also recognized the presence of Dr. Paul Matiku the Director of Nature Kenya saying he would pass to him the pleasure of officially welcoming the visitors to Kenya.

Dr. Julius Arinaitwe proceeded to invite Ms. Melanie Heath from Birdlife International, UK to give her remarks.

3.2 Ms. Melanie Heath, Birdlife International, UK

Ms. Melanie Heath expressed her delight in joining the training course. She emphasised the importance of policy and advocacy in achieving BirdLife’s objectives and notes the importance of BirdLife’s approach in ensuring our policy and advocacy is rooted in sound science and data. She cited the last CBD Conference of Parties meeting where over 90 delegates and 20 Partners participated. She invited the trainees to find viable opportunities to influence national biodiversity action plans in cooperation with other partners. She identified the next BirdLife World Congress that will be held in June 2013 as an occasion to launch BirdLife’s New Strategy to 2020 and to reflect on the Partnership’s many achievements. Lastly, she invited all to be free to let the office at Cambridge know if any organizations need their support in any other way.

3.3 Mr. Sacha Cleminson, RSPB, UK

Mr. Sacha Cleminson from RSPB, UK was also invited to speak. He introduced himself and echoed the importance of policy and advocacy. He explained that many training sessions such as these had been done in Europe and he was glad it was happening in Africa. He went on to say this was a good opportunity to bring together experiences from the region and beyond.

3.4 Dr. Paul Matiku, Director, Nature Kenya

Dr. Paul Matiku gave a brief introduction and extended to all a warm welcome to Kenya. He said he was grateful for having the Africa Secretariat in Nairobi, a culmination of a long process which began in Burkina Faso. He commended the work of the Secretariat especially cooperation with Nature Kenya. Specifically, he acknowledged Dr. Julius Arinaitwe for his efforts at the Secretariat, Melanie Heath and Rob Munroe from Birdlife International, UK, Sacha Cleminson from RSPB for committing their time to the advocacy training. He emphasized the important role the organisations such as the RSPB played in biodiversity conservation in Africa. He expressed his hope that after the training, the participants will not go back to business as usual. Dr. Paul Matiku told of his passion for advocacy as a tool that could constructively be used to convince governments or major bodies to take up conservation. However advocacy needed to be understood and differentiated from terms such as lobbying, education and demonstration.

He said that IBAs are visible, tangible and are scientifically defined. Protection of these areas plays a major role in species conservation and community empowerment and this was the role of Birdlife International. He went on to say that conservation work belongs to governments, “NGOs have no business”, but NGOs do it to police and force governments to work, deliver and make right decisions.

He said that in future, such training should be done as a programme of Birdlife International and not just emanating from a project. He mentioned that

Ms. Melanie Heath giving her remarks, looking on is Dr. Paul Matiku and Mr. Sacha Cleminson
this October the upcoming CBD COP, presented an opportunity for more action to influence issues saying that where possible, members of conservation organizations should be part of government delegations to influence policy.

In conclusion, he apologised for not being available for the duration of the training but said that a team from Nature Kenya - Serah and Fred would be available throughout the session.

### 3.5 Conclusion

In conclusion to the opening session, Dr. Julius Aranaitwe from the BirdLife Secretariat thanked all especially RSPB, the Darwin Initiative and other sponsors and welcomed all the partners from across the region.
4.1 Introduction

Mr. Sacha Cleminson, circulated “participant’s packs” containing all exercises for Monday 25th and Tuesday 26th June. He advised the trainees to take it a session at a time since the sessions were designed to build on each other. He clarified that the advocacy skills were meant to empower them in the work they are already undertaking or plan to undertake.

4.2 Group Exercise 1 (Definition of advocacy)
by Mr. Sacha Cleminson

Mr. Sacha introduced four groups and tasked them with developing a succinct definition of the term advocacy. The report backs from groups was done with positive criticism on the definitions from the trainees.

4.3 Group Exercise 2 (The “good” and “bad”)
by Ms. Serah Munguti

Ms. Serah Munguti of Nature Kenya introduced the next exercise about the “Good” and “Bad”. Ms. Serah began the exercise by giving the experience of Nature Kenya taking on the proposed Biofuels project in the Tana River Delta.

Experience from Malawi
by Ms. Charmaine Uys, BirdLife South Africa

Ms Uys who is the Regional Manager for Mpumalanga and Free State gave a success story in the case of coal mining in South Africa where her organisation managed to invoke a three year ban on a proposed mining project.

Experience of Ms. Tiwonge Mzumara
Ornithologist at the Museum of Malawi

Her story was about a proposed mining of Bauxite in an IBA, where the government pulled out after her organisation teamed up with locals and successfully run an advocacy campaign.

She explained a case of a proposed Uranium mining that managed to be given a go ahead despite numerous efforts by her organisation.

Experience of Mrs. Funmi Tsewinor
Chief Conservation Manager,
Nigerian Conservation Foundation

Mrs. Funmi explained that it was important to identifying good and credible partners. She cited a case in removing a ship wreck at the beach where initially many organizations signed up but later pulled out.

Experience of Geremew Selassie
Program Officer, Ethiopian Wildlife and Natural History Society (EWNHS)

Mr. Geremew cited a case in where a breeding site successfully protected through enhanced engagement with various government ministries.

However, he said that reduced political space after the 2005 elections in the country led to the reduction in advocacy work.

Experience of Prosper Karame
Association pour la Conservation de la Nature au Rwanda, ACNR

Mr. Prosper highlighted the successful listing of the Rugezi wetland as a Ramsar site.

4.4 Conclusion

Ms. Serah concluded this session saying the exercise was successful in gathering experience of different organisations in advocacy work in Africa. It was found that many organisations participated in giving input to proposed parts of the legislation, as well as teaming up with experts and other parties during stakeholder forums for policy development.
5.1 Introduction
by Ms. Serah Munguti

Ms. Serah introduced this session by posing the question; “Does your organisation have an advocacy strategy?” It was found that apart from Nature Kenya, the other organizations dealt with advocacy on a case by case basis.

5.2 GROUP EXERCISE 1: Key components of an advocacy strategy
by Mr. Sacha Cleminson

The trainees were divided into four groups, and tasked to come up with the key components of an advocacy strategy. After the report backs, the following components were identified:

- Goals, aims and objectives
- Target audiences and partners
- Messages
- Political context
- Timing
- Tools, tactics and activities
- Activity plan
- Monitoring and evaluation

5.3 GROUP EXERCISE 2: Tools and Tactics in advocacy
by Mr. Sacha Cleminson

This group exercise invited the trainees to list the Tools and Tactics used in advocacy. The following were identified:

- Email
- Letters
- Newsletters
- Journals
- Demonstration
- Consultation
- Meetings
- Events
- Flyers
- Media
- Social media
- Petitions
- Drama
- Workshops
- Debates
- Banners
- SMSs
- Wining & dining

5.4 GROUP EXERCISE 3: Timing in advocacy
by Mr. Sacha Cleminson

This exercise was geared towards learning the importance of timing in advocacy. The following aspects were listed to be considered in choosing timing of advocacy:

- Elections
- Consultations
- Announcements
- Internal meetings
- Budget
- Events/conferences
- Prepared vs. Opportunistic
- Time of year
- Recesses
- Media agenda
- Media deadlines
- Other organisations
- Internal timetable
- Debates/votes
- ‘Run-in’ times

5.5 Conclusion

Mr. Sacha in conclusion shared a video of interviews conducted in London about the best advocacy tools for MPs.
SESSION 6: Drawing up an Advocacy Strategy

6.1 Group exercise – Advocacy Strategies

Mr. Sacha Cleminson introduced six hypothetical cases and after dividing trainees into six groups, invited them to study the cases and draw up advocacy strategies. The hypothetical cases were:

I. The proposed road across the Serengeti World Heritage Site, Tanzania.
II. The proposed development of biofuels in the Tana River Delta IBA, Kenya.
III. Raising support against illegal fishing in Liberia.
IV. The proposed offshore wind power development in Britain.
V. Raising support for community forum at Kereita forest, Kenya.
VI. The proposed Madagascar Nature Conservation Act.

The following were the presentations from the group exercises:

Group 1 – Proposed Serengeti Highway
The group’s findings were presented by Ms. Charmaine Uys. Among the key issues raised on the strategy were:

- Who the road is serving?
- Why is it passing through the park?
- Are there other alternative routes?
- Who are the partners involved?
- What is the importance of tourism groups?
- The value of getting insider information
- Valuation of tourism industry both in Kenya and Tanzania
- The use of media to capture interests of the political leaders

Group 2 – Tana delta
The Group’s presentation by Geremew G Seelassie from Ethiopia raised the following issues on the proposed strategy:

- Importance of targeting individuals rather than organisations to ensure personalised approach and attention to issues.
- Acknowledgement of opposition parties.

Group 3 – Illegal fishing in Liberia
The group’s presentation by Mrs. Funmi Tsewior from Nigeria raised the following issues:

- The corruption factor;
- Collaboration between main countries, e.g. Sierra Leone;
- Involvement of the ports authority;
- Use of emails not working for MPs.

Group 4 – Offshore wind power in UK
The group’s presentation by Mr. Tiwonge Mzumara from Malawi addressed:

- Utilising the opportunity for green energy preference.
- The use of other case stories.
- Engagement of the developers’ companies.
- Development of the sensitivity maps.
- Issues of aesthetics carrying more weight in the UK.
- Issues of the EIA being more strategic in assessment of possible impacts.

Group 5 – Kereita forest in Kenya
The group’s presentation by Mr. Togarasei Fakarayi from Zimbabwe looked at:

- The inclusion of other NGOs for example development and humanitarian ones.
- Choice of specific personnel rather than relevant organisations.

Group 6 – Madagascar nature conservation act
The Group’s presentation by Mr. Prosper Karame, Rwanda described:

- Targets during international celebration days.
- Identification of success cases that could also be used.
- Review and revival of acts.
- Mainstreaming biodiversity at the national level.
- Improving policies.
7.1 **Group exercise 1 – Briefs to decision makers**

The groups were tasked with writing headline messages from two briefings. The activity showed that very little time is given to reading briefs therefore there is a need to have:

- Clear points
- Good layout
- Avoiding criticism
- Highlight of key points
- Leaving behind contact details.

7.2 **Group exercise 2 – Letters to decision makers**

The exercise involved an analysis of two letters sent to decision makers. The trainees analysed them in terms of their format, content and layout towards capturing attention and passing on the message to a decision maker. This exercise generated a lively discussion and major points identified include:

- Keeping it short
- Use of proper language
- Including a letterhead
- Using a diplomatic approach
- Proper timing
- Clarity
- Official signature.

It was however emphasised that the most effective lobbying of MPs would be done face to face as was found in a recent research (see the figure 1 below).

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**Figure 1: Most effective lobbying of MPs**

<table>
<thead>
<tr>
<th>Method</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face-to-face contact in MP’s local office</td>
<td>62%</td>
</tr>
<tr>
<td>Face-to-face contact in Parliament</td>
<td>21%</td>
</tr>
<tr>
<td>Letters</td>
<td>11%</td>
</tr>
<tr>
<td>Postcards</td>
<td>4%</td>
</tr>
<tr>
<td>Personalised emails</td>
<td>2%</td>
</tr>
<tr>
<td>E-petitions</td>
<td>0%</td>
</tr>
</tbody>
</table>
8.1 Outline of the day
by Mr. Sacha Cleminson

Mr. Sacha gave an outline of the day. He said that the trainees would be empowered with skills and tips on verbal advocacy and managing meetings. He urged the trainees to listen and engage as they would be applying these skills in a practical exercise later in the day.

8.2 Good Advocacy
by Mr. Sacha Cleminson

Sacha used a video made from interviews with selected UK decision makers on good approaches to advocacy. The video concentrated on aspects of face to face meetings. The issues emphasised included; being brief, having clarity in the issue of discussion and clear action points. Other MPs mentioned the importance of feeding back positive comments to decision makers on issues they have acted on in the past.

8.3 Communication skills
by Ms. Carolyne Ah-Shene Verdoorn, the Policy and Advocacy Manager for BirdLife South Africa

Ms. Carolyne introduced herself and led the trainees through a session on communication skills as a component of advocacy. It emerged that how we communicate determines how effectively the message is delivered:

- Words contribute only 7%
- Intonation contributes 18%
- Body language contributes 75%.

8.4 Meeting pitfalls
by Ms. Serah Munguti

Ms. Serah led the participants to identify many meeting pitfalls including:

- Meetings with hidden agenda
- Emotional behaviors
- Lack of clarity
- Poor choice of venue
- Poor role sharing
- Lack of diplomacy
- Lateness
- Wrong audience
- Poor preparation
- Lack of tact
- Lack of action points

8.5 Group exercise 1: Managing meetings
by Ms. Serah Munguti

This group exercise was geared towards identifying key tips for managing external meetings – before, during and after based on the trainees’ experiences. The trainees were divided into three groups and were tasked to nominate one person to report back. After the ten minutes exercise, the following did the report backs.

- Group 1 by Mr. Adel Bouajaja from Morocco,
- Group 2 by Michael Opinge from Uganda, and
- Group 3 by Moses Nyoni from Zambia.

Among the key point highlighted were:

- Dress properly/be punctual
- Use the time well
- Use correct body language/humour/eye contact
- Listen
- Do not promise what you can not deliver!
- Employ tact and be diplomatic.
- Leave an action point.

8.6 Group exercise 2: Types of face to face advocacy
by Ms. Serah Munguti

This group exercise helped identify the following different types of opportunities for face to face meetings. They are:

- Formal and informal meetings
- Wining and dining
- Impromptu meetings
- Social events
- Family events
- Public events
- Nature walks
- International events
- Breakfast meetings
8.7 Group Exercise 3: Site Visits  
by Ms. Carolyne Ah-Shene Verdoorn

Ms. Carolyn helped trainees identify what they need to do in order to organise a successful visit. The following factors were highlighted:

- Good background information
- Clear purpose
- Follow Jurisdiction
- Identify Season
- Use Informal, relaxed schedule
- Proper composition of group
- Follow protocol
- Plan budget, e.g. allowances
- Good choice of site

8.4 Group Exercise 4: “Good” and “bad” experiences  
by Ms. Serah Munguti

Ms. Serah then led the group through this activity asking the group to describe any good and bad experiences they have had of site visits and what made them successful or not.

The following were raised:

(a) Good experiences

Uganda case
The media in Uganda played a major role in publicising the case of the proposed degazetment of Mabira central forest reserve especially after the economic valuation.

Kenya case
A site visit to Tana Delta by the Minister of Environment and Natural Resources, brought more attention to the site and was a major boost to conservation efforts.

Sierra Leone case
After a visit by the Minister for Environment, mining at a forest was immediately stopped.

(b) Bad experiences
The Ugandan participant described how a private developer used the army to block the launch of an initiative to protect a grabbed wetland site. The developer had unsuccessfully erected a fence overnight round a property to bar entry of officers but when this fence was breached he called the army men who stopped the minister from marking the wetland boundary.

In Rwanda, efforts by conservation organisations to protect wetlands were successful after the involvement of the National Environment Agency.
9.1 NAIROBI CONVENTION: The Convention for the Protection, Management and Development of the Marine and Coastal Environment of the Western Indian Ocean – By Dixon Waruinge, Regional Seas programme, (Nairobi Convention, Division of Environmental Policy Implementation)

Mr. Dixon Waruinge was warmly introduced by Dr. Julius Aranaitwe of Birdlife International. Mr. Waruinge proceeded to give an insightful presentation focusing on the Role of UNEP; where UNEP delivers its mandate; the various conventions with major emphasis on the Nairobi Convention; and future priorities including blue energy for the green economy.

Presentation Summary

Mr. Waruinge begun by introducing UNEP, starting from its establishment in 1972 as the voice for environment within the UN adding that its headquarters was in Nairobi, Kenya. He said UNEP develops Medium Term Strategies to guide its programme of work. He said UNEP played a major role in development of international agreements showing a figure with MEAs developed between 1972–2012. He said NGOs had a role to play in governance and determination of how resources or the environment is utilised.

He introduced the Nairobi Convention developed in 1985 and amended in 2010 as a regional agreement with three protocols and an ICM protocol under development. Geographical coverage included 15,000 km coastline rich with valuable ecosystems and economies highly dependent on Coastal Tourism. He then gave the mandate and priorities in protection and development of the marine and coastal environment stressing the value of blue natural capital for Green Economy. He finalized with the Nairobi Convention’s focus 2012–2016 and examples of areas for collaboration with the civil society.

Discussion

Q. Does the Nairobi Convention fight illegal fishing?
A. Illegal fishing is not covered directly, but where ecosystem disturbances are experienced as a result of illegal fishing, then interventions are carried out.

Q. How does the Nairobi convention approach pollution of marine ecosystems?
A. Pollution is monitored using a holistic ecosystem approach, this way pollutants that are far inland and impact marine life are minimized.

Q. How does UNEP ensure states enforce their commitments?
A. There are no enforcement clauses in conventions and no punitive measures. Therefore, UNEP only puts pressure on states to honor their commitments and include them in their national legislations.

Q. How does the Convention manage ecosystems destructions that occur far inland?
A. Up to 12 nautical miles from coastline lies the Exclusive Zones managed by sovereign governments; the convention extends this by dealing with ecosystem issues impacting on areas bound by the convention.

Q. What in your experience are the qualities of a good advocate?
A. Advocacy organizations should deal with cross boundary issues in wholesome. They should go beyond their region and become their “brothers’ keepers”.

The United Nations system now has many forums for stakeholder views to be captured and effort should be made to utilize those e.g. Forum of stakeholders during COPs.

Q. Does the State of coast reports contain economic aspects?
A. Currently, the economic aspects were not too strong, but subsequent reports will have more to reveal opportunities for the green economy discussions.
9.2 The role of Government in Policy Making
by Mr. Peter Odhengo, Policy Adviser, Office of the Prime Minister, Kenya

Mr. Peter Odhengo talked about the role of Government in policy making. He gave various challenges facing policy making in a Coalition government giving examples in self-interests; and issues of balancing allocations to both sides of the divide. He highlighted the task of policy makers in analyzing issues and various scenarios that needed changes, e.g. in bridging the gap between top policy makers and people on the ground. He urged the trainees to strive to do advocacy differently and avoid “making noise” like it had been done by activists in the past.

Discussions
Q. Please explain what you meant by “Making noise”.
A. The term was not used abusively, but CSOs should strive to seek an audience, sit and dialogue with authorities rather than call for demonstrations.

Q. How would you describe the status of the Environmental issues in Kenya?
A. The issues of the environment keep evolving, and more issues emerge. However, political goodwill, the new constitution and various “Greening Kenya initiatives” are moving the country forward.

Q. Give us an example of an initiative you have undertaken and that has really worked.
A. Resolving a complex case of livelihoods conflicts (Fishermen, pastoralists, horticultural farms etc) around the L. Naivasha ecosystem.

9.3 The Role of Kenya Wildlife Service (KWS) In Sustainable Environmental Management
by Dr. Bernard Kaaria, HSC

Dr Bernard Kaaria visited the trainees and gave an insightful presentation featuring; the vision and mission; functions and structure; parks and reserves in Kenya as well as future plans and challenges faced in conservation.

Presentation Summary
Dr. Kaaria first talked about KWS being a state Corporation mandated to conserve and manage wildlife in Kenya. He stated the mission and vision and went on to list the functions of KWS including, park management; Law Enforcement and governance; Infrastructure development; Empowerment of various stakeholders; and Tourism development and management, listing activities being undertaken in each function.

Secondly, he showed the participants how the environment was being degraded by activities such as poaching, improper waste disposal, pollution, the big five mentality, off road driving, human settlement, over exploitation of natural resources, development activities, food insecurity, encroachment into parks, ozone layer depletion and tourist activities, e.g. littering. He gave some success stories of the KWS and concluded his presentation with the statement – conserve for posterity.

Q & A session
Q. We have been learning about advocacy. What, in your opinion, should one consider during advocacy?
A. You should get facts right; be able to identify friends and foes; package your instruments well; and create synergies.
Q. Where does KWS get its budget?
A. KWS gets money from gate entry fees and other service charges in the parks.

Q. How does the adoption programme work?
A. The adoption programme gives individuals or corporate organisations a chance to adopt a wild animal. Money is paid to KWS to protect and provide for the wild animal.

Q. What were the challenges faced during development of Kenya’s Wetlands policy?
A. Challenges of Inter-institutional policy arrangements since mandates were falling between different institutions.

Q. Does KWS consider introduction of Trophy hunting?
A. Categorical NO! This would open doors to poaching and risk reversing all progress made in conservation.

Q. How does KWS control traffic/congestion in the parks?
A. This is controlled by increases in gate entry fee and the strict regulations in parks.

Vote of thanks
Mr. Ken Mwathe thanked Dr. Kaaria for his input in the advocacy training. He acknowledged the role KWS played in the campaign to save Lake Natron from Tata’s Soda Ash factory plans saying the Lake Natron Consultative Group and initial campaign ideas were actually mooted at KWS in May 2008.

Legislative process before presentation of a bill in parliament

9.4 The role of Ministries in Policy Development
by Mr. Paul Kere, Director of Policy, Ministry of Environment and Natural Resources (MEMR), Kenya

Ms. Serah welcomed Mr. Paul Kere from Ministry of Environment and natural resources to the participants. Mr. Paul Kere gave a talk about the mandate of the ministry emphasizing on the role and process of policy issues. Mr. Kere took time to explain the Legislative process before presentation of a bill in parliament. (The process is explained in section 11.2 of this report).

Q & A session
Q. Why does mining of mineral resources, which has been blamed for environmental degradation, fall under the ministry of Environment?
A. It is felt that mining is better controlled as part of the ministry of Environment.

Q. What strategies would you recommend for advocacy in Kenya?
A. Using website to target international community beyond our borders; Convincing the minister of the importance of policy; lobbying MPs over a parliamentary motion; and using private member motion.

Vote of thanks
Ms. Serah thanked the Director of Policy for finding time to be with the trainees, and for his contribution. She was joined by all in giving him a warm applause.
10.1 Introduction to role playing exercise

by Mr. Sacha Cleminson

The participants were divided into groups (the same ones as before) and introduced to the role playing exercise. This exercise would involve an acted out arranged meeting where the trainees were expected to utilize advocacy skills to persuade a decision maker to change their position/approach to the projects. The decision maker part was actualized by George Mungai an actor from Phoenix Players Ltd., who ably shifted from one personality to another for the six cases.

The group reactions:
- They took too long to deliver the main issues to the MP.
- They were weak especially initially.

The actor’s feedback:
- The group used key terms that captured attention of the MP e.g. “UNESCO heritage site”, “rare birds facing extinction”, “World Bank funding”.
- Persistence of Adele, the Moroccan trainee was praised.

GROUP 2: Case of proposed bio-fuels plantation in Tana delta

The group members visited the Director of G4 Industries, a company investing a proposed biofuel project in the middle of the Tana River Delta, Kenya. They were tasked to convince him to withdraw his investments due to its heavy environmental and social impacts.

Participants’ initial reactions:
- His charm overwhelmed them
- He did not give us a chance to raise issues
- We managed to be referred to his technical officer to raise issues.

The group reactions:
- The director was very intimidating e.g. asking if they’d been on helicopter rides.
- Would be best to engage over wining and dining.

The actor’s feedback:
- Exercise was a typical example of an intimidating class.
- Participants had various opportunities to convince him e.g. his knowledge of birds, invitation for a helicopter ride, chance to talk to his technical officer.

GROUP 3: A case of illegal fishing Liberia

The group members visited the Director of the Liberian National Fisheries Authority who had been implicated in corrupt dealings with a proposal to ending the illegal fishing in Liberia.
Participants’ initial reactions:
- We got what we wanted.
- It is important to think fast and to be bold.

The group reactions:
- Leadership in the team came out clearly
- There were many entry points, e.g. inflating his ego.

The actor’s feedback:
- Leadership role well played by Mrs. Fumni.
- Many catch words that caught attention of the Director, e.g. “partnerships”, “stakeholders discussions”, “the local community”, “workshops” etc.

GROUP 4: A case of addressing offshore wind energy in the UK

The group had to approach a Member of Parliament who was Chair of the powerful Parliamentary Energy Committee. They needed to convince the MP to initiate a Parliamentary Report urging the Department for Energy to undertake Strategic Environmental Assessment of the proposals on offshore wind energy.

Participants’ initial reactions:
- Logical flow of discussion disrupted by lack of answers by MP.
  - Maybe more substance was needed to convince the MP they were not against wind farms.
- The role playing worked, MP identified with the investor.

The group reactions:
- That the proposal was well received.
- Role taking among group members played a key role in convincing MP.
- Guard of constituents was a soft spot for the MP.

The actor’s feedback:
- The threat was clearly explained.
- Team composition and role playing was very influential.
- Familiarity and clarity of the agenda was very evident among the team members.

GROUP 5: A proposal for Kereita Forest Community Association, Kikuyu Escarpment Forest IBA, Kenya

The participants met a key member of the local community who was considered as an elder and “king maker”. They hoped to persuade him to approach the local elders of the user groups to put the case for forming an association group that will engage with the Forest Department to pilot a Participatory Community Forest Management approach.

Participants’ initial reactions:
- It wasn’t difficult; we managed to keep focus on the issue.
- The gender issue played a role in gaining attention of the local chief.
- Comments from chief destabilized thinking and flow of ideas.

The group reactions:
- The local chief was very welcoming; often, they are very difficult to convince.
- The group illustrated clear ways the community would benefit from the proposal.

The actor’s feedback:
- The participants used too much ‘NGO language’, e.g. “we will help you…”
- Body language and demeanor of the participants was well maintained throughout.

GROUP 6: The case of Madagascar Nature Conservation Act

The group had to propose to a the Chief Executive of the Madagascar Nature Conservation Department a new Nature Conservation Act that ensured the conservation and protection of nature is captured being scientifically based, economically sound and culturally sensitive.

Participants’ initial reactions:
- Language barrier was a big challenge.
- Casual approach to meeting would have worked better during persuasion.
- We managed to convince him.

The group reactions:
- The minister was more concerned with legal than scientific issues
- Group was convincing enough, they had their facts right.
- Direct use of his name worked.

The actor’s feedback
- Familiarity went a great deal in getting him to listen.
- The participants illustrated there was something in it for the minister e.g. role of
capacity building would shouldered from him.

- Participants kept calm even when he wasn’t.

10.3 Conclusion

Mr. Sacha closed the session with a video from RSPB showcasing “what not to do”. He gave a vote of thanks to all participants and much more to George, the actor, for his role in the practical exercises.
11.1 Introduction

by Mr. Sacha Cleminson

The facilitators identified the need to go through national legislative processes with a view to identifying how they can be influenced and identifying opportunities for lobbying. It emerged that many trainees did not know the process followed in development of legislation in their countries. Trainees from Kenya and South Africa however, reported to have participated in commenting on development and review of legislation.

A participatory round the table discussion on issues of legislation highlighted the following key procedures in legislation across the boarders:

- Parliamentary readings
- Parliament bills
- Presidential bills
- Draft bills
- Presidential assent
- Upper/lower house
- Plenary
- Consideration stage
- Gazettement
- Ministerial bill
- Royal family.

11.2 Legislative process before presentation of a bill in parliament

as explained by Mr. Paul Kere, Director of Policy, Ministry of Environment and Natural Resources (MEMR), Kenya

Once a policy is developed within a Ministry, the Minister passes it to the office of the Attorney General to be drafted into a parliamentary bill. Once it’s drafted, it is sent back to the Minister who after review prepares it for discussion at a cabinet meeting. If approved by cabinet, the bill is passed to the Commission for the Implementation of the Constitution (CIC) who work together with the Parliamentary Constitutional Implementation Oversight Committee (CIOC) to ensure that the bill is relevant and urgent to ensure that the letter and spirit of this Constitution is respected. The mandate of the two commissions in policy process is as below:

Commission for the Implementation of the Constitution (CIC)

Its detailed functions and operational framework is set out in the Commission for the Implementation of the Constitution Act 2010. Under both the Constitution and the Act, the functions of CIC are to monitor, facilitate, coordinate and oversee the development of the legislation and administrative procedures required to implement the Constitution.

Parliamentary Constitutional Implementation Oversight Committee

This is a Parliamentary Committee mandated to oversee the implementation of the new constitution ratified through a referendum in Kenya.

The Commission for the Implementation of the Constitution (CIC) reports regularly to this parliamentary committee on:

i. Progress in the implementation of this constitution: and
ii. Any impediments to its implementation.

11.3 Opportunities for lobbying

by Mr. Sacha Cleminson

With guidance from Ms. Serah from Nature Kenya, Mr. Sacha led the participants through a card exercise to identify advocacy opportunities in the legislative process using the Kenyan example.

The following opportunities were identified for lobbying:

(a) Draft Bill

- After a bill is drafted, assume zero knowledge and plan to educate MPs on the bill.
Research on the members of the line Parliamentary Committee with a view to approaching them for lobbying.

Arrange breakfast meeting with the Committee members especially the Chair to lobby for support.

(b) First reading
- Attend the plenary session during the first reading in parliament to identify friends and foes as well as capture issues raised.
- Attend parliamentary breakfast meetings with Parliamentarians to lobby for support of the bill.
- Draft relevant amendments and submit to the committee for inclusion before the second reading.
- Lobby members of the opposition to gain numbers to support the bill.
- Identify champions in parliament who have numbers to push the bill.

Participants engrossed in the card exercise to identify advocacy opportunities in the legislative process

(c) Second reading
- Attend the plenary session during the second reading in parliament to and again capture all issues raised.
- Write letters of thanks to all MPs who supported the parliamentary motion.
- Write press release to the media thanking those supporting the bill and other champions.
- Arrange site visits to give a practical experience of the relevance of passing the bill.
- Utilise other opportunities like parliamentary retreats and breakfast sessions to lobby support for the bill.
- Form good relations with the Parliamentary Clerk to learn the programme of events for parliamentarians.
- Use committees, e.g. the Land and Environment Committee to lobby support for the bill.

(d) Third reading
- During the third and other consequent parliamentary readings, utilise lobbying opportunities identified above.

(e) Presidential Assent
- If bill is passed in parliament, identify close advisors to the president to lobby for his assent.
- If the bill is returned to parliament with proposed amendments, read through the new proposals and follow the previous steps in lobbying for support.
12.1 Evaluation of expectations  
by Ms. Melanie Heath

Ms. Melanie Heath congratulated the trainees upon completion of the training. She led them through a brief session of evaluation of expectations. It was found out that the expectations raised during the start of the meeting had all largely been addressed in the course of the training.

12.2 Issuance of Certificates  
By Ken Mwathe

Mr. Ken Mwathe was welcomed for the issuance of certificates session. He invited Ms. Serah Munguti, Mr. Rob Munroe, Ms. Melanie Heath, Dr. Julius Arinaitwe and Mr. Sacha Cleminson to assist in issuing of the certificates to the trainees as he called out their names. This exercise involved a photo session as trainees received certificates.

12.3 Vote of thanks and Final Word

Mr. Moses Nyoni on behalf of the trainees thanked the organisers saying they had gained practical tools for advocacy. The final word was given by Dr. Julius Arinaitwe who said that the training had come at a “perfect timing” when Africa was on the attention of the world in exploitation of resources and opportunities. He encouraged the trainees to network and work together as a team. With that, he declared the official close of the training.
## List of Participants

<table>
<thead>
<tr>
<th>No.</th>
<th>NAME</th>
<th>COUNTRY</th>
<th>INSTITUTION</th>
<th>EMAIL</th>
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<tr>
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## List of Facilitators

<table>
<thead>
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<tr>
<td>18.</td>
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<td>19.</td>
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<tr>
<td>20.</td>
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<td><a href="mailto:Melanie.Heath@birdlife.org">Melanie.Heath@birdlife.org</a></td>
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<tr>
<td>21.</td>
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</table>
ANNEX 2: Photo Gallery

Participants pose for a photo during coffee break

Participants preparing up for a training session

Participants enjoy a meal during the gala dinner

Trainees engrossed in a discussion

Trainees actively participating during a session

Mr. Prosper (ACNR) reviews results of a Card exercise

Mr. Dale (BLSA) and Mr. Fred (NK) having breakfast

Wall hangings distributed by BirdLife to promote SSGs work in Kenya

Ms. Charmaine (BLSA) making a presentation

Mr. Adel (Morocco) making a presentation

Mr. Abraham (standing) makes a contribution

Mr. Ken (Left), Ms. Carolyn (Centre) and during a session, Dr. Kaaria during coffee break
**SITE CASEWORK – Developing a Case Outline**

**GROUP 1: Hypothetical Mining Case**

**Exercise: Hypothetical Mining Case**

**Objectives**
- To ensure that the development confirm to the NP management plan and does not negatively impact biodiversity and livelihoods.
- To ensure that the development conforms to the interest of all local stakeholder groups (Free, prior, informed consent).

**Casework Actions**
- Information
  - Gather and analyse all relevant information; ESIA, NPM Plan, Licensing processes
  - Advocacy development of policy on mining
  - Building of strategic partnership for advocacy work
  - Engage local MP directly
  - Undertake education and awareness at various levels

**Position**
- Total rejection of the proposed development

**Tools**
- Face-to-face meetings
- Use of media
- Field visits and analysis
- Life cycle analysis
- Cost benefit analysis
- Petitions
- Involvement of partners
- Use of human and financial capital

**Friends and Foes**

**Friend**
- Local communities
- Like-minded CSO
- Friends within relevant ministries and departments
- Tourists and tour operators

**Foes**
- Developer, MP, Licensing authority

**Other Information**
- Guiding legislation on mining and other relevant sectors
- NPM Plans
- ESIA Report
- Eco-system services provided by the target catchment
- Cost benefit analysis
- Licensing process

**ANNEX 3: Key Group Work Results**
GROUP 2: A hypothetical Biofuels case

HYPOTHETICAL RENEWABLE CASE – BIOFUEL

Group 2

OBJECTIVES

- To identify alternative site
- To influence the draft biofuel policy

OUR POSITION AS A GROUP

- The project should be put on hold whilst we seek for further information
- Provide alternative site
- Not against biofuel project as long as it is responsible

ACTIONS TO BE TAKEN

- Educate politicians
- Question the number of jobs promised
- Amend local public meetings with regards to alternative sites
- Find out more information about ESIA process and provide input
- EU lobbying/International contract: Brussels secretariat, etc.
- Take local MPs to local public meetings
- Carry out community education/sensitisation

CONTINUATION

- Scientific data collection
- Campaign strategies

TOOLS NEEDED

- Media coverage: taking journalists local public meetings, websites, etc.
- Finding negative case studies relating to project site
- BirdLife community pages, where partners can make inputs
- Scientific data to ascertain the biodiversity status of the site
- Public meetings
- Identify local champions

continued on next page
CONTINUATION
- Policy briefs
- Community exchange visits/video

FRIENDS
- Like-minded NGOs
- MP’s – Committees working on the environment, energy, agriculture
- Government agencies

FOES
- Company wanting to invest
- Local communities themselves

THE END
THANKS FOR LISTENING!!!

INFORMATION NEEDED
- Biofuel data
- Biofuel species data, life cycle analysis
- Economic employment data
- Cases of similar undertakings
- Track record of the company
- Who are they planning to sell the biofuel to?
- Draft biofuel policy and legal framework
GROUP 3: A hypothetical Road Construction Case

HYPOTHETICAL ROAD INFRASTRUCTURE

- **Objective**
  - Obtain sufficient information as per the proposed project
  - Explore how we can integrate biodiversity conservation into economic development

Develop a Position

- We are objecting till further details/information is got from the ESIA

Actions to be undertaken

- Visit the site/talk to the people/community/Ministry in charge
- Find out facts about the IBA
- Find out what the EIA was not done
- Know the donors
- Visit an environmental agency
- Views of the local administration
- Write a letter to the Transport Minister

Appropriate tools

- Meetings with local MP/with local community
- Letter to the Minister/Ministry
- Media – Radio, interviews/social
- International treaties – Ramsar
- The transport infrastructure plan

Friends and Foes

**Friends**
- Environmental/conservation agencies/NGOs
- International treaties ≠ Ramsar, etc.
- Birding/tourist community
- Donors

**Foes**
- The MP
- Donors

Other Information

- The copy of the visibility study/who did
- The market being targeted
- The EIAs
- Any other alternative for the road
- The potential tourism within the area/monetary figures
Summary of feedback from Evaluation forms

A three part questionnaire was designed and distributed to participants after the end of the Advocacy Skills, Site Casework and Policy Training Course. It elicited responses on a wide range of issues including the training sessions and facilitators, training venue and personal action plans. We believe that the results present an honest outlook of the participants regarding the Training of Trainers workshop.

Key Results

The following presents the results of participants’ feedback as obtained from the evaluation forms filled out at the end of the training. 16 participants filled out the evaluation forms.

PART 1 – General

How helpful was the information provided before the seminar?

<table>
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<tr>
<th>Helpful</th>
<th>38%</th>
<th>56%</th>
<th>6%</th>
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<td>Useful</td>
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<tr>
<td>Very useful</td>
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How did you find the accommodation, food and the training environment?

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<th>Good</th>
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PART 2 – The Course

To what extent was the training seminar useful?

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<th>38%</th>
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<th>6%</th>
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<tr>
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<tr>
<td>Useful</td>
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<tr>
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How satisfied were you with the facilitators?

<table>
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<tr>
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<td>Very satisfied</td>
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How did you find the following sessions?

<table>
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<tr>
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<th>Useful</th>
<th>Very useful</th>
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<td>Policy engagement</td>
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<td>Advocacy strategies</td>
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<td>Practical</td>
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What topics you like added to the course?
- Conflict management
- Legislative advocacy in detail
- BirdLife Policy Formulation process.
- Structuring campaigns
- Additional practical sessions
- Managing advocacy failures
- Policy on environmental conventions.
- Conservation management approaches.

Name areas of the course you would like to have detailed training in future
- Site casework.
- Advocacy strategies – written, Verbal, Legislative.
- Building policy and Advocacy components into projects.
- Policy Engagement and development

PART 3: Your Action plan
- All 16 respondents said their Advocacy, Site Casework and Policy engagement practices will change significantly after the course.
- They listed the following elements of the course they would put to immediate use:
  - Meeting decision makers
  - Advocacy – face-to-face, written, verbal, legislative,
  - Communication
  - Site casework
  - Policy engagement
  - Casework materials and Information
  - Lobbying
  - Strategy Development
  - Verification and fair development
  - Incorporating policy and advocacy components into projects.

In relation to the course moving forward, the trainees would like the following support from the BirdLife Africa Secretariat:
- Constant data, support materials, information sharing and Regular updates on advocacy.
- Sustained capacity building sessions at least on a yearly basis.
- Guidance and support to apply site casework in different countries.
- In country training.
- Similar workshops for other programmes, e.g. IBA monitoring.
- A dedicated Policy and Advocacy desk and a liaison officer for the partners.
- Policy and Advocacy guidelines or toolkit and Case studies to benefit those who did not attend the course.
- Follow ups on trainees implementation of skills learnt.
- Technical advice.
- Logistics support.
- Increased funding.
The BirdLife International Africa Partnership