

Training Workshop Proceedings Report

Advocacy Training Workshop

Cillas conference centre (Bulawayo)

17- 18 July 2013

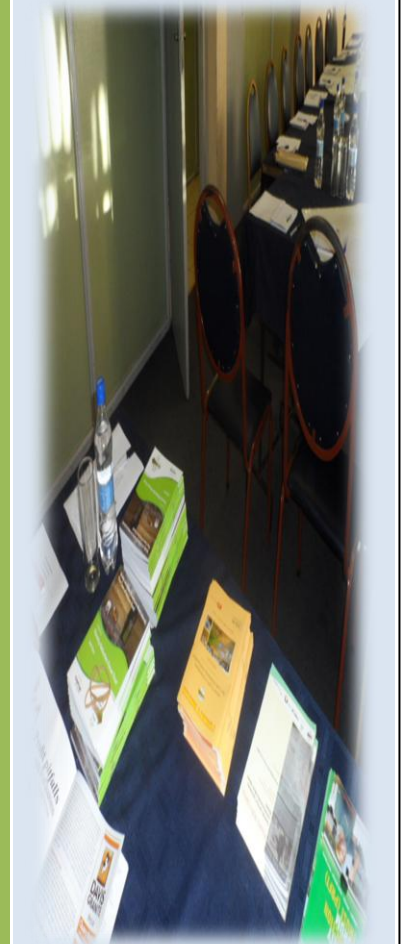


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Background

In light of the urban poverty which is an emerging reality in Zimbabwe, the Poverty Reduction Forum Trust (PRFT) has been guided by its Poverty Watch Flagship to carry out research, dialogue and policy advocacy on poverty related issues. As part of its Poverty Watch Flagship, PRFT has been conducting Basic Needs Basket (BNB) Survey initiative in Harare and Mutare since 2010. The PRFT's Basic Need Basket (BNB) has been used as a tool to provide evidence for lobbying local and national government for affordable, accessible services such as housing, water and sanitation, energy and food. PRFT started to operate in Bulawayo in 2012, mainly working on the Basic Needs Basket (BNB) Survey initiative. As a component of its program in Bulawayo, PRFT conducted in-depth analytical research to unmask the poverty situation in Bulawayo.

Through PRFT's engagement with residents and local leaders which include the Bulawayo Progressive Residence Association (BPRA), PRFT discovered the need to strengthen their advocacy skills in order to improve their capability to advocate for specific local and national issues and concerns. In response, PRFT organized a one and half -day training workshop in Bulawayo, where 16 participants attended (8 men and 8 women), including members of the Bulawayo Progressive Residence Association. The participants were equipped with lobbying and advocacy skills. At the end of the training, the participants were able to identify problems that affect them (shortage of electricity, high hospital, school, electricity bills, and unemployment) and came up with community advocacy action plans. They also committed themselves to mobilize others and coordinate the formation of advocacy committees who would be responsible for undertaking advocacy responsibilities in their respective communities.

Workshop Methodology

The advocacy training workshop was held at Cillas Conference Centre in Bulawayo from the 17th to the 18th of July 2013. The workshop was facilitated by Mrs. Judith Kaulem (PRFT Executive Director). During the workshop, various facilitation approaches were employed including presentations by the facilitator, group work and plenary discussions. Participants used flip charts and permanent markers to report on the group activities. Attendance rate was 100% for day 1 and 90% for day 2. The drop in attendance was due to transport problems experienced by the participants. This was due to an increase in police road blocks as the city was preparing for visits by both the President and Prime Minister for their respective political-party rallies in preparation for the harmonized elections.

Workshops proceedings

DAY 1: Opening and welcome

The first day of the workshop was opened with a word of prayer from Mr V.Nhliziyo. Thereafter the facilitator, Mrs Judith Kaulem, gave some welcome remarks.

Introductions

As part of the introduction process, Mrs. Kaulem asked the participants to discuss briefly in pairs about where they live, their social status, interests, their personal secrets and how the participants would like to be referred to during the course of the workshop. After the discussions, the pairs were asked to introduce each other.

Expectations

The facilitator asked the participants to give their expectations of the workshop and the following were some of the expectations;

- To gain knowledge on the strategies that can be used in eradicating poverty in communities
- To gain more skills on advocacy at grassroots level in the light of poverty situation in Bulawayo
- To learn more about poverty in Bulawayo and in Zimbabwe
- To learn more about the community problems which are being faced by residents
- To gain knowledge about advocacy techniques that can be used
- To gain skills for personal development of the participants.

Workshop Objectives

Afterwards, the workshop facilitator presented the workshop objectives as follows;

- To identify community problems and their causes that we can work towards eradicating.
- To develop a community action plan and commit towards its implementation.

Defining Advocacy

To kick-start the training session, Mrs Judith Kaulem asked participants about their understanding of the term ‘advocacy’. The following are some of the responses that were provided;

- Advocacy means a way to make others view things the same way you do.
- Advocacy is taking a message to other people so that they know it
- Advocacy is getting solutions to a problem and implementing the solutions.

To reinforce the contributions made by participants on their understanding of the term ‘advocacy’, the facilitator gave a well elaborated definition of advocacy. Advocacy was defined as a means of effectively putting a message across; it is about planning a strategy that will make your cause other people’s reality, and its purpose is to engage more people to support your idea; ensuring that your message is out in the public.

Identifying the problem -The Problem Tree Approach

The workshop facilitator introduced participants to the ‘problem tree’ as a technique for analyzing problems that residents face in their communities. The problem tree is a tool to help analyse and understand the issue we are working on. The tool is important to identify a problem that is not too big and can be influenced. It also allows us to identify root causes and consequences of the problem. The facilitator stressed out that the first step in advocacy is problem identification, which is finding a primary problem you want to address and find out its causes. The second step is to identify which of these causes you would address and with what interventions.

Advocacy requires in-depth research and understanding of issues in order to convince those in positions of influence and influence the changes we want to see. As such, the problem tree technique is helpful when analyzing the nature of problems faced by residents in communities which they live.

The participants identified water shortages as one major problem in most suburbs in Bulawayo and the problem was used by the workshop facilitator to illustrate the problem tree analysis technique.

Trunk: The trunk of the tree represents the problem. As an example, participants identified water shortages as the problem.

Roots: Represents the root causes of the problem. The question; ‘Why do we have this problem?’ should be asked. Using shortages of water as a problem, participants identified root causes such as overpopulation, lack of resources, poor governance and poor planning. To get an in depth root causes of the problem, there is need to continue asking questions for example what causes lack of resources.

Branches/leaves: These are the consequences of the problem. For example, due to water shortages, several diseases have erupted.

The figure below shows the illustrative diagram that was used to explain the problem tree analysis concept using water shortages as a problem.

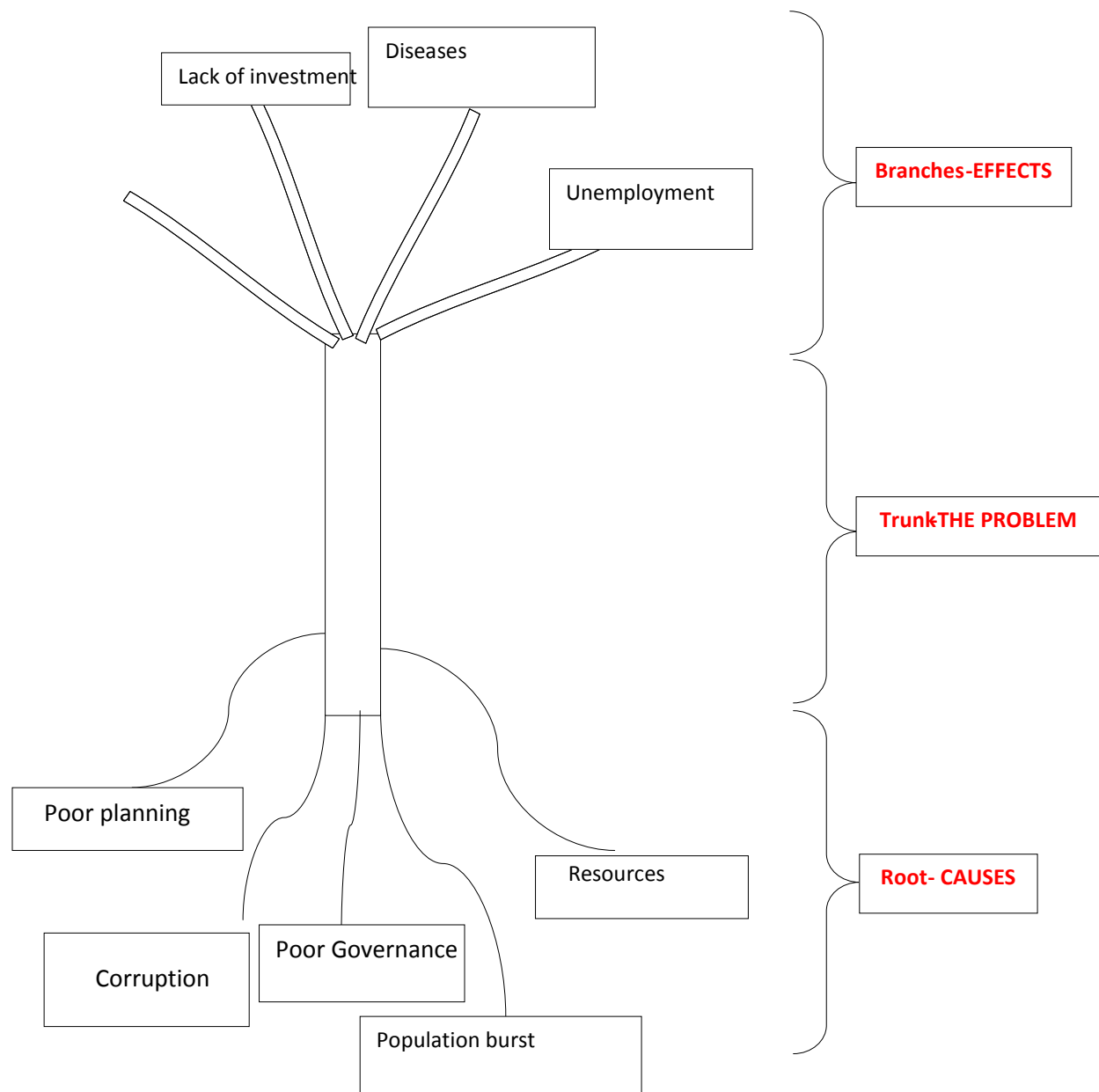


Figure 1: Problem Tree

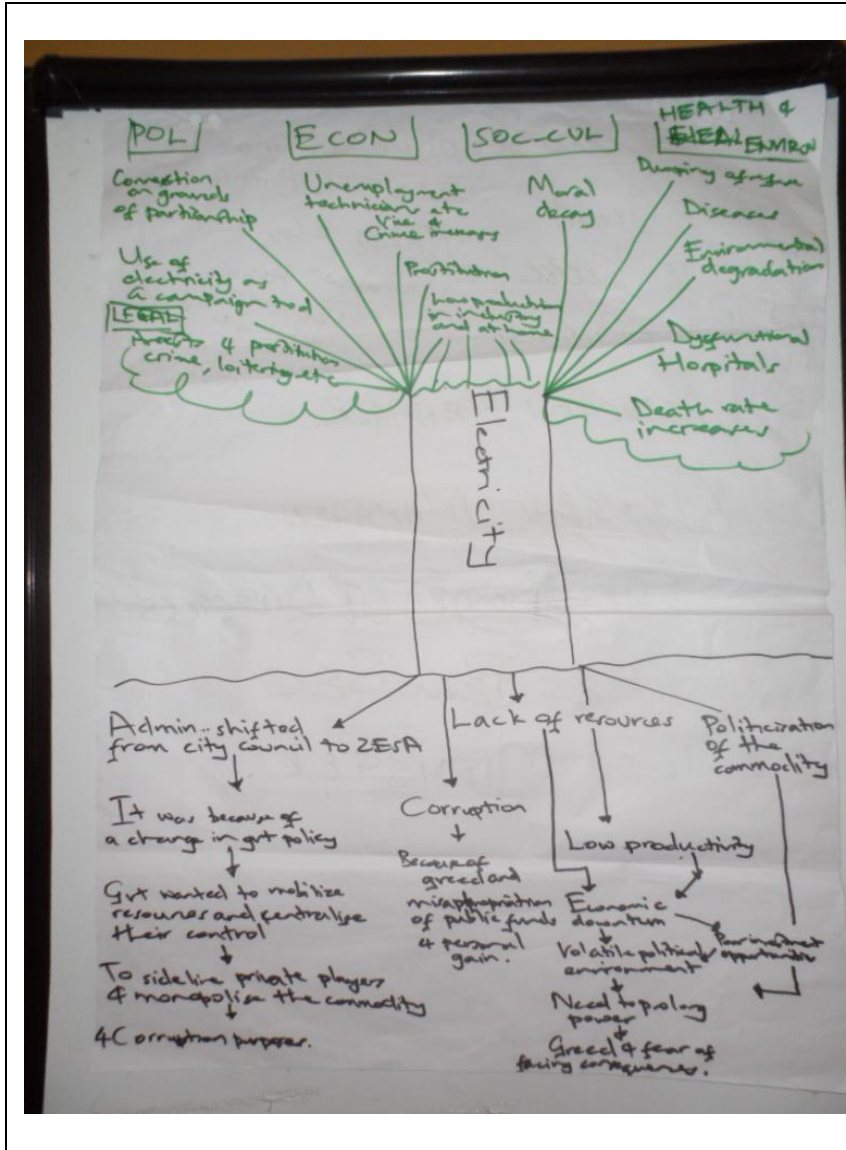
Group work: Problem tree

Four groups were formed with each group having an average of 3 participants. The facilitator asked each group to choose suburbs to represent. The choosing of suburbs into groups was done considering close proximity and the presence of a common problem in the suburbs. Each of the four groups was tasked to identify one major problem affecting their respective communities and develop a problem tree. The table below shows the four groups, suburbs represented and the major problem identified.

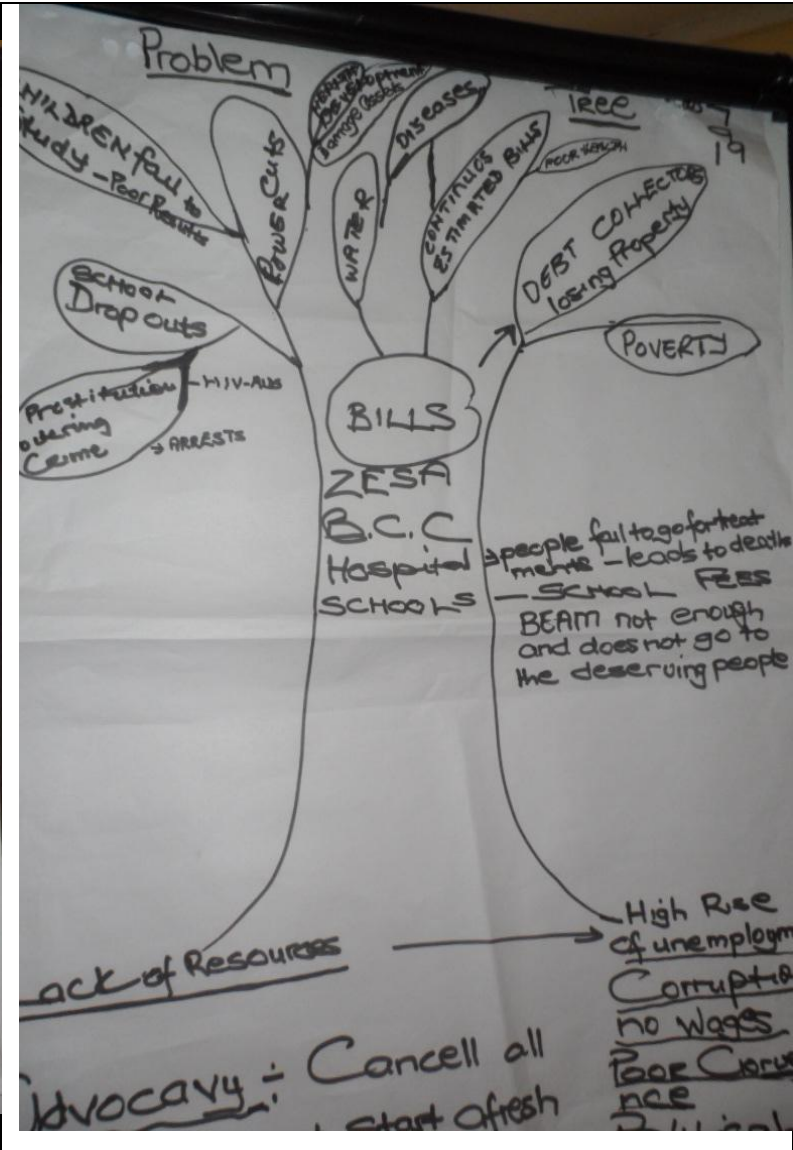
Group	Wards	Suburbs	Major Problem
Group 1	26, 28	Emgamwini, Cowdrey Park	Electricity shortages
Group 2	7,9,19	Limpopo, Pumula and Mpopoma	Bills (ZESA, B.C.C, Hospital bills, school bills)
Group 3	14,15,29	Lobengular west,Luveve, Magwegwe North and west	Bills
Group 4	21,22,23,24	SizindaTownship, Nkulumane 5 and 12, Nketa 6	Unemployment

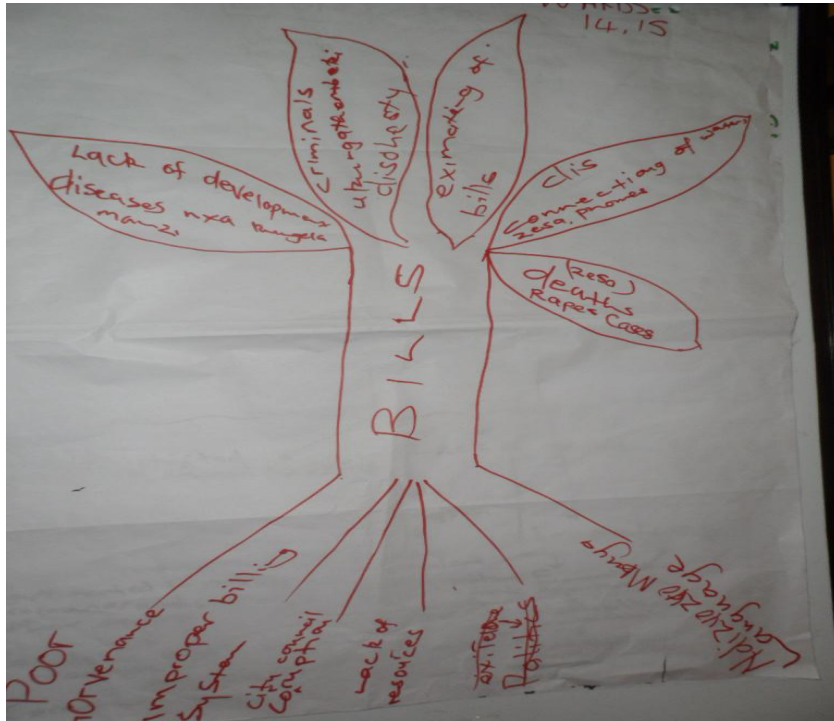
The groups presented their work in plenary. **Figure 2** below shows problem trees that were developed by each of the four groups;

GROUP 1

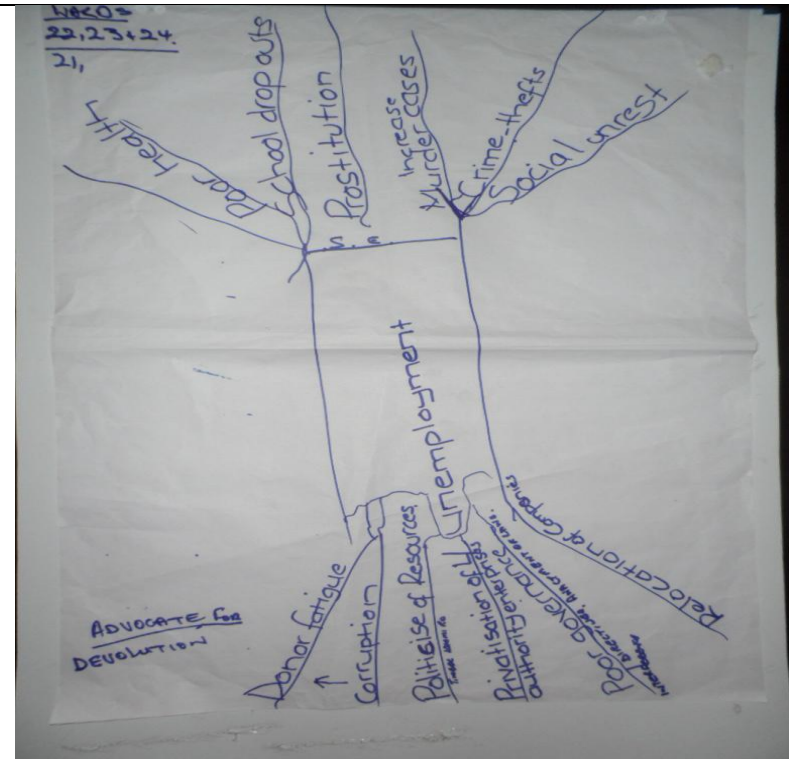


GROUP 2





GROUP 3



GROUP 4

Target group

After identification of the problem, the next step is to identify the target group for the advocacy initiative. In advocacy, we need to see changes in behaviour, policy and actions. Identifying a target group means identifying who you want to influence and who is able to affect the change you want to see. The target group can be individuals, organisations or public bodies. Identifying target group also involves identifying allies as well as opponents. After identifying the target group, then a stakeholder and power analysis exercise has to be done.

Stakeholder and Power Analysis

Three main groups of stakeholders:

- Target audience: the people you are trying to influence
- Those affected by the advocacy issue – supporters and opponents
- Potential supporters

The workshop facilitator described Stakeholder and Power Analysis (SPA) as a technique used to identify the key stakeholders who have to be won over for an advocacy initiative. The first step in this process is to identify all the stakeholders whom you think are important. The next step is to assess their power or level of influence and agreement with your views. This enables you to know who you should focus on and who you should ignore. To make this clear, the facilitator gave an example of a security guard (mahobo) who may have low level of influence and low level of agreement with our views hence he/ she should be ignored when pursuing advocacy issues. Participants were introduced to the ‘Power Analysis Matrix’ as shown in Figure 3 below.

LEVEL OF INFLUENCE	HIGH	Powerful stakeholders <i>(Most likely to oppose/resist)</i>	Powerful stakeholders	Potential partners (or gatekeepers)
	MEDIUM	Can they Become allies?	Powerful stakeholders	Potential partners
	LOW	Ignore	Ignore?	Potential partners
		LOW	MEDIUM	HIGH
		LEVEL OF AGREEMENT WITH OUR VIEWS		

Figure 3: Stakeholder Power Analysis Matrix

Group work

Following presentation by the workshop facilitator on Stakeholder and Power Analysis, participants were allowed to go back to their original groups. The facilitator tasked each group to identify one narrow root cause of problems that they had identified earlier from problem tree diagram and develop an advocacy issue. Afterwards, each group was supposed to come up with a stakeholder Power Analysis Matrix. In doing this exercise, the groups were guided by the following questions:

- What is your Advocacy issue?
- What specific changes do you want to see?
- Who makes the decisions concerning your issue?
- Who can influence the decision making process?

Due to time constraint, the session on stakeholder and power analysis overlapped into day 2 of the workshop. Proceedings of the day ended with only group discussions and presentations were scheduled for the next day.

Day 1 Evaluation

An evaluation exercise was conducted to enable participants to make their own assessments on the proceedings of day1. All participants (100%) indicated that they were excited with the proceedings of day 1 and were looking forward to the second day of the training.

A closing prayer was provided by Mr Ndlovu from Bulawayo Progressive Residence Association (BPRA).

DAY 2 Proceedings

Opening and Recap

The day started with a song and opening prayer from Mrs Mkwanzani from BPRA. This was followed by a recap exercise. The facilitator employed an innovative participatory approach; all participants were asked to stand, and the facilitator threw a 'ball' to one of the participants; the recipient of the ball was asked to tell the group what he/she had learnt during the first day of the workshop; after the submission, the ball was thrown randomly to another person who would also tell the group what he/ she has learnt. The activity was repeated until a surmountable number of participants recapped on what was taught during day 1 of the training.

Continuation of Stakeholder and Power Analysis Session

In plenary the four groups presented the stakeholder and power maps that they had developed in day 1. Below are the stakeholder power matrixes which the groups presented in plenary.

Group 1

Advocacy issue:

Specific changes to see: Equal distribution of electricity regardless of low productive capacity

Target Group: gate keepers, receptionist, production manager, Board of directors, General Manager, permanent secretary, Minister of energy

Group 1's Stakeholders Power Analysis Matrix

LEVEL OF INFLUENCE	HIGH	<ul style="list-style-type: none">Minister of Energy	<ul style="list-style-type: none">Permanent sec in the Ministry of Energy	<ul style="list-style-type: none">Board of Directors
	MEDIUM	<ul style="list-style-type: none">General managerProduction manager		
	LOW			<ul style="list-style-type: none">ReceptionistGate keepers
		LOW	MEDIUM	HIGH
LEVEL OF AGREEMENT WITH OUR VIEWS				

Group 2:

Advocacy issue: Social services revival – School fees for primary education (high)

Specific Changes to see: Scrapping of tuition fees at primary level

Target group: School Development Committee, Headmasters, Director of Education, Parliamentary Portfolio Committee, Parliament (MPs), Minister of Education, school children and teachers.

Group 2's Stakeholder Power Analysis Matrix

LEVEL OF INFLUENCE	HIGH	<ul style="list-style-type: none">• Headmaster• SDA		<ul style="list-style-type: none">• Minister of Education• Relevant parliamentary portfolio committees
	MEDIUM			
	LOW			
		LOW	MEDIUM	HIGH
LEVEL OF AGREEMENT WITH OUR VIEWS				

Group 3

Advocacy issue: Improper Billing system – Electricity
Specific changes to see: Proper Billing system not based on estimates but on meter readings
Target Group : Accountant, Councilors, Mayor, Minister,

LEVEL OF INFLUENCE	HIGH			<ul style="list-style-type: none">Minister
	MEDIUM			<ul style="list-style-type: none">Councilors
	LOW	Accountant		Security Guards
		LOW	MEDIUM	HIGH

LEVEL OF AGREEMENT WITH OUR VIEWS

Group 4

Advocacy issue: : Poor national governance policies
Specific changes to see : Urban Councils Act repealed, reducing the power of minister of local Government and give power to local authorities to increase employment
Target Group : Councilors, Members of Parliament, Minister

LEVEL OF INFLUENCE	HIGH			<ul style="list-style-type: none">Members of parliament
	MEDIUM			<ul style="list-style-type: none">Councilors
	LOW			<ul style="list-style-type: none">Residents
		LOW	MEDIUM	HIGH

LEVEL OF AGREEMENT WITH OUR VIEWS

Key Message and Action plan

After the plenary, the workshop facilitator went on to present on key message and action plan. After identifying a community problem and the changes you want to see, the next step is to have a message and action plan. According to the facilitator, an advocacy message should be simple, clear, and persuasive. There is need to state what you want to happen. The key advocacy message should also reflect the advocacy objectives and should be tailored to target audiences.

SWOT Analysis

The facilitator introduced the SWOT analysis to the participants. The SWOT analysis should be done on the advocacy messages that have been developed. After coming up with a key advocacy message, an action Plan should be developed.

Action plan

A sound advocacy strategy should have an action plan which identifies activities to be done and persons responsible for the carrying out the agreed activities. Activities should come out of the issues and objectives identified. Key questions to ask when formulating an activity plan are;

What has to be done?

Who will do that?

When will it be done?

Activities should be linked to capacity that can be either human or financial. Risk assessment of activities should be done. There is great need to be realistic about timescales and consider whether it safe to carry out the activities. Lastly, the facilitator emphasized on the need to do monitoring and evaluation. Monitoring can be done on daily basis (continuous process). Evaluation is the last thing after monitoring which is done periodically to access what has been achieved in relation to the advocacy message.

Group work

After the facilitator's presentation, the participants were asked in their groups to do a SWOT analysis on the advocacy message that they had identified and to come up with a community activity plan. The table below shows the deliberations from the groups;

Table 1: SWOT Analysis for the 4 groups

Group	Objectives	Strengths	Weaknesses	Opportunities	Threats
1 & 4 Emgamwini, Cowdrey Park,Sizinda T/ship, Nkulumane 5 and 12	Equal distribution of electricity in all areas regardless of low production capacity.	<ul style="list-style-type: none"> • Maximum cooperation and determination among residents who are affected. • Vibrant resident association (BRPA) 	<ul style="list-style-type: none"> • Fear among residents • Minister & ConCourt Members are political figures 	<ul style="list-style-type: none"> • Elections, new office bearers Willing to deliver • New constitution (Bill of rights) • Devolution 	<ul style="list-style-type: none"> • Mistaken for political party • Laws such as AIPA, POSA may be used to block activities • Victimization and arbitrary arrests
2 Limpopo Makokova, Pumula, Mpopoma	Scrapping of fees for primary level	<ul style="list-style-type: none"> • Community , residents, and MPs willing to support • NGOs, BRPA willing to support 	<ul style="list-style-type: none"> • Parliament not functional • Polarized political environment 	<ul style="list-style-type: none"> • The objective in line with MDGs (universal education) • High school drop outs recorded 	<ul style="list-style-type: none"> • Lack of financial resources from the Government • Possibility of resistance from other political figures
3 Lobengula west, Luveve, magwegwe north and West	Proper Billing system and meter reading	<ul style="list-style-type: none"> • Residents are willing to participate. • Business, NGOs, BPRA, churches who are agreeing with this 	<ul style="list-style-type: none"> • Lack of un educated people in the community • No resources 	<ul style="list-style-type: none"> • Engagement with new concillors to be voted for soon. • Tribalism • Community unity 	<ul style="list-style-type: none"> • There are legal instruments like POSA which might not allow for communities to hold meetings • Polarized political environment • Inclusive Government

Group activity plans

In their groups, participants came up with the key activities that they committed themselves to undertake after the training workshop (**Table 2**);

Table 2: Activities identified by the groups

Group	Follow-up activities	Time frame
<p>Group 1 and 4 Wards, (21,22,23,24,26 &28)</p> <p>Emgamwini, Cowdrey Park,Sizinda T/ship, Nkulumane 5 and 12</p>	<ul style="list-style-type: none"> • Weekly ward consultative meetings (2 in each ward) • Forming advocacy committees • Assign each committee specific tasks • Approach Minister, permanent secretary, Parliamentary portfolio committee, ZESA with the petition. • Monitoring and evaluation- feedback meetings • Demonstration (plan B) 	<p>Ward meetings Starting 19 and 20 July 2013.</p> <p>14 August 2013</p> <p>Date to be advised</p>
<p>Group 2 (Wards; 7, 9 & 19)</p> <p>Limpopo Makokova, Pumula, Mpopoma</p>	<ul style="list-style-type: none"> • Organize regular community meeting • Residents signing petition • Engaging potential partners e.g. NGO, BPRA for support. • Approach the powerful stakeholders e.g Parliament portfolio committee, Minister of education, permanent secretary • Organize regular report feedbacks 	<p>Starting 10 August 2013 2 weeks after</p> <p>First week of September 2013</p>
<p>Group 3 (Wards; 14,15 & 29)</p> <p>Lobengula west, Luveve, magwegwe north and West</p>	<ul style="list-style-type: none"> • Organize ward meetings once per month • Mobilize residents • Inviting councilors, Member of parliament for a public meeting • Ward Councilors presenting the petition in chamber meetings • Organize regular report-back meetings (monitoring and evaluation) 	<p>Ward meetings will start 30 August 2013</p>

Workshop Evaluation

A workshop evaluation exercise was conducted and it showed that all workshop expectations were met.

In winding up the workshop, the facilitator asked participants to stand up. The facilitator threw a cotton wool ball randomly to one of the participants, allowing a web to be formed across the training room (See Photo below). Who ever received the cotton wool ball was supposed to say out his/her personal commitments after the workshop before throwing the ball to another person. The following are some of the activities that participants committed themselves to do;

- Starting implementing what they have agreed in their groups.
- Continuing producing more policy briefs and distributes them to all various stakeholders for policy advocacy (from a PRFT programs officer)
- Follow-up with other workshop participants and check their progress in implementing action plans
- Teach other residents on advocacy skills
- Including the activity plans developed into their programs (From Bulawayo Progressive Residents Association)



After the last participant received the ball, a web was created among the participants. The workshop facilitator explained that the web represented the network that has to be developed and maintained in advocacy work. According to the facilitator, advocacy should not be a one-man band, but a shared responsibility.

The workshop officially ended with closing prayer from Mr Ndlovu from Bulawayo Progressive Residents Association (BPRA) and group photo was taken thereafter (see photo below)



APPENDIX

List of Participants

Name	Organization/Area	Designation	Gender
M Ncube	PRFT	Enumerator	Male
N. Bhebhe	PRFT	Enumerator	Female
N. Tshabangu	BPRA	Member	Male
V. Sitotombe	PRFT	Enumerator	Female
F. Nhengu	Bulawayo Progressive Residents Association (BPRA)	Research and Policy Officer	Male
F. Ndlovu	BPRA	Member	Male
S. Ndlovu	BPRA	Member	Male
V. Nhliziyi	BPRA	Member	Male
I Moyo	BPRA	Member	Male
R Mkwanzani	BPRA	Member	Male
P Tshabalda	BPRA	Member	Female
G. Zimba	BPRA	Member	Female
I.Dube	BPRA	Member	Female
T. Nyamutumbu	PRFT	Finance and Administrator	Male
J. Kaulem	PRFT	PRFT Executive Director	Female
T.Chiremba	PRFT	Program Officer	Male
N. Khumalo	BPRA	Member	Female
F. Gumpo	BPRA	Member	Female
D. Chama	BPRA	Program Manager	Male

Workshop Program

DAY ONE

9-9.30	Welcome and introductions
9.30-10.00	Workshop expectations and Objectives
10.00-1030	identifying the problem
1030-1100	Health Break
1100-1230	Group work (Problem Tree)
1230-1300	Plenary
1300-1400	LUNCH
1400-1500	Stakeholder & Power Analysis
1500-1600	Group Work
1600-1630	Plenary
END OF DAY	

DAY 2

900-9.30	Recap of previous day
9.30-10.30	Key message and Action Plan
1030-1100	Health Break
1100-1200	Group Work
1200-1230	Plenary
1230-1300	Round Up & Way-forward
1300	Lunch & Departure