**Consortium Project II: Further strengthening capacities
of CSOs engaging in POLICY DIALOGUE**
Kenya Country Workshop - March 2019, Nairobi

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<u>Annex III Minutes</u>

Opening Session

- The meeting was opened by Mr. Idris Mohammed, consultant to the Workshop;
- Objectives of the Workshop were clarified by Jael Amati, Programme Officer at GROOTS;
- Lisa Nixdorf, Technical Advisor for HORIZONT3000 gave a presentation on past efforts and achievements of the Consortium Project (see presentation attached).

Scene Setting

Comparison of Policy Environment
- Participants were divided into two groups, one to analyse Rwanda and one Kenya;
- Questions to be analysed and answers by participants:

Question	Rwanda	Kenya
When you want to influence policy, which parties do you engage?	- politicians - opinion leaders - technocrats - professional bodies - agencies/donors	- MPs, County Assembly, Religious organizations - CSs - CSOs - Trade unions - Media
What is the context that influences the outcomes?	- regional politics - leadership structure - political will - socio-economic needs - trade patterns - religion and culture - past/current policies	- government nature - political environment - international pressure - emerging issues - global developments (climate change)
What are consequences of policy changes?	- sustainability - support - future leadership, succession	- budget - behaviour - solve problems - accountability - action map/blueprint

Conclusion:
- Actors:
  - Can be individuals or groups
  - Groups are more difficult to harmonize but they offer energy
  - 'Trouble makers' offer a lot of support and influence
  - Good policy dialogue is not only keeping close to today's policy makers but also to tomorrow's
  - As a first step, all actors need to be identified / stakeholder mapping
  - Be cautious not to leave out any actors
- Context:
  - Context of policy making is interplay between institutions, interests and ideas
  - The context that influences outcome changes day by day / very fluid
  - Before lobbying, context for each policy must be taken into account

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- Context has to take into account social, economic, political and environmental factors as variables
- Policy context does not only include actual problem, one has to analyse what the root cause of the problem is
- Build and maintain good relations, even if someone opposes or attacks your ideas as changes in policy makers might come
- Consequences:
  - Consequences are how cost and benefit are distributed amongst stakeholders
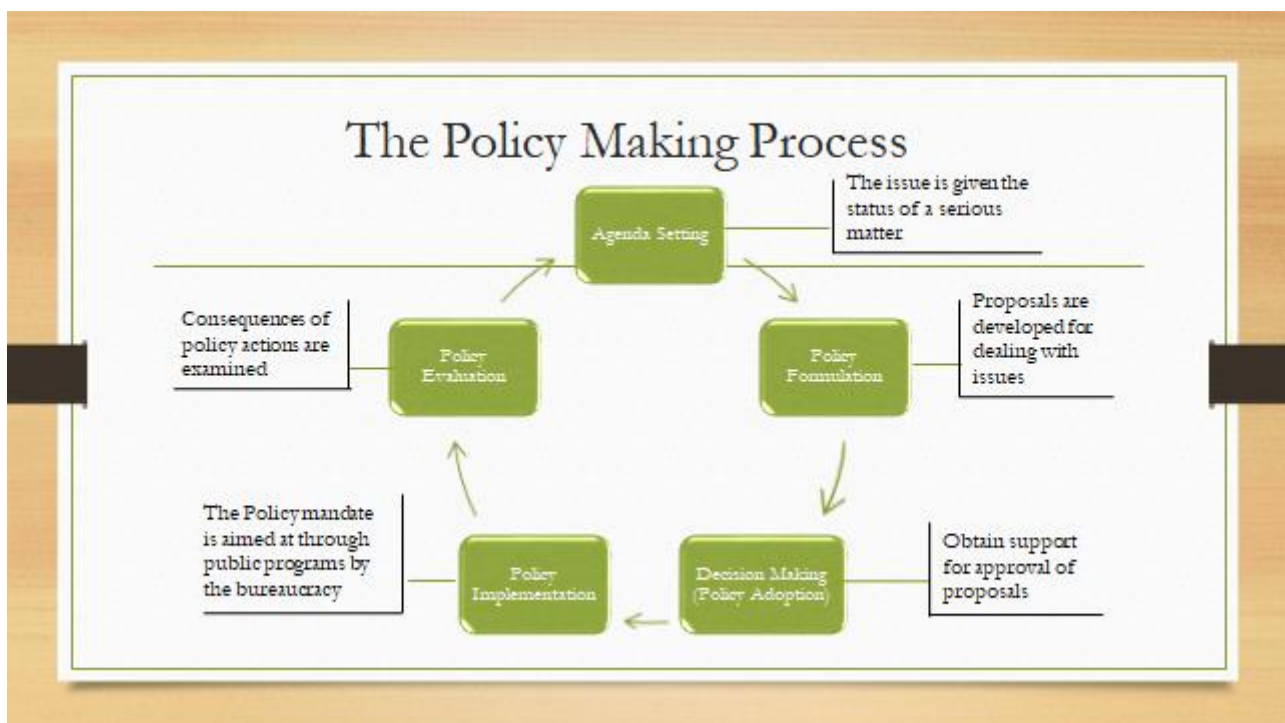 - Interpretation of policy consequences depends on point of view
  - Consider intensity

The Policy Cycle

What is public policy?
- Public policy focuses on 'the public and its problems' (Dewey, 1927)
- The study of 'how, why and to what effect governments pursue particular courses of action and inaction' (Heidenheimer, 1990)
- 'What governments do, why they do it, and what difference does it make' (Dye, 1976)
- 'The study of the nature, causes, and effects of public policies' (Nagel, 1990)

Different Theories inform the Way we define the Policy Circle
- Elite Theory: Society is divided along class lines; this also defines influence along the policy circle;
- Group Equilibrium Theory: Different groups struggle on rest on a policy that takes into account all interests of relevant actors;
- Public Choice Theory: Policy as Collective Decision making by self-interested individuals.

The Policy Making Process

- Agenda Setting — The issue is given the status of a serious matter
- Policy Formulation — Proposals are developed for dealing with issues
- Decision Making (Policy Adoption) — Obtain support for approval of proposals
- Policy Implementation — The Policy mandate is aimed at through public programs by the bureaucracy
- Policy Evaluation — Consequences of policy actions are examined

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Agenda Setting - see presentation

Policy Formulation
- Definitions:
    - The Creation of relevant supportable course of action for dealing with problems;
    - The definition, evaluation, acceptance and discarding of policy options;
    - Policy formulation is both a technical-rational as well as a competitive phase;
    - Various actors are involved in policy formulation.

- Important Points:
    - Because a problem arrives on the agenda doesn't mean that the government will act effectively to resolve it;
    - It is essential that policy proposals are adoptable – policy makers are therefore influenced by what they need to win policy adoption;
    - Certain provision will be included, excluded depending on what builds support;
    - Actors have to plan well and test each scenario;

Policy Adoption
- Three models of policy adoption: the Rational Model, the Incremental Model and the Irrational Model (see presentation for details);
- Summary:
    - Unclear preferences and goals: organisation is a loose collection of ideas with few clear goals (multiple goals);
    - No clear preferences: would lead to conflict;
    - Preferences and strategy are developed through action, rather than that action is guided by preferences or strategies;
    - Often organisations have multiple goals (quality research, education, many students, income, smooth running administration, happy alumni);
    - Incomplete knowledge of technology and organisation: own role is known, partial understanding of other roles and of procedures within organization;
    - Knowledge of how institution is acquired through 'trial-and-error' or is deduced from experiences and responses in crisis situations;
    - Varying participation: participation and time investment varies considerably among participants: impact on outcome.

Policy Implementation - Different approaches; see presentation.

Policy Evaluation
- Definition: The stage of the policy process at which it is determined how a public policy has actually fared in action evaluation of means being employed and objectives being served;
- Challenges:
    - No universal and fixed criteria;
    - Process: Evaluate output in function of expectations/goals BUT failure or success is a judgement of events (not inherent to the event);
    - Goals often vague, multiple, no ranking, shifting throughout policy stages;
    - Evaluation inherent, build-in biases.

Experience Sharing: Engaging with the Policy Circle (Mr.Emmanuel Kizito Nyongesa, DECESE)
- Development education services for community empowerment –DESECE, works in Bungoma and Trans-Nzoia counties in western part of Kenya in areas of peace building, human rights, and civic education, gender, reproductive health, organic agriculture, environment and ecology. It aims at motivating and empowering women, youth and peasant farmers to take active responsibilities of transforming their own life situation and facilitate their own development process;

- DECESE has been engaging in different forms of policy dialogue (see presentation for examples);
- Challenges:
  - High staff turnover at DECESE and partners;
  - Resources;
  - Appointments with the politicians (policy makers) are a challenge because they keep postponing their schedules.
- Lessons Learned:
  - Coalition/network building is very important in policy dialogue;
  - It is important to identify champions both among the rights-holders and duty –bearers in order to succeed in policy dialogue initiative;
  - When community members are properly prepared especially in engaging with duty-bearers, they will demand for services themselves.

CSOs engaging Policy Makers

Mr. Marlon Konchella – Wordbank Consultant

- Strategy:
  - He recommends to develop a strategy of engagement;
  - Part of the strategy is to show the government the need and benefit of a policy, also for themselves;
  - Choose the language carefully, as aggressive language can easily shut down the process;
  - Observe the amount of resources necessary to implement the policy and try to minimize where possible.
- Actors:
  - Determine the actors, as many times the government itself is the perpetrator;
  - Be very conscious not to leave out actors;
  - Data collection helps to decide who the actors are and what their specific problems are;
  - To succeed, select a mix of 'champions' to present proposals and ideas
- Understand the policy process:
  - In Kenya, local needs are addressed in County policies and national needs in national policies.

Mr. David Kuria, CCO Water and Natural Resources

- Understand your role as CSOs:
  - Understand how your government operates;
  - Find out who can start the process (MCA, Director, or even Minister/Governor);
  - Meet with the public to give your viewpoints of the problem and proposed solutions.

- Strategically include policy makers:
  - Find out about the interest of the government person approached, line out how the new policy can contribute to the agent's goals;
  - Make sure that the policy aligns with the mandate of the government person you approach;
  - Work with county/national government committees and seduce them to buy into your idea;
  - Outline the reasons for them to be included in the policy process;
  - Every policy developed should be complemented by an implementation tool.

- Observe the budget:
  - Important to observe the budget cycle;
  - Be aware of the costs;

- Challenges:
  - Attitude is often ad hoc/instant -> CSOs need to observe process;

- Corruption;
- Media is often not effective in solution offering, just exposure.

Question and Answer

- How can I identify which topics are important to relevant government actors?
    - Observe critical points in relevant government documents (County Integrated Development Plan, Budget, Annual Development Plan);
    - Do your homework well.

- How can the gap on resources be bridged?
    - Save costs by mobilizing communities;
    - Use interested parties instead of consultants to work on documents and strategies.

- Can a policy implemented without an act/legislation?
    - Yes, it depends on the specific area.

Experience Sharing of Working with Policy Makers (Dr. Halima Saado, Kenya Red Cross)

- Interaction with government:
    - KRC was founded on request of the government;
    - KRC is sitting in committees about water and other disasters;
    - Strong position nationally and on County level.
- Challenges:
    - Mutual mistrust between CSOs and government;
    - Often lack of credible evidence;
    - Lack of capacity;
    - Corruption.
- Suggestions for CSOs on how to best engage:
    - Legal status matters: how the CSO is structured and operates determines its success;
    - Understand how your government operates and align policy with that;
    - Identify key persons in government with prior knowledge and interest in the process;
    - Be careful not to push too much, make it a soft and gradual process;
    - Importance of timing;
    - Don't be everywhere, 'choose your battles', make a niche for your organisation.
- Question and answer:
    - How can one follow up with policy makers? – Let them own the process, let them do the talking and presentations;
    - How can policy makers be included without funding? – Be strategic in fundraising; think about applying for funds as a Consortium; approach parliamentarians outside formal setting.

Media Engagement for CSOs

Presentation by Mr. Owino Opondo, Media Consultant

- Insights about the media:
    - Media as a prism: info goes into media and gets shattered; the media brings out a variety of news;
    - There is a difference between a matter of public interest and a matter that interests the public;
    - Public interest is derived from history, political reality, society;
    - Matter needs to be convincing for a media house and needs to fit into their agenda.

- When engaging the media, ask yourself the following questions:
    - What do we do;

- What audience are we aiming at;
- What is the timing of our message;
- What is the media reach of the media house I am aiming at;
- Who owns the media house that we are aiming at;
- What tools must I use to reach my audience.

- Be aware of the following issues:
    - Be available and reachable;
    - Simplify all messages as much as possible;
    - Give media house as many information as possible.

Question and Answer:
- At what point shall CSOs engage the media? – Throughout the policy cycle!
- How can we reach out to media houses? – get a Directory of Media Houses for your organisation; call the News Desk in the Media House's HQ, send an invite via email;
- How can an organisation sustainably remain relevant?
    - Observe society and pick up on what society wants;
    - Constantly advocate tactfully;
    - Be ready to appear for interviewing;
    - Be the organisation to go to in your niche.
- Do we finance coverage? – No! Only in very few situations it does make sense to fund basic needs;
- Is it good to engage social influencers?
    - Might be a good idea depending on the topic;
    - Social influencers can help you sell your idea.

Experience Sharing on Media Engagement (Mr. Emmanuel Ntakirutimana, Rwanda Red Cross)
- Tools used:
    - Guided tour for journalists to raise their awareness, inspire humanitarian stories and increase their advocacy role;
    - Press release / conferences;
    - Media breakfast with social media influencers (5K followers);
    - Pitching stories to the media;
    - Participation in the forum of journalist for hearth stories (Pax Press);
    - Radio and TV shows;
    - Social media engagement;
    - Website.
- Challenges:
    - It is challenging to get the right CSO representatives to engage with the media;
    - Engaging the media has become very costly;
    - Media attention often very unpredictable and may pursue their own agenda / interests. This can sometimes compromise the relationship with government.
- Lessons Learned:
    - An organisation cannot attain its goals without engaging publics and the media is a wonderful channel for boosting the stakeholder engagement / support
    - Prerequisites: having a strategy, skills development, in-house awareness and commitment, choosing the right tools, effective monitoring;
    - Media practitioners are people who, when related with in genuine human manner that give them the value they deserve, do often understand and can support the organisation's mission and activities;
    - Social media is very important and effective. Nonetheless, people still value people. So, working with human media practitioners is very crucial for effective engagement of stakeholders.

- Question and Answer:
    - What is the impact of RRC's media activities? – Resource mobilization, publicity, advocacy for activities;
    - Is the cost for media engagement worth vs. sustainability? – currently, measures are changing to be more cost effective; important to make a CBA analysis.

Networks and Partnerships

Importance of Collaboration

- Multiplication of strengths;
- Sharing of skills and strengths;
- Use limited resources effectively;
- Learn lessons from others;
- Bringing together different actors.

Networks

- Networks help bring new ideas and information;
- Networks can attract resources;
- Networks can increase attention by decision makers.

Networking

- Communication and cooperation between groups and individuals sharing a commitment to a common goal, ideal or objective;
- Sharing resources and/or ideas;
- Providing mutual support and assistance.

Identify Allies and Helpful Experts:

- Look at different levels of influence;
- Look at those who partially share your views;
- Look at different roles:
    - expert witness
    - the popular hero
    - the powerful voice

What makes Networks effective?

- mutual trust and solidarity;
- active participation;
- decentralised activeties;
- clearly shared goals;
- coordination;
- flexibility for rapid response;
- expertise and experience;
- cooperation and collaboration;
- resources for key activities.

Presentation: Building Sustainable Networks (Mr. Mamo Abudo Qido, MIO-Net)

- Why does MIO-Net network?
    - Forum for updating;
    - To pull together meagre resources;
    - Capacity Building;
    - To protect smaller indigenous local organizations;

- To create bigger recognition;
- To build a strong front for advocacy;
- Learn from each other's experiences.

- Achievements:
    - Solidarity: Finding comradeship in good and bad times from the large family of organizations. MIONET will defend its members from any adverse situations that may arise in the process of conducting legally mandated duties of the organization;
    - Promotion: Promotion through being part of a bigger family of like minded organizations; members can use the MIONET membership as a platform to promote their activities;
    - Networking: Having an opportunity to know and work with other organizations in the sector;
    - National and County based representation;
    - Organizational strengthening through capacity building;
    - Participation in MIONET activities;
    - Peer review and learning activities;
    - Leadership building;
    - Resource mobilization opportunities through joint resource mobilization initiatives;
    - Accomplished objectives beyond the scope of any single organization;
    - Greater credibility than individual organizations;
    - Forum for sharing information;
    - More widespread reach within a community.

- Question and Answer:
    - How much does each member contribute? – for now nothing;
    - What are the Network's strengths that threaten the partnership? – groups can feel like they are overshadowed/swallowed;
    - How is the risk for staff due to insecurity? – local members lobby in their local areas and receive assistance from international NGOs.

Experience Sharing with Community Speakers

GROOTS Areas of Work in communities:

- Women leadership;
- Community sensitization;
- Monitoring on implementation;
- Championing inheritance and land rights;
- Disaster preparedness and climate change;
- HIV/Aids.

Structure of the Community Organizations in Laikipia County:

- Every village has coordinators/representatives;
- They report to ward coordinators, who in turn report to sub counties and in turn to county representatives;
- Information flows back and forth;
- Meetings are held monthly or biannually;
- Head Office in Nanyuki;
- 10,000 Members.

Question and Answer:

- What challenges of mobilization did the groups have?
    - Vast territory;
    - Low/zero resources;
    - Ethnic and cultural differences;
    - Ignorance;

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- Commitments to chores/time limitations;
- Security in remote areas.

- How did you bring the County government to the table?
  - Follow them up and chair what was discussed in meetings;
  - Champions with enough influence to meet them positively and peacefully;
  - GROOTS supported conveying meetings;
  - Diplomacy and not force.

- How are activities financed?
  - We only work with locally available resources and county government support.

- How have you managed to maintain your group since 2007?
  - Initial members have pace, will and support;
  - Members are motivated when resources are present;
  - Looking at achievements motivates members;
  - Make sure that champions are willing from the heart.

- Which challenges result from mono-gender policy advocacy?
  - Tactfully use champions to convince both genders to attend together;
  - Culture custodians helped to ease the situation step by step.

Key Learnings for Participants

Internal Organisation:
- Find your specific niche;
- Be very specific on a problem;
- Do deep research on all aspects of a policy;
- Collect as much information as possible from grassroots to inform policy;
- Document the network.

Media Involvement:
- Get an understanding of how media works;
- Engage media strategically;

Engaging the government:
- Understand government modalities;
- Engage with relevant county networks;
- Work more strategically to understand fluidity;

Actors for Policy Making:
- Do actors mapping;
- Select and use champions carefully

Cost/Resources:
- Keep in mind cost effectiveness of tools used;