

# UGANDA POVERTY AND CONSERVATION LEARNING GROUP (U-PCLG)

## ADVOCACY CAPACITY TRAINING AND MEDIA OUTREACH CLINIC WORKSHOP REPORT

February 20-22, 2013: Silver Springs Hotel



## Citation and acknowledgements

The citation of this report should be:

U-PCLG (2013). Advocacy Capacity Training and Media Outreach Workshop Report.

The report editors would like to thank all of the participants in the workshop for their time and active involvement.

More information about the Poverty and Conservation Learning Group (PCLG) can be found at:

<http://povertyandconservation.info>

Funding for this workshop came primarily through the Darwin Initiative from the UK Department for Environment Food and Rural Affairs (Defra). Additional funding was provided by the UK Department for International Development (DfID). However, the views expressed within this report are the authors' own and do not necessarily reflect the views of the UK Government.



## TABLE OF CONTENTS

1 BACKGROUND AND INTRODUCTION .....	4
1.1 PURPOSE OF THE WORKSHOP .....	4
1.2 BACKGROUND TO IIED AND ACODE.....	4
2. RESEARCH UPDATE .....	6
2.1 CONTEXT: THE BWINDI MULTIPLE USE PROGRAMME .....	6
2.2 GENERAL BACKGROUND TO THE RESEARCH COMPONENT OF THR PROJECT.....	6
2.3 THE GOVERNANCE OF ICD: CASE OF BWINDI’S COMMUNITY PROTECTED AREA INSTITUTION (CPI).....	7
3. ADVOCACY TRAINING .....	10
3.1 THE IMPORTANCE OF ADVOCACY AND BASIC CONCEPTS.....	10
3.2 POVERTY AND CONSERVATION ADVOCACY: ENGAGING THE PRESIDENCY AND LEGISLATURE....	11
3.3 STEPS TO EFFECTIVE ADVOCACY.....	14
3.4 COMMON ADVOCACY TOOLS.....	16
3.5 DEVELOPING A “THEORY OF CHANGE” .....	17
4. MEDIA CLINIC.....	21
4.1 CHALLENGES IN REPORTING ON POVERTY AND CONSERVATION .....	21
4.2 TOWARDS BETTER REPORTING AND WRITING ON POVERTY AND CONSERVATION.....	24
4.3 COMMUNICATING CONSERVATION: AN EXAMPLE FROM SOUTH SUDAN AND ITS APPLICATION IN UGANDA.....	25
5. WRAP UP AND CONCLUSIONS .....	25
ANNEX 1 LIST OF PARTICIPANTS .....	27
ANNEX 2 AGENDA.....	29

# 1 BACKGROUND AND INTRODUCTION

## 1.1 PURPOSE OF THE WORKSHOP

The Uganda Poverty and Conservation Learning Group (U-PCLG) is implementing a three year project titled; *“Research to Policy-Building Capacity for Conservation through Poverty Alleviation”*. One of the project’s major aims is to build up the ability of U-PCLG to influence government policy in biodiversity conservation policy issues. The Advocates Coalition for Development and Environment (ACODE) together with the International Institute for Environment and Development (IIED) organised a two and a half day training workshop from 20<sup>th</sup> to 22<sup>nd</sup> February 2013, for the Uganda-Poverty and Conservation Learning Group members (U-PCLG) and journalists from various electronic and print media houses. The major objectives of the workshop were:

- For the U-PCLG members to learn and acquire skills on how to become an effective policy advocacy network;
- For journalists to learn how to report on poverty and biodiversity conservation.

The workshop started with updates on the research component of the project and then covered advocacy tools and approaches, theories of change, and reporting and writing.

## 1.2 BACKGROUND TO IIED AND ACODE

**Andrew Gordon MacLean, Biodiversity Researcher, IIED.**

Andrew Gordon-Maclean observed that the intention of the workshop was to bring together U-PCLG and journalists and look at how the U-PCLG can be a more effective advocacy organisation. He gave an overview of the workshop’s planned activities. He stated that after the research update had been presented and the advocacy tools and steps had been covered the participants will be asked to try and bring this information together in a breakout session to help inform a “Theory of Change” that the project is developing.

Andrew went on to share some information about IIED, which is a think-tank that works on environment and development issues in over 60 countries. It is a research network that works in partnership with civil society organisations and governments to create a fairer future. IIED is involved with major policy processes such as the CBD, the UNFCCC, and tries to link these to environment and development practitioners working in developing countries.

**Godber Tumushabe, Executive Director, ACODE.**

Godber Tumushabe noted that the focus of the workshop came out of the need to integrate poverty and biodiversity by looking at the linkages between the two issues. Research is necessary to feed into the continuing on-going processes of making integrated conservation and development (ICD) around Bwindi Impenetrable National Park more effective in alleviating poverty. He gave a brief introduction about the work of ACODE, which is a think

tank that carries out policy research, advocacy and outreach activities. He mentioned the main programmes at ACODE such as: the Peace and Democracy Programme which deals in issues of peace and democracy; the Trade Innovations and Biotechnology programme; and the Environmental Democracy Programme which focuses on natural resource management and environmental governance.

The original project work plan was for two workshops, one for the U-PCLG advocacy training and another for the media training however after careful deliberations; it was observed that it would be better to take the opportunity to integrate the two. The U-PCLG network would acquire the desired skills in advocacy while making contact with journalists who would learn new skills about how to report on biodiversity issues. In addition the journalists' introduction at an earlier stage of the project would mean that they could have an input into the advocacy strategy and more media interest could be generated for the project.

## 2. RESEARCH UPDATE

### 2.1 CONTEXT: THE BWINDI MULTIPLE USE PROGRAMME

**Robert Bitariho, Director, Institute of Tropical Forest Conservation (ITFC).**

Presently wild plants provide an important source of income to local people worldwide. Over two thirds of people living in Africa rely on forest products for subsistence or incomes. The Multiple Use Programme (MUP) was introduced in Bwindi Impenetrable National Park in 1994 so that local people could access forest resources for their livelihoods. The MUP was originally aimed at using forest resources for domestic use and not for sale. However, due to changes in the local rural economy and the need to improve their livelihoods, the local people inevitably were forced to sell forestry resources to generate income. Bitariho's study focused on whether Bwindi's MUP is contributing to the alleviation of poverty among the rural people living around Bwindi Impenetrable National Park.

The study found that the majority of the households depended on the sale of both agricultural and forest produce, although none of the households depended on the sale of forest products alone or agricultural produce alone. The majority of the forest product vendors were primary forest resource users. There was a significant difference in the mean annual incomes of the local people who sell forest products from the parishes between those involved in MUP and those not involved.

In conclusion it was found that the Millennium Development Goal target of poverty reduction of at least 1 USD per day cannot be achieved by the current MUP alone due to restrictions in the use of Bwindi forest resources. The Bwindi MUP therefore cannot alleviate poverty among the local communities nor compensate for crop raiding costs they incur. MUPs are an integral component of ICD projects that are supposed to contribute to the social-economic development of the rural poor and need to be improved and combined with other ICD strategies so that they contribute to poverty alleviation. Robert Bitariho recommended the expansion of the MUP to include other parishes. In addition local people should be encouraged and assisted to form other income generating activities like fruit growing, bee keeping and savings schemes.

### 2.2 GENERAL BACKGROUND TO THE RESEARCH COMPONENT OF THE PROJECT

**Medard Twinamatsiko- Lead Researcher CTPA/Social Research Leader, ITFC.**

The overall research objective is to improve the effectiveness of future ICD interventions and actions by understanding who continues with unauthorised natural resource use and why, despite ICD. The components of the research aspect of the project are;

- Resource use study-Policy gaps

(Unauthorized Resource Users, Authorized Resource Users)

- ICD Intervention analysis –Policy gaps e.g. Pro-poor conservation Vs. Pro-poor development
- Governance aspect-Park management policy deficits and gaps and community involvement

Stakeholder meetings have been carried out with Uganda Wildlife Authority (UWA), as well as community rangers and that the field research team has been trained in how to conduct household surveys. Historical records and field surveys of natural resource use and users are being analysed with contextual spatial data on socio-economic and ecological conditions inside and outside Bwindi in order to understand the drivers of natural resource use. Data has been verified on bush meat hunters and pit sawyers to understand the trend of unauthorised activities around Bwindi. The research component is intended to produce evidence based policy advocacy research in order to understand the status of ICD interventions and how they work. Medard Twinamatsiko emphasised the need to understand the pathways to change in order to produce a successful advocacy campaign.

### **Plenary Discussion**

Tourism and Poverty Alleviation: Some questioned whether tourism around BINP could aid in alleviating poverty; however other participants felt that it is unlikely that tourism will benefit the poor. Many felt that tourism was more likely to benefit middle classes or elites as a certain level of education is often needed to work in various jobs within the tourism industry.

“Front line” Communities: The front line local people lack basic needs but continue to stay in those areas because they have nowhere else to go. Local communities contribute to park management but are they empowered to be involved in law enforcement? Many participants felt that they should be brought on board and more involved in the actual management of parks.

Understanding Power Dynamics: It was noted that the challenge for advocacy work is to understand power relations, and underlying causes behind the current status quo. This is vital for CSOs to advocate successfully, and in identifying the main steps that will lead to real change.

## **2.3 THE GOVERNANCE OF ICD: CASE OF BWINDI’S COMMUNITY PROTECTED AREA INSTITUTION (CPI)**

**Medard Twinamatsiko, Lead Researcher CTPA/Social Research Leader, ITFC.**

The aim of this presentation was to present a preliminary study into governance issues that currently exist in collaborative park management around Bwindi. Good governance is a process whereby societies or organisations make important decisions, determine whom they involve in the process and how they render them accountable. Good governance is becoming an increasingly important issue with respect to protected areas because of the growing number of international agreements and conventions such as the World Heritage

Convention and the Convention on Biological Diversity. Key principles of good governance include: participation, accountability and transparency, inclusiveness, fairness which considers equity and observance of the rule of law. The now-disbanded Community Protected area Institutions (CPIs) were formerly governed by the CPI policy of 2000. CPIs were formed as a strategy to promote collaborative park management and increase community involvement in protected area management. The mandate of CPIs was to act as a forum for mobilizing local communities to participate in various community conservation issues. The policy arrangement further provided CPIs with the mandate to channel and voice community concerns and this provided an avenue for protected area managers to seek active involvement in natural resource management.

The purpose of the governance study was to explore the process for establishing the CPIs election to power, their participation in park activities, community and conservation benefits and also the prospects of CPI members. It also looked at UWA's work and relationship with the local government institutions including the District Councils and District Production and Environment Committees (DPECs) as well as the Sub-county Production and Environment Committees (SPECs).

Regarding the disbandment of CPIs, Mr Twinamatsiko explained that an independent consultant carried out an assessment and review of CPIs, their legitimacy, functionality and relevance in 2010 at the national level, Bwindi being one of the parks that was assessed in the study. In this study, the CPIs were questioned as a political structure which did not command the acceptance and respect of some of the local programme beneficiaries. The consultant's study went on to recommend the disbandment of CPIs and proposed that UWA should directly deal with mainstream local governments.

Revenue sharing is provided for under the Uganda Wildlife Act (2000). This act provides that UWA is obliged to share part of its revenue from its protected areas with the neighbouring communities. Therefore the overall goal of revenue sharing is to ensure that the people living adjacent to protected areas obtain greater benefits from them. This was to be achieved through a partnership between UWA, local communities and local governments and leads to the sustainable management of resources in and around the protected areas.

He gave a snapshot of his findings during the study, which included that the election of CPIs to power was carried out differently from the procedures they were supposed to follow. CPI members were found to be knowledgeable and experienced in conservation issues. UWA involved CPIs in policy formulation but CPIs only played a passive role and were not involved in more significant policy formulations such as operation plans. Some of the other challenges of CPIs questioned whether they did represent equitable participation or benefits for communities; local government was also suspicious of CPIs' involvement in projects. CPIs were never owned by UWA. He concluded that UWA should not operate without community institutions.

### **Plenary Discussion**

Community Protected area Institutions (CPIs): As far as CPI issues are concerned, there is a need to document the structure and stories of the CPI officials which will benefit UWA in addressing both development and conservation issues, whereas UWA has administrative costs, the communities around the parks bear the conservation costs. A representative from UWA made it clear that in advocacy it is important to know the actual facts of the subject in



issue. He added that CPIs were disbanded by the board of UWA and had been formally disbanded after the consultant's report pointed to the problems that existed with the institutions. Some participants commented that an in-depth study needs to be undertaken on CPIs and provide ideas for the way forward for community involvement after CPIs were disbanded.

Medard responded that the study did not make any recommendations because an in-depth study is yet to be done. The study is on-going and the findings and conclusions will be finalised then. An in-depth study will be important to look at the role of UWA to get their views on CPIs though this is outside the scope of the study. The 2010 review report by the consultant recommends disbandment of CPIs. There are ambiguities over whether this was formally done or not and this should be addressed.

Revenue sharing: Revenue sharing was initially focused on the establishment of schools and health centres, however, the new revenue sharing guidelines now focus on livelihood projects. The issue remains however of equitable distribution of benefits. Are the conservation benefits comparable to the conservation costs? Some participants thought that the 20% was not the total money from UWA; it is only from the gate entry fees, which many considered inadequate.

### **3. ADVOCACY TRAINING**

#### **3.1 THE IMPORTANCE OF ADVOCACY AND BASIC CONCEPTS**

**Dr. Arthur Bainomugisha, Director of Research, Head of Peace and Democracy Programme, ACODE.**

'Advocacy' can be defined as the actions aimed at changing the policies, programmes, and work of government, institutions or organisations and involves an organised systematic means to influence matters of public interest. Through advocacy, power dynamics are changed, to advocate is to speak on behalf of others and it ensures that other voices are heard. The Mabira forest campaign is one such example of a successful initiative that ACODE spearheaded; ACODE provided an intellectual role, strategies were generated and CSOs mobilised to have a joint stand. It soon became an international issue and changed people's attitudes towards the degazettement of part of Mabira Central Forest Reserve to sugar investors.

Advocacy is a science and an art and can be a social change process affecting people's attitudes and power relations which strengthen civil society and open up democratic spaces. Advocacy encompasses a range of methods and approaches to change policy. A policy may have negative consequences, as a result a network can advocate for the review of the policy to help communities. As a science, advocacy involves making plans and predictions. Successful advocacy campaigns require systematic plans to achieve the desired outcomes. Advocacy further involves the framing of advocacy goals, developing compelling messages and an effective communication strategy. As an art, successful advocates articulate issues in ways that inspire others and motivate them to take action. Advocates should have a keen sense of timing, which is crucial for advocacy campaigns to have an impact. Advocates are also skilled negotiators, he gave an example of the on-going review of the NBSAP as the strategic opportunity for conservation organisations to be involved in order to make an impact, and this can be achieved by engaging with NEMA which is leading the review process.

For advocacy to be successful, it is important to have the facts behind the issues. During the save Mabira campaign, an evaluation study of the economic importance of preserving Mabira central forest reserve was undertaken and used. Advocacy should also be tactful; it should consist of outreach and mobilisation activities. Information for advocacy should be packaged depending on the stakeholder or the policy maker being targeted. He pointed out the importance of increased cooperation between CSOs. The importance of advocacy includes; to achieve wide spread sustainable change, to create a bigger impact with grass root programmes, to strengthen CSOs and expand democratic space, foster participation and it establishes interaction with decision makers.

## Plenary Discussion

Previous campaigns: It was discussed that the Pian Upe campaign should not end there; more advocacy work is still needed for this wildlife reserve in North Eastern Uganda. The relevance of accurate data and facts was observed with the recognition of ACODE's research work. An issue was raised on how to prevent political implications during advocacy work.

Representing others in advocacy: Some participants asked how the people you speak for can be involved? At what stage do you involve the targeted audience? Dr Bainomugisha observed that it is important to involve the people for whom you are advocating, this helps amplify your capacity and defend the cause. He added that a good advocate is not selfish; he/she is passionate about the cause and passes on the skills to the community being advocated for. This will in turn build on sustainability of the cause. Advocacy should be underpinned by solidarity for the common good.

The advocacy process: Advocacy begins with sensitisation, empowerment and knowledge about people's needs, concerns and then you engage them in those issues. This will in turn empower those people through conscious building. The Batwa who are original forest dwellers in Uganda for example have an association called the United Organisation for Batwa Development therefore CSOs can work with such organisations and create awareness of their rights, thereby empowering them. In order to achieve policy change, documentation is needed to back up arguments and achieve sustainable change. Credibility is also essential to reach a win-win situation.

## 3.2 POVERTY AND CONSERVATION ADVOCACY: ENGAGING THE PRESIDENCY AND LEGISLATURE

**Dr. Arthur Bainomugisha, Director of Research, Head of Peace and Democracy Programme - ACODE.**

Parliament is comprised of elected members of parliament mandated to make laws that govern citizens. The second role of parliament is that of representation; they represent the people/electorate's views and interests. This role is provided for in the constitution of Uganda. The third role of the parliament is the oversight of the actions of government. For example, the current Public Order Management Bill which is an issue of debate in Uganda, some members of parliament are against it since it infringes on the constitutional right of assembly. The executive is comprised of the president, the prime minister and cabinet ministers whose major role is to run the state.

It is important that an advocacy network knows where to go and who to talk to when it campaigns on an issue. Parliament has a technical team and it conducts its business through committees. Meetings can be carried out with the speaker or deputy speaker, the most relevant parliamentary committee or an individual member of parliament. Other means to

engage the parliament include; petitions, policy memoranda, working with an area Member of Parliament (MP) who can propose a motion. Round-table meetings can be organised with the chairman of the relevant parliamentary committee, strategic meetings with a MP, retreats for MPs and technical persons, invitation of MPs or the speaker to officiate at functions and by doing this, government is committed to considering policy proposals by the advocates in these functions.

The presidency can be engaged through writing memoranda on policy issues. One example of this is the NGO Bill where NGOs teamed up to organise a workshop and wrote a petition on the narrowing space for NGOs in Uganda imploring the president not to sign the bill into law since it limited the work of NGOs in Uganda. The president or presidents' office can be engaged through: being invited to attend certain functions; using an area MP who can access the president; writing an open letter to the president on a particular advocacy issue and publish it in the press; organising strategic meetings with Resident District Commissioners and Presidential Advisors; and through the media. Research studies can be disseminated to influence policy to his office, and also donor groups can be used since they often have meetings with the president.

## **Plenary Discussion**

### Working with MPs:

The busy schedules of the speaker and deputy speaker as well as the parliamentary committees were raised as a possible hindrance, and can make them difficult to reach. MPs are allowed to introduce a private members bill on the floor, which can provide a good way of influencing policy.

### Representing others in advocacy

The question was brought up of how is it possible to advocate for powerless people and achieve results on their behalf? In response Dr Bainomugisha stated some of the initial stages in advocacy. First, research needs to be carried out, those involved in advocacy need to educate themselves about the issues, as well as the affected group's plight and needs. People involved in advocacy should be passionate about the issues that they are advocating on which can help them to get their message across. A good advocate is one who is not selfish, who can pass on skills to others, and build sustainability into the project. It is important to engage people and make them aware about the issues that are affecting them. As they can speak better than the people representing them, they need to be closely involved in the campaign. An example of this in Uganda has been the involvement of the United Organisation for Batwa Development in Uganda (UOBDU) bringing representatives of the Batwa to speak before parliament. Another example was given of the parents of children killed in US schools speaking out about gun control.

### Carrying out advocacy against powerful, vested interests

Advocacy needs solidarity to mitigate the risks: it is a risky game, and so organisations should support each other, build consensus and form coalitions. United coalitions are more likely to win. Large companies such as oil companies are very powerful; as a result many advocates put their lives at risk, one well-known African example being the Nigerian writer Ken Saro-Wiwa who was hanged for campaigning against the oil company Shell's negative impact on the Ogoni people in the Niger Delta.

Advocacy should be for the common good. When you have interests (political, conservation, economic) you often get one interest which takes precedence above the others. The solution is to get your facts right. One example of this was about sugar cane developments in Uganda. Is there really development around already existing sugar cane plantations, and what are the alternative uses of land? Spelling this out to MPs is important so that they can then speak out on behalf of the people they represent.

#### Advocacy campaigns should be focused

Within an advocacy strategy, it is good to focus on one issue rather than many. In the case of the campaign around Mabira, it was best to focus on its potential degazettement rather than the degradation of the area or focusing on smaller forests in the area. It was easier to mobilise powerful interests around a well-known area such as Mabira, after which you then need to sustain that success in other ways, such as getting a law passed on the restoration of forest reserves, which can be used in other areas.

#### The importance of having the facts and carrying out adequate research

If you don't have the right data then you will struggle to convince the powers that be to listen to your argument. A representative from UWA credited some Acode's past work, and that they often come with an independent study which helps them come to an informed position and share the facts, one example being the campaign ACODE carried out around the Pian Upe Reserve.

#### Involving the media

Dr Bainomugisha stressed that a crucial part of creating partnerships with the media involves informing the media about the key issues which includes the dissemination of reports and information.

#### Working with the judiciary

The judiciary determine how laws are implemented, this was an area not really covered in Dr Bainomugisha's presentation. ACODE set out to train judges and judicial officers through the Access Initiative which seeks to implement principles under the Rio Declaration. ACODE has also trained a team of young lawyers in environmental issues, as their careers develop and they rise to higher offices within the judiciary it is likely that the enforcement of environmental laws in the courts will improve. ACODE was further involved in the Butamira

forest reserve court case against the degazettement of this forest reserve by the government to investors.

### Education and empowerment is an important part of advocacy

Bwindi is just one study we want to use to empower U-PCLG and to advocate on these issues. If U-PCLG is strengthened and empowered then there is the possibility that it will be able to address other environmental issues such as the unsustainable cutting of wood for charcoal to alleviate poverty. Important to get background data to show people how they are impacting the environment, and that their actions are not sustainable and are often carried out because of their desperate need for survival. But after some time, you need data to show people evidence of their impact such as the disappearance of springs noted by villagers but not necessarily connected to the loss of forest.

### **3.3 STEPS TO EFFECTIVE ADVOCACY**

#### **Mr. Godber Tumushabe, Executive Director, ACODE.**

As an organisation ACODE does research, outreach and advocacy. Advocacy implies the proactive communication of policy ideas. The Forest Governance Learning Group, for example, promotes good forest governance work by ensuring that communities benefit from conservation and its benefits. The group advocates making sure that policy makers understand forest governance issues.

Successful advocates should be able to articulate issues in ways that inspire others and motivate them to take action; artful advocates incorporate creativity, style and even humour in their advocacy events in order to draw public and media attention to their cause - the public media being the channel through which the advocacy message is often carried.

Successful advocates are skilled negotiators, who make modest but strategic gains. In policy advocacy there is a tendency to think that policy makers will respond/solve the problem but in many cases there are no incentives for the policy makers to do this. It is therefore important for advocates to identify the problem and build support through coalitions so that it becomes a campaign to mobilise change. The media has an important role to play in this coalition-building process as it brings in human interest stories through case studies on the ground.

In advocacy, it is important to bring the decision makers/opinion leaders on the advocates' side and make sure they do not oppose you. There is a need to build a constituency around your issues because opinion leaders want to be popular so the cause should be popularised. A potential mistake which can be made at the beginning of the advocacy process is in the policy analysis and the correct identification of the relevant policy problem. In forestry, for example, the problems are often more political than policy related. Box 1 summarises the basic steps needed in a successful advocacy campaign.

### **Box 1: The basic steps of effective advocacy**

1. *Identify the problem and set the advocacy goal and objectives.* Understand how widespread the problem is, whether it is localised. Understand who is benefiting from the status quo and what can be done to solve the problem. Is the objective achievable? Does it have a clear timeline that is realistic and achievable?
2. *Obtain the facts.* This should be done through research and to collecting information about a problem by using relevant facts to present to policy makers. When presenting these facts, they should be able to capture the policy maker's attention. Facts directly influence policy makers and inform the media and the public about the importance of your advocacy agenda.
3. *Identify the target audience.* This includes the decision makers who give the authority to bring about the desired policy change. The second target audience is the persons who have access to and are able to influence the primary audience. The campaign should be designed with a certain audience in mind; there should also be a beneficiary audience. Organisations must identify individuals in the target audience and their positions in order to determine whether they support/oppose the issue e.g. In the Butamira forest reserve give away, the community's champion was their MP, who brought the community to ACODE for assistance. The court case was the first environmental issue that produced real controversy in parliament
4. *Build support through coalition.* This support should include other NGOs and civic groups which work together to achieve common goals. The coalition can meet regularly through seminars, and advocacy platforms. With coalitions where there is the advantage of having a large support base, resources are pooled, and there are increased financial and programmatic resources.
5. *Develop an advocacy strategy.* The plan should focus on the following questions: What is the problem? What is your objective to address the problem? What are the facts about the problem? Who are the decision makers?
6. *Communicate your message.* The message should be compelling enough to reach the target audience. The message should be simple, concise, persuasive, in an appropriate language, and accurate.
7. *Measure success.* This can be done through data collection, monitoring the aspects of an advocacy campaign and evaluation/assessment of impacts or achievements.

### **Plenary Discussion**

A variety lessons learned about how conservationists should work with the media were brought up in the plenary discussion. The media needs to have actual facts on conservation, which they often do not have access to. As they do not have specialist knowledge about conservation, conservationists also need to be wary about specialised terms and jargon that they are unlikely to understand. Reporting on conservation requires a human aspect in order to be newsworthy and present the story to a general audience. Conservationists also must understand the media they want to use and know about the publishing house's

editorial policy. Therefore journalists' needs should be considered during advocacy planning they also have a need to obtain information within tight deadlines.

It was also pointed out that advocacy and lobbying can be distinguished from each other – lobbying being a type of advocacy that influences legislation, and advocacy itself being a much wider term used to describe trying to influence a much broader set of stakeholders, and may aim to change behaviour and attitudes of society in general.

### **3.4 PRESENTATION ON COMMON ADVOCACY TOOLS**

**Dr. Arthur Bainomugisha, Director of Research, Head of Peace and Conflict Programme-ACODE.**

Dr. Bainomugisha discussed possible advocacy tools that can be used. These included: the production of leaflets and other materials for public dissemination; posters to communicate conservation messages; the use of adverts in media (newspapers, on television, radio), media outreach through press conferences and press statements; opinion letters; use of drama to communicate policy issues; use of documentary films which can be distributed; organising well-facilitated public meetings; printed t-shirts with key advocacy messages on them organising events that attract media attention; linking events with celebrities to popularise campaigns; letter writing to policy makers; policy research papers which are evidence based and policy briefing papers; organising policy dialogues and policy memos; making petitions/memoranda to parliament; organising essay competitions, mass lobbies, peaceful demonstrations, and roundtable conferences.

One example of an advocacy tool that ACODE has developed is the 'local government councils score card'. This is a tool that monitors the performance of local government in delivering key services (electricity, health, etc.) and is rolled out in 26 districts in Uganda. The tool intends to build the capacity of local leaders to deliver on their mandates and empower citizens' demand for accountability from the duty bearers. The advocacy component under the scorecard involves; intensive dissemination of research findings on local leaders' performances, preparation of policy memos and briefs, publication of public articles and opinions in the local newspapers, interactive radio talk shows, and the sms component which provides communities with a platform to share service delivery concerns which are then channelled to their local leaders.

Other tips include the provision of food and transport money when encouraging journalists to respond to press releases as many of the media are free-lancers and don't have a permanent salary or support, and they are paid when the story is run. However this should not lead to bribery, and should only act to facilitate them in their work. Pull-out features can also be produced. The group involved in advocacy can produce their own materials and ask



the media houses to put them inside their paper. If done with a paper such as New Vision it will be distributed at national level.

## **Plenary Discussion**

In the plenary discussion the following issues were debated:

### Thinking strategically about advocacy tools

Many tools can be useful, but you will not use all of them for your advocacy, it is important to use the tools strategically, based on the advocacy plan. It is important to look at the causes of the problem you are working on, and think about what pathways exist to achieve the advocacy goal. In addition advocates need to think about the stakeholders they are engaging, who the audience is.

### The need for research

The importance of good research in informing good advocacy campaigns was again emphasised. Some CSOs don't carry out adequate research when carrying out advocacy and this weakens their work.

### Relating advocacy tools to your audience

One participant pointed out that NGOs in Uganda tend to use English as the common language and this has had an impact on communities who are not properly engaged in their local language. Therefore it is important to focus on the language of the people you work with.

## **3.5 DEVELOPING A "THEORY OF CHANGE"**

A Theory of Change is the process of determining how change occurs, how organisations influence change, pathways for change (stakeholders to engage with) and how to cause change. The relevance of the theory of change is: to develop more coherent programme strategies; to promote better learning; and to assess the result of potential actions in terms of our overall objectives. As such it is a useful way of thinking about what outcomes are being sought and what tools and approaches will help to achieve the desired outcomes.

The participants were divided into three groups in order to set out their thinking about the type of changes that need to happen for ICD to give greater benefits to the poor living around Bwindi, what are the pathways for achieving change, who the target audience is, and what advocacy tools can be used as well as how to measure change. Each group consisted of at least one person working on ICD issues around Bwindi, Ugandan conservationists, as well as journalists so that the combination of expertise could aid in putting together different parts of the Theory of Change.

Table 1 presents the results of the group work. Going forward these ideas are to be expanded and will take into account the perspective of Ugandan government agencies such as UWA, so that they are more reflective of the political realities that are faced by government policy makers as well as how to implement these policies on the ground.

**Table 1: Pathways of change and advocacy tools for improving ICD in Uganda**

Underlying cause	Pathway	Target Audience	Advocacy Tools	Measuring change
a. Weak implementation of policies	<i>Proper implementation of policies</i> - Advocacy in policy change for example revenue sharing could be increased to 30% - Immediate direct benefits to the poor e.g. through saving schemes - Do the needs assessments before policy implementation	1. UWA 2. National politicians 3. Local conservation groups	<ul style="list-style-type: none"> <li>Meetings,</li> <li>Research policy papers</li> <li>Documentaries</li> <li>Policy dialogues</li> <li>Mass lobby through key players</li> <li>Policy memos</li> <li>Research</li> <li>Round table discussions</li> </ul>	
b. Inadequate awareness campaigns on environmental issues	<i>Awareness creation</i> Use of proper platforms e.g. community radios Listen mire to the real needs of the poor as they might have different priorities Listen more to the needs of the community	1. Poor households around Bwindi 2. Local Media Houses	<ul style="list-style-type: none"> <li>Drama</li> <li>Village meetings with visual aids</li> <li>Posters</li> <li>Celebrities</li> <li>Events to attract them</li> <li>Human interest stories</li> <li>Disseminate research information to the media</li> </ul>	
c. Limited involvement and participation of the poor in ICD strategies	Limited involvement of the poor Involve the poor people on the committees Change of attitudes Improve choice through capacity building Active involvement of the poor in on-going activities Empowerment through capacity building and provision of relevant project information.	1. Local and central government. 2. Local politicians 3. CBOs, NGOs, Private Sector. 4. Local households	<ul style="list-style-type: none"> <li>Local and Central government: Mass lobbying, Community Meetings, Dialogues.</li> <li>CBOs, NGOs: Research surveys, Media Information.</li> <li>Drama</li> <li>Village meetings</li> <li>Petitions</li> <li>Policy dialogues</li> </ul>	<ul style="list-style-type: none"> <li>Increased prioritization in District Development Plans and increased participation of stakeholders.</li> <li>Number of council resolutions.</li> <li>Number of poor people involved.</li> <li>Increased number of public mentions.</li> <li>Frequent media coverage of the</li> </ul>

				issues.
d. Political interference				
e. ICDPs are limited due to short-term project cycle	<p>Consider long term projects for sustainable change.</p> <p>Design projects which are informed by existing value chains.</p> <p>Apply holistic/cluster approach that targets all conservation area</p>	<ul style="list-style-type: none"> <li>• Donors – World Bank, IMF.</li> <li>• NGOs.</li> <li>• Government (Legislative)</li> </ul>	<p>Donors: Dialogues, Media Outreach, Documentaries, Policy Research Papers, Project Visits, Project Reports.</p> <p>NGOs: Network meetings, round table conferences, Fora.</p> <p>Government: Petitions, letters, Media, Mass lobbying.</p>	<p>Increase in number of programmes designed.</p> <p>Number of Donors responding to increase funding</p>
f. Lack of common strategic vision of various stakeholders : Stakeholders need to pool the various ideas so that ICD ideas are brought together not duplicated so that we maximise scarce resources	<p>Fact find first from all mandate holders / authorities who are in charge, communities</p>	<ul style="list-style-type: none"> <li>• National Government,</li> <li>• NGOs,</li> <li>• UWA</li> <li>• Local people</li> </ul>	<p>Participatory meetings of mandate holders</p> <p>Targeted public meetings incl. drama, films esp. for attitude change</p> <p>Participatory planning</p> <p>Sensitisation through radio programmes</p> <p>Agents' as catalysts of change i.e. one on one meetings, follow up support etc.</p>	

## 4. MEDIA CLINIC

### 4.1 CHALLENGES IN REPORTING ON POVERTY AND CONSERVATION

A panel was created composed of four journalists to discuss challenges in reporting on poverty and conservation issues. The following challenges were observed during the discussion:

#### Challenge: Limitation of skills and training for journalists on environmental issues

Many journalists present stated that a key challenge in reporting on environmental issues was their lack of training. The university syllabus for the journalists is limited to news reporting, politics and business, therefore reporting on the environment is problematic. In addition political and business stories are popular. Some participants said they were unsure what biodiversity was, and questioned how they would translate biodiversity conservation into a local language. Therefore many of the terminologies need to be more clearly explained and simplified and a list of key messages shared. A further challenge is that many media houses have laid-off experienced journalists and have hired younger people, often to cut costs. Many of these inexperienced people will have difficulties in covering an environmental story.

#### **Ways forward**

It was noted that every year there is a capacity building workshop for journalists in the health sector so that they are able to write stories that editors will find fit to print. There used to be one for environmental journalists but these have been stopped. Starting up new courses and helping to promote the training of journalists in environmental issues would be a way to improve the current lack of training.

Challenge: Lack of media resources for conservation reporting Most of the media houses in Uganda do not have many resources and have limited finances to fund the work of journalists. This leaves editors little room for manoeuvring when deploying resources. There is a lack of funding for conservation stories which require upcountry visits. One journalist commented *“If you were an editor, which story will you allow transport allowances for –one about gorillas or the RDC conflict?”* This makes hiring a camera almost impossible for many TV journalists who need to hire a camera for a 4 day trip into the field unless they receive compensation.

#### **Ways forward**

It was recommended that conservation NGOs and research organisations provide resources for media when planning their budgets, especially when they need journalists to travel to

the field and pay per diems. A press conference held in Kampala may produce a one-off story, but going to the field could produce more information and also lead to more stories for the conservation group. In addition research budgets should reflect the cost of dissemination so that the research results are communicated to the general public. This includes the design of outreach products such as photos, videos, and lists of frequently asked questions as well as press releases.

Challenge: Lack of human interest in conservation stories Many of the journalists noted that they have to produce 30 stories in a month, and they therefore try to cover two places in a day to be successful in their job. In order to sell their stories the journalists have to make the stories appealing to their readers. If a media outlet can't sell a paper then they will lose money from their advertisers. Journalists felt very strongly that conservation organisations take this into account. Therefore selling a dry, complicated story which features scientific terminology about a conservation issue that the readers (and the journalists writing the story) do not understand will always be a struggle. Conservationists mentioned that sensationalist stories can end up being written, which leads to a lack of trust.

### **Ways forward**

Journalists have to think about how to “spin” their stories. Environmental stories need human faces. The environment needn't be an independent story but can be sold as a human interest story and or about a human health issue like malnutrition and the environmental causes that are behind this. It is important that conservationists think about how conservation issues can be related to people's everyday lives. Conservationists need to make those links clearer to the media. In many cases, conservationists will need to help journalists in ways they can develop an angle and package the story. Scientific data need not be boring, but it is important that conservationists know that compelling stories are important.

Ugandan newspapers have health and agriculture supplements, but none for biodiversity. We are currently ignoring the fundamental thing that is supporting health and agriculture such as the importance of bees, or the importance of sustainably managed forests for countries that are dependent on a large charcoal trade for energy supply. Conservationists need to make more noise about the linkages, so that people can't ignore them.

To avoid sensationalism, conservationists should provide key messages to journalists so the key facts don't end up distorted, and be realistic about how much scientific detail a journalist will actually report on due to the commercial pressure they are under.

### Challenge: The language barrier

Most programmes are made in local languages —so that’s where some of the challenges come in with the translation of complex issues and words. Again training was emphasised as a way of responding to this challenge.

Challenge: Countering vested interests

Reporting conservation can be controversial—those who have problems with conservation are often wealthy businessmen. Therefore the people who own the media house or television station may be opposed to a story about a controversial environmental campaign against a development project. Politics are also involved—government media houses won’t be allowed to publish against the government. This can limit journalists in what they write about as they want to conserve their jobs.

**Ways forward**

It is often possible to find a less controversial angle that may make printing a story possible.

Challenge: Mistrust between conservationists and journalists

The pressure to sell a story means that journalists can write a sensationalist piece that is completely different from the story the conservationist wanted to be told. An example was given of the Rhino Sanctuary in Nakasongola inviting journalists as their rhinos were mating. However the story that ended up in the tabloid newspaper, The Red Pepper ran with a headline about “Bonking rhinos”! This was a source of contention – some of the conservationists stating that it is hard to trust journalists as it is hard to know what they will write.

**Ways forward**

Conservationists need to cultivate a working relationship with journalists, providing a more constant exchange of information. Journalists felt that they needed to be involved throughout a project, rather than in a press conference at the end of a project. Rather than presenting journalists with the research results at the end of the project, involve them while the research is taking place. Many journalists stated that they should be involved in some of the planning process of a project. If a conservationist can’t facilitate the journalists in the field, they can work with them and then get the footage. As one journalist put it *“If you call me to look at a bonking, I’ll report a bonking! ..... How many years does it take to become conservationists? Why should you expect a journalist to understand these things?”* Fostering long term working relationships with young journalists can allow them to focus on and learn about environmental issues and make a name for themselves as environmental reporters.

Each media house has a different editorial policy, vision and strategy which need to be understood by conservationists, so they can tailor stories to fit that media house. Conservationists need to be strategic and deliberate when dealing with the press. Often

senior editors have a lack of interest in conservation issues and should be invited for workshops and events to sensitise them on conservation issues, in addition conservation groups need to know different editors and the challenges they face. If an editor doesn't care about a story, then they will drop it.

## **4.2 TOWARDS BETTER REPORTING AND WRITING ON POVERTY AND CONSERVATION**

**Dr. Adolf Mbaine, Makerere University and Mr. Richard Baguma, United Nations Association of Uganda**

Dr Mbaine re-capped some of the challenges that journalists face in reporting on conservation issues and emphasised the need for a better relationship between conservationists and the media. When interacting with the media, conservation organisations should be systematic, adequate preparation should be done prior to interviews with the media, and for provision of news to the press. Preparation should be made on what the press is expected to cover and key messages presented in a debrief.

How can conservation stories be made more accessible to the general public? Key is to emphasise the human interest element. The story should reflect what is happening and its proximity to the people. A high level policy should be translated into a story that people can relate to, by touching on things that excite people, and giving it an angle that touches people and stirs up emotion. Through creating human interest, people will be inspired to see the value of what is being reported. He advised that statistics should not take up a report or news including technical terms. The audience is interested in news that touches on human emotion.

Journalists should be able to capture the contradictions that exist; for example contradictions or conflicts in conservation versus development and human needs. All these should be balanced in the news reports. Journalists should also have a passion for their work; this can be inherent or developed based on what a journalist does.

Following this introduction U-PCLG members were interviewed by the media journalists and the journalists were told to write a few notes based on the principles of writing stories as discussed in the presentation. From presentations reported back to the group by the journalists, Dr. Mbaine observed that even conservationists can contribute articles to the press and join discussions with the media on conservation topics. Group work also explored how to address the challenges of reporting on conservation issues highlighted the following:

- Conservation organisations should provide short courses for journalists.
- Partnerships should be created with the relevant stakeholders.
- There should be a glossary of terms in reports for technical terminologies.
- The conservation stories should be spiced up without distorting the information.



In conclusion it was pointed out that journalists should examine their levels of efficiency, and create deliberate spaces for interaction. Conservation organisations should have information officers to handle the dissemination of information to the media.

#### **4.3 COMMUNICATING CONSERVATION: AN EXAMPLE FROM SOUTH SUDAN AND ITS APPLICATION IN UGANDA**

**Dr. Michelle Wieland, Independent Consultant.**

South Sudan's wildlife was affected during the political turmoil and war in the country. A conservation project was established to raise awareness about the importance of protecting wildlife and build a constituency for conservation.

During their campaigns, videos were played to communicate with the local communities with interviews conducted in local languages, featuring the president as well as wildlife officials and governors. This outreach work provided a platform for the project to work with people and understand people's constraints. It was also beneficial for the government as people saw their leaders talking about conservation issues. The government therefore proved its interest in building the wildlife sector as part of economic recovery.

### **5. WRAP UP AND CONCLUSIONS**

The workshop participants agreed that it was useful to bring the conservationists and journalists together, and that they were keen to see more people interaction in the future. The U-PCLG proposed having more meetings within the group in order to coordinate better among the member organisations. This will help the group identify key advocacy issues for U-PCLG to put forward.

An evaluation of the workshop concluded:

- Participants were keen to have more advocacy training, and that more time was needed to cover advocacy steps.
- Many of the journalists commented that the presentations that were made about Bwindi were difficult for many of them to understand had too much information, and that the conservation presenters should have had more illustrations in the PowerPoint slides and greater explanation of technical terms. Some commented that this was a challenge for a workshop where participants have different degrees of training about a subject.
- The programme was very ambitious but the participants appreciated the organisation of the workshop bringing together the journalists and the conservationists.
- The facilitators were applauded.
- Some commented that the selection of the media participants should have been broader, and that media journalists should have been selected.

- The alliance between the media and conservationists was appreciated, it was hoped this would grow in the future.

## ANNEX 1 LIST OF PARTICIPANTS

NO.	NAME	ORGANISATION	TITLE
1	MWINE M DAVID	BMCT	TA
2	MBARUSHA FRANK	URP	EXTENSION WORKER
3	TWINAMATSIKO MEDARD	ITFC	LEAD RESEARCHER
4	ANDREW GORDON-MACLEAN	IIED	RESEARCHER
5	WAISWA GRACE	ASRDEM LTD	SENIOR CONSULTANT
6	JACKIE KIGOZI	ECOTRUST	
7	PANTA KASMA	JGI	ED
8	TUMWESIGYE ROBERT	PROBICOU	ED
9	PHIONAH MWESIGE	NATURE UGANDA	IT SUPPORT
10	SARA KAWEESA	AROCHA UGANDA	ND
11	DR LAWRENCE MUGISHA	CEHA	ED
12	MICHELLE WIELAND	IIED	CONSULTANT
13	ROBERT BITARIHO	ITFC	AG. DIRECTOR
14	STEPHEN ASUMA	IGCP	COUNTRY REPRESENTATIVE
15	MWESIGWA RICHARD	CTPH	PROGRAMMES MANAGER ADVOCACY
16	KASIRYE G	UBC TV	REPORTER
17	PAMELA N. WARIAGALA	FFI	SENIOR PROJECT MANAGER
18	NAKITTO PEACE	RHINO FUND UGANDA	EDUCATION MANAGER
19	IRENE MUWANGUZI	HEIFER INTERNATIONAL	COUNTRY DIRECTOR
20	EZRAH MUGOTE	UWA	
21	PETER LABEJA	RADIO RUPINY	REPORTER
22	ANNITA MATSIKO	RADIO WEST	NEWS REPORTER
23	SARAH MAWERERE	UBC RADIO	JOURNALIST
24	NAIGAGA NASIMU	NBS RADIO	JOURNALIST
25	SIMON MUSASIZI	THE OBSERVER	JOURNALIST
26	AGNES KYOTALENGERINE	NEW VISION	JOURNALIST
27	KANSIIME BERNADETTE	GUIDE FM KASESE	JOURNALIST/REPORTER
28	ARANS TABARUKA	KBS RADIO KANUNGU	JOURNALIST
29	SARAH TUMWEBAZE	DAILY MONITOR	JOURNALIST
30	TIMOTHY DEMBU	SIGNAL FM	JOURNALIST
31	ZAHRA NAMULI	NBS TV	JOURNALIST
32	GODBER TUMUSHABE	ACODE	ED
33	DR. ARTHUR BAINOMUGISHA	ACODE	DIRECTOR OF RESEARCH
34	AMUMPIIRE ANNA	ACODE	RESEARCHER
35	BRENDA ASIIMWE	ACODE	PROGRAMMES ASSISTANT
36	MUHANGIZI G	BCFS	DIRECTOR
37	PAUL HATANGA	CSWCT-CHIMPANZE SANCTUARY AND WILDLIFE CONSERVATION TRUST	PROJECT MANAGER

38	BIRUNGI SILVER	CSWCT	EDUCATION OFFICER
39	ADOLF MBAINI	MAKERERE UNIVERSITY	LECTURER
40	BAGUMA RICHARD	SECRETARY GENERAL	UN ASSOCIATION OF UGANDA

## ANNEX 2 AGENDA

Time	Activity	Responsible Centre
<b>Session 1</b>	Opening Remarks and Introduction by Participants	
9:00-9:15	Introductory Remarks	PCLG; IIED
9:15 – 9:30	Opening Remarks	Godber Tumushabe ED ACODE
9:35 -9:55	Theory of change and how it may apply to U-PCLG	Andrew Gordon Maclean IIED
10:00 – 10:30	Biodiversity, poverty and livelihoods	Robert Bitariho
10:30 – 11:00	Health Break	Hotel
11:00 – 11:30	Update of research component from ITFC	Medard Twinamatsiko
11:30 –12:00	Plenary discussions	
12:00- 1:00	Advocacy Training: importance of Advocacy and Basic Concepts	Dr. Arthur Bainomugisha
1:00 – 2:00	Lunch Break	Hotel
2:00 – 3:30	Poverty and conservation advocacy: Engaging the Presidency and the Legislature  Panel Responses by at least 3 participants	John A. Kigyagi Senior Presidential Advisor on ENR
3:30 – 4:00	Health Break	Hotel
4:00 – 5:30	Advocacy Training: Steps to Effective Advocacy	Godber Tumushabe ED ACODE
5:30-6:00	Advocacy Film	ACODE
7:00 – 9:00	Dinner and guest presentation (TBA)	
<b>Day 2: February 21 2013</b>		
8:30- 8:40	Recap of DAY 1 – what did you learn?	Godber Tumushabe ED ACODE
8:40 – 9:00	Governance Aspect: Deficits And Lessons Around Bwindi-A Case Of Community Protected Area Institutions	Medard Twinamatsiko
9:00 – 9:30	Plenary discussion	
9:30 – 10:30	Advocacy Training: Common advocacy tools	Dr. Arthur Bainomugisha

<b>10:30 – 11:00</b>	Health Break	Hotel
<b>11:00 – 11:10</b>	Introduction to group work – Theory of change and ICD	Andrew Gordon-Maclean IIED
<b>11:10 – 12:00</b>	Break out session on theory of change and ICD	Moderator: Andrew Gordon-Maclean IIED
<b>12:00 – 1:00</b>	Group Presentations	
<b>1:00 – 2:00</b>	Lunch break	Hotel
<b>2:00 – 3:30</b>	Challenges in reporting on poverty and conservation (panel of 5 journalists)	Moderator: Godber Tumushabe ACODE
<b>3:30 – 4:00</b>	Health Break	Hotel
<b>4:00-5:00</b>	How to write stories and report on conservation and poverty	Mr. Adolf Mbaine

### **Day 3 22<sup>nd</sup> February 2013**

<b>900 - 915</b>	Presentation about WCS advocacy work in South Sudan and Tanzania	Dr. Michelle Wieland
<b>9:15 – 12:15</b>	Media clinic on how to report on poverty, biodiversity and livelihoods.	Moderator: Richard Baguma, United Nations Association of Uganda
<b>1215 – 1:00</b>	Wrap up and next steps for Uganda PCLG	Godber/ Andrew