

Policy Advocacy Toolkit





THE SACN POLICY ADVOCACY TOOLKIT:

A Guide to Advocating for Cities, with Cities

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SECTION 1:

An overview of SACN's
Policy Advocacy
Programme

INTRODUCTION

The South African Cities Network (SACN) is an established network of cities and partners that encourages the exchange of information, experience and best practices on urban development and city governance. The mandate of SACN is to promote good governance and management of cities, to analyse strategic challenges facing South African cities through research, and to promote shared learning between spheres of government.

The SACN's mission is to build better cities by transforming policy and practice through knowledge co-creation, learning, partnerships and convening voices. As a result, SACN develops research products that capture the issues, challenges and status of cities, and proposes data-driven solutions to assist cities in navigating their challenges.

The volume of research products, knowledge-sharing events and peer-to-peer learning platforms have provided valuable insights into city development but have had little impact on shifting the policy and institutional arrangements that often minimise the impact of urban developmental outcomes.

As the Secretariat of the Integrated Urban Development Framework (IUDF), it is the SACN's role to promote better governance and collaboration between All-of-Society to maximise the urban development vision of cities. As a network of cities, SACN has intentionally positioned itself through its 10-year business strategy to move closer to cities while assisting them to influence the policy environment by acting as a conduit of city voices through its advocacy initiatives. In line with this strategic objective, the SACN is therefore committed to the ideal of amplifying the voices of cities in the urban development discourse while bringing all-of-society stakeholders of cities (i.e. state and non-state actors) on board to ensure inclusive development takes place in a manner that also empowers citizens. This commitment to amplify the voices of cities to be instrumental in shaping an enabling institutional and policy environment for local government forms the basis of the SACN's envisaged policy advocacy programme.

Below is a graphic representation that distils SACN's overall value proposition to its affiliated cities with policy advocacy as one of the key tenets of the value proposition:



This Advocacy Toolkit therefore serves to unpack and outline to the reader how the SACN envisages to undertake its advocacy programme. The SACN Advocacy Toolkit also maps out the process of how SACN policy advocacy projects are to be conceptualised and implemented through a number of resources and tools which have been designed to provide a logical framework to develop feasible and sound policy advocacy projects that are city-centric and centered on All-of-Society partnership principles.

WHAT IS POLICY ADVOCACY?

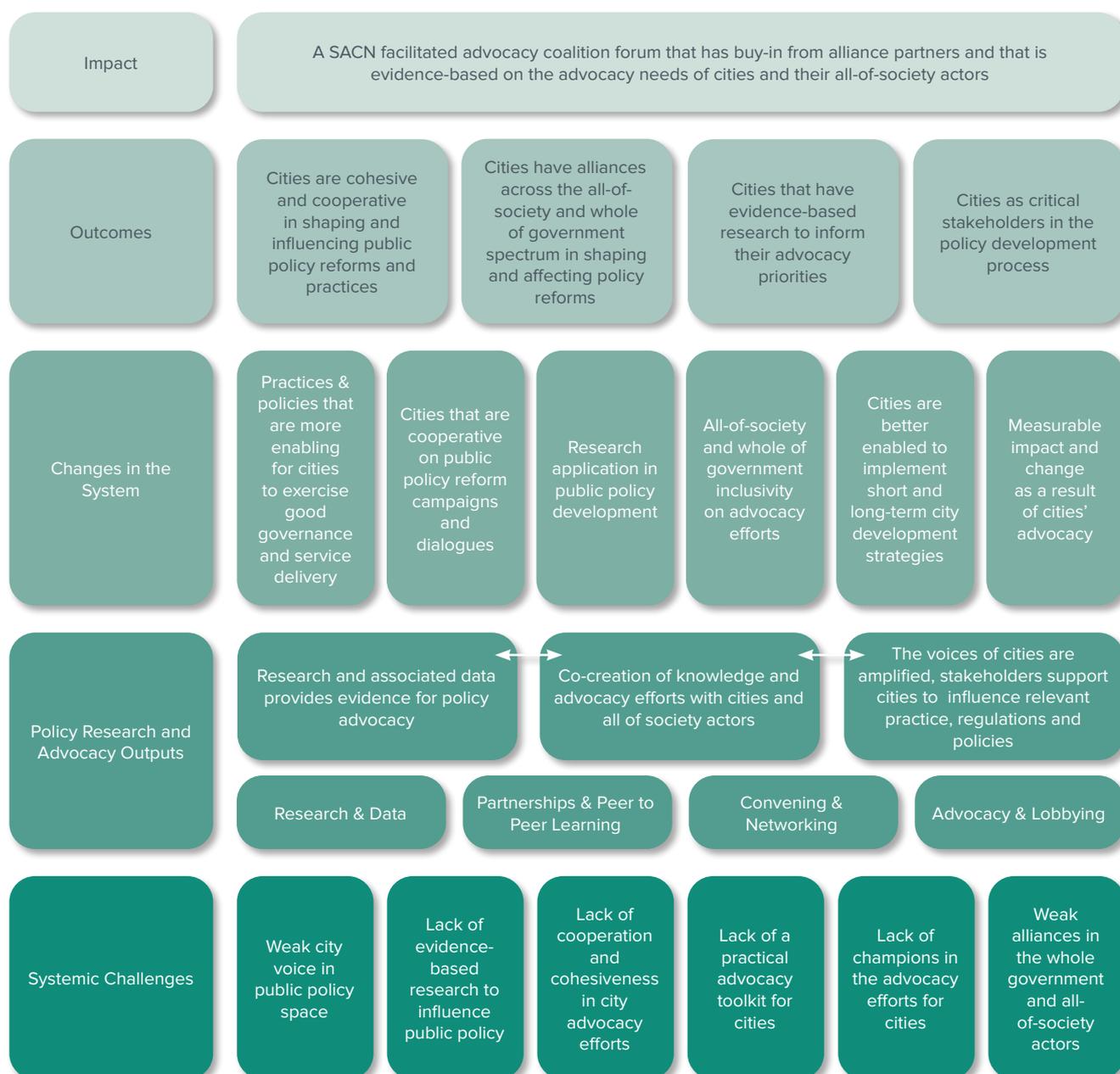
Policy advocacy is a series of persuasive actions that are aimed at either establishing new policies, improve on existing policies, and/or challenge pieces of legislation that impact negatively on individuals or groups¹. It aims to shape both policy processes and policy content through (direct and indirect) engagement with policymakers. Policy advocacy is the process of using a series of strategies to influence the creation and development of public policy, and makes use of multiple targeted actions directed at changing policies, positions or programmes. Policy advocacy targets policy makers and implementers by alerting them of gaps and shortfalls by educating the public, providing research to people needing help and commenting on regulations.

THEORY OF CHANGE AND OUTCOMES

In terms of the SACN's policy advocacy approach, we are guided by the Theory of Change principle. According to the Centre for Theory of Change (2022)², the Theory of Change is “essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or “filling in” what has been described as the “missing middle” between what a program or change initiative does (its activities or interventions) and how these lead to desired goals being achieved”.

Below is an illustration of SACN's Theory of Change approach to its advocacy work. It follows the process of first identifying long-term goals, then working backwards to identify the outcomes that need to be in place to reach these goals.

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- 1 Sonke Gender Justice Network. 2013. Policy Advocacy Toolkit. How to Influence Public Policy for Social Justice and Gender Equality in Africa. Cape Town: MenEngage Africa
 - 2 Center for Theory of Change. 2022. What is Theory of Change? Available online: <https://www.theoryofchange.org/what-is-theory-of-change/> (accessed 5 September 2022).



WHY THIS TOOLKIT?

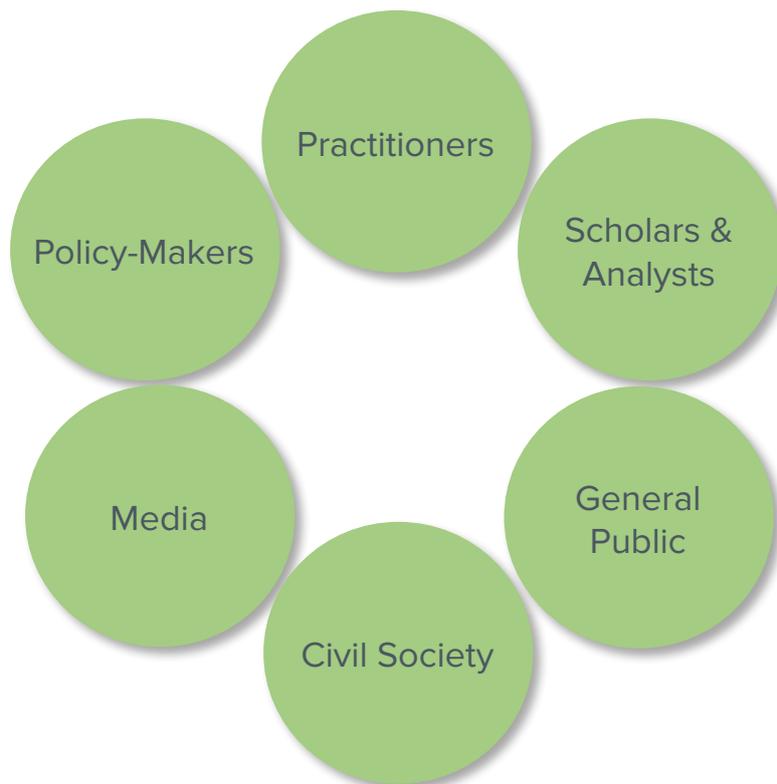
Pillar 3 (Voice & Advocacy) of the SACN business strategy mentions the organisation's intention to augment its value to cities through advancing initiatives built around increasing cities' voices through policy advocacy. The SACN has identified the need to translate that pillar into an actionable programme and to develop a guide on how the SACN Secretariat, its partner organisations and affiliated cities can implement advocacy work in its programmatic work. The long-term goal of the SACN's advocacy programme is to position the SACN as a credible policy research entity and an advocacy champion on issues affecting cities in urban development.

The advocacy programme's objectives are to:

- strengthen the collective voice of cities through evidence-based knowledge and advocating for change in policies and practice that support the urban agenda;
- amplify the voices of cities by leveraging SACN's network platform and support cities with evidence-based knowledge for policy reform and advocacy;
- convene voices that bring together city practitioners and connect them with all-of-society.

WHO CAN USE THIS TOOLKIT?

This toolkit is intended primarily for SACN and its partner organisations, but since the work of advocacy entails a multitude of voices and competencies it is relevant for application by a wide spectrum of All-of-Society stakeholders which include but are not limited to:





SECTION 2:

The South African Policy Development Landscape

BACKGROUND TO POLICY PLANNING IN SOUTH AFRICA

The Constitution states that people's needs must be responded to, and that the public must be encouraged to participate in policymaking. The National Planning Commission was developed to do long-range policy planning for the country. This included the development of the National Development Plan Vision 2030. The Department of Planning, Monitoring and Evaluation was established in 2010 with a focus on short to medium-term planning, performance monitoring, improvement to service delivery and institutionalisation of evaluations across government.

The National Policy Development Framework developed in 2020 seeks to establish good public policy-making practices in South Africa by setting out clear principles for effective policy development and implementation. The Socio-Economic Impact Assessment System (SEIAS) was introduced in 2015 to ensure that proposed public policies are thoroughly analysed for likely impacts, costs and benefits, and that risks are aligned to national priorities as stated in the National Development Plan.

NATIONAL POLICY DEVELOPMENT FRAMEWORK

The National Policy Development Framework aims to regulate policy management processes in South Africa. It collects policy-making practices and establishes evidence-based policy-making to guide officials on policy analysis, policy development, policy authorisation, policy implementation and policy reviews. It introduces policy-making standards and guiding principles for the entire policy-making cycle and seeks to embed SEIAS in the policy-making process. The framework clarifies approaches to intra/inter-departmental consultation (policy coordination) and external stakeholder consultations during the policy management process. It introduces mechanisms for policy monitoring and evaluation (in alignment with the Government Wide Monitoring and Evaluation System and National Evaluation Policy Framework). Ultimately, it aims to promote, facilitate and institutionalise ex-post impact evaluations to improve policy performance.

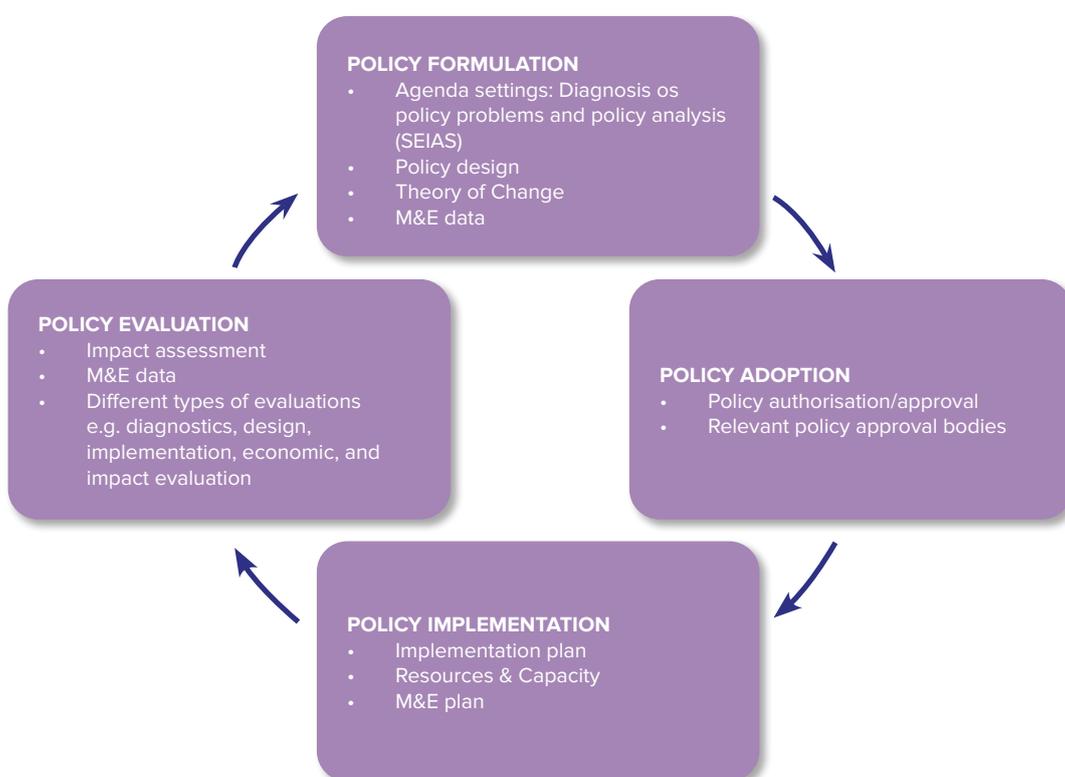
Section 195 of the Constitution stipulates that the following democratic values and principles must govern public administration:

- Efficient, economic and effective use of resources must be promoted.
- Public administration must be development-oriented.
- People's needs must be responded to, and the public must be encouraged to participate in policy-making.
- Public administration must be accountable.

SOCIO-ECONOMIC IMPACT ASSESSMENT SYSTEM

The Socio-Economic Impact Assessment System (SEIAS) was established to ensure government departments and entities analyse risks and costs associated with the development of policy, legislation and regulation, and propose ways to mitigate them. The structure also contributes to improving policies rather than simply helping to decide whether they are worthwhile. It addresses the lack of consistent implementation of the public participatory process to date and points to ways to improve the effectiveness and efficiency of implementation. SEIAS takes into consideration how government actions impact on and relate to transformation, environment and inclusive growth of the economy.

POLICY DEVELOPMENT PROCESS



There are generally four steps in the policy development process and within each there is ample scope for policy advocacy involvement:

- **Step 1: Policy formulation** – An evidence-based process of diagnosing a social problem which is accompanied by data-driven solutions. A policy is designed as a response.
- **Step 2: Policy adoption** – A series of policy approval processes to authorise the adoption of a policy.
- **Step 3: Policy implementation** – Developing a policy implementation plan that is considerate of available resources and capacity while also being evidence-based and data-driven in its outputs and outcomes.
- **Step 4: Policy evaluation** – Taking stock of a given policy's impact with evidence-based assessments and using various methods of evaluating.

KEY APPROVAL STRUCTURES IN THE POLICY DEVELOPMENT CYCLE

The following are some of the forums involved in the approval of new policies and revision of existing policies:

- Ministerial clusters
- MinMECs (for concurrent functions)
- Premier’s coordinating forums
- District Mayors’ forum
- Forum of Director-Generals South Africa (FOSAD)
- President’s Coordinating Council (PCC)
- Cabinet committees
- Executive Councils of provinces
- Forum for Heads of Department
- Cabinet
- Council (in the case of by-laws at local government level)
- Member of Executive Council for Local Government and Executive Mayors Forum

POLICY VS LEGISLATION

“Policy” can be defined as the organisation’s stated position on internal or external issues. It provides the written basis for an organisation’s operations, informs legislations and regulations, and an organisation’s governing document. A policy is typically based on a government’s political priorities which are usually contained in the governing party’s manifesto and part of its programme of action. Public policy is important in that it is the statement of intent and an expression of political mandate and must include a clear vision statement.

“Legislation” is an instrument through which a policy’s vision is implemented. In the SEIAS process, stakeholder consultation is non-negotiable and strives for genuine stakeholder involvement rather than simple malicious compliance with the Constitution and other laws.

TYPES OF POLICIES

1. According to the National Policy Development Framework of 2020¹, public policy can be divided into six categories: **Regulatory policies** apply to both individuals and corporations. In terms of individuals, regulatory policies protect issues such as consumer rights or the environment. For corporations, regulatory policies apply to the regulation of the transport industry or export and import regulations. Examples are the National Traffic Regulations and Health Regulations.

¹ South African Government. 2020. National Policy Development Framework 2020. Available online: https://www.gov.za/sites/default/files/gcis_document/202101/national-policy-development-framework-2020.pdf (accessed 5 September 2022).

2. **Distributive policies** impact government benefits to individuals, groups and the private sector. This includes the distribution of public funds to specific groups, communities and industries. Examples are subsidies to farmers, public health care facilities and the National Student Financial Aid Scheme.
3. **Redistributive policies** grant social benefits such as jobs or money, and aim to redistribute wealth and resources among different societal groups. These policies impact grants to the elderly, children and vulnerable groups. An example is the Broad-based Black Economic Empowerment Act.
4. **Transversal policies** are developed by government departments and apply to the entire government, not only the department that developed it. For example, policies that relate to the Public Service and Public Finance Management Acts.
5. **Department specific policies** are institutional or operational policies developed by departments and impact operating procedures or protocols the departmental employees need to observe. These policies might not derive from national policy or legislation. For example, the School Governing Bodies developed the School Admission Policies in line with the Admission Policy for Ordinary Public Schools, National Education Policy Act, 1996 and South African Schools Act, 1996.
6. **Policy directives** communicate changes to the interpretation or application of policies and legislation, as well as clarify legislation around procedures, processes and practices.

MUNICIPAL BY-LAWS AND THEIR ROLE WITHIN THE POLICY ENVIRONMENT

Municipalities are the local arm of government and they each have separate legal personalities. The executive and legislative authority of a municipality is exercised by the council of the municipality, and the council makes key decisions of the municipality. All municipalities are governed by municipal councils that are elected every five years. Most municipal councils are managed by an executive committee, elected executive mayor and a municipal manager. Wards are sub-divisions of municipalities which are used for electoral purposes (SACN, 2016).

According to the Municipal Systems Act, municipal councils have duties as well as rights. These include, but are not limited to the following duties:

- exercise their powers and use their resources in the best interest of the local community;
- provide, without favour or prejudice, democratic and accountable government;
- encourage the participation of the local community;
- ensure municipal services are provided to the local community in an equitable, and financially and environmentally sustainable manner;

- promote development in the municipality;
- promote gender equity;
- promote a safe and healthy environment in the municipality; and
- contribute to the progressive realisation of the fundamental rights contained in the Constitution.

Given that our Constitution requires the government to consult its citizenry in the process when developing and reviewing policies, the ordinary members of the local community have the following rights in the policy development process:

- participate in the decision-making processes of the municipality;
- use and enjoy public facilities;
- access to municipal services;
- submit recommendations, complaints or representations to the municipality, and to expect prompt responses from the municipality;
- be informed of decisions of the municipal council, and to expect the council to disclose information about its business and finances; and
- attend meetings of the municipal council and its committees, and to demand that the council acts in a transparent and impartial way.

EXECUTIVE AND LEGISLATIVE AUTHORITY

A municipality exercises executive and legislative authority within its boundaries. Laws made by municipalities are called by-laws. Only a member or committee of a municipal council may introduce a draft by-law in the council. Before a by-law is passed, it must be published for public comment, and all members of the municipal council must have a reasonable amount of time to consider the by-law.

Municipal By-Law Process

STEP
01

DRAFT BY-LAW

By-law is drafted by a councillor or committee of the council.

STEP
02

PUBLIC CONSULTATION

The draft by-law is published for comment by the public, ward committees and other committees.



STEP
03

DEBATE IN COUNCIL

By-laws is introduced and debated in the council.



STEP
04

COUNCIL VOTE

Municipal council votes on the by-law. Passing the by-law depends on a majority vote.



STEP
05

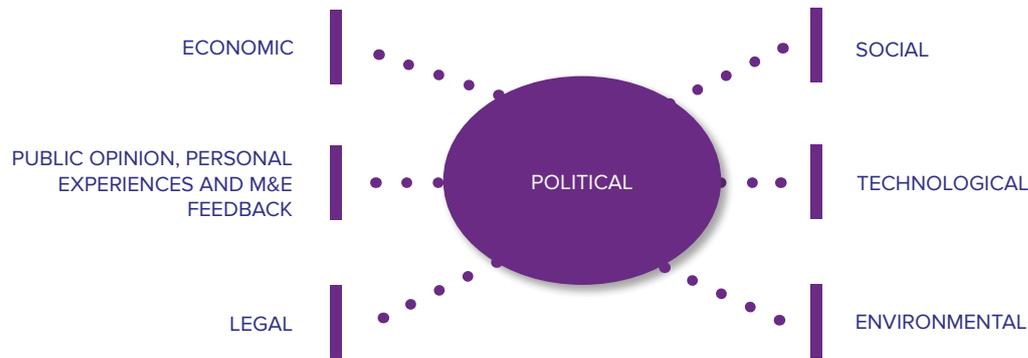
PASSED IN COUNCIL

Once by-law is passed by the council, it must be published in the provincial gazette and becomes law.



FACTORS INFLUENCING POLICY

New and existing policies are constantly being influenced by outside factors. These factors need to be taken into consideration when developing new policies, and in some cases existing policies need to be changed to incorporate a change in the influencing factors.



- **Political factors:** Public policy takes place within the political sphere as it is formed by political parties and their ideas, as well as the perception of the public about those political parties.
- **Economic factors:** Public policies need to stay up to date with the way society creates and distributes wealth, since these policies need to ensure the correct allocation of scarce resources to the correct groups within society.
- **Social factors:** This includes issues such as population size, language, values and beliefs, employment and access to food and water. It was perfectly demonstrated in the measures adopted by Government in March 2020 with the outbreak of COVID-19 and the regulations put in place by the National Disaster Management Act.
- **Technological factors:** The Fourth Industrial Revolution (4IR) and South Africa's participation in the World Economic Forum influences government's decisions on policies regarding e-commerce platforms, digital skills development, communication costs, and digital literacy.
- **Environmental factors:** Issues such as climate change, biodiversity, protection of endangered species, and waste and chemical management need to be taken into consideration when developing policies.
- **Legal factors:** There have been cases where court judgements have compelled government departments to amend laws and review policies to protect the socio-economic rights of citizens.
- **Public opinion, personal experiences and M&E feedback:** The media, as well as changes in values, perceptions and beliefs play a large role in influencing public opinion. Public opinion shapes and influences public policy.

A CALL TO ACTIVE CITIZENRY IN POLICY DEVELOPMENT

Our post 1994 democracy is built on the foundation of public participation in all facets of public life. The principle of our democracy is that every vote counts and every voice must be heard. As citizens we each have our own hopes, each community of our society has its own aspirations, each city has its own development goals, and as a country we have our own plan for the future. What this alludes to is that all significant changes in our society should always be agitated by a culture of active citizenry. This means:

LOOK AFTER THE ENVIRONMENT

A neighbourhood comprising of two streets got together to clean up an open space. After arranging a house meeting to discuss what can be done, the households adjacent to the open space decided to clean up the park on a Saturday afternoon. All the families were involved. Sometime later the residents' association approached the council for support. The council responded to the effort and instigated regular grass-cutting and installed a proper fence and a bin in the open space.

CONTRIBUTE TO THE ENVIRONMENT

You, as an individual and as a household, are both a producer (through your work) and a consumer (by buying goods and services). You can contribute to the economy by supporting local businesses, pursuing your entrepreneurial potential, paying for services, avoiding over-indebtedness and participating in local cooperatives, such as stokvels and investment clubs. A cooperative refers to a farm, business or other organisation that is run jointly by its members who share the profits and benefits.

VOTE AND BE ACTIVE

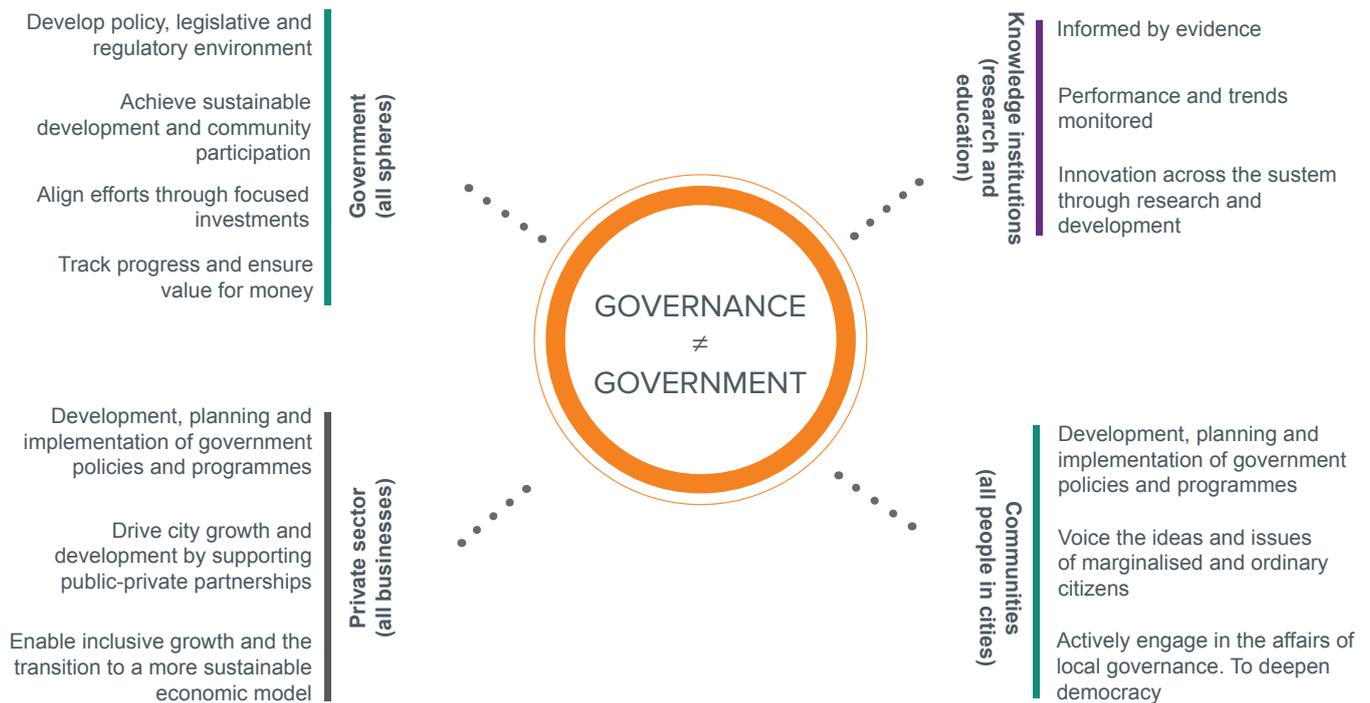
Be involved in your local and city governance processes such as municipal elections. It is also important to stay involved between elections, in the making of decisions that concern your community. Your local councillor and ward committee are your vital link to your city and the decisions that are made. Other important processes to engage in are your city's growth and development strategy (GDS), integrated development plan (IDP) and city visions.

KNOW YOUR RIGHTS

It is important to know your rights and responsibilities in order to make a positive difference in your neighbourhood. Find out more about your local residents association, community safety forum and other community-based organisations. These organisations can help make communities safer and better places to live.

THE ROLE OF ALL-OF-SOCIETY IN THE POLICY DEVELOPMENT PROCESS

The principle of an all-of-society driven development approach is premised on the idea that it is not up to government alone to ensure the livelihood of our communities, the functioning of our cities, or the wellbeing of our country. We are all responsible. An all-of-society approach requires the involvement of public and private sectors, as well as education and research institutes and individual citizens. The following matrix sums up the role of all-of-society in the policy development function:





SECTION 3:

A guide to using the
SACN Policy Advocacy
Toolkit

The SACN has a very specific role to play in policy advocacy given that it uses an all-of-society approach as guided by the IUDF. The strategic intent of SACN's policy advocacy efforts is to strengthen the collective voice of cities and advocate for change in policy that supports the urban agenda. The following are policy advocacy avenues which SACN envisions itself to pursue in collaboration with partners:

- Educating the public on local government processes to strengthen citizen engagement and participation in city development, raising awareness through seminars, dialogues and other public forums. These can be done in person or virtually or as a combination of both.
- Policy education in the form of short courses or masterclasses to empower targeted audiences of city practitioners, the public (including community members) as well as the youth and designated groups.
- Media advocacy to drive a greater understanding of a given public policy issue that is of interest to the effective governance of cities.
- Commenting on regulations and making formal submissions by convening all-of-society voices on a given public policy issue that requires change and review of development.
- Lobby on behalf of cities for policy and institutional reforms that support the urban agenda.

These activities will require SACN to be proactive and responsive. Certain advocacy issues require responses through submissions of comments to regulations, education on new policies affecting the public or even electoral processes that require an engaged and informed citizenry to succeed. Other advocacy issues will be historical, relating to previous work conducted by SACN that require application through advocacy. These issues have been identified through a parallel process of city engagements and will be guided by each programmatic theory of change.

SACN'S POLICY ADVOCACY PROBLEM STATEMENT

Governments make policy to affect three domains: domestic outcomes, outcomes in foreign countries, and shared global challenges. These policy domains are interconnected, but not necessarily in obvious ways, and few governments make policy across them in a rational manner.

Policy incoherence is always cited as a growing concern. This is partly a result of weak policy design and government working in silos and it leads to poor policy coordination and oversight, as well as contradictions. Another problem is the appointment of specialists and experts in government who often do not have prior exposure and/or adequate orientation on public policy, and therefore lack experience in policy formulation and implementation.

In many instances, legislation has been developed without the supporting policy documents (green and white papers) which results in weak legislative proposals and the potential for legal challenges.

Other challenges with policy making include:

- lack of data-driven policy decision-making;
- slow transition from opinion-based policy making into evidence-based policy making;
- the use of green and white papers not being applied as rigorously as before;
- insufficient and ineffective stakeholder involvement in the policy-making process;
- fragile monitoring and evaluation (M&E) systems coupled with less viable implementation plans.

The SACN was formed to assist cities to navigate complex social, economic and governance challenges. The 10-year aim is to have high performing and innovative cities that are well-governed, productive, inclusive and sustainable. Knowledge, learning and innovation, voice and advocacy, and partnerships and organisational sustainability are SACN's key strategic pillars as can be seen on the following illustration:



Voice and advocacy has four main focus areas in relation to the strategic objectives of SACN. These are:

- creating learning and adapting cities through knowledge application,
- maintaining the relevance of the urban agenda in the work of cities,
- strengthening and forging new partnerships across the all-of-society spectrum,
- ensuring the sustainability of the network and organisation.

These four focus areas include work which SACN is currently doing, but also includes new areas the network should explore. These are detailed in the table below:

Strategic objective	Current alignment	New areas of work
Learning and adapting cities	Publications, learning events, knowledge dissemination.	Advocacy is required when transitioning to knowledge application to generate positive and impactful change in practice and policy.
Urban agenda in work of cities	The strategic trajectory of well-governed, productive, inclusive, sustainable cities is grounded in the urban agenda.	Safeguarding the urban agenda in the shifting local government's political landscape requires advocacy (collective voice).
Strengthening all-of-society (AOS) spectrum	Existing partnerships and relationships to leverage the work of SACN.	Retaining existing partners to leverage thematic work in both financial and non-financial resources (collaborative vs competitive city support partners). Forging core partnerships with AOS.
Sustainability of the network	Existing partnerships and subscriptions by cities.	Demonstrate the value of the network through advocacy's impact of policy and practice. Diversify the funding base with new income streams and new partnerships.

SACN'S POLICY ADVOCACY APPROACH

The steps used in SACN's advocacy efforts should lean on learnings and experience from previous advocacy efforts, but also seek to solidify a structured advocacy approach for SACN.

STEP 1: CHECKLIST

The following is an internal checklist for pursuing advocacy issues:

- Timing must be right and respond to urgent issues.
- Knowledge must be the basis of advocacy. We must advocate on issues we have conducted research on.
- Ensure technical and political championship within government.
- Take time to establish relationships and build trust with partners.
- Ensure there is mutual interest from cities. Do they care about the issue at hand? Where did it emerge from?
- Establish if this needs a community of practice or community of interest (a time-based structure to tackle the issue).

STEP 2: RIPE CRITERIA

The RIPE criteria delineates various steps that can be undertaken in the policy advocacy process. The criteria provides a problem identification process where the organisation can identify whether an issue is relevant to its work and whether it will have the desired outcome. The criteria is a check list that can be used when deciding whether an advocacy issue is worth pursuing. It is expanded on as follows:

RIPE Factors	Guiding Questions	Response
Relevance	Does this advocacy issue fit within the Strategic Objectives of SACN and how?	
	Does it resonate with the work of cities or the urban development agenda?	
	Will partners see this as an important issue?	
Importance	Does this issue affect a significant number of stakeholders?	
	Does this have a significant impact on people's lives?	
Potential	Can the policies and practices that are creating or maintaining the problem be changed?	
	Can SACN and its partners play a significant role in making that change happen?	
Empowerment	Will doing advocacy on this problem help empower, build or enable the capacity of our partners and cities in their work?	

STEP 3: PARTNERSHIP FRAMEWORK

A significant part of the RIPE criteria includes gaining an understanding of stakeholder perspectives and if the issue resonates. SACN's advocacy process needs to include city practitioners who guide the implementation of the urban agenda with local stakeholders. The SACN can adopt the Western Cape Economic Development Partnership (EDP) partnering toolkit methodology to assist itself in navigating the complex systems and societal issues challenging our context.

The partnering approach starts with three implementation questions:

- Who needs to work together to make this happen?
- How can this collaboration be put into practice?
- When does this collaboration need to occur within the development cycle to achieve maximum impact?

These questions are asked internally across all spheres of government, and externally with all-of-society actors.

Knowing when to partner will usually be determined by asking the following questions of a problem, issue, or challenge:

- What is the problem you are trying to solve?
- What conditions are creating this problem?

- Which combination of different mandates, authorisations, resources, and know-how is required to address these conditions?

The partnering framework details the key principles underlying each stage, the tasks associated with it, and the anticipated outcomes.

Overall, it is critical that partnerships have clear strategic alignment and merge with envisioned goals and impacts. At the project level, the Fixed Africa framework provides a useful way to identify shared goals and principles as well as map the contribution of each partner to outputs and outcome areas using a simple “what do I bring” tool.

Partner	Categorisation*	Alignment/ Shared Vision	Input	Output	Outcomes	Impact



Strategic



Programmatic



Funder



Thematic/subject area expertise



Other

Role	Lead	Key	Support	Enabler	Insight
Outcome area	Following an exhaustive articulation of broad as well as activity-level outcomes, what is the alignment/which specific outcomes does this partner contribute to?				
Description	A short description of the partner, their relevance to the process and the specific contribution they bring in terms of the identified role.				

STEP 4: IDENTIFYING AVENUES OF ADVOCACY

The table below is a useful tool to help determine how to go about changing policies.

Advocacy avenue	Description	Suitability of the avenue (Yes or No)	Reasons if Yes	What could a short 250-word brief look like?
Educational/ awareness raising	Educating the public or a targeted audience, raising awareness levels on a policy issue through either seminars, dialogues etc.			

Short training programmes	Training programmes to empower or transfer knowledge to a targeted audience around a policy issue or an urban phenomenon that is in their interest to understand the need to bring about change.			
Media advocacy	Media messages to raise understanding and sympathy on a particular issue i.e. using impact stories, social marketing campaigns (traditional marketing that is aimed at changing or maintaining people's behaviour for the benefit of society).			
Formal policy submissions	Rallying partners through dialogues/ workshops with the aim of developing a set of formal submissions on a given policy issue to the respective ministry of authority on the policy.			
Policy briefs	Breaking down policy issues into easy information for dissemination to technical and non-technical audiences.			
Policy position papers	Developing short research papers on a given policy issue or urban phenomenon and framing its pros and cons on the IUDF national urban policy position and its implications for cities and the urban agenda.			

STEP 5: MONITORING AND EVALUATING IMPACT

Measuring the success of an advocacy project is difficult given that the end result of an advocacy project is most often intangible (except for cases involving fundraising where funding can be tallied). Most advocacy projects seek to achieved intangible outcomes such as the changing of a policy or legislation or shifting of behaviors or practices by individuals or institutions. These kinds of changes may not become a lived reality overnight and the causal relationship of the arising change in a given environment or in individuals, groups and institutions and its relation to a specific advocacy project are not always clear. Advocating for complex societal challenges such as climate change, sustainable energy, good governance, poverty and good quality healthcare or education are not simple outcomes to materialize and may happen over time.

To facilitate good monitoring and evaluation in the advocacy work therefore requires a segmentation of impact into a logical framework that uses data insights to guage the various segments of impact. The are five key critical components of a good advocacy monitoring and evaluation frame as can be seen in the graph below:





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