This Toolkit was produced by FERN at the request of a network of environmental NGOs in West Africa: the Green Actors of West Africa (GAWA). FERN was asked to create this Toolkit on the basis of its long-standing experience with advocacy work both at national level and EU level.

This Toolkit is for local and national NGOs, but specifically for those based in West Africa, as the case studies and background information are focused on this region.

The information in this Toolkit is based on FERN's own experience, although where useful we have used available materials from other toolkits, reference guides and websites. A full list of all materials and websites used is included in Annex 1.

We have further made extensive use of case studies provided by GAWA participants and of experiences presented to us by GAWA members who participated in advocacy workshops held in Monrovia (Liberia) and Lomé (Togo) at which a draft of this Toolkit was tested.

Our thanks to the Netherlands Committee for IUCN, whose financial and moral support made this Toolkit possible.

The views expressed are those of FERN and the participants at the GAWA workshops.
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# Acronyms

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<th>Description</th>
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<tr>
<td>ACP</td>
<td>Africa, Caribbean and Pacific</td>
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<tr>
<td>ACDIC</td>
<td>Association Citoyenne de Défense des Intérets Collectifs</td>
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<td>ATCA</td>
<td>Alien Torts Claim Act</td>
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<td>CADEM</td>
<td>Community Advocacy and Development Movement</td>
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<tr>
<td>CAT</td>
<td>Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment</td>
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<tr>
<td>CEDAW</td>
<td>Convention on the Elimination of All Forms of Discrimination Against Women</td>
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<td>CDP</td>
<td>Children Development Programme, Liberia</td>
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<td>CRC</td>
<td>Convention on the Rights of the Child</td>
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<td>CSP</td>
<td>Country Strategy Paper</td>
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<td>DAC</td>
<td>Development Assistance Committee</td>
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<tr>
<td>DfID</td>
<td>UK Department for International Development</td>
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<td>DG</td>
<td>Directorate-General</td>
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<tr>
<td>DIY</td>
<td>Do it Yourself: stores that sell timber, tools etc</td>
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<tr>
<td>EC</td>
<td>European Community</td>
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<td>ECAs</td>
<td>Export Credit and Investment Insurance Agencies</td>
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<td>EFA</td>
<td>Environmental Foundation for Africa</td>
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<td>EIA</td>
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<td>ENTRI</td>
<td>Environmental Treaties and Resource Indicators</td>
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<td>EU</td>
<td>European Union</td>
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<td>FERN</td>
<td>Forest and the European Union Resources Network</td>
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<td>FT</td>
<td>Financial Times (journal)</td>
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<td>GAWA</td>
<td>Green Actors of West Africa</td>
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<td>HQ</td>
<td>Headquarters</td>
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<tr>
<td>ICCPR</td>
<td>International Covenant on Civil and Political Rights</td>
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<td>ICERD</td>
<td>International Convention on the Elimination of All Forms of Racial Discrimination</td>
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<td>ICESCR</td>
<td>International Covenant on Economic, Social and Cultural Rights</td>
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<td>ICJ</td>
<td>International Court of Justice</td>
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<td>ILO</td>
<td>International Labour Organisation</td>
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<td>IPO</td>
<td>Indigenous Peoples’ Organisation</td>
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<tr>
<td>IUCN</td>
<td>The World Conservation Union</td>
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<tr>
<td>MP</td>
<td>Member of Parliament</td>
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<td>OECD</td>
<td>Organisation for Economic Co-operation and Development</td>
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The Green Actors of West Africa (GAWA) is a network of West African NGOs with partners in Benin, Togo, Liberia, Ghana, Sierra Leone, Mali, Burkina Faso, Niger, Nigeria, Senegal and Guinea. The secretariat is held by EFA, based in Sierra Leone.

GAWA aims to increase and strengthen the capacity of its members, by sharing information, developing joint regional activities and organising training sessions. By doing so, GAWA aims to increase and expand the ‘green voice’ of local NGOs in the eco-region. For more information see www.gawa.nu/
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Foreword

Africa is a continent with great ‘wealth’ in natural resources. At the same time it is a continent that benefits little from these resources. This is specifically the case for West Africa, which is poor even by African standards. There are many reasons for this, but we believe that the lack of an independent, well-organised, and well co-ordinated movement of environmental and social non-governmental organisations (NGOs) is a contributing factor.

Without NGO ‘watchdogs’; without independent analyses carried out by NGOs, sometimes with research institutes; without an active lobby for change; and without civil society support for governments that truly defend Africa’s interests, it is difficult to see how the current situation of Africa’s environmental destruction, increase in poverty and perceived dependence on external financial resources will change.

The aim of this Toolkit is to strengthen the advocacy work of African organisations, to assist them in playing a well-informed co-ordinated role in decision-making at local, national, regional and international level. This Toolkit, therefore, intends to support the environmental and social NGO movement in West Africa, and beyond, in its efforts to take up the role of watchdogs, monitors, independent analysts and lobbyists to protect Africa’s natural wealth and the rights of its people.

We hope the Toolkit will be useful to both environmental NGOs and social NGOs that understand that a healthy environment is a precondition for sustainable development.

The Toolkit is written in close co-operation with a network of West African NGOs (GAWA – Green Actors of West Africa). We believe that a close and strong alliance of environmental and social NGOs across West Africa and beyond is essential to identify and fight for the changes that are needed to protect the environment and the rights of its people.
“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.”

*Margaret Mead, American anthropologist*
An introduction

Advocacy: a process to create change

Advocacy is about influencing people, policies, structures and systems in order to bring about change; it can be carried out by those threatened or affected by injustice or on their behalf, or by a combination of both. Anyone can undertake advocacy work – it is not something for professionals or experts.

Advocacy is at the heart of a well-functioning democracy. It is an alternative to revolution, and needed because it can tackle root causes of injustice. Through advocacy, people are empowered to become agents of change in their own communities, contributing to important changes to protect the environment and the rights and livelihoods of local people. Advocacy work encourages people to think creatively and create innovative solutions to problems. Policy-makers often need the expertise of NGOs and, in some cases, their evidence as a counterweight to lobbying by big businesses.

Advocacy work creates a movement for change and builds public trust. It includes many different activities such as research, awareness raising, sharing of information, networking, mobilisation and lobbying. It is an organised approach to presenting a problem, working towards solutions and presenting these solutions to the relevant people, mostly in government.

Advocacy must be rooted in local experience

This Toolkit is written from the perspective that environmental protection and strengthening local peoples’ rights cannot be separated. Activities to protect the environment must therefore be rooted at local level and must incorporate building local support and representing local demands. Solutions imposed from ‘outside’ will not lead to empowerment of those involved and are unlikely to work.
**Advocacy**

- Consists of organised efforts and actions based on the reality of “what is”
- Seeks, through carefully devised actions, to highlight political issues and influence public attitude in order to enact and implement policies of “what should be”
- Requires building trust over time
- Requires research regarding pertinent facts
- Employes co-operation and networking
- Involves meeting decision-makers
- Requires solid planning
- Establishes a process of periodic assessment and re-evaluation
- Is non-violent
A negative example

The Nki Forest in southeast Cameroon was declared a national park in 2005 despite the fact that it is on lands traditionally held and used by local and indigenous peoples. Since the park’s establishment, the access of thousands of indigenous Baka hunter-gatherers to those forests for traditional hunting, gathering and fishing is officially banned by Cameroon law. This is contrary to the Convention on Biological Diversity, to which Cameroon is a party, which aims to protect traditional sustainable use of community’s lands and resources. WWF manages the park, so it is pertinent that this is also contradictory to WWF’s policy, which is supposed to protect indigenous peoples’ rights in the establishment of protected areas. The impacts of these top-down conservation schemes are devastating for local communities who depend on subsistence activities in the park. Recognition of this problem has led local authorities along with WWF to establish steps to document and protect communities’ land use in the new park management plans.

A positive example

The 155,500 ha National Park KABORE Tambi (PNKT) in South Burkina was created in 1976. 70 villages with a total of 30,000 inhabitants live closely to the park. The Burkina Government handed the management of the Park to a national NGO, NATURAMA in 1993 with the aim to support local development. During 1993-1998 NATURAMA worked with the local communities to strengthen their capacity to organize and implement micro projects focusing at halting environmental degradation and generating an income. Only after 1998 initiatives started, in close co-operation with the communities to use the park’s resources in such a way that the park remains protected while providing an income for the communities. To date, the results of this close-co-operation are clearly visible: local communities feel responsible for the park’s management; the park’s resources generate an income for the communities and the pressures on the park have decreased. NATURAMA aims to hand over the full management of the park to the communities in a couple of years.

“External factors continue to be major influences on Africa’s development, and many of them will become even more important as globalisation continues.”

Commission for Africa Report, Our Common Interest, March 2005
Advocacy work must be seen and developed within a political economic framework

Environmental degradation is often blamed on the poor, as is forest loss. But the poor – specifically those who live off the land – suffer most from environmental degradation. Both environmental destruction and poverty are often results of policies developed without full participation of local people.

“Africa has suffered from governments that have looted the resources of the state; that could not or would not deliver services to their people; that in many cases were predatory, corruptly extracting their countries’ resources; that maintained control through bribery and violence... These governments received active support from donors, often in Europe”.¹

It is important to be aware of the wider political and economic context, and the forces that have led to the current state of affairs when undertaking advocacy work. External factors are of major influence on Africa’s development. A well organised network of environmental and social NGOs in West Africa with good contacts to NGOs in Europe, the US and, where possible, China, is essential to counter these external factors.

Tip

Keep in mind that you are the holder of vital information. You have a unique understanding of your situation, and can provide a much-needed voice to counterbalance ill-advised policies or harmful activities that place the interests of the few over the well-being of the many.

A short overview before you start

To be effective, there are several steps that you as an individual, or you as a group or coalition must take. These are outlined below and will be elaborated in this Toolkit. Do keep in mind: these steps are not necessarily linear, but involve considerable to-and-fro as alliances are created, as authorities respond, as more factual information becomes available, as effectiveness of actions is evaluated. Advocacy work is not a straight walk forward, but an elaborate dance in which one must adjust to the moves made by the other dancers.

You should not be reluctant to enter this ‘dance’. The most vital ingredient of a successful campaign is the willingness to take steps, and not to be disheartened if these are not always successful. Mistakes are also crucial learning tools and ultimately contribute to one’s agility in devising responses.

This Toolkit is certainly not intended to discourage but rather to prepare – when dancing, it is sometimes useful to have a few moves down first!
The main elements of an advocacy plan

These are not discreet, chronological steps, but rather elements that support and flow into each other as the process of advocacy is engaged, advances and is re-evaluated over time.

1. **Defining the problem**  Try to define the problem clearly. What is occurring? What are its causes? Who are the stakeholders? What are their interests? What are your interests? In whose hands does power lie?

2. **Gathering information**
   - **Develop a factual understanding of the situation**  Try to find legislation and policies that may be relied upon (or that may be absent or inadequate, and why); similar situations that may have occurred elsewhere and may lead to fruitful alliances. At the same time, perfect understanding may not be possible. Delay is sometimes a luxury that cannot be afforded; facts can continue to be gathered as the campaign moves forward.
   - **What resources are needed?**  What talents/skills or funds are needed? Which do you need, but do not have? How can you obtain these?
   - **Carry out a risk assessment**

3. **Planning**
   - **Define the objective**  Have a clear, measurable objective.
   - **Find allies**  Who are logical supporters? How to get them on board? Which networks can help out? Can a network be created?
   - **Define obstacles and opponents**  What are potential obstacles and how do you overcome them? What are your opponent’s reasons? What, if anything, can be done to change an opponent’s mind?
   - **Identify target groups**  Who must act to obtain the required change? Know who needs to be targeted to be able to achieve your objective. Can committees, boards, commissions, or other bodies help solve your problem? Can public officials, heads of businesses, or other policy-makers make changes that will address your problem?
4. Developing the different elements of your campaign

These can consist of:

- **Awareness-raising** Can the media play a role in (part of) the campaign? Who in the media would be helpful to you? With regard to your issue, what would be interesting to the media? Carefully consider possible risks and benefits of media coverage.

- **Mobilisation/linking with networks** Does the campaign need wide, “on-the-ground” support? If many others also complained, would it help your problem? If so, what is the most efficient way to organise the complaints so they have the greatest impact influencing your target group?

- **Does the campaign have legal or financial angles** that need to be explored? If so, how to go about this?

- **What sort of lobby-strategy to choose, and why?** A negotiating strategy? A challenging strategy? A win-win strategy?

5. Evaluate

- **Evaluating results** Have we achieved what we set out to achieve? If not, why not, and what might we need to change?

- **Monitoring actions** Have we done the things we said we were going to do? If not, why not, and what needs to change?

“In the process, the participants discover that they must be part of the solutions. They realize their hidden potential and are empowered to overcome inertia and take action. They come to recognize that they are the primary custodians and beneficiaries of the environment that sustains them.”

Wangari Maathai
Case study 1

Ship-Breaking in Guinea Bissau

The plans to break up old ships in Guinea Bissau started with the visit of the Minister of Commerce of Guinea Bissau and a Guinean private businessman to Spain, seeking bilateral cooperation and funding for development projects. A private Spanish company proposed a very big and complex project that included fisheries and tourism. The main objective of the Spanish authorities and private business was to avoid European Union rules, by sending more than 50 years old ships to be dismantled on the island of Bolama, the first colonial capital of Guinea Bissau. This proposal appealed to the government of Guinea Bissau: they could argue that it would lead to achieving the creation of jobs and economic prosperity.

The Guinean businessman, supported by the Government, then started a large misinformation campaign about job creation for the people in the island and big investments in the fisheries, tourism and agriculture sectors to motivate the wider public.

When I was informed about this mafia, I called a meeting with the IUCN members and partners in Guinea Bissau and shared the information about the plans to start breaking ships in Bolama and the environmental damage that this would cause. Our network asked Greenpeace Netherlands to provide us with information and video images about ship-breaking in China, Bangladesh, Pakistan, and elsewhere in Asia. We then invited civil society to a meeting and video screening in a very big conference room in Bissau. About 70 participants attended. We started by showing a forty-minute video about ship-breaking without providing any comments. We provided participants the opportunity to draw their own conclusions about the content of the video.

After the video, we asked the participants for their comments and opinions about what they had seen. We provided them with television and radio interviews of the private business promoter explaining to the people about the project.

Next, we went to Bolama and presented the same video to the local stakeholders. This was a shock to all the participants. The local people said
that breaking the ships recalled the slavery period, because people were treated as slaves. Dumping mercury in the water would pollute the river, the different ecosystem services would stop and the poverty would become worse. Many women were upset and disappointed about all they saw in the video and said this project would be worse than the colonization period. Never again would they accept projects like this one. The businessman promoting this project cannot go now to Bolama because of the animosity people feel against him.

After the video the participants debated and evaluated all the ecosystem services provided by the biosphere reserve: fresh fish, reserve fishing areas, all marine services, clean beaches, mangroves, species, ecotourism, fresh water, agricultural lands, good health). They also found out that the level of pollution would affect all people leaving on the islands near Bolama. We presented concrete comparative advantages regarding costs and benefits of the different ecosystem services, such as fish for food security and access to protein, revenues on licensing for industrial fishing, tourism in the Bijagos Islands, access to fresh water, the mangroves functions of protecting the coast and being a nursery for the marine species. With all this information available, people understood that their own interests were in danger. All people were aware that the level of pollution caused by ship-breaking would have an enormous negative impact on them. Because of all these actions the ship breaking plans were cancelled.

I think the information that we spread and the video had a very good impact on civil-society, local-communities living at the Biosphere reserve and decision-makers. Some members of the national assembly were present at the Bolama video screening and at the Bissau conference. The information sharing, advocacy and lobbying at different level is very important; communication and synergy among the different stakeholders can make a difference; influencing the decision-making level also was important.

The IUCN members in Guinea Bissau and local NGO partners, including Tiniguena, Coastal Planning Bureau, Culture and Environmental House of Bubaque, Community Radios, Environmental Schools, Action for Development, INEP, ALTERNAG, NANTYNIA, NG, TOTKAN, etc.
<table>
<thead>
<tr>
<th>Defining the problem</th>
<th>Planning</th>
<th>Campaigning</th>
<th>Evaluating</th>
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<tbody>
<tr>
<td>Goal</td>
<td>Objective</td>
<td>Gathering Information</td>
<td>Risks/ assumptions</td>
</tr>
<tr>
<td>None</td>
<td>Stop ship-breaking in Guinea Bissau</td>
<td>Gather material (video and documentation) about the negative impact of ship-breaking</td>
<td>Decision-makers would be open to arguments (not corrupt)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Counter the misinformation provided to the communities</td>
<td>Local people and NGOs can speak out</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Communities would understand negative impact of ship-breaking on their livelihoods</td>
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<td></td>
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<td>Risk analysis for danger to people involved in the campaign</td>
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Potential opponents: · Local businesses · International businesses

Mobilisation/ Networking:
- Presenting material to communities to gain their support
- Getting media involved
- Presenting solutions:
- Develop and discuss other scenarios
- Lobbying national assembly
Let’s get started

Getting an issue on the agenda can be a very daunting task: with whom do you need to talk to share your concern? How do you find out which individuals can do something about the problem you encountered? Once you have found that out, how do you bring your concerns to them?

Even with considerable experience in campaigning and lobbying, it requires time and research to think through what you want to achieve and how to achieve it. Issues such as how to convince decision-makers, whether a confrontational strategy is more useful than a negotiation strategy, discerning who allies and opponents are and how to cultivate more allies are all important and must be carefully assessed before and during a campaign. Evaluating impacts and revisiting a campaign strategy at certain intervals are also very important – and something NGOs often forget.

In all cases, it is best to start and to take action rather than wait for other people to get started. It is also better to make mistakes and learn from them than to do nothing for fear of making mistakes. We hope this Toolkit will help you begin, or if you have already, will give you more ideas about how to pursue your agenda.

”The right to be heard does not automatically include the right to be taken seriously.”
Hubert Humphrey
Defining the problem and gathering information

First, establish exactly what is at stake. Define the problem and understand as much about it as is possible. This may involve looking into causing or contributing factors behind an environmental problem, gathering as much information about the underlying science of a given situation and/or trying to understand the interests and motivations of the parties involved.

Research is a critical – and recurring – aspect of any campaign. It is vital to define the problem clearly to the parties (governments, companies) that you will approach to carry out change. Where information is unavailable or inadequate, obtaining it may become part of the campaign’s demands. Where causes of a problem cannot be determined, a deeper investigation also may become part of the campaign demands (keeping in mind that relevant parties may have no interest in providing accurate information). Also, research is needed because legislation addressing similar issues may already exist that can usefully be quoted and relied upon, or indeed, improved upon.

Facts are a weapon. With accurate, reliable and sufficient information, you are less likely to be caught off-guard. During the research phase you must be as objective as possible, even where this involves acknowledging shortcomings: while passion and outrage may be powerful motivating factors, it is extremely damaging to any campaign to make a case or propose a solution that can be shown to be factually incorrect. Make note of everything, especially if a problem is ongoing: precision in dates and events is extremely important and would become critical in a legal process.

Sharing information. In addition, others – perhaps in another country – may have dealt with a similar situation before, may be willing to testify to the consequences of a proposed activity or project, may have developed a workable solution to the issue, may have unique ways of addressing the needs of the various stakeholders involved. In this case, you may find yourself with important allies who are willing to support your claims and share strategies. It is valuable to attempt to find out (through word of mouth, Internet searches, international organisations and networks such as GAWA) if the problem has occurred before elsewhere and how the situation played out. Possibly, legal or
political solutions developed in other countries can usefully be adapted to your situation.

**Making a decision including a risk assessment**

Once you have defined the problem, you will need at some point to decide if you are going to start a campaign. Part of this decision should be a risk-assessment, as advocacy work can, unfortunately, be risky. It is therefore important to think through what potential risks for you and for the people you advocate for could be and develop a strategy to mitigate these risks as much as possible.

*See section D for how to do a risk assessment*
Planning the work

Defining the objective

Once you have defined the problem and gathered the information, it is time to formulate your objectives. The ‘frozen chicken campaign’ (page 38) was first confronted with the problem of local people losing their trade. In this case the analysis of the causes of the problem led to the definition of campaign objectives. In the campaign to influence the operations of Sierra Rutile (page 25), the objectives could range from halting European investment in the company to demanding that the company develop an environmental policy, depending on the analysis of the problem by the campaigners.

Objectives must always be SMART: Specific, Measurable, Achievable, Relevant and Time-bound. This makes it easier for you to plan and evaluate, as well as to fund-raise for your campaign.

Example

SMART objectives
- Within one year, the Government rejects plans for ship-breaking in Guinea Bissau;
- The EU will create a small grants fund for NGOs, within two years;
- The Cameroonian Government will adopt an import boycott for chickens from Europe.

Not SMART objectives
- End poverty in West Africa;
- Improve the quality of EC aid;
- Guarantee food security.

To be effective a campaign must have aims that are specific and achievable. The non SMART objectives above are worthy but too broad for a single campaign.
Finding allies and identifying opponents

Once the objective is clear, it is important to find support. If you are alone in seeing a problem, a first step is to talk to people and gather a group of individuals or organisations who all see and understand what is at stake. Almost all environmental and social organisations and movements were created on this basis.

An initial thing to ask is: is this a local problem, or a national or a regional problem? Are international factors causing or influencing this problem? If you have identified the problem as purely local, the solution ought to be local too, although you should be ready to share information if the problem is merely moved to a neighbouring area rather than resolved. If it is a national problem, there is a strong chance that it will require a national solution. If ‘outside forces’ are involved, the involvement of international actors such as donors, companies, and NGOs from abroad may be required.

Example

Titanium and bauxite mining in Sierra Leone were important sources of income for the government before the war. The mining company, Sierra Rutile is expected to restart its activities soon. Sierra Rutile is in the hands of an EU/US consortium and its restart is supported with a 25-million-Euro grant by the EU. Hence a campaign to influence the behaviour of this company, the practices of which left an ecological and social disaster, will quite likely need the support of national as well as international NGOs and governments.

In any case, it is important to analyse potential allies and opponents. Allies could be as different as local communities, friendly government officials, whistleblowers, churches or friendly journalists.

Once you have identified potential allies, you may need to develop strategies how best to get them on board. Allies do have their own agenda and own issues of concern. Do they coincide with yours? Can you link them? If not, are there other ways you can bring them in?

Once you have identified opponents, it is important to identify their strengths and develop a strategy regarding how best to counteract these strengths. It is
often helpful to make a brief outline of allies and opponents to visualise their importance and influence.

**Defining target groups**

As stated above, advocacy is about influencing people, policies, structures and systems in order to bring about change. Once the objectives are clear and a stakeholder analysis has been carried out, it is possible to identify the structures, organisations and hopefully the people within them that need to be addressed to bring about change. These will be your target groups. In the ‘stop ship-breaking’ campaign (page 18) these were the government and the parliament of Guinea Bissau, in the ‘frozen chicken campaign’ (page 38) these were the European Union’s Trade Department and the Government of Cameroon.
Improving the quality of European Community aid

The European Commission spends approximately 9 billion Euros a year on development aid, of which some 750 million goes to West Africa. How this aid will be spent is detailed in Country and Regional Strategy Papers (CSPs/RSPs) and how the money is divided is detailed in National and Regional Indicative Programmes (NIPs/RIPs). EC money also is spent on thematic projects, such as health and environment.

Influencing this money flow are European Commission delegations in West Africa; European Commission desk officers in Brussels; and the office that disburses the money, the EuropeAid Office in Brussels. European Member States also have a say.

FERN has been working at national and EU level for many years to improve the quality of the EC aid flow. We have broken this campaign down into different SMART objectives: the creation of a small grants funds, demanding mandatory environmental impact assessments for Country Strategy Papers; the recognition of indigenous rights in all EC aid spending.

We have also lobbied for increased support to tropical forests and forest peoples. We have done this by creating alliances with other NGOs in Europe and in the South, via our EC Forest Platform. This Platform is a tool for people in the South to present their case to the EU. We have also developed an ‘open door policy’ to invite and host people from the South to present their vision regarding EC aid projects and programmes. We have researched aid spending and its impacts on forests, and publicised negative results. And we have encouraged and supported people in concerned countries to take part in the development and evaluation of the Country Strategy Programmes.

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2 Country and Regional Strategy Papers (CSPs/RSPs) are the main strategic tools for the programming of EU aid. The purpose of a Country or a Regional Strategy Paper is to provide a ‘strategic framework’ for EU aid programmes. National and Regional Indicative Programmes are a management tool to identify and define actions for attaining the objectives of the CSPs and RSPs. Each CSP/RSP is therefore accompanied by an NIP/RIP. The NIP/RIP acts as the executive plan of action for the strategy laid out in the CSP/RSP and covers a period of several years.
The results include:

- Environmental assessment are now mandatory for Country Strategy Papers;
- Indigenous Peoples’ rights are recognised in EU policies and projects;
- Financial support for tropical forests has been maintained;
- The creation of two small grant funds, one specifically for environmental projects by local organisations;
- An increased understanding for the need to consult with civil society.

This was possible only because:

- We gathered all relevant information
  This included:
  - Good or ‘best-practice’ examples of other donors:
  - Useful existing EU policies;
  - All relevant legislation and useful policies of other aid bodies.
  In short we ensured we were well informed.

- We identified allies and created networks
  - We supported the creation of national networks in Cameroon and Indonesia to support NGOs in these countries and to improve the quality of EC aid by monitoring its impact and negotiating directly with the EU;
  - We created an international network of NGOs in receiving countries and NGOs interested in environmental matters in the EU;
  - We developed a working relationship with our target groups: the decision-makers (individuals in the European Commission and European Parliament).

- We then planned our activities and over a long period of time
  - We presented clear examples of misuse of EC funds to our target groups: the European Commission and the European Parliament;
  - We showed clear cases of where and how funding could support local people and the environment;
  - We specifically lobbied for the creation of various small grants fund;
  - We specifically lobbied for mandatory environmental profiles;
  - We provided on an ongoing basis relevant and timely information to decision-makers and NGOs.

Jointly, we obtained some of the required changes in policy.
Tools used

- **Information-gathering:**
  - Research.

- **Raising awareness:**
  - Newsletter with news about EU aid policies and funding possibilities;
  - Sharing information between different countries.

- **Mobilising:**
  - Training sessions in country about how the EU works;
  - Training sessions about how best to approach European Commission delegations and governments and advocacy.

- **Lobbying:**
  - Organising meetings in country and in Brussels with EU staff, governments and other environmental and social NGOs;
  - Presenting joint NGO statements to government and Commission officials.

“Nine times out of ten, Ministers side with their officials. Do you want a 10% or 90% chance of success.”

Anonymous. *(In other words: use most of your energy on convincing the officials)*
Campaigning

A Awareness-raising

Raising awareness about an issue is an essential first step if a problem is not well known by the local population or the general public. There can be many reasons for a problem not being well known, not the least of which is that the forces pursuing an activity for their gain may prefer to present the wider public and other affected parties with a fait accompli rather than an opportunity to oppose that activity. For instance, when a country is building a dam, it may not be in the national interest to alert the neighbouring country to its future lack of drinking and irrigation water: that problem may become visible only once the water has disappeared.

Alternatively, a problem may be well known but viewed as so pervasive that people cannot see any solution to it. This may be the case with the plastic telephone cards that litter streets and sewage systems all across West Africa. It can also be that, although the issue is well known by some, others do not view the same thing as a problem. Such is the case of a mine or logging operation that provides jobs to some while destroying the livelihoods of others.

In all these cases the problem must be clearly identified and solutions need to be developed that have the support of the majority of the people and that do not unnecessarily jeopardize others. This is simple in essence but requires time, research and in almost all cases a stakeholder analysis.

The media can play an important role in publicising a problem, or making it an issue local or national authorities feel they must respond to. Bad publicity or an in-depth exposition in the local newspaper can be powerful tools to get people to act. Whether you want to use radio, television or print media, in all cases, building relationships with journalists is an important investment and should be pursued by any NGO that wants to do advocacy work.

See section L for 'how to use the media'
Example

The Environmental Foundation for Africa in Sierra Leone made a short film showing the links between forest conservation and an adequate, reliable water supply in Freetown. This film was used to illustrate to donors and other potential allies, the seriousness of forest loss in the Western Area Peninsula Forest outside Sierra Leone’s capital.

Placing an issue on the political agenda

If the issue to be addressed is something the government should act on, it is important to get the issue ‘on the political agenda’: in other words, to make the issue visible as a problem that needs solving to those people in government who can make the necessary changes. In some cases, it is enough, once you have identified the right people, just to write a letter or contact them in another way to state your case. In most cases, much more is needed: this can vary from grassroots lobbying, media campaigns and building coalitions with others.

Lobby for your solutions

Even once you have developed an acceptable and workable solution, you may not inspire action on behalf of the relevant government representatives if you do not have the support of a sufficiently large group of people or organisations to convince the government that your solution is widely supported. Often the final person to make a decision is a politician who depends on the public for votes. Getting the public involved can therefore be crucial. However, other organisations, specifically those which are well rooted in society – churches, mosques and/or, schools, for instance – can and often do support a particular issue; in many cases, churches and others proved the influential ally able to obtain change. A careful analysis of potential allies as well as opponents is an essential part of lobbying for solutions.

"Action is the catalyst that creates accomplishments. It is the path that takes us from uncrafted hopes to realized dreams.”

Thomas Huxley
B Networking

Issue campaign or social movement?

Depending on what it is you want to address, you will often find that a particular issue is linked to a much wider and deeper problem and that the changes required are quite fundamental. What is needed is a social movement for change. A social movement is often described as a movement that poses a sustained challenge to ‘power-holders’ by repeated public displays of the populations’ numbers, commitment, unity and worthiness. The ‘frozen chicken campaign’ (page 38) is a campaign with clear objectives within a wider movement for more democratic and sustainable trade policies between Europe and Africa.

Chico Mendez famously said: “At first I thought I was fighting to save rubber trees, then I thought I was fighting to save the Amazon rainforest. Now I realise I am fighting for humanity”.

It can be that, for the particular problem you want to address, a short and simple campaign addressing only that issue is enough, in which case you and your group are an issue campaign group, such as was the case with the ‘stop ship-breaking’ campaign (page 18). In both cases, networking is important.

Linking international networks to local action

There are formal and informal networks; there are national, regional and international networks; there are networks working on a single issue and networks working for social change. All of these have their own functions and their own merits. What sort of network would be useful for your campaign?

Networks depend on people who believe that working together is more effective than working alone and hence are willing to put time and energy into building and maintaining their connections. A network does not have to be formal; it can simply be a group of friends or colleagues jointly working towards achieving the same objectives without a formal structure. Formal, national-level networks are easier to create and maintain than

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3 Chico Mendez (1944-1988) was a Brazilian rubber-tapper, unionist and environmental activist. He fought to stop the logging of the Amazon rainforest, and founded a national union of rubber-tappers in an attempt to preserve their profession and the rainforest that it relied upon. He was murdered in 1988 by ranchers opposed to his activism.

international networks, but still depend on people who believe in working together.

Formal or informal, international networks can be very powerful for local campaigns as these networks can facilitate exchange of information upward and downwards between the network and local groups. They can also support the local campaign by providing relevant examples from elsewhere, as was the case in the ship-breaking campaign, to help people understand their own situations better. Furthermore, being part of a network can help with broader international donor contacts, media contacts and campaign targets in influential countries or organisations.

Other advantages of networking include pooling information, analyses, skills and resources; creating safety and strength in numbers; and saving time and resources by avoiding duplication.

However, networking can also have a detrimental impact on local campaigns. Networking is time-consuming and can create or increase competition between different groups (for funds, status or success); not everybody in the network will give freely, and this can lead to disagreements. Furthermore, international networks have a tendency to ‘take over’ national campaigns. Before calling in international support, local campaigns need to be sure to deal with pressure and information requests from international partners.

Tip

Things that (international) networks can do

- Letter-writing campaigns
- Information-sharing
- Generate media attention
- Put things into context
- Dissemination
- Capacity-building
- Access to foreign governments and companies
- Help with funding

"An eye for an eye only ends up making the whole world blind."
Mohandas K Gandhi
C Lobbying

Assuming that the issue is on the political agenda, solutions have been or are being developed, allies and opponents have been or are being identified, it is time to achieve the change you set out to obtain; it is time to influence the people, policies, structures and systems capable of bringing about that change. You have identified targets and pressure points, and you have carried out a political analysis of the room for manoeuvre that people have.

Now you have to go out and convince these people of the problem and encourage them to take action. There are many different ways of approaching people, such as writing letters or position papers, making telephone calls, arranging formal or informal visits and meetings, participating in public meetings, using court cases, organising seminars, etc. Obtaining changes probably will require drafting statements, position papers and/or comments and responses to existing position papers.

Lobbying depends to some extent on your personality and what you feel most comfortable doing. Many different strategies can be followed, from relatively straightforward accusations to building long-term relationships with people you want to inform. This also will depend on your own principles and values, and you could develop your own guidelines for lobbying.

It is important to be clear about what your strategy is:
- are you coming to inform them and convince them of your position; or
- are you coming to ‘force’ parties to take the desired action; or
- are you coming to negotiate a position; or
- are you making a clear win-win proposal?

The last three strategies are explained below:

If you are coming to ‘force’ action, you have to have carried out a ‘power analysis’. What powers do you have that can affect your target so you can force them to take action?

“Government relations are a test of how you manage frustration.”
Anonymous
Friends of the Earth asked all DIY stores across the Netherlands to only sell sustainably produced timber. Local Friends of the Earth activists then targeted companies that were continuing to sell illegal or unsustainably produced timber. These local groups handed out leaflets in front of the stores to consumers, exposing the companies’ practices, often also using the media. For many DIY stores, this threat of local activists was sufficient to make a commitment to only sell sustainably produced timber.

If you want to negotiate, be clear on whose behalf you are negotiating and make sure you have a process in place to channel information back to the people you are representing, so you are genuinely negotiating on their behalf and do not end up with an agreement that is not supported by the people you are representing. This is called a negotiating strategy.

You may be able to propose a win-win solution, a result that will be beneficial to both parties. An example is an investor planning to invest in a highly unsustainable project, which will cause environmental and social destruction. Convincing the investor not to invest in the project (a mine, a pulp-mill, a dam) is a case of good business and avoiding future liability and hence the investor may be pleased to be informed about the problems beforehand. This is called a win-win strategy.
Example

In Southeast Asia many forests and livelihoods are being destroyed for the planting of oil palm plantations. Oil palms are not indigenous to Southeast Asia. A new study found that in a specific case the soils were not suitable for the planting of oil palm. Establishing these plantations would therefore not lead to long-term job security and sustainable livelihoods. This information helped local environmental and social NGOs to convince local communities and authorities that oil palm plantations were not the best land-use options. Subsequently it became clear that the companies involved in fact were mostly interested in the deforestation in preparation for the plantations, because of the valuable timber.

Tip

An effective lobbyist
- knows how to access and use necessary resources
- knows how to place the issue ‘on the political agenda’
- knows how to develop solutions and present a case
- knows how to contact key people and decision-makers or knows who can get to the key decision-makers
- gets the right information to the decision-maker
- understands the environment of the decision-maker
- is respectful
- understands the importance of timing
- says “thank you” … often.

“[Civil society is a] crucial sector which has the power to hold governments responsible for their actions. The organisations of civil society … all have a role to play in ensuring that those in charge truly reflect what the various sections of society want.” Commission for Africa Report, Page 35
D Evaluating

Evaluation is a very important part of advocacy work and should be included in every planning process. It is an essential, but often forgotten, element of any campaign plan.

The main questions to ask when evaluating are:

- Are we achieving our (SMART) objectives?
- Are we on target to meet our overall goal?

If yes, the chosen strategy and actions were probably the correct ones. If no, a change in strategy may be necessary and it is best to go through the circle again (see page 15). A proper evaluation takes time, but is important to ensure the effectiveness of your work. As soon as you realise you are not really working towards your overall goal and objectives it is time to revisit the strategy.

During your campaign it is also important to monitor your actions and assess whether you have done the things you planned to do. If not, ask yourself why not and decide if a change in strategy is necessary.

Example

Success leading to change in campaign in Sierra Leone

The Government of Sierra Leone and mining company Sierra Rutile Limited (SRL) signed an agreement allowing the mining company to maintain an armed “Rapid Reaction Force” to protect its premises. A Sierra Leone advocacy organisation, CADEM, campaigned to nullify the “security clause” in the agreement because to CADEM the provision was only included in the agreement to suppress and deny community self-determination. CADEM wrote to the president and tried to convince the management of SRL to disarm their corporate armed guards but to no avail.

Then, one day, one of the armed personnel shot and killed one community member, after some misunderstanding following a fuel deal. This created so much outreach that the corporate affairs manager of SRL invited the executive director of CADEM to a meeting to find a lasting solution at which SRL finally accepted to disarm its guards.
This is a clear advocacy success story. While evaluating this campaign it became clear that CADEM’s campaign had opened up possibilities for negotiations with the company to improve its environmental and social performance. Hence, further advocacy work is now envisaged to ensure the company improves the livelihoods of the local people and respects the environment.

**Case study 3**

**Frozen chicken campaign**

As a result of the Uruguay round,\(^5\) many tariffs on agriculture commodities were lowered, leading to a large increase in cheap food imports from Europe into Africa. Cheap food imports often leave small farmers and producers in African countries struggling to sell their own produce. An example is the export of (frozen) chicken-parts to Cameroon, where the import of EU chickens increased from 978 tons in 1996 to 22,254 tons in 2003 (a 2275% increase)!\(^6\) As a result of plummeting local production, 111,000 people (poultry farmers, traders, pluckers, feed dealers and veterinarians) became unemployed. Moreover, a high percentage of the imported chicken was infected with dangerous microbes\(^7\) and was unfit for human consumption.

To stop these imports, a coalition of NGOs in Cameroon and Europe, lead by the Cameroonian NGO ACDIC, launched a major campaign in August 2003. This campaign was based on solid data showing the negative social and economic impacts of the increase of frozen chicken imports into Cameroon from Europe. Once they had sufficient information, the coalition started to mobilise the public. They developed a campaign slogan (“Mon poulet, ma poule”), produced audio-visual materials, organised an international seminar and launched a large-scale information and awareness campaign that included the collection of signatures to stop imports.

\(^5\) The Uruguay round was a trade negotiation lasting from September 1986 to April 1994 which transformed the General Agreement on Tariffs and Trade (GATT) into the World Trade Organization (WTO). It was launched in Punta del Este in Uruguay (hence the name). The final agreements can be downloaded at [www.wto.org/ english/docu _e/legal _e/ursum _e.htm](http://www.wto.org/ english/docu_e/legal_e/ursum_e.htm)

\(^6\) Source: SAILD (Service d’Appui aux Initiatives Locales de Développement) is an international NGO created in 1988 with Central Africa as sphere of influence, [www.saild.org](http://www.saild.org). ACDIC (Association Citoyenne de Défense des Intérêts Collectifs) is a Cameroonian NGO created to improve the participation of civil society in the management of public affairs, [www.acdic.net](http://www.acdic.net)

\(^7\) 83.5% of frozen chicken analysed were not fit for human consumption. 15% had Salmonella spp. and 20% Campylobacter.
These activities were accompanied by lobby activities targeting European and African decision-makers, including:

- a petition by some 100 Cameroonian parliamentarians stating their support for the domestic poultry sector and calling for a ban of frozen chicken meat imports and food sovereignty for the African Countries;
- questions put to the European Commission by the EU-ACP assembly asking for the respect of EU food security legislation and coherency between trade and development policies;
- a petition signed by 624,812 people to the European Commissioner for Trade demanding that the interests of the farmers of the countries of the South be privileged in the policies proposed by the European Commission.

The broad-based support of the advocacy work by the public at large and by parliamentarians in Europe and in ACP countries clearly contributed to the build-up of a powerful movement.

The campaign has been very successful. In March 2005, the Cameroonian government temporarily suspended the import of frozen chickens. As a result of this suspension, the domestic production increased from 13,500 tonnes of poultry meat in 2004 to 32,500 tonnes in 2005. Demand for imported chicken decreased. Since then several measures have been put in place such as an increase of tariffs, and import quotas, which have replaced the temporary import ban. In 2006 the Cameroonian Government renewed the ban citing the confirmed Bird Flu cases in Europe. This ban is currently still in force.

Monitoring and public pressure are ongoing to achieve that trade rules allow for protection of local markets. By now, this case also has become one of the clear examples that the EU’s trade policies can have a very negative impact on African countries and that the EU must reform its trade policies if it is truly committed to supporting APC countries in their development.

“Ten people who speak make more noise than ten thousand who are silent.”

Napoleon Bonaparte
### Defining

**Goal**
- EU trade policy does not harm food security in Africa

**Objective**
- Stop cheap imports of European frozen chickens into Cameroon

**Gathering Information**
- Solid research about negative social and economic impacts of cheap chicken imports/refute misinformation
- Decision-makers are open to arguments (not corrupt)
- Local people and NGOs can speak out
- Communities understand negative impact of chicken imports
- European NGOs willing and able to support

**Success indicator/measurement**
- Increase in domestic chicken production
- Improved economic situation of poultry sector in Cameroon

**Target**
- DG Trade of European Commission; Cameroonian government

**Allies/Opponents**
- Potential allies: Poultry sector in Cameroon, Parliamentarians in EU and Cameroon, DG Development of European Commission, Environmental and social NGOs in Cameroon and Europe
- Potential opponents: EU poultry sector, DG Trade of European Commission

### Planning

**Defining**

**Planning**

**Campaigning**

**Evaluating**

- Mobilisation: Creating alliances with other NGOs and Members of Parliament (MPs)

- Awareness-raising: Among poultry sector in Cameroon, MPs and NGOs in Cameroon and Europe

- Presenting solutions: Develop measures to stop imports that are WTO-compatible

- Lobbying: National parliament and government representatives and DG Trade of the EU
A success story from Tuzon

In Tuzon, a town in Grand Gedeh County, Liberia, children between 3-5 years had no access to preschool education. The children are often carried to the farms by their parents, sent to sell on the street, and sent to the local traditional bushes for initiation. Increasingly women in Tuzon were unhappy with this. They wanted their children to go to school. They approached CDP for support. CDP in collaboration with local women carried out a four-month survey examining the problem. Following the survey CDP held a two-week training workshop for ten women and six men. At the end of the training, participants organised a Voluntary Participatory Group to empower the women as well as create schooling possibilities for small children.

CDP and the Voluntary Participatory Group (VPG) organized a two-day campaign. On day one, a communal march was held in Tuzon town, where each woman held a child while displaying posters and banners depicting their action. The second day there was an indoor program during which women and children within the community read out quotations about their rights.

A week later, the Town Elders called the VPG, and asked them to explain their action. Consequently, the Elders refused to allow the establishment of a preschool education in Tuzon, on grounds that it was in violation of traditional and cultural values. Following this, CDP organized a one-day workshop for Community leaders to sensitize them about women’s rights and children’s rights.

A month later, the Town Elders granted the Voluntary Participatory Group the permission to start preschool education for the children. They also offered a big building and two acres of land to be used for the preschool. Today (December 2006), the preschool has been established with 102 children aged 3-6 registered without any charge. The Voluntary Participatory Group in collaboration with CDP’s monitors manage the affairs of the preschool in Tuzon.
Part A: What is advocacy and how to do it
A How to find information/conduct research

There are many different ways of finding information that can support your case. Patience, persistence, and an open-minded approach to any and all possible sources are always needed. It is essential that you get your facts right.

Depending on the subject that needs researching, the Internet, support NGOs, relevant journals and magazines/newspapers all can provide valuable information. Also, personal contacts and ‘word of mouth’ almost always prove to be invaluable: never forget just to ask around.

In all cases
- Be clear about what you want and formulate your questions;
- Do an initial scan for information available and then go back later to conduct more detailed research;
- Use people: librarians, information officers, etc.;
- Leave enough time to check that you have all the facts you need and that they are correct and up to date.

Company research

When faced with the practices of a specific company, it is essential to ‘know the company’ before starting a campaign. Researching sources of information about Transnational Corporations (TNCs) may look daunting but often proves to be much easier than you might think. A great many guides and sources can help you with company research; many NGOs, specifically in Europe and the US, also can help. In section D you will find a short description of NGOs involved in company research and useful sources. Asking around is an important tip here, as well, as is taking things step by step.

To get to know the company:

Step 1 Put together a basic picture of the company. What does it do and where? What are its sources of income and how big is it? This information you will find in the company’s annual reports and web pages. Do not try to look for
everything at once. You only need to have thumbnail sketch of the company that will guide your lobbying strategy.

**Step 2 Finding out the company’s record**, including controversial projects, labour relations, environmental reputation, etc. This information you will find on campaign websites, NGO reports, union sources, press reports and by talking to others. Questions to research include: Has the company been involved in other controversial projects; was there evidence of corruption; does it have an environmental or social policy; does the project comply with the policies and, if not, why not.

**Step 3 Who owns the company and what does the company own?** Find out who the shareholders and financiers of the company are. You will find this information in the company’s annual report and on websites. Research whether the company is the subsidiary of another company (i.e. is it owned by another larger company that may be easier to target in your advocacy campaign because it is better known by the larger public); if it is connected to retail outlets (i.e. if it is amenable to boycott campaigns); if any of its shareholders are open to, or vulnerable regarding, information about the company’s behaviour.

**Step 4 What is the company’s strategy?** Create a picture of the company’s strategy and develop arguments that may be used to persuade investors or shareholders to withdraw from it, or retailers to stop selling the company’s products. Questions include: If the company has an environmental or social policy (see step 2) what are they doing to implement that strategy? Is the sustainability of the company’s revenue threatened by the actions it is taking that you oppose? Is the company’s behaviour putting the company at risk for liabilities (penalties, lawsuits) governed by international, national or local laws?

**Tip**

For more information on company research please contact the support organisations in section in Annex 5 or look at the following guides: The Corporate Watch DIY Guide to research companies available at: [www.corporatewatch.org.uk/?lid=2142](http://www.corporatewatch.org.uk/?lid=2142) or The Campaigners’ Guide to Financial Markets by the Cornerhouse in the UK: available at [www.thecornerhouse.org.uk/summary.shtml?x=51997](http://www.thecornerhouse.org.uk/summary.shtml?x=51997)
**Step 5** *Find out whom to lobby.* Find the names of relevant company individuals, fund managers, analysts, investors (to inform them about the company’s problems and show them it may not be a good investment), related companies (such as those who buy and/or sell the company’s products), and possibly government officials.

**Step 6** *Dig deeper* in order to strengthen your arguments and influence the financial community, other companies or government interventions. Once you have a better idea of the strategy that will maximise your influence, you will need a further round of research if you are to be successful. The type of information needed may vary considerably, depending on the campaign. It could include a deeper financial analysis, a market analysis, the company’s history or record, etc.

**Legal research**

Investigate the general legislative framework. Does relevant legislation exist? Is it adequate to achieve the protective purposes you require? Do other countries have domestic legislation that addresses similar issues? Can these legal solutions be adapted to the national situation? Is the matter regulated at international level and, if so, is your country a party to the relevant international legal instrument?
Legal proceedings are frequently lengthy and complicated. If a matter is urgent and this urgency can be demonstrated, it is perhaps appropriate to seek an injunction from a court to stop further damage from occurring while the matter is resolved legally.

**Tip**

If a legal approach is too lengthy and unwieldy to be useful in a given circumstance, remember that the media can be critical allies in pushing for a rapid and equitable resolution.

### Financial markets research

Many projects you may want to influence or cancel are financed by sources from abroad: usually Europe, the US or China, although increasingly countries from the Middle East are financing projects in Africa.

**Example**

An international campaign was launched in the mid-1990s by environment and human rights’ groups in Malaysia and elsewhere to stop construction of the Bakun hydroelectric dam in Sarawak, Malaysia. The dam, which would have caused the involuntary relocation of some 10,000 indigenous people and the flooding of 70,000 hectares of land, was to have been built and operated by a private sector consortium, headed by the Bakun Hydroelectric Corporation. The campaign halted the project (although it has since re-started). Key to the campaign’s success was the lobbying of potential investors in the dam – and of the financial analysts who advised these investors.

Many mining, logging and dam companies operating in West Africa have European investors, such as private banks, public banks or export credit agencies. To reach these companies, jointly developing a campaign with European NGOs could be very effective.

### Private banks

An increasing number of banks have environmental policies in place, such
as for forests, and/or follow the “Equator Principles”, which are basically the World Bank Group’s environmental standards. Equator Principles outline minimum standards for corporate social responsibility [www.equator-principles.com](http://www.equator-principles.com). Check whether a bank is violating its own policy or these principles, if it finances a problematic project.

**Export Credit Agencies**

Many large-scale construction projects are financially supported by ‘export credit agencies’ (ECAs). If you suspect that the project that concerns you is financed by an ECA, you can contact the ECA Watch coalition for support: [www.eca-watch.org; info@eca-watch.org](mailto:info@eca-watch.org). If European ECAs are involved, the Aarhus Convention (Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters) will apply. Most European countries are parties, as is the European Community. As of September 2006, the Convention has been ratified by 39 countries. Public authorities of the countries that have ratified this convention are now required to share information related to the environment with the public.

**Media research**

The media are an important source of information, specifically on companies, political processes and financial markets. If you are involved in corporate campaigning, the Financial Times is a must [www.ft.com/home/uk](http://www.ft.com/home/uk). Other relevant websites are: business information sources on the Internet [www.dis.strath.ac.uk/business](http://www.dis.strath.ac.uk/business) and CEO express [www.ceoexpress.com](http://www.ceoexpress.com). If you are campaigning on a specific issue (i.e. forests, dams, waste …), reading a trade journal for the industry concerned is often essential. Only a small number of companies publish trade journals; the most important ones are Reed Business Publishing [www.reedbusiness.com](http://www.reedbusiness.com) and FT business [www.ftbusiness.com](http://www.ftbusiness.com). Alternative media often also produce useful information. To search thousands of news sources (newspapers, magazines, blogs) use: [http://news.google.com](http://news.google.com).

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8 These include City Bank, HSBC and ABN-AMRO
9 Export Credit and Investment Insurance Agencies (ECAs) are public or semi-public bodies that provide government-backed loans, guarantees and insurance to corporations seeking business opportunities in developing countries that are considered too risky (either commercially or politically) for conventional corporate financing.
10 For the full text see: [www.unece.org/env/pp/documents/cep43e.pdf](http://www.unece.org/env/pp/documents/cep43e.pdf)
11 See [www.unece.org/env/pp/ctreaty.htm](http://www.unece.org/env/pp/ctreaty.htm) for signatories
B  How to approach legal matters

To bring a case before a court – in any jurisdiction – you will need the assistance of professionals; consult trusted lawyers. However, it is useful to familiarise yourself with certain aspects of environmental and human rights law. Even where internationally elaborated legal principles are not directly enforceable before the courts, invoking legal points can only strengthen your arguments. Keep in mind that states generally wish to be seen as in compliance with international law – and that media can be powerful allies when states are not in compliance. For a list of signatory countries see Annex 3.

International law

**Treaties**  Approximately 1000 international agreements and protocols exist to protect the environment (also called treaties, conventions, international legal instruments) that are legally binding for the countries that have ratified them. It is therefore important to know whether your country is a party to relevant agreements. If so, check the requirements of the relevant agreement to see if any of them is useful in your campaign.

Do not limit your research to environmental agreements. For instance, several human rights agreements that your country might have signed onto can be useful. If so you can use these agreements to make your government conform to the principles enshrined within them.

- Always check primary sources – for instance, the text of the convention itself – in addition to what has been written about it. Often what is written about a matter is written from a particular point of view and distortions grow with repetition.
- The same applies to legal cases: when invoking a precedent, refer as much as possible to the case itself.
Treaty law is a vital source of obligation for states party to them – but it is not the only source of international law. If no relevant treaty exists to support your arguments, all is not lost; you may simply have to look a bit harder to find international rules that support your arguments.

Where to start? With regard to international law, the International Court of Justice (ICJ) elaborated what is regarded by the community of nations as the authoritative statement of the sources of international law: Article 38(1)\textsuperscript{12} of the Statute of the ICJ. Note that it outlines four important potential sources of international law, of which treaties are just one. These sources leave a lot of room to make arguments!

**Customary law** Another important source of international law is customary law: that is general state practice that is widely adhered to, not just through convenience or happenstance, but because states generally accept the practice as law. For example, Stockholm Principle 21\textsuperscript{13} is viewed as a statement of customary international law as it had been practiced and accepted for decades. An added advantage to customary international law is that states need not have ‘signed’ anything to be bound by it: if they have not registered their consistent objections to a specific developing custom over the years, they are bound by its tenets.

**General principles of law** are another important source of international law. Frequently, important global environmental conferences draw up a declaration of principles that is worth investigating. For instance, the 26 principles elaborated by the United Nations Conference on the Human Environment at Stockholm in 1972 (“the Stockholm Principles”\textsuperscript{14}) carry a great deal of weight in the international community and, for that reason, are worth exploring. The Rio Declaration of 1992 is also very important.

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\textsuperscript{12} Statute of the International Court of Justice

Article 38

1. The Court, whose function is to decide in accordance with international law such disputes as are submitted to it, shall apply:
   a. international conventions, whether general or particular, establishing rules expressly recognized by the contesting states;
   b. international custom, as evidence of a general practice accepted as law;
   c. the general principles of law recognized by civilized nations;
   d. subject to the provisions of Article 59, judicial decisions and the teachings of the most highly qualified publicists of the various nations, as subsidiary means for the determination of rules of law.

\textsuperscript{13} Declaration of the United Nations Conference on the Human Environment, Stockholm, 5-16 June 1972


Principle 21: States have, in accordance with the Charter of the United Nations and the principles of international law, the sovereign right to exploit their own resources pursuant to their own environmental policies, and the responsibility to ensure that activities within their jurisdiction or control do not cause damage to the environment of other States or of areas beyond the limits of national jurisdiction.

\textsuperscript{14} Declaration of the United Nations Conference on the Human Environment, Stockholm, 5-16 June 1972

The principles published in 1987 by the World Commission on Environment and Development (WCED) established by the UN General Assembly, known as the Brundtland Report, are powerful and forward-looking in terms of substance and procedure.\(^\text{15}\)

International law evolves as situations arise, as cases are brought, as arguments are aired and refined, as legal minds give attention to issues. If you find a principle of law that supports your situation, a legal judgment that upholds your point, use it. Do not let these principles and legal opinions lie dormant, for that is how they become irrelevant.

**Tip**

- Keep in mind that much of this is not enforceable before the courts without national implementing legislation; you can nonetheless make powerful arguments to government authorities on its basis.
- Although commercial and even government interests may dismiss these principles because, in many cases, they represent a threat and a significant cost, that is no reason not to ask that they be respected.
- To take legal action, above all, enlist the assistance of qualified lawyers in your country.

**Using national procedural laws**

Three procedural tools are extremely important for environmental NGOs and civil society: access to environmental information, the right to participate in environmental decision-making, and access to justice/legal standing to bring an environmental case in national courts. It is therefore critical to investigate what the situation is with regard to these in your country. Where national procedural rights do not exist, they are worth fighting for. They are the tools that facilitate advocacy work.

**Access to Information**

Knowledge is power and you cannot create an effective campaign if left completely in the dark. For instance, what type of information are companies...
operating in your country required to provide to national authorities? What type of information must public authorities in your country provide to the public upon request? Within what amount of time must public authorities provide information to civil society? For what sorts of reasons can a national authority decline to provide information, or limit its content (example: national security, intellectual property rights, the confidentiality of a natural person)? Is the person or organisation requesting information allowed to challenge negative responses to requests? Does any sort of register exist for releases of pollutants? An international (regional) instrument that deals with this is the UNECE Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters,16 also called the Aarhus Convention. Aarhus Convention Article 417 gives an example of the types of questions that should be considered.

**Public participation (EIAs and SEAs)**

One of the main tools for taking account of affected stakeholders’ views is the environmental assessment, especially regarding large projects (mining projects, the construction of dams or roads) likely to have a negative impact on the public or on the environment. Its purpose is to give the public a chance to express its concerns and to initiate some sort of process by which these concerns are taken into account and an effort made to mitigate or eliminate negative impacts. The use of environmental impact assessments (EIAs) – has become widespread; EIAs are required for large projects financed by the World Bank and several other Multilateral Development Banks and by most developing agencies, including the European Commission.

However, how effectively the public is included in the process and given the opportunity to voice its concerns, varies widely. Questions to keep in mind include: how is the public informed of proposed activities? At what stage in the proposal is the public included (i.e. when there is enough time to adjust the project, mitigate impacts)? Does civil society have the right to sit on committees monitoring the progress of mitigation measures? Is more than one country affected by the project, and if so, what international provisions apply?

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Strategic Environmental Assessments (SEAs) are environmental assessments of policies or programmes, carried out before they start. SEAs evaluate the environmental consequences of a proposed policy or programme in order to ensure they are appropriately addressed at the earliest stage of decision-making on a par with economic and social considerations. SEAs provide recommendations that feed back into the planning process to optimise its environmental impacts (minimising negative effects and enhancing positive ones). SEAs are required for plans and programmes within the European Union. The OECD Development Assistance Committee (DAC), which sets standards and provides guidelines for development aid, has developed guidance on how to apply SEAs to development co-operation.18

Access to justice

Governments may not always be eager to enforce rules protecting the rights of affected individuals or the environment. When a government fails to enforce rules, or indeed, fails to respect its own rules, it becomes critical for others to be empowered to step in. In your country, which natural or legal persons can do so? Can individuals or organisations take administrative or judicial action against the company? What administrative procedures must be attempted and exhausted before turning to the courts for a remedy? What are the rules of legal standing (locus standi) by which access to the courts is regulated in your country? Do affected parties have the right to bring legal matters to trial, and which tests must they pass in order to do so, how can they demonstrate sufficient interest to do so (for instance, must they live in the area affected? Must the project have a negative impact on their livelihood, and if so, how much of an impact is considered significant enough to justify legal action)? Can NGOs act on their behalf, and under what circumstances? What sort of legal remedies are available if the action succeeds?

Often the rules governing legal standing are very restrictive. Almost as often, it is argued that the courts would be overwhelmed by cases were these rules to be broadened. Do not accept such arguments: authorities should not be allowed to justify their own failings on the basis that these are too numerous to address. If a legal action is going to fail, let it fail on its (lack of) merit, rather than be barred from consideration for reasons of administrative convenience.
Using US law

In some Anglophone countries, laws exist to hold parent companies legally accountable for their negative environmental, health and safety, labour and human rights impacts in countries abroad, specifically in the South. Particularly in the US, the domestic law, Alien Torts Claims Act (ATCA) of 1789, gives federal courts jurisdiction over “any civil action by an alien for a tort only, committed in violation of the law of nations or a treaty of the United States.” African NGOs could theoretically take legal action against a US company committing an offence in an African country.

Example

Under the US Alien Torts Claims Act, Burmese villagers sued oil company Unocal for human rights violations. The villagers alleged that Unocal hired highly repressive Burmese military units, which used forced labour and committed grave human rights abuses in support of Unocal’s gas pipeline project. Under this law, several other cases have been filed against big TNCs including a case against the Anglo-Dutch oil company Shell for its alleged role in human rights abuses in Nigeria. Outside the US, similar lawsuits have been filed against TNCs in Australia, UK and Canada seeking greater damages from the parent companies.

Some US NGOs believe that the ATCA could become a powerful tool to increase corporate accountability. Note, however: most cases filed against TNCs under the ATCA have not resulted in victory; since 1979, only 25 cases against TNCs have been brought under the ATCA. Still, such cases offer an important tool to generate negative publicity about corporate behaviour of TNCs and to attract the attention of international media and the public at large. If you are considering a legal strategy, please contact one of the NGOs specialised in these cases for advice.

Some groups in West Africa, including Earth Rights Action/Friends of the Earth in Nigeria (see Annex 6) have successfully carried out legal research and actively worked towards influencing national legislation.
Tip

General tips for situations that may end up before the courts

- Document everything. Take photos or video when possible. In every case, and whether you opt for a legal action or turn to the media for support, precision is essential.
- Make note – however briefly – of such things as names; dates when events occurred; who brought an issue to your attention; when you became aware of a situation, and how; who was in a meeting, and what transpired. Where you have some form of evidence – minutes of meetings, agendas, e-mails – keep these in a safe place.
- Facts may seem obvious to you now, but do not rely on memory; particularly in legal actions, you may be called upon to recall an event years after it occurred and you may be asked to produce evidence. Documentation can make all the difference.
- Precision and accuracy are more convincing than vague recollections and approximations.
- Share information with trusted colleagues: There is safety in numbers.
C  What are useful international agreements?

Approximately 1000 international agreements and protocols to protect the environment (also called treaties, conventions, international legal instruments) exist that are legally binding for the countries that have ratified them. It is therefore important to know whether your country is a party to any of these agreements. If so, it is important to check the requirements of the relevant agreement and see if any of them could be useful in your campaign. Annex 3 shows which West and Central African countries are party to these conventions. To find out what requirements are, check links of the different sites below:

Tip

Always check primary sources – for instance, the text of the convention itself – in addition to what has been written about it. Often what is written about a matter is slightly distorted, and grows more so with repetition.

International Environmental Agreements

Some 1000 international environmental agreements are intended to protect the environment in different ways. Check in Annex 3 if your country has signed and ratified the agreement.

- Basel Convention [www.basel.int](http://www.basel.int) – addressing cleaner production, hazardous waste minimization and controls on the movement of these wastes
- Convention on Biological Diversity [www.biodiv.org](http://www.biodiv.org)
- Convention on Wetlands of International Importance Especially As Waterfowl Habitat [www.ramsar.org](http://www.ramsar.org)
- International Convention for the Prevention of Pollution from Ships
www.imo.org/Conventions/mainframe.asp?topic_id=255
- International Tropical Timber Agreement, 2006 www.itto.or.jp
- Stockholm Convention on persistent organic pollutants www.pops.int
- United Nations Convention to Combat Desertification www.unccd.int/
- United Nations Framework Convention on Climate Change www.unfccc.int

**International Human Rights Agreements**

A number of international instruments, widely endorsed by governments, encompass respect for human rights. The primary document is the Universal Declaration of Human Rights (UDHR) www.un.org/Overview/rights.html, which was adopted by the United Nations and all its members, in 1948. The Declaration recognises the primary civil and political rights of all individuals, including the right to life, liberty and security, freedom of speech, expression, religion, assembly and movement within a country, and the right to justice, employment, and education.

At the time of its adoption, the UN Declaration was not intended to be binding. In order to enshrine these rights in legally binding agreements, two related covenants were developed. The International Covenant on Civil and Political Rights (ICCPR) details the fundamental civil and political freedoms set out in the Human Rights Declaration, and the International Covenant on Economic, Social and Cultural Rights (ICESCR) develops the concepts of economic, social, religious and cultural freedoms further.

The ICCPR has been ratified by 157 states and the ICESCR by 154 (see Annex 3). Implementation of the ICCPR and the ICESCR is monitored by the Human Rights Committee and the Committee on Economic, Social and Cultural Rights respectively. These three fundamental instruments (the UDHR, the ICCPR and the ICESCR) make up what is known as the International Bill of Rights.

Other important global human rights instruments include the International

“Okay, you’ve convinced me. Now go out there and bring pressure on me.”

*US President Franklin D. Roosevelt, in response to a business delegation*
Convention on the Elimination of All Forms of Racial Discrimination (ICERD), the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT), the ILO Convention No. 169 on Indigenous and Tribal Peoples and the Convention on the Rights of the Child (CRC). Interestingly, the CRC, although the last to be adopted (in 1989), is the most widely ratified convention, with 192 countries party to it. Today all states in the world have agreed to be bound by at least one of the six major international human rights treaties.

As well as these global instruments, there are several regional agreements committing parties to respect for human rights. Regional charters and commissions exist in Africa and the Arab world; an African Court has been established but it is not yet operational. The African Charter of human and peoples’ rights was adopted in 1981 and came into force in 1986. The text is available at www.africa-union.org/official_documents/Treaties_%20Conventions_%20Protocols/Banjul%20Charter.pdf. All African states that are party to the African Union are signatories.

Updates of legal instruments

There are, of course, many more agreements than those listed above. To check for others, see the United Nations Treaty Database – http://untreaty.un.org/English/treaty.asp Also ENTRI (Environmental Treaties and Resource Indicators – http://sedac.ciesin.columbia.edu/entri/) is a fast and comprehensive online service for accessing multilateral environmental treaty data. It allows you to find status data for environmental treaties, treaty text and other related information easily. Tools offered are a treaty locator that allows browsing for treaties based on search criteria – http://sedac.ciesin.columbia.edu/entri/treatySearch.jsp; a country explorer showing which treaties a country, organisation, territory have signed (signatory to) or have ratified (party to) - http://sedac.ciesin.columbia.edu/entri/partySearch.jsp; and country profiles http://sedac.ciesin.columbia.edu/entri/CountryISO.jspb
D How to do a risk assessment

Advocacy work carries risks with it. It is important to be aware of these risks and to mitigate them as much as possible.

Risks can vary from a damaged reputation to personal violence. Different risks that have been identified with advocacy work include:

- Damaged reputation, due to factors such as incorrect information, claiming to be speaking for a group that you have not consulted with or failing to deliver promises;
- Violence against those doing advocacy work and their friends and families, as well as violence against those being advocated for;
- Violence against property, such as theft of key documents or computers;
- Harassment or psychological abuse, such as threatening loss of passport, unfair taxes etc
- Economic loss such as loss of a job or trade with a particular group of people.

Once risks have been identified a risk reduction strategy is important.

Ways of reducing risks include:

<table>
<thead>
<tr>
<th>Major Risk</th>
<th>Risk mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Damaged reputation</td>
<td>• Check information</td>
</tr>
<tr>
<td></td>
<td>• Establish clear lines of accountability</td>
</tr>
<tr>
<td></td>
<td>• Clarify decision making processes</td>
</tr>
<tr>
<td></td>
<td>• Be clear about what you will offer before you go to a meeting and be clear about who can speak on behalf of whom</td>
</tr>
<tr>
<td>Personal violence</td>
<td>• Build relationship with those in power who could help when difficulties arise</td>
</tr>
<tr>
<td></td>
<td>• Work in networks to give strength in numbers</td>
</tr>
<tr>
<td></td>
<td>• Work with external allies who can support and possibly protect</td>
</tr>
<tr>
<td></td>
<td>• Treat your opponents with respect so as not to cause them to be violent</td>
</tr>
</tbody>
</table>
How to make a stakeholder analysis?

Before embarking on any advocacy work, it is important to identify who your allies and opponents are. These people are often called stakeholders as they have a stake in the issue. You can often divide them in four different groups:

**Group 1** Those directly affected by the situation, such as local communities.

**Group 2** Those responsible for creating the situation or with formal responsibilities for finding a solution, such as governments, local authorities. These are usual the targets of advocacy work, but can also be allies.

**Group 3** Those concerned for the environment or the welfare of others such as NGOs, churches, media etc.

**Group 4** International stakeholders such as donors, banks and multilateral institutions. These can be target groups as well as allies.

A lot of this section is taken from the Tearfund Advocacy Guide listed in Annex 1. For more details you can refer to this Guide.
Before planning activities it may be helpful to map the stakeholders on a piece of paper. You can make a table such as this one:

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Organisation</th>
<th>People</th>
<th>Interests/stakes</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Those Direct Affected</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local community</td>
<td>3000 people that may be affected</td>
<td>Names of relevant people</td>
<td>Loosing their land or health</td>
<td>'Helpless'</td>
</tr>
<tr>
<td>Others</td>
<td>People expecting jobs</td>
<td>Names of relevant people</td>
<td>Want an income</td>
<td>Project is needed</td>
</tr>
<tr>
<td><strong>Decision Makers</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National</td>
<td>Ministry of Trade</td>
<td>Relevant names</td>
<td>Responsible for economy</td>
<td>Project is needed for economy</td>
</tr>
<tr>
<td></td>
<td>Ministry of Environment</td>
<td>Relevant names</td>
<td>Responsible for environmental protection</td>
<td>Unclear, project may be harmful</td>
</tr>
<tr>
<td>Local</td>
<td>Local authority</td>
<td>Relevant names</td>
<td>Responsible for community</td>
<td>Sees danger of the project</td>
</tr>
<tr>
<td>Other</td>
<td>National Environment Council</td>
<td>Relevant names</td>
<td>Responsible for healthy environment</td>
<td>Sees danger of project</td>
</tr>
<tr>
<td><strong>Other major organisations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NGOs</td>
<td>Human Rights</td>
<td>Relevant names</td>
<td>Human rights</td>
<td>Against HR violations linked with the project</td>
</tr>
<tr>
<td></td>
<td>Environment</td>
<td>Relevant names</td>
<td>Environment</td>
<td>Wants to protect environment</td>
</tr>
<tr>
<td>Media</td>
<td>Find relevant media</td>
<td>Relevant names</td>
<td>Concerns that public knows facts</td>
<td>Concerned about project</td>
</tr>
<tr>
<td>Churches</td>
<td>Name church</td>
<td>Relevant names</td>
<td>Community</td>
<td>Concerned about project</td>
</tr>
<tr>
<td><strong>International Organisations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donors</td>
<td>European Government</td>
<td>Relevant names</td>
<td>Its own policies and reputation</td>
<td>Concerned that money not wasted</td>
</tr>
<tr>
<td>Banks/Investors</td>
<td>Names</td>
<td>Relevant names</td>
<td>Financial return and reputation</td>
<td>Concerns over reputation and financial return</td>
</tr>
</tbody>
</table>

*Source: Tearfund Advocacy Toolkit. See Annex 1 for a link to this guide*
Once you have identified the stakeholders you can map them in a drawing according to whether they are in favour or against your proposals and their level of influence. This could look something like this:

*The allies and opponents matrix*

Once you have mapped the stakeholders, identified them as allies or opponents and assessed their level of influence, you will be in a position to select your target groups. Influential allies need to have an active role in the campaign while opponents need to be tackled head on. Furthermore, you can develop your campaign strategy in such a way that it increases the influence of your allies (by strengthening, uniting them etc) and decreases the influence of your opponents (by exposing mistakes they have made, by showing they have vested interests etc). The more organisations that end up in the right hand corner of the map above, the more successful your work will be.
**F How to use the Internet**

**Using the Internet**

The Internet is a very useful tool to network, find relevant information and post your campaign messages. Today, anyone with a computer, internet connection and little computer knowledge can almost do everything: start a blog, put up a wiki, or do a podcast. If you don’t know what these are, please read on.

For those who are not very experienced with the internet or with using email, it may be useful to contact Kabissa. Kabissa is an organisation that support its members with a range of trainings and support programmes that are specifically designed to address the needs of African organisations. Membership is free. Contact Kabissa at www.kabissa.org. A membership form and guide “Simple steps to success on the internet, a learning resources for African civil society” is available from their website. For those with more experience: Techsoup www.techsoup.org is an excellent resource site offering free information, tools, and support.

If you use the internet be aware of the following:

1 **The Internet is a self-publishing medium.** It is not a library of evaluated publications selected by professionals. Rather, the Internet is a bulletin board containing everything from the definitive to the spurious. Everything – everything – must be analysed for its appropriateness for research use. For guidelines regarding how to do this, see http://library.albany.edu/usered/eval/eresources.html

2 **Before you select a search tool, always think about your topic and what you are trying to find.** For a few ideas on this strategy, see www.internettutorials.net/started.html. Once you begin your research, be sure to try out a handful of sites. Do not rely on a single site or type of site.

3 **Don’t just Google everything!** Google is great, but there are other useful tools on the web, too. Google has become so popular that many people use this tool exclusively, and miss others that might be more valuable for their
particular search. Try the approach suggested in point #2 before starting your next search.

4 Three major resources for locating Internet materials are the subject directory, the search engine, and content on the deep web. These are useful for different types of queries. Be sure you understand the differences. For more information: www.internettutorials.net/research.html

Tip

Basic ways to find information using the internet

- Go directly to a site if you have the address
- Browse. This is time-consuming, but useful to find high-quality links.
- Explore a subject directory: www.lli.org is a good starting point
- Conduct a search using a web search engine, such as Google, Ask, Yahoo or AltaVista. If you are a newcomer, start with Google!
- Use a service devoted to digitised scholarly materials or books. Google Books is a good starting point.
- Explore the information stored in live databases on the web, known as the “deep web,” that are not linked to other pages. www.poogee.com/ is a website that lets you find information on businesses and people from the deep web.
- Join an e-mail discussion group or Usenet newsgroup (http://Tile.net can help you locate existing discussion groups).

Raising your voice

Wikis, blogging and podcasting are three tools that can help you get your message to a wider audience, that uses the web. All are relatively easy and inexpensive.

Creating a wiki. A wiki is a cheap user-friendly website that you can create in one day. Organisations with little money to create a traditional website could create a wiki and use that to advertise their positions and communicate with others. A wiki allows authorised users to change the content of pages without having any knowledge of computer languages. Besides providing an organisation with cheap online space and helping to organise information, wikis can also facilitate co-operation among people working remotely, since anyone with an internet connection can access and update the content within
a matter of minutes. And because wikis track and record all changes, you can quickly see who added a particular piece of content, as well as revert a page back to its previous state. You could decide to set up a wiki as your organisations’ site. You could also set up a wiki as a dynamic communication tool to communicate with others and develop joint NGO positions, etc. To create a wiki go to www.wiki-site.com/index.php/Main_Page

**Blogging** is a tool to publish your views on the web. A blog is a website where entries are made in journal style. For some examples look at [http://euforic.blogspot.com](http://euforic.blogspot.com); [http://gristmill.grist.org](http://gristmill.grist.org) or [http://weblog.greenpeace.org](http://weblog.greenpeace.org). Even if your organisation has no interest in starting its own blog, other blogs can be a valuable source of information. To find this information you can do a simple internet search (see above) or use one of the specialised blog search engines available, such as [www.Blogdigger.com](http://www.Blogdigger.com); [www.Bloglines.com](http://www.Bloglines.com); [www.Feedster.com](http://www.Feedster.com); [www.IceRocket.com](http://www.IceRocket.com); [http://blogsearch.google.com](http://blogsearch.google.com). If you or your organisation wants to set up a blog you can use a blog server such as [www.blogger.com](http://www.blogger.com).

**Tip**

**Some uses for Blogs**

- To report on a campaign
- To report back from an event or conference
- To provide resources and information to and from constituents
- To give constituents a place to voice their opinion and to provide them with support
- To create the media coverage constituents want
- To give constituents the power and tools to create change
- To reach potential donors

**Podcasting** allows you to create your own digital radio/tv broadcasts and post this on the web for anyone to download and/or listen to. Podcasts are digital audio/video files (such as MP3 files) that differ from traditional radio because you can listen to them when you want to; and when paired with a portable player (i.e. Ipod) listen to them where you want to, as well.

**Videos on the web**

For a video to have an impact, it needs to reach an
audience. One way to accomplish this is through the web. Not only can you create influential online videos but you can also use videos to broadcast important meetings, press conferences, and other events. You can upload your video to a popular video-sharing site, such as www.youtube.com and embed the clip on your own website so that your constituents can easily view it. To put video on your site, you’ll need video in the proper format.

**Tip**

While using wikis, blogs and podcasts, once you build your own audience, try to keep up with regular updates or your readers/listeners may lose interest.

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22 www.youtube.com is currently the most popular video-sharing site, and where your video has the best chance to be viewed. Other video-sharing sites are [http://video.google.com](http://video.google.com); [http://ourmedia.org](http://ourmedia.org) and [http://video.yahoo.com](http://video.yahoo.com).

23 Tools for compressing and preparing digital video files for each format are provided directly by each video vendor. Realtworks and Windows Media provide free tools.
G How to make and use videos?

Showing things has often much more impact than talking about things. The case studies about ship breaking (page 18) and chicken imports (page 38) clearly show how a good video can have a dramatic impact. Advocacy videos can be a powerful tool for NGOs to show a specific problem, promote social change and mobilise support.

When you consider producing a video make sure that you know how you are going to use it. The production of a video should be an integral part of your advocacy plan, be clearly targeted at a specific stakeholder group, and designed accordingly.

Tip

- attract new members or constituents;
- raise awareness about an important policy issue;
- organise community members to take action on a particular issue;
- celebrate an important anniversary of an organization or programme;
- raise funds from targeted funding sources;
- showcase the work of the organization and its programmes.

Once you have decided that for your campaign a video would be a good advocacy tool, you can seek the services of a video production company or produce the video yourself. Increasingly, NGO networks are hosting their own video trainings and start to produce high quality material in-house. In Africa EFA has created two production units that can support NGOs with producing videos in West Africa. See below

See section F for 'how to broadcast video on the web'

In 2006, EFA hosted a regional workshop for GAWA members from 8 countries (Benin, Togo, Sierra Leone, Liberia, Ghana, Senegal, Mali and Guinea) to train them in the basics of filming and editing for video documentaries. The training was intended to enhance capacities within the GAWA network to produce videos. There are now two well functioning local production units both in terms of equipment and crew. Full time filming and editing technicians
maintain the two production units in Sierra Leone (hosted by EFA) and Benin (hosted by Nature Tropical) and an external trainer provides technical advice. The studios are strategically located in the region to facilitate access for all the members of the GAWA network interested in producing audio-visual materials. GAWA members are encouraged to contact the production units to discuss the continuation of these trainings and support to use this media. For questions contact GAWA at: info@gawa.nu
H How to create or join effective networks

International networks

Social movements use collective action to achieve meaningful change for a particular group. Although international networks are only one player in social movements, experience demonstrates that they have the potential to provide resources, exchanges, capabilities, strategies and contacts to local and national causes. Through their involvement, international networks can increase the options available to local actors to grow, coalesce and act when most needed.

Several types of international network exist. Some work directly with local organisations, such as the World Rainforest Movement\(^\text{24}\), but generally do not go into negotiations with governments or international bodies and hence are not directly involved in advocacy work. Other networks focus heavily on advocacy work, but sometimes (not always!) lack knowledge of local settings and find it difficult to respond flexibly to local demands, particularly since they often rely on electronic and written communication that is often not accessible to local people. The IUCN and WWF networks\(^\text{25}\) fall more in this category. Both networks operate differently and have different functions, which are complementary. The first believes it has more impact by mobilising local and national groups; the latter, that it has more impact working through focal points and larger-scale organisations that will increase its reach.

What does a strong and effective network looks like?

For a network to be successful in the long-term, participants need to feel a sense of ownership; they must feel that the network helps them in their own work. Only then will they put time and energy into making and maintaining a network.

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\(^{24}\) The World Rainforest Movement (WRM) is a global network of citizen groups, both North and South. It works to secure the lands and livelihoods of forest peoples, and support their efforts to defend forests from commercial logging, dams, mining, oil exploitation, plantations, shrimp farms, colonisation and settlement, and other projects that threaten them. www.wrm.org.uy

\(^{25}\) The World Conservation Union (IUCN) is an international organisation dedicated to natural resource conservation. Founded in 1948, the IUCN brings together 81 states, 120 government agencies, 800-plus NGOs and 10,000 experts and scientists from 181 countries. WWF (World Wide Fund for Nature) is an international environment conservation and advocacy organization. Since 1961, when it was founded in Switzerland, WWF has grown to be active in over 90 countries.
Tip

Common features of a successful network in FERN’s opinion

- Strong interpersonal relationships
- Intense regular contacts and structures that involve the institutions of everyday life, such as schools, churches, etc.
- Face-to-face interactions
- Shared identity with a primary group
- A common opposition or grievance or opportunity
- A bottom up approach
- Not donor driven and/or donor dependent
- Not dependent on (large amounts of) money
- Fun!

Building such a network can be difficult across countries or even continents where cultural and geographical distances become constraints – but it is definitely possible.

See Annex 5 for operational networks in Africa.
I How to get the most out of a meeting?

You would be surprised how many people enter a meeting without thinking what the meeting is for, what they want to get out in terms of information and what impression they want to leave behind.

The following are check-lists to make sure you get the most out of any meeting with policy makers:

**Tip**

**Preparation**
- If you meet as a coalition, always organise a preparatory meeting at which you decide on roles and approach (see below);
- Find out who will be present at the meeting and what are their roles? What are their interests, background and views? Are there any disagreements or power struggles between them?
- Why have they agreed to see you? What power or influence do they recognise that you have?
- What information can you find out beforehand so that you are prepared?
- Allow plenty of time to get to the meeting so that you are not late.
- If the meeting is in a formal building (such as an embassy or parliament) make sure you have a passport or identity card with you.

Be clear before you enter the meeting about
- What you want to achieve from the meeting. What points do you want to get across; what information do you need and what will you ask them to do?
- What they might want to gain from the meeting. What information do you have that they might want? Is it a good idea to provide this information or do you want to keep things confidential? Realise before you go in, what you want to get across and what not.

**Roles and approach**
- Who will attend the meeting on behalf of your organisation or network?
- Who will present which piece of information or argument?
• Who will take notes?
• Decide a rough agenda as well as responses to possible questions.
• Know your main points well.

During the meeting
• Make sure that everyone in the room is introduced.
• Summarise what happened in previous meetings if appropriate.
• Clarify why you are meeting and agree how to proceed.
• Be as relaxed as possible, always polite and friendly and maintain a positive atmosphere and listen actively. Do not accuse and respond honestly to any concerns raised.
• Have a clear achievable goal. State your case precisely. Ask for clarity if necessary.
• Focus on your most important concerns first and leave smaller issues until the end.
• Keep the discussion on track.
• If this is a negotiation meeting (see page 34 and 35) Know what issues you are willing to compromise on and what you are not.

Follow-up
• Clarify what has been said and if relevant what has been agreed.
• Send a brief letter thanking the policy-maker for seeing you, summarising the main points and reminding them of their promises and what you have promised, if relevant.

Debrief
• Did you achieve your objectives?
• Did you think they were telling the truth – were they hiding something?
• Did you discover new information?
• What are you going to do next?

Report
• Write a quick report of the meeting.
• Pass it to everyone who came with you.
• Pass it to relevant people in your organisation/network
How to write a letter or position paper?

A position is a statement of what you as an organisation, or as a group or as a person believe about a particular issue and how you think this should be acted upon.

Position papers are usually written to provide the target group with an understanding of your organisation’s position and how it has come to such a position. They are not directly addressed to a specific person. See below for more details.

Another way of getting your message across to a wider audience is an open letter or a letter to the editor.

An open letter is a letter written to a specific person (or a group of people), which is sent to the addressee(s) and made public. You can publish the open letter in a newspaper (this costs money!) and/or on a website. The aim of an open letter is to put pressure on the addressee(s) by informing others about the perceived problem and why you think the addressee(s) can solve address this problem.

A letter to the editor is a letter sent in response to an article, or editorial in a specific newspaper or magazine. The letter will (if accepted) be published in the letter section of the paper or magazine, This section is often well read. To have the highest chance that your letter will be published you have to make sure it is short (not more than a couple of paragraphs) and to the point.

“Non-governmental organisations (NGOs) can often speak for a community, especially where individuals can find it difficult to make their voice heard or are unwilling to speak out... Civil society organisations are increasingly viewed as credible partners, but may still suffer from weak capacity, poor transparency and lack of accountability, particularly where their work becomes influenced by the agenda of their funders.”

Commission for Africa Report, Page 145, para 65
For any position paper:

- Make sure that it is relevant and up to date.
- Build arguments around what you believe to be the weak points of the policy-makers. Policy-makers need to know they can work with you, so ensure that the tone of the position shows that you are willing to co-operate.
- Write clear recommendations that can be implemented.
- Use headed paper and get others to check for grammar and spelling mistakes – poor presentation can discourage people from reading it.

The main components of a position paper:

- A summary with the main points on top, specifically if the position paper is long.
- Explaining effects and evidence. What are the current and potential future effects of the issue? Include any primary or secondary research you have. If you have detailed information, add an appendix to the document and refer to it here.
- Explain causes and responsibilities. Which groups or individuals have caused the current situation and are responsible for it? What events have contributed towards it? Why have particular actions been wrong, according to law, morality, etc?
- Propose solutions and/or recommendations. What needs to be done to address the problem? Who is responsible for doing this? What is already happening to address the issue and who is doing this? What is good or bad about the current proposals and actions and what needs to change about them? What specific recommendations do you have? Make sure these are SMART (Specific, Measurable, Achievable, Relevant and Time-bound). What arguments will be used against your proposals and how can you respond to these?
- Annexes include any detailed information that you have referred to in the main document.
- Background information about you, your organization or network, if you have not been in contact before.
K Lobby tips

The main goal of lobbying is to be able to influence decision makers to take your points into account. Often to be effective that means becoming an indispensable resource person on the issue you are working on.

“Dos and Don'ts” of lobbying

<table>
<thead>
<tr>
<th>Action</th>
<th>Do</th>
<th>Don’t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phone</td>
<td>Offer to call back at a more convenient time</td>
<td>Talk more than 10 minutes</td>
</tr>
<tr>
<td></td>
<td>Use your time well</td>
<td></td>
</tr>
<tr>
<td>In person</td>
<td>Speak only briefly about your issue at an unrelated function</td>
<td>Think your issue is the only issue Insult Push for attention</td>
</tr>
</tbody>
</table>

Making your case

<table>
<thead>
<tr>
<th>Do</th>
<th>Don’t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Smile</td>
<td>Threaten</td>
</tr>
<tr>
<td>Be gracious</td>
<td>Monopolise</td>
</tr>
<tr>
<td>Relate it to you and others on a personal level</td>
<td>Be impolite</td>
</tr>
<tr>
<td>Appreciate their time</td>
<td>Tell them they owe you something</td>
</tr>
<tr>
<td>Understand their time-frame</td>
<td>Ask them to sponsor you</td>
</tr>
</tbody>
</table>

Driving the message home

<table>
<thead>
<tr>
<th>Do</th>
<th>Don’t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offer to get back to them and follow up with a thank you</td>
<td>Forget to follow up</td>
</tr>
<tr>
<td>Give them a reason to get back to you</td>
<td>Expect them to remember you and your issue without prompting</td>
</tr>
<tr>
<td>Make note of the date and outcome of the discussion</td>
<td>Expect too much or too little</td>
</tr>
<tr>
<td>If there has been no communication after some months, reconnect</td>
<td></td>
</tr>
</tbody>
</table>
How to use the media

By helping to generate awareness and by putting pressure on certain public figures and companies, the media can be a critical ally in your advocacy work. However, media attention can also backfire by highlighting flaws in your campaign; it can put individual lives or security at risk if exposed. Hence, it is necessary to weigh the possible positive and negative impacts that publicity will bring. To minimise potential negative impacts, good personal contacts with journalists are important as well as a well-considered campaign with enough data to back up any claims you make.

Before approaching the media, it is important to ask the following questions:

1. Is my story newsworthy? How can I make it more newsworthy or make sure it is current?

2. Which media do we want to approach and why? In many countries, media are part of the political fabric of a country. Also, different people read different papers: Make sure you target the journalists who are willing to listen to your story and who have access to the people you want to hear your story.

The most common way to use media is via press releases

**Tip**

**Press release rules**

- Every press release should consist of the basic information or the 5 Ws: Who, What, Where, When and Why;
- Every press release should be clear (free of jargon), useful, accurate and include interesting information;
- Every press release should contain news that is timely;
- Every press release should be brief (preferably one page).

**The format of a press release**

Almost all press releases have a certain format. Once you get the hang of the
format, all you have to do is fill in the blanks. Journalists receive many press releases a day, they have set standards and expectations that you must conform to just to have your release read, let alone acted upon. What does this format look like?

1 **Letterhead** Press releases should be printed on a letterhead. The organisation’s name, name of person to contact and contact details, including website if available, should be printed clearly at the top or bottom of the page. PRESS RELEASE should be spelled out in capitals at the top.

2 **Headline / title and first line** The next essential component of the press release is a headline or title that captures the attention. The first line of the press release should be insightful, gripping or snappy – it must impress them enough to make them read on. Examples are: West Africa food aid contaminated with GM rice; Orang Utans go ape in Tesco; Government decision undermines its own timber policy.

3 **Body** Next, present the useful, accurate and interesting ‘body’ of the press release, beginning with the date and city for where the press release originates. The body of the press release is very basic and includes the five Ws described above (Who, What, Where, When and Why).

   The first paragraph of the press release should contain in brief what the press release is about. The following paragraphs explain in detail: why one should care; where one can find it and when it will happen. Also, included in second ‘informative’ paragraphs is generally a quote that gives the release a personal touch. Emotional appeal goes a long way with journalists. Press releases and news stories can be boring to journalists without a ‘human interest’. The final paragraph is a summation of the release, providing any further information on your organisation with the organisation’s contact information clearly spelled out.

   Wherever possible, make the release interesting enough to run as an article; it cannot hurt to save a journalist time and effort.
**Press Release Checklist**

- Organisation letterhead, name, address, phone number, web address
- PRESS RELEASE, written at the top, in all caps
- Contact person’s name and E-mail
- Immediate release or release date (all caps)
- HEADLINE or TITLE in BOLD/CAPS, special attention to first line
- Body – Date/city, who, what, when, where and why.
- Catchy text
- Sum it up ...
- Basic font, line space between paragraphs or double-spaced and page numbers
- Action plan/calendar

**How to distribute a press release**

Writing a press release is only half of the task. Unless you are well known, many journalists or national papers or radio or television will not bother acting upon a press release alone – they get many press releases a day. To grab their ear, you must ‘follow-up’ with a telephone call to interest them in your story. This is obviously easier if you already have a good relationship with a journalist.

**Writing press releases for online use**

You can send, fax or e-mail your press release. You can also send out e-mail press releases, which are usually shorter in length than their print counterparts. The majority of electronic news releases sent are approximately 500 words of text organized into five, short two-to-three sentence paragraphs.

**Supporting materials**

Information such as photographs, slides, video clips, or reports with background information or other supporting documents could be included in a printed media kit that can be handed out or sent to journalists. You can also publish these online so reporters may access them easily at their convenience.
Visual Materials

Videos can be a very effective tool to convince media or other target groups, of the seriousness of a problem. It is, however, important to remember that videos as well as other media tools are only effective if they reach their target audience. Cultivating relationships with journalists, television studios and other media outlets is therefore as necessary as for written materials, to make a big impact.

GAWA offers its members the ability to create and distribute videos using two editing labs: one in Benin and one in Sierra Leone. Trained video producers can be found in a majority of the GAWA countries. GAWA can provide video producing services to its members including training, editing assistance and support for distribution. For more information: info@gawa.nu
How to obtain funds

Many different sources of funding exist for NGOs working on social and environmental issues in Africa. European governments often provide funds, as do various NGOs. For an extensive list please see the website of Both Ends: www.bothends.org. Both Ends was created specifically to support Southern environmental NGOs. Also GAWA can help with writing endorsement letters and/or play an intermediary role for NGOs looking for funds.
Contact: info@gawa.nu

A successful funding proposal

To be successful in getting funds, it helps to have met the funding organisation or if you know someone who can give your organisation a good reference. Again personal contacts, direct or indirect, are invaluable.

To start fund-raising you first need to know what you want to achieve, what the time frame is, and which activities you will need to carry out to reach your objective. Only once this is clear to you can you start writing a proposal. Keep it short. When you have a rough draft, you need to find which donors may be interested in funding this project. Look at the list below and Annex 5, but also ask people you know who may be interested. Once you have identified one or more donors, make sure you know exactly what they can and cannot fund and adapt your proposal accordingly.

A successful funding application must be clear, concise and specific in it aims; fit within the donor’s requirements; include a clear plan of activities to be carried out; and be accompanied by a realistic budget. It is beyond the scope of this Toolkit to explain how to write a funding proposal or how to prepare a log frame. The Dutch organisation Both Ends has developed fact sheets and guides for environmental organisations with little experience in fundraising that cover the basics of fund-raising, practical guidelines and suggestions, and useful addresses and websites. Their materials are available to download at www.bothends.org. Both Ends also provides assistance on project formulation and fund-raising. For assistance contact info@bothends.org
Available donors

For relatively small projects, EU governments as well as NGOs often can provide financial support. Many EU governments disburse their funds via national NGOs, such as the Dutch Government through the IUCN National Committee of The Netherlands www.iucn.nl/english/funds/index.htm, and the Swedish Government through the Swedish Society for Nature Conservation www.snf.se/english.cfm.

For larger projects, you could approach national governments directly, such as the UK Department for International Development (DfID) www.dfid.gov.uk/funding/#orgs, or approach their embassies, as is the case for the Netherlands. You could also approach the EU, which has several ‘budget lines’ financing different sorts of projects. The EU is a donor with very formal practices, described below.

Funding from the EU

Before approaching the European Union (EU), it is wise to contact one of the NGOs in Brussels with EU experience to guide you through this often complicated process. The European Community (EC) provides grants to fund specific actors (i.e. indigenous peoples, NGOs…) or specific objectives (i.e. environment, human rights, health and education…). The European Commission is responsible for managing the budget of the EC, and therefore controls the EC’s funding programmes or budget lines.

Applying for EC funds is often a complex and lengthy process – not helped by the continuous policy changes occurring within the European Union (EU) and its institutions. The EC funding programmes as a whole are currently being revised and will change significantly in 2007. This means that some of the information given here will be soon out of date. Please contact FERN for updated information.

The most relevant funding programmes for African countries are the following:

Cotonou agreement Funding is available for NGOs and indigenous peoples’ organisations (IPOs) in the ACP-EU Cotonou co-operation agreement.26

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The funding details are available in National Indicative Programmes (NIPs: papers containing negotiated plans for implementation of aid within a given period). NIPs can be obtained from the EU website ec.europa.eu, from the EC delegation in your country (listed in Annex 2) or from FERN.

**Programme for the environment and sustainable management of natural resources**  This is the most relevant programme for environmental NGOs and indigenous peoples’ organisations. Details are under discussion and will be available at http://ec.europa.eu/comm/europeaid/index_en.htm

**Programme for non state actors**  Its details are also under discussion. This programme will fund NGOs, environmental advocacy groups and other non-state actors.

**Programme for human rights**  The EC human rights programme is of particular interest for NGOs consisting of or working with indigenous peoples. Within this programme, opportunities are available for projects combating all forms of discrimination and promoting the rights of minorities and indigenous peoples.

**Funding from DG Research**  This DG provides funding for research. Generally projects must be transnational. €1886 million will be available for environmental issues (including climate change) over the period 2007-13. Information about calls for tender can be found at http://ec.europa.eu/dgs/research/tenders/index_en.html

**The grant application process**

Most of the development aid for NGOs and IPOs is allocated through a system of calls for proposals (See below). The EC publishes a call for proposals that indicates the amounts available, who is eligible to submit a proposal, the objectives that the proposal must address and other guidelines both for submitting the proposal and for administration of the grants.

The EC also gives grants for micro-projects. These are grants for projects of less than €50,000. They are administered by the European Commission Delegations, and applications can be made only through your government.
Tips

Do realise that

- In most cases the EC will fund only part of your project. A contribution from other donors is normally required.
- In most cases the EC only accepts large projects. Many small Southern NGOs do not have the capacity to develop or implement such large projects NGOs and IPOs (Indigenous Peoples’ Organisations) that do not have experience in dealing with the EC are therefore strongly advised to form alliances with NGOs that have this experience.
- The competition for funding is very tough. As a result, often the large, well-established Northern NGOs succeed.

Because the Commission has recognised some of the problems listed above, increasingly the Commission is issuing calls for proposals for smaller amounts and for which Northern NGOs are not eligible.

EC calls for proposals are on the EuropeAid website http://ec.europa.eu/comm/europeaid/cgi/frame12.pl, in the Official Journal of the EC and sometimes sent out by the European Commission Delegations. Calls for proposals follow no specific schedule. Organisations wishing to apply for funding are advised to check the EuropeAid website regularly or subscribe to FERN’s newsletter which publishes relevant calls for proposals.

From the EuropeAid web page, choose ‘OTHER’ from the dropdown menu on the left hand side for information on the thematic budget lines (i.e. environment, human rights, etc.), or ‘FED/BUDGET’ for information on the ‘Africa, Caribbean and Pacific’ geographical budget lines, then ‘Status: Open’, then ‘Type: Grants’, then ‘All’ for both ‘Region’ and ‘Country’. Once you have clicked on ‘Submit Query’, all the information is in the ‘***All***’ section of the ‘Query Result’.

Funding Updates

FERN sends regular updates to our EC Forest Platform members of relevant EC funding opportunities and changes in EC aid policies and programmes as they become available. If you would like to become a member of the Platform and join this e-mail list, please contact us at iola@fern.org. A useful source of current EC funding opportunities can be found at www.welcomeurope.com.
Annex 1

Other toolkits and resources you may want to look at

Advocacy Guides

http://tilz.tearfund.org/Publications/ROOTS/Advocacy+toolkit.htm

http://nam.org.uk/en/docs/6F2FA05C-8B05-4136-9048-27B0C95091E4.asp

Advocacy at EU level

FERN: A campaigners Guide to the EU.
Full and summary version.

FERN, 2006: Integrating environmental issues in the next round of co-operation agreements between the EU and ACP countries.
July 2006, Brussels
Available at www.fern.org/media/documents/document_3665_3666.pdf


FERN briefing note encouraging NGOs and other civil society groups in the South to demand proper consultation in the development and implementation of the EC aid programme.
Available at www.fern.org/media/documents/document_274_2706.pdf (English) and www.fern.org/media/documents/document_274_2707.htm (French)

Guides on Aarhus Convention
Available from www.fern.org

Funding Resources

- Both Ends’ Donor Newsletter – provide information on funding opportunities in the field of development and environment, www.bothends.org
- Both Ends’ Fact sheets covering the basics of fundraising for environmental NGOs
Annex 2

EC Delegations in West and Central Africa

Updated information on EC delegations contact details can be found at http://ec.europa.eu/comm/external_relations/repdel/

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Bâtiment BIA – 3ème étage
B.P. 10.388 Niamey
Tel: +227 73 45 08 – Fax: +227 73 23 22
E-mail: delegation-Niger@cec.eu.int
www.delner.ec.europa.eu

**Nigeria**
21st Crescent, Off Constitution Avenue
Central Business District, Abuja
P.O. Box 280, Garki, Abuja
Tel: +234 (9) 524 4007 – Fax: +234 (9) 524 4021
E-mail: Delegation-Nigeria@ec.europa.eu
www.delnga.ec.europa.eu

**Rwanda**
Bd. Umuganda 1807
B.P. 515, Kigali
Tél: +250 585 738 – Fax: +250 585 736
E-mail: eudelrwa@delrwa.cec.eu.int

**Sao Tome et Principe** (see Gabon)

**Senegal**
12, Av. Albert Sarraute
B.P. 3345 Dakar
Tel: +221 - 899.11.00 – Fax: +221 - 823.68.85
E-mail : mailto@delsen.cec.eu.int
www.delsen.cec.eu.int

**Sierra Leone**
25 Main Regent Road
Leicester Square
Regent, Freetown
Sierra Leone
Tel: +232 22 234060 – Fax: +232 22 236416
E-mail: delegation-sierra-leone@cec.eu.int
www.delsle.ec.europa.eu

**Togo**
37, Avenue Nicolas Grunitzky - BP 1657 - Lome
Tel: +228 221 08 32 – Fax: +228 221 13 00
E-mail: Delegation-Togo@cec.eu.int
www.deltgo.cec.eu.int
## Annex 3

### Countries that have ratified relevant conventions

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1. Basel Convention [www.basel.int](http://www.basel.int) – addressing cleaner production, hazardous waste minimization and controls on the movement of these wastes
2. Convention on Biological Diversity [www.biodiv.org](http://www.biodiv.org)
8. International Tropical Timber Agreement, 2006 [www.itto.or.jp](http://www.itto.or.jp)
18. Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment [www.ohchr.org/english/law/cat.htm](http://www.ohchr.org/english/law/cat.htm)
20. ILO Convention 169 on tribal and indigenous peoples
Annex 4

Example of a good press release

NEWS RELEASE
under embargo until 00:01 Tuesday 1 April 2003

Rooftop forest to save EU from emission cuts

The European Commission is considering planting trees on the roof of the newly-refurbished Berlaymont HQ to act as a carbon sink and improve environmental performance, according to a document leaked to FERN1 today [1.04.03].

The document2 states that the renovated building may be topped by a "mini forest" that will "make a positive contribution to the carbon balance of the European institutions". The plan includes fast-growing pine species genetically modified to reduce stress on the building below. Conservation organisations opposed to the use of genetically-altered species are promoting an alternative plan using endemic beech and oak.

“This is a ludicrous suggestion,” said FERN’s climate change campaigner Jutta Kill, “Carbon sinks are nothing more than a smokescreen to pretend the EC is serious about halting climate change when, in reality, every carbon credit will justify yet more carbon releases from fossil fuel – the very cause of global warming. The EC should not be fooled by the myth that carbon sinks are an environmentally-useful option.”

The notorious Berlaymont building, in the heart of the Brussels EU quarter, was the seat of the European Commission until 1991 when the discovery of asbestos forced the building to be closed for decontamination. Berlaymont is due for re-opening in Spring 2004.

Further information:
Jessica Wenban-Smith, FERN: +32 (0)2 733 0814
jess@fern.org

Editor’s notes
Monday 2 October 2006 15:12
Department for Constitutional Affairs (National)
Annex 5

Whom to work with

International NGOs working on dams/rivers

International Rivers Network (IRN)
1847 Berkeley Way; Berkeley, CA 94703; USA
Tel: +1 510 848 1155 – Fax: +1 510 848 1008
E-mail: irn@irn.org
www.irn.org
IRN publishes also some very good campaign materials for communities fighting against dams, specifically dams rivers and rights available at www.irn.org/pdf/publications/DamFightersToolkit2006.pdf

Freshwater Action Network
47-49 Durham Street, London, SE11 5JD, UK
Tel: +44 20 7793 4522 – Fax: +44 20 7793 4545
E-mail: info@freshwateraction.net
www.freshwateraction.net

International NGO networks working on forests

Forest Movement Europe
c/o FERN
1C Fosseway Business Centre
Moreton in Marsh, GL56 9NQ, UK
E-mail: saskia@fern.org

World Rainforest Movement
Maldonado 1858, 11200 Montevideo, Uruguay
Tel: +598 2 413 2989 – Fax: +598 2 410 0985
E-mail: wrm@wrm.org.uy
www.wrm.org.uy

International NGOs working on forest issues in Africa

FERN UK
1C Fosseway Business Centre
Moreton in Marsh, GL56 9NQ, UK
Tel: +44 1608 652895
www.fern.org

FERN Brussels
4 Avenue de l’Yser, 1040 Brussels, Belgium
Tel: +44-32-27333653
www.fern.org

Forest Monitor Ltd.
69A Lensfield Road, Cambridge, CB2 1EN, U.K.
email: mail@forestsmonitor.org
Tel: +44 (0)1223 360975 – Fax: +44 (0)1223 359048
www.forestsmonitor.org

Forest Peoples Programme
1C Fosseway Business Centre
Moreton in Marsh, GL56 9NQ, UK
Tel: +44 1608 652893
www.fern.org/forestpeoples.org

Global Witness
P.O. Box 6042, London, N19 5WP, UK
Tel: +44 20 7272 6731 – Fax: +44 20 7272 9425
E-mail: mail@globalwitness.org
www.globalwitness.org

Greenpeace International
Ottho Heldringstraat 5, 1066 AZ Amsterdam,
The Netherlands
Tel: +31 20 7182000 – Fax: +31 20 5148151
www.greenpeace.org/international/

The Rainforest Foundation UK
2nd Floor, Imperial Works
Perren Street, London, NW5 3ED, UK
email: simonc@rainforestuk.com
Tel: +44 (0) 20 7485 0193 – Fax: +44 (0) 20 7485 0315
www.rainforestfoundationuk.org

REM
69a Lensfield Road, Cambridge CB2 1EN; UK
Tel: +44 7870 248 372 – Fax: +44 20 7251 4969
E-mail: mail@rem.org.uk
www.rem.org.uk

WWF International
Gland (CH); Av. du Mont-Blanc 1196 Gland, Switzerland
Tel: +41 22 364 91 11 – Fax: +41 22 364 88 36
www.panda.org
African NGO networks

Green Actors of West Africa GAWA
EFA Sierra Leone
PMB 34, 1 Beach Road, Lakka, Freetown Peninsula
Tel. +232-76 611 410 – E-mail: info@efasl.org.uk
www.efasl.org.uk/gawa/

Africa Biodiversity Network
E-mail: abn.generalcoordinator@gmail.com

Africa Initiative on Mining, Environment and Society (AIMES)
(Africa Third World Network – Africa)
P.O. Box, AN19452 Accra, Ghana
Tel: + 233 21 511189 – Fax: + 233 21 511188
E-mail: contact@twnafrica.org; twnafrica@ghana.com;
environment@twnafrica.org

African Rivers Network (ARN)
c/o P.O. Box 29909, Kampala, Uganda
Tel: +256 41 534453 – Fax: +256 41 530181
E-mail: lori@irn.org

African Network of Civil Society on Water
P.O. Box 72461, Nairobi, Kenya
Tel: +254 20 576114/9 – Fax: +254 20 576125
E-mail: anewsecretariat@elci.org
www.freshwateraction.net/anew

Africa Third World Network – Africa (TWNA)
P.O Box AN19452, Accra, Ghana
Tel: + 233 21 511189 – Fax: + 233 21 511188
E-mail: contact@twnafrica.org; twnafrica@ghana.com;
environment@twnafrica.org

African Trade Network (ATN)
9 Ollenu Street, East Legon
P.O. Box AN19452, Accra-North, Ghana
Tel: +233 21 503669 – Fax: +233 21 511188
E-mail: contact@twnafrica.org

EC Forest Platform – Cameroon
Centre pour l’Environnement et le Développement
B.P. 3430 Yaoundé, Cameroun
Tel: +237 222 38 57 – Fax: +237 222 38 59
E-mail: snguiffo@cedcameroun.org
www.cedcameroun.org

Forest Watch Ghana (FWG)
37 New Town Loop, D-T-D, Accra New town, Accra, Ghana
Tel: +233 21 248745 – Fax: +233 21 228887
E-mail: spahassan@yahoo.com or koa@ucomgh.com

Although technically speaking not an NGO (non governmental organisation) as states can become a member the IUCN West Africa office and network should be mentioned here as well. IUCN West Africa has 44 members. For a list of its members please see www.iucn.org/members/mem-statistics.htm#map_regions.

IUCN BRAO
IUCN Regional Office for West Africa
01 BP 1618, Ouagadougou 01, Burkina Faso
Tel: +226 50328500 – Fax: +226 50307561
E-mail: uicnbrao@iucn.org
www.iucn.org/brao

WWF Africa offices
www.panda.org/about_wwf/where_we_work/africa/index.cfm

NGOs working on or providing support on campaigning on financial institutions

ECA Watch
Email: info@eca-watch.org
www.eca-watch.org

The Corner House
Station Road, Sturminster Newton, Dorset DT10 1YJ, UK
Tel: +44 1 258 473795 – Fax: +44 1 258 47 37 48
E-mail: enquiries@thecornerhouse.org.uk
www.thecornerhouse.org.uk

Bank Information Centre, specialised in the World Bank
Bank Information Center, 1100 H Street, NW, Suite 650, Washington, D.C. 20005
Tel: 202 737 7752 – Fax: 202 737 1155
E-mail: info@bicusa.org
www.bicusa.org
CxEE-Bankwatch specialised in the European Investment Bank
c/o FoE Europe
Rue Blanche 15, 1050 Brussels, Belgium
Tel: +32 2 542 01 88  – Fax: +32 2 537 55 96
E-mail: magdas@bankwatch.org

NGOs working on company research

Corporate Watch
16B Cherwell St. Oxford, Oxfordshire OX4 1BG, UK
Tel: +44 (0)1865 791 391
Corporate Watch conducts research and analysis, raises awareness and contributes to public debate and education, aims to empower community groups that are concerned with economic developments and corporate interests that threaten their communities' quality of life and supports the work of public interest and educational groups.
www.corporatewatch.org.uk/
Corporate Watch has developed a Do It Yourself Guide for Company Research available at: www.corporatewatch.org.uk/?lid=2142

Ethical Consumer
Unit 21, 41 Old Birley Street, Manchester M15 5RF, UK
Tel: 0161 226 2929 – Fax 0161 226 6277
E-mail: mail@ethicalconsumer.org
Alternative consumers
Toolkit looking at companies behind the brands
www.ethicalconsumer.org/

NGOs supporting with legal research

CIEL
The Center for International Environmental Law (CIEL) is a non-profit organization working to use international law and institutions to protect the environment, promote human health, and ensure a just and sustainable society. They provide a wide range of services including legal counsel, policy research, analysis, advocacy, education, training, and capacity building.
www.ciel.org/

FIELD
The Foundation for International Environmental Law and Development was founded in London in 1989 by a small group of international lawyers. They aim to advice and assist governments, inter-governmental and non-governmental organisations world-wide.
www.field.org.uk/index.php

NGOs supporting with fundraising

Both Ends
Both ENDS provides ongoing services to environmental organisations in the South and in CEE-countries. In this section information is provided on a number of environmental topics, issues of capacity building, funding opportunities and facts about fundraising.
www.bothends.org

Collectif d'échanges pour la technologie appropriée (COTA)
COTA is an NGO which delivers services, such as information facilitation, documentation and support in fundraising for development organisations in both North and South. Works in French only.
COTA asbl, 7 Rue de la Révolution, 1000 Brussels, Belgium
Tel: 32 2 218 18 9 – Fax : 32 2 223 14 95
E-mail: info@cota.be
www.cota.be/

GAWA
GAWA can help with writing endorsement letters and/or play an intermediary role for NGOs looking for funds for GAWA members.
www.gawa.nu
Annex 6

Brundtland report

Summary of proposed legal principles for environmental protection and sustainable development adopted by the sced experts group on environmental law

1 General principles, rights, and responsibilities

Fundamental Human Right 1. All human beings have the fundamental right to an environment adequate for their health and well-being.

Inter-Generational Equity 2. States shall conserve and use the environment and natural resources for the benefit of present and future generations.

Conservation and Sustainable Use, 3. State shall maintain ecosystems and ecological processes essential for the functioning of the biosphere, shall preserve biological diversity, and shall observe the principle of optimum sustainable yield in the use of living natural resources and ecosystems.

Environmental Standards and Monitoring, 4. States shall establish adequate environmental protection standards and monitor changes in and publish relevant data on environmental quality and resources use.

Prior Environmental Assessments, 5. States shall make or require prior environmental assessments of proposed activities which may significantly affect the environment or use of a natural resources.

Prior Notification, Access, and Due Process, 6. States shall inform in a timely manner all persons likely to be significantly affected by a planned activity and to grant them equal access and due process in administrative and judicial proceedings.

Sustainable Development and Assistance, 7. State shall ensure that conservation is treated as an integral part of the planning and implementation of development activities and provide assistance to other States, especially to developing countries, in support of environmental protection and sustainable development.

General Obligation to Co-operate, 8. States shall co-operate in good faith with other States in implementing the preceding rights and obligations.

2 Principles, rights, and obligations concerning transboundary natural resources and environmental interferences

Reasonable and Equitable Use, 9. States shall use transboundary natural resources in a reasonable and equitable manner.

Prevention and Abatement, 10. State shall prevent or abate any transboundary environmental interference which could cause or causes significant harm (but subject to certain exceptions provided for in Art. 11 and Art. 12 below).

Strict Liability, 11. States shall take all reasonable precautionary measures to limit the risk when carrying out or permitting certain dangerous but beneficial activities and shall ensure that compensation is provided should substantial transboundary harm occur even when the activities were not known to be harmful at the time they were undertaken.

Prior Agreements When Prevention Costs Greatly Exceed Harm, 12. States shall enter into negotiations with the affected State on the equitable conditions under which the activity could be carried out when planning to carry out or permit activities causing transboundary harm, which is substantial but far less than the cost of prevention. (If no agreement can be reached, see Art. 22)

Non-Discrimination, 13. States shall apply as a minimum at least the same standards for environmental conduct and impacts regarding transboundary natural resources and environmental interferences as are applied domestically (i.e., do not do to others what you would not do to your own citizens).
General Obligation to Co-operate on Transboundary Environmental Problems, 14. States shall co-operate in good faith with other States to achieve optimal use of transboundary natural resources and effective prevention or abatement of transboundary environmental interferences.

Exchange of Information, 15. States of origin shall provide timely and relevant information to the other concerned States regarding transboundary natural resources or environmental interferences.

Prior Assessment and Notification, 16. States shall provide prior and timely notification and relevant information to the other concerned States and shall make or require an environmental assessment of planned activities which may have significant transboundary effects.

Prior Consultations, 17. States of origin shall consult at an early stage and in good faith with other concerned States regarding existing or potential transboundary interferences with their use of a natural resource or the environment.

Co-operative Arrangements for Environmental Assessment and Protection, 18. States shall co-operate with the concerned States in monitoring, scientific research and standard setting regarding transboundary natural resources and environmental interferences.

Emergency Situations, 19. States shall develop contingency plans regarding emergency situations likely to cause transboundary environmental interferences and shall promptly warn, provide relevant information to and co-operate with concerned States when emergencies occur.

Equal Access and Treatment, 20. States shall grant equal access, due process and equal treatment in administrative and judicial proceedings to all persons who are or may be affected by transboundary interferences with their use of a natural resources or the environment.

3 State responsibility

21. States shall cease activities which breach an international obligation regarding the environment and provide compensation for the harm caused.

4 Peaceful settlement of disputes

22. States shall settle environmental disputes by peaceful means. If mutual agreement on a solution or on other dispute settlement arrangements is not reached within 18 months, the dispute shall be submitted to conciliation and, if unresolved, thereafter to arbitration or judicial settlement at the request of any of the concerned States.
Annex 7

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