



# **TRAINING REPORT.**

**Partner for SNV on  
Voice 4 Change;  
Workshop**

**AT ELMINA BEACH RESORT**



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### List of Abbreviation

CSO'S	Civil Society Organizations.
EBA	Evidence Based Advocacy
GHACCO	Ghana Alliance for Clean Cookstoves.
ME	Monitoring Evaluation
PME	Planning Monitoring & Evaluation
SDG's	Sustainable Development Goals
SNV	Netherland Development Organization

## EXECUTIVE SUMMARY

*The SNV Voice 4 Change Capacity Development Trajectory for GHACCO and some selected Civil Society Organization (CSO's) in Ghana took place in Elmina on Monday, May 30, to Thursday June 2, 2016. The training provided an empowerment for GHACCO staff to develop a 4 year National Advocacy Plan. The key activity on the first day of training was the development of "rich picture" on the cookstoves sector. This activity helped to impact on how to craft pictorial representation of different facets of cookstoves sector challenges, relationships, the interplay of actors/forces and the desired changes. The second day featured participants schooled on developing Content Analysis; more profound factors, actor, gender dynamics and climate change that have impact on the issues to be changed. The session also exposed trainees to develop Theory of Change; strategies essential to impact on achieving desirable goals. The third day focused on sharing leadership skills with presentations on some specific leadership best practices. The participants were also schooled on Capacity Assessment & Identification of Needs. This helped to get better insight in what is critical leadership, advocacy and thematic capacities for improvement. The final day entailed coaching participants on developing an Advocacy Action Plan. GHACCO outlined a table of activities to be undertaken prior to the submission of a National Advocacy Plan for the Cookstoves Sector.*

## 1.0 INTRODUCTION.

GHACCO and SNV formed partnership on the project; Voice 4 Change to develop a 4 year National Advocacy Plan to promote renewable energy using cookstove model as a thematic focus. The lack of access to modern energy services in developing countries including Ghana for cooking, lighting, and heating homes is a major problem for low-income populations and requires urgent action.

Globally, energy formed key factor for sustainable development and poverty reduction. About 2.6 billion people rely on the wood, coal, charcoal or animal dung for cooking as 3 billion people lack clean cooking facilities. Energy is the dominant contributor to climate change; thus 60 percent of the total greenhouse gas emission. The world's poor are continuously affected by the low availability of sustainable and reliable energy, with increasing difficulty in remote areas. Modern energy services are crucial to human well-being as well as to countries' economic development.

GHACCO's exemplary initiatives in the cookstoves model in the renewable energy sector in the country and evidence of clean cooking advocacy programs are clearly documented. Over the years, GHACCO has been in support of market development and innovation of improved cooking solutions, as we particularly pushed to stimulate demand for- and scale-up clean and affordable cooking solutions through the stakeholder platform in the country.

The partnership between SNV to develop advocacy plan for promoting clean cooking solutions and technology in Ghana is not a misplaced priority. In view of this the Program Officer; Raymond Kusorgbor and Greater Accra Steering Committee Member (Vice Coordinator); Joseph Senyo Kwashie were nominated by the National Executive Board of GHACCO to receive training on developing national Advocacy Plan for the Voice 4 Change program. The capacity development trajectory was held in Elmina Beach Resort from Monday, May 30 to Thursday June 2, 2016. It involved 24 Civil Society Organizations (CSO's) with a focused interest on the 3 thematic areas; Energy, Agriculture and Water Sanitation & Hygiene.

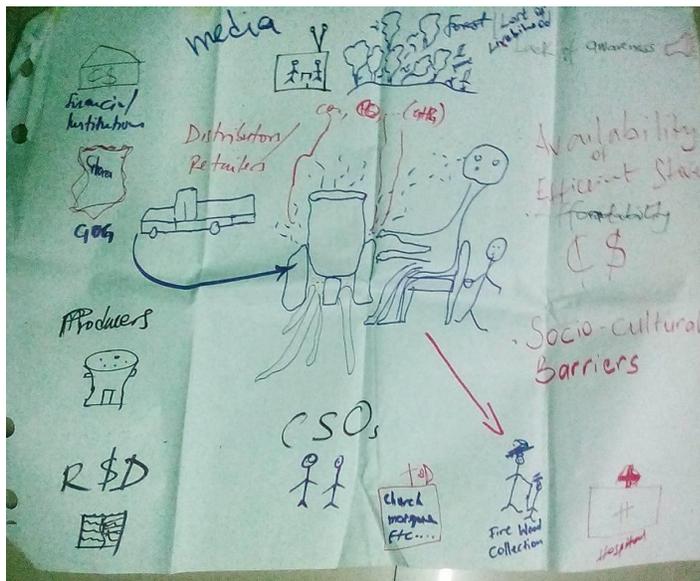
The training was prioritized on areas like: Planning Monitoring and Evaluation, Leadership & Advocacy Skills, developing Content Analysis, developing Theory of Change, developing Advocacy Plan, and Action Plans among others. The activities of each days are enumerated below.

## 2.0 THE FIRST DAY SESSION.

The first morning session highlighted an introduction of all the participating CSO's, presentation on each organization's mandates, activities and programs. The engagement with SNV facilitators provided further clarity on the Evidence Based Advocacy (EBA) Program; ways of working and envisaged results, and networking among CSO's.

The participants were coached on main deliverables for CSO's to be centered on context analysis, Theory of Change, baseline data and Advocacy Plan per theme. SNV sought to provide face- to face workshops (the second capacity training to be held this year), On- the- Job support, and coaching to achieve the deliverables. It was noted that, GHACCO capacity dimensions on EBA project are expected to cover leadership, organizational sustainability, knowledge of relevant themes, advocacy, and the use of data and evidence for advocacy.

The afternoon session introduced participants to advocacy approaches and the underlying success factors. Diverse experiences from other sectors were shared and video documentaries on advocacy screened provided much insight. The breakout session helped GHACCO to brainstorm and develop “rich picture” on the cookstoves sector. This is a graphical or pictorial representation which followed no commonly agreed syntax, made of symbols, sketches or drawings capturing many



different facets of challenges in the cookstoves sector, relationships and the desired change. The real value of this technique helped think deeply about the problem, the complexities of the situations and understanding helped develop stakeholder analysis. A presentation was done on the rich picture analysis provoking discussions of global and national perspectives on energy

Fig 1 The rich picture sample developed on cookstoves sector

(cookstoves sector), main issues, trends and linkages to SDGs concluded summary of activities for the day.

### 3.0 THE SECOND DAY SESSION

The second day opening plenary introduced Planning Monitoring and Evaluation (PME) in Evidence Base Advocacy. The ongoing process of PME to track changes, understanding why changes have happened and deciding how to improve for the future was emphasized. Participants



Fig 2. Developing Context Analysis on the cookstoves sector.

were schooled on developing Content Analysis; more profound factors (Social, Political, Cultural, Technological etc.) and actor (interest, power analysis), gender dynamics and climate change that have impact on the issues to be changed.

The second facilitator highlighted the steps of the stakeholder analysis:

- I. Identifying stakeholders associated on the issue using the rich picture.
- II. Develop actor grid to structure and group the stakeholders together.
- III. Mapping the actors according to their levels. Analyze the power of stakeholders on matrix of



Fig 3 Cookstoves stakeholder mapping analysis developed

**influence** and **interest**. IV. Identifying **drivers**, people or organizations important to fully engage or blockers (high influence, low interest in desired change) **Key Words Learnt:** The **interest** measures to what degree actors have an interest in the desired change. The **influence** is about the control actors have over the main issue. The **drivers;** often the

stakeholders and high interest aligned with the project with high influence. The third session were on developing the Theory of Change. The training skills learnt are necessary to achieve

desirable goals. It also helped to identify strategies essential to impact on desirable changes and map the pathways of change with narratives of different steps and assumptions. It was



emphasized that, the Theory of Change must be reviewed regularly to update contextual information. The breakout session helped to develop a Theory of Change. It helped impacted knowledge as follows:

- To develop framework for M & E,
- To see the bigger picture of issues at hand.
- To help communicate the program
- To provide the foundation for program design and implementation.

Fig 4: Joseph Kwashie (standing) making valuable contribution on developing Theory of Change in the cookstove sector

- To help in creating shared understanding.

The final session for the day exposed trainees to advocacy skills of communication and negotiation.



Fig 5: Section of Theory of Change Developed.

On communication, it was noted that 7% are of verbal, 38% vocal and 55% being body language. The 7 Cs of communication; Clear, Concise, Concrete, Correct, Coherent, Complete, and Courteous to be used as a checklist for clear communication for meetings, emails, phone calls, reports and presentation. Negotiation approaches learnt included: Distributive Negotiation

(win-lose as other party seen as enemy) and Integrative (win- win seen as expanded pie, cooperative problem-solving and open sharing of information). At negotiation table the following principles was taught to be observed:

- Be assertive, not aggressive and show respect
- Be an active listener, recognize attitude and style of others
- Start with praise, speak short and to the point.
- Discuss concrete actions
- Think-in solutions and alternatives

#### 4.0 THE THIRD DAY SESSION.

The day begun with developing leadership skills through leadership dance exercise. This helped participants to talk to each other and make presentations about specific leadership best practices. Some selected trainees shared stories about the best or most influential and inspirational leader they have encountered. Also 3 roles of leadership were identified; personal leadership, business management leadership and societal leadership. The second session for the day was on how to develop an Advocacy Plan. The Advocacy Plan dimensions to consider which is based on the theory

of change are:



- The Clear outline of advocacy processes.
- Identify activities & timelines.
- Resource Planning
- Risk Management.

The elements of key Advocacy Plan learnt included:

- Crafting Problem description
- Goal setting
- Developing Context Analysis
- Crafting Theory of Change
- Monitoring and Evaluation
- Communicating strategy development
- Activity Planning;
- Collaborative Approach
- Assumptions, Risk and Mitigations.

Fig 6: The hexagonal radial representation of Theory of Change and Advocacy Planning.

The breakout session in the afternoon provided trainees templates to try hands on the advocacy planning stages using cookstoves sector as an example.

The third session of the day entailed the training of participants on Capacity Assessment & Identification of Needs. This helped to get better insight in what is critical leadership, advocacy and thematic capacities are for improvement. During the group exercise we brainstormed on answers to the followings:

- What are the critical capacities?
- What are organization's current capacity?
- What are areas for improvements?

The final session for the day was a tour to the Elmina Castle. Below are pictures from the tour.



Fig 7: Group picture at Elmina Castle tour.

## 5.0 THE FOURTH DAY SESSION.

The final day of the training dealt with developing Advocacy Action Plan. An exercise on activity planning undertaken prescribed concrete activities, actions and how responsibilities are outlined during specific duration. This activity helped to:

1. Identify Tasks. All of the tasks that you need to accomplish your objective.

2: Analyze and Delegate Tasks. (It helps sees the entire project from beginning to end, look at each task in greater detail. Are there any deadlines for specific steps? Do you need to arrange additional resources? Who perform certain deliverables? What resources are needed to perform certain tasks?)

The training afforded answers to many of these questions above as participants brainstormed on the action plan for the cookstove sector.

The final section for the day tasked GHACCO to outline series of activities to be done prior to the submission of National Advocacy Plan for Cookstoves Sector. This has been captured in the below

No	ACTIVITY	TIMELINE
1	Submit technical report on the training to management; GHACCO.	Friday, June 10, 2016
2	Brief the National Executive Board on the advocacy project	Friday, June 17, 2016
3	The formation of the implementation task force	Friday, June 24, 2016
4	Develop/review Context Analysis	Friday, July 8, 2016
5	Develop/ review Theory of Change	Friday, July 15, 2016
6	Develop Advocacy Plan	Friday, July 29, 2016
7	Develop Action Plan	Wednesday, August 10, 2016
8	The plan submitted to GHACCO Board and inputs received.	Wednesday August 17, 2016
9	Advocacy plan submitted to SNV	Friday, August 26, 2016

Table 1 GHACCO Activity Plan prior to Advocacy Plan Submission.

## 6.0 CONCLUSION.

The closing remark acknowledged the participatory approach and the technically inclined contributions particularly, GHACCO team during the entire training period. The team's capacity skills have been adequately developed to effectively craft and implement National Advocacy Plan.