ADVOCACY GUIDE FOR CIVIL SOCIETY

Environmental management issues for offshore oil and gas activities in West Africa
This document is a working toolkit that was developed and published at the request of the PRCM and its partners in the framework of offshore oil and gas development activities in the West Africa region.

This document has an informative character intended to accompany civil society organizations in this specific topic, to operate adequate advocacy actions for a more constructed practice of oil and gas exploitation as part the environmental preservation.

This document is exclusive to the PRCM and all COBIA implementation partners.

Any reproduction for professional use by third parties requires consultation with the PRCM and its partners.

Civil society organizations in the environmental management sector are entitled to use this advocacy guide for all purposes.

Designing : SY NDIAYE - Creative Design
Illustrative photos : Freepik
Content : PRCM, Civil Society members and partners in the implementation of the COBIA initiative.
This document is a working toolkit that was developed and published at the request of the PRCM and its partners in the framework of offshore oil and gas development activities in the West Africa region.

This document has an informative character intended to accompany civil society organizations in this specific topic, to operate adequate advocacy actions for a more constructed practice of oil and gas exploitation as part of environmental preservation.

This document is exclusive to the PRCM and all COBIA implementation partners. Any reproduction for professional use by third parties requires consultation with the PRCM and its partners.

Civil society organizations in the environmental management sector are entitled to use this advocacy guide for all purposes.

Designing: SY NDIAYE - Creative Design
Illustrative photos: Freepik
Content: PRCM, Civil Society members and partners in the implementation of the COBIA initiative.

## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INTRODUCTION</strong></td>
<td></td>
</tr>
<tr>
<td><strong>SECTION I: PROBLEM ANALYSIS AND LOGICAL FRAMEWORK</strong></td>
<td></td>
</tr>
<tr>
<td>I. Regional Context Overview</td>
<td>4</td>
</tr>
<tr>
<td>The importance of the coastal and marine zone</td>
<td>5</td>
</tr>
<tr>
<td>1. Major oil and gas discoveries</td>
<td>5</td>
</tr>
<tr>
<td><strong>II. Issue Analysis: Environmental Challenges of Oil and Gas Development in the Region</strong></td>
<td>6</td>
</tr>
<tr>
<td>1. Alignment with international rules and standards and good practice principles</td>
<td>7</td>
</tr>
<tr>
<td>2. Access to reliable environmental information on petroleum resource management</td>
<td>7</td>
</tr>
<tr>
<td>3. The need for planning for marine space management</td>
<td>7</td>
</tr>
<tr>
<td>4. Strengthening governance and participation of affected populations</td>
<td>7</td>
</tr>
<tr>
<td>5. National context of offshore oil and gas activities: some specific cases</td>
<td>7</td>
</tr>
<tr>
<td>a. Overview of the legal and institutional framework</td>
<td>8</td>
</tr>
<tr>
<td>b. Overview of transparency and governance challenges</td>
<td>9</td>
</tr>
<tr>
<td>c. Overview of coordination challenges between state institutions and civil society organizations</td>
<td>9</td>
</tr>
<tr>
<td>d. Human capital needs Well trained in oil and gas and environmental issues</td>
<td>9</td>
</tr>
<tr>
<td><strong>SECTION II: DEVELOPING AN ADVOCACY PLAN ON OFFSHORE ISSUES IN WEST AFRICA</strong></td>
<td>10</td>
</tr>
<tr>
<td>I. Concept and concept of Advocacy</td>
<td>10</td>
</tr>
<tr>
<td>1. On the definition of advocacy on environmental issues</td>
<td>10</td>
</tr>
<tr>
<td>2. Why is it essential to consider advocacy as an effective way to better address environmental issues in West Africa?</td>
<td>11</td>
</tr>
<tr>
<td>3. Drivers of the Environmental Advocacy System</td>
<td>12</td>
</tr>
<tr>
<td><strong>II. Development and implementation of an advocacy plan for oil and gas management in West Africa</strong></td>
<td>14</td>
</tr>
<tr>
<td>1. When should an advocacy plan be created?</td>
<td>15</td>
</tr>
<tr>
<td>a. Step 1 - Importance in context analysis: Where to start?</td>
<td>16</td>
</tr>
<tr>
<td>b. Step 2 - Developing objectives: benefits of community advocacy</td>
<td>18</td>
</tr>
<tr>
<td>c. Step 3 - Targeting, as a basis for good messaging: the targets, your best allies</td>
<td>20</td>
</tr>
<tr>
<td>d. Step 4: Channels to convey advocacy actions</td>
<td>21</td>
</tr>
<tr>
<td>e. Step 5: Evaluate the different resources and anticipate</td>
<td>23</td>
</tr>
<tr>
<td>f. Designing an advocacy strategy as a member of civil society</td>
<td>24</td>
</tr>
</tbody>
</table>
Preserving marine ecosystems is crucial to maintaining biodiversity; Damaged ecosystems are more fragile and cannot cope with the extreme and sudden imbalance caused by man or nature. On the other hand, balanced ecosystems protect against unforeseen disasters and, when used sustainably, offer several adequate solutions to recurring problems.

Offshore exploitation impacts the environment: global warming and positive or negative impacts on national economies depending on the level of governance granted. Oil spills have damaged mangroves and coral reefs, and polluted areas once prosperous for fishing, in West Africa, with specific cases in Nigeria, for example.

Despite the Paris Agreement and the various international initiatives aimed at reducing the use of fossil fuels, the crisis between Ukraine and Russia is a reminder of the geostrategic and geopolitical roles that oil and gas play in international relations. Its importance in economies for consumer and producer countries sometimes reaches energy and economic dependence levels.

The awareness of decision-makers and other actors involved in the exploitation for sustainable management of marine and coastal resources in the perspective of a blue economy is a path that the PRCM recommends: to collect and analyze the available data on the issue, to provide decision-makers and the public with relevant information for better decision-making in the governance of resources, particularly offshore hydrocarbons.

**The link between the COBIA initiative and the development of this advocacy guide for civil society bodies in West Africa.**

COBIA is a multi-stakeholder initiative to strengthen the environmental management of West Africa’s offshore oil and gas activities.

The COBIA initiative aims to improve the management of environmental risks related to the offshore oil and gas industry in West Africa in four countries: Guinea-Bissau-Mauritania-Senegal-Sierra Leone. COBIA deals with various issues (environmental, social, and economical in particular) of the offshore extractive industry and helps create an offshore community within the region. Each actor, public and private, concerned by the challenges of the offshore sector is thus mobilized to participate in the project’s implementation and contribute to reducing environmental risks.

The main objectives of the initiative are to:

- **Strengthening scientific knowledge and environmental monitoring:** sharing scientific data for better management of environmental risks related to offshore activities.
- **Building awareness capacity:** equipping critical actors at the national and regional level with the aim of better framing offshore activities and initiating discussions with these same targeted stakeholders to reflect on the best techniques for preserving marine spaces.
- **Development of crisis plans** in the event of an incident directly impacting the marine space (case of marine pollution) caused by oil and gas development. To offer innovative anticipation solutions.
- **We are strengthening the regulation and supervision of offshore practices:** by participating in the establishment of an adequate legal framework for the offshore industry.

This advocacy guide is designed to support civil society actors in the West African region; in the process of implementing an advocacy initiative to prevent and address the impact of oil and gas development in the West African region, from its conception to the evaluation of results. This guide is intended for the four countries implementing the COBIA initiative. This guide is meant to be standard to accompany contextual change at the level of the West Africa sub-region on offshore exploitation issues.

It will serve as a framework for civil society organizations, supporting them in implementing a contextualized advocacy strategy.
I. Regional Context Overview

The coasts of West Africa are home to extensive marine ecosystems (the currents of the Canary Islands, Guinea, and Benguela), mangroves, wetlands, and diversities of marine species, including fish, which are essential socio-economical resources. The resources of fishing, aquaculture, and tourism enable coastal populations, more than a third of the region's population.

Still, not only do these communities derive income, but they also ensure their food security. However, the West African marine and coastal environment are under pressure from a multitude of threats seriously affecting its health and the people who depend on it: coastal erosion, impacts of climate change and ocean acidification, but also the recent development of offshore extractive activities, overfishing, and land-based pollution, etc.

Marine ecosystems include mangroves, estuaries, seagrass, macro-algae, coral reefs, seamounts, and thousands of animal, plant, and micro-organisms.

Marine ecosystems rely on interactions between habitats, species, and micro-organisms to provide certain ecosystem functions and services.

Marine ecosystems provide a wide range of services, including food in the form of fishing, shellfish, and algae; natural coastal protection from storms and floods; Maintaining water quality; supporting tourism and maintaining basic life support systems. The modification of a Modifying one of the ecosystem components generates disturbances in functions. Note that in the four countries where the COBIA project is implemented, there are exceptional sites such as the Saloum area, the lower delta of the Senegal River, the Bijagos, Banc d’Arguin, etc.

Uncontrolled gas and forest development would potentially harm the marine environment in these areas, resulting in an imbalance at different scales (climate, economic, essentially). Hence the need to implement practical advocacy actions with civil society bodies to better address these threats.

Ecosystem services include:

Support services, which are necessary for the production of other services, that is, which create the basic conditions for development (Primary Production, Larval and Gamete Supply, Nutrient Cycle, Water Cycle, Habitat Species Formation, Physical Barriers, Marine Landscape). As an illustration, a study on ecosystem services conducted at the PNBA shows that the annual value of the primary regulatory and supply services of the Arguin bank is estimated at 198.8 million €/year.

Regulatory services that enable the biosphere's resilience to disturbances (protection or mitigation of natural disasters by particular ecosystems, storage of CO2 and limitation of global warming, purification of water and sediments, biological control, prevention of coastal erosion).

Supply services are the products of ecosystems, such as genetic resources, fish and shellfish, algae, and freshwater supply.

Cultural services that are non-material goods provided by ecosystems through cultural enrichment, cognitive development, reflection, recreation, and aesthetic experiences, such as knowledge systems, social relationships, and aesthetic values.
The importance of the coastal and marine zone

The coastal zone is necessary for 31% of West Africa’s population, which is expected to increase over the years. It is the source of at least 56% of West Africa’s total GDP.

In Mauritania, in 2019, the export of fish products generated approximately $712 million, or 23% of foreign exchange earnings (MPEM, 2017). In Senegal, export income from fishing was CFAF 274.1 billion in 2018 (ANSD, 2018). Fishing activities and offshore exploitation (more recent) remain among the main activities practiced in the marine spaces of the sub-region. In 2017, Mauritania, Senegal, the Gambia, and Guinea-Bissau fished approximately 1.4 million tons of pelagic, directly contributing to the food security of populations.

Limited research has been undertaken in deep marine environments. However, some deep-water habitats, such as seamounts, are known to be essential for commercial fishing. There still needs to be robust estimates for the West African coast. However, estimates of the value of ecosystem services provided by seagrass on a global scale ranged from USD 19,000 to USD 32,000 per hectare per year. The exclusive economic zone of the Member States of the Sub-Regional Fisheries Commission – PRCS is 1.6 million square kilometers.

1. Major oil and gas discoveries

In terms of offshore activities, outside Nigeria, which occupies a central place, followed by Côte d’Ivoire, much more recent actions are noted, especially in Mauritania, where oil exploitation has been official since 2006 with nevertheless relatively modest quantities. But since 2014, important discoveries have demonstrated the country’s oil potential.

The Teranga and Yakaar fields, discovered in 2016 and 2017, respectively, off the coast of Kayar, whose reserves are estimated at 854 billion cubic meters, are the subject of feasibility studies with a view to a final investment decision. Senegal plans to use the Yakaar/Teranga fields to strengthen its industrial fabric by developing natural gas locally. The Great Ahmeyin Turtle (GTA) gas field discovered in 2015 off the coast of Saint-Louis, and shared between Mauritania and Senegal, will produce, in the first phase of the project, 2.5 million tons of liquefied natural gas per year for export.

The Sangomar oil field was discovered in 2014. The drilling of the first well was completed in September 2021. The project’s first phase involves drilling twenty-three wells with an expected production of 100,000 barrels per day from 2023.

The exploration phase is underway in Guinea-Bissau and Sierra Leone, which are also directly targeted by the development of this advocacy guide.

For Guinea-Bissau, Mauritania, Senegal, and Sierra Leone, fishing remains an important activity in this ecosystem. Men and women depend directly on fishing and related industries.
The coastal zone is necessary for 31% of West Africa's population, which is expected to increase over the years. It is the source of at least 56% of West Africa's total GDP.

In Mauritania, in 2019, the export of fish products generated approximately $712 million, or 23% of foreign exchange earnings (MPEM, 2017). In Senegal, export income from fishing was CFAF 274.1 billion in 2018 (ANDS, 2018). Fishing activities and offshore exploitation (more recent) remain among the main activities practiced in the marine spaces of the sub-region. In 2017, Mauritania, Senegal, the Gambia, and Guinea-Bissau fished approximately 1.4 million tons of pelagic, directly contributing to the food security of populations.

Limited research has been undertaken in deep marine environments. However, some deep-water habitats, such as seamounts, are known to be essential for commercial fishing. There still needs to be robust estimates for the West African coast. However, estimates of the value of ecosystem services provided by seagrass on a global scale ranged from USD 19,000 to USD 32,000 per hectare per year.

The exclusive economic zone of the Member States of the Sub-Regional Fisheries Commission – PRCS is 1,6 million square kilometers.

The importance of the coastal and marine zone

II. Issue Analysis: Environmental Challenges of Oil and Gas Development in the Region

The main challenge for developing oil and gas resources is to make the right strategic choices and synchronize their implementation in a context that promotes the preservation of marine ecosystems. These strategic choices must be informed by reliable information that considers the national context.
1. Alignment with international rules and standards and good practice principles

Some mechanisms have been developed within the framework of international cooperation on prevention (Convention MARPOL 73/78\(^3\)), mitigation (Convention OPRC 90\(^4\)), compensation and liability (CLC 92, Fund 92\(^5\) and auxiliary funds 2003, LLMC 94\(^6\)), and more recently, the Additional Protocol to the Abidjan Convention on Standards and Standards for the Management of Offshore Oil and Gas Activities. The latter still needs to be ratified by some countries or needs to be implemented. The development of environmental assessments, the implementation of robust environmental and social management plans, and regular monitoring of the state of the marine environment deserve special attention in terms of commonly accepted practices.

The offshore exploitation of hydrocarbons also poses the challenges of managing the risks of transboundary pollution, for which cooperation and collaboration between States are required because of the continuity of the sea beyond the EEZ of States. All these countries share the same marine and coastal spaces, full of a diversity of species promoting the practice of economic activities for the populations. By illustration, the seas along Mauritania, Senegal, and the Gambia are part of the Great Marine Ecosystem of the Canary Current. They are recognized as the fishiest in the world because of Upwelling.

Simultaneous offshore exploration can generate cumulative impacts that can impact different shared spaces. These impacts include the degradation of biodiversity due to pollution caused by poor management of liquid waste, the lack of adequate oversight of offshore exploitation practices, and the reduction of fishing areas.

2. Access to reliable environmental information on petroleum resource management

The challenge of adjusting the communication aspects of oil resource management, especially in the sub-region, is palpable. The rapid growth of oil and gas development in the countries concerned is significant for establishing adequate environmental management mechanisms. Scientific organizations need to guarantee the reliability of the results of the studies, in addition to regular production of reports monitoring the state of the marine and coastal environment.

The accessibility of information to directly impacted populations and civil society organizations, including environmental organizations, remains a challenge that governments will have to face. Encouraging countries to adhere to good governance and transparency initiatives for oil and gas development remains a significant challenge to which civil society bodies are called to respond.

3. The need for planning for marine space management

The marine and coastal zone is an area of confluence of diverse activities, each as important as the other regarding economic, social, and environmental criteria. For various aspects of income, ranging from fishing to gas production and exploitation, or the processing of fishery products, shipping, tourism, and conservation needs, geographical delineations are a vital factor to take into account in the analysis of the problem, for advocacy actions and capacity building of Civil Society.

4. Strengthening governance and participation of affected populations

In addition to the risks of marine pollution inherent in oil and gas exploration and development activities, there are also significant governance challenges. These issues are centered around the practical management of oil and gas resources and the collection of revenues. Control of resources, good governance, transparency in the use of the wealth of resources for the development, preservation, and optimization of the base of these resources, and ensuring the equitable sharing of benefits for future generations, all these elements constitute a significant change for the states involved in oil exploitation.

5. National context of offshore oil and gas activities: some specific cases

The production of this advocacy guide is part of the implementation of the COBIA initiative. The countries targeted by this advocacy guide are Guinea-Bissau, Mauritania, Senegal, and Sierra Leone.

---

3 International Convention for the Prevention of Pollution from Ships
4 The 1990 International Convention on Oil Pollution Preparedness, Control and Cooperation
5 The 1992 Convention on Civil Liability
6 Convention on the Limitation of Liability for Maritime Claims
a. Overview of the legal and institutional framework

Various laws, frameworks, and regulations exist at the regulatory, legal, and institutional levels to normalize and better cope with operating practices at the regional level and in the four countries concerned by this document, as mentioned above.

There are national regulatory frameworks for oil and gas activities. However, these require legislative revision to consider new environmental problems and international best practices. Nevertheless, in some countries, despite this regulatory framework, the environmental management of offshore oil and gas activities remains a more or less mixed subject to which public opinion has little access.

In Guinea-Bissau, for example, legislative arrangements for oil and gas exploration are present. However, the country still lacks laws and implementing texts at the national level, as is the case for many other countries in the sub-Area with experience in oil and gas exploration.

Moreover, all activity in this sector is carried out without the participation of other key institutions. The consultative system is not known or made public and is not the subject of general discussion. It should be noted that Guinea-Bissau has not acceded to the Transparency International initiative and has yet to adopt international protocols and conventions related to this sector, making it difficult to follow up at the national and international levels. However, the government is trying to ratify the protocols and establish a national spill response system with the support of GiWACAF and the CMRP.

In Mauritania, the problem is even more relevant: control and monitoring of the impacts of these activities are almost nil, especially since the exploitation has been effective for a good number of years.

For Senegal, offshore operations are not yet effective, but the regulatory system is very well defined; the oil and gas code, the environment code, and the Merchant Marine code accompany the environmental management of offshore practices. The tools related to the environmental and social procedure are already being finalized, initiating a technical and participatory process for the better involvement of all stakeholders. In this participatory aspect, one part involves local populations establishing validation hearings. Local people are included in the process of the Environmental Management Plan, which traces the elements of risk for fishermen, for example, and other promising sectors. In addition, the actions focus on the protocol of the convention on environmental management pending the adoption of the decree on the oil code, under revision.

More specifically, most countries in West Africa have signed the Additional Protocol to the Abidjan Convention on the Management of Offshore Oil and Gas Activities. As a result, all environmental issues, considering oil and gas development, are considered to address national and regional regulations. However, only Sierra Leone has ratified the protocol. Senegal, Mauritania, and Guinea-Bissau have not yet ratified the Protocol, nor have they internalized it in the national legal corpus.

For some countries, reforms are underway to make the texts of laws at the national level adapted to the local context, especially to the changing context, involving the revision procedure with the state authorities (members of the National Assembly).
b. Overview of transparency and governance challenges

The sustainable management of oil and gas is also faced with the fact that significant revenues from natural resources tend to replace more stable and sustainable income streams, exacerbating existing development problems, Transparency, and accountability of stakeholders.

Civil society organizations have mentioned, in some cases, a lack of transparency on oil and gas development, not to mention the management of the revenues that will flow from it.

The challenges are at different levels, including between governments and oil companies around contracts and revenues, as highlighted above; between governments and the population on income distribution; the involvement of local authorities in gas exploitation in the localities involved; but also on the interactions between oil companies on the process and compliance with the regulations in force at the national level.

c. Overview of coordination challenges between state institutions and civil society organizations

The challenges of dialogue between civil society and state institutions deserve to be highlighted, as state institutions are at the center of implementing laws that govern offshore activities. In some cases, the lack of a formal framework for discussion and exchange increases gaps in understanding needs.

In Mauritania, since 2018, the formalization of exchanges between actors has been initiated through establishing a platform of actors of the sea composed of Civil Society organizations, extractive industries, and critical members of oil and gas ministries.

Although this platform is more or less functional, through the holding of circumstantial meetings, there is nevertheless a need to inject more dynamism into the conferences and establish an honest debate on environmental issues directly related to oil and gas development.

The communication strategy in place at the level of Senegal receives a strong involvement of civil society in general and whose capacities have been strengthened on the aspects of oil and gas exploitation at the local level.

In Guinea-Bissau, although communication and advocacy actions are diverse and sometimes independent of each other, Civil Society organizations on the ground have previously benefited from capacity-building sessions aimed at coordinating exchanges between them.

d. Human capital needs Well trained in oil and gas and environmental issues

Oil and gas operations are relatively complex activities requiring high human resource expertise. Monitoring activities on the platforms requires security certifications and specialized training on the topic. Increasingly, the need for staff training is well perceived by States, and initiatives are being undertaken with the establishment of institutions such as the Petroleum Management Institute in Senegal to strengthen the local supply of labor in the oil and gas industries.

However, efforts will have to be continued to create a critical mass of national experts in the field. Similarly, for capacity building on managing environmental risks inherent in oil and gas activities, Major efforts must be made to strengthen training to improve curricula related to offshore specificity and increase and monitor ecological management plans. Research should also be strengthened to support decisions and to limit possible pollution.

At the national and regional levels, various levels and communication initiatives are being implemented by civil society organizations working in different sectors. The audit of these tools in place made it possible to realize that some actions were relevant but without a tangible framework for monitoring-evaluation. An existing monitoring and evaluation framework, but a need for more human and technical resources, to effectively monitor the situation.
SECTION II: DEVELOPING AN ADVOCACY PLAN ON OFFSHORE ISSUES IN WEST AFRICA

I. Concept and concept of Advocacy

Before discussing the full range of advocacy techniques, a few key definitions would be essential. This approach will make it possible to define better the concepts of advocacy and lobbying, which are very often linked.

In either case, these concepts are used by civil society to promote the desired change. However, the techniques and strategies are different, including targets and the monitoring and evaluation system.

1. On the definition of advocacy on environmental issues

Advocacy is an action that does not consist only in setting up a series of steps leading to change. Advocacy must be seen as a set of systems to facilitate speech and allow a group of critical people to freely express themselves on a fact that covers various aspects. This is a factor that impacts their daily lives or threatens their posterity.

Advocacy thus plays a vital role in the management cycle of a pre-established society to:

- Materialize facts proven in the present or that can occur over time
- Address and adapt solutions on methods of expected change
- Advocate equality and equity on the proposed actions
- Have the ability to influence change over the long term and empower stakeholders to sustain change

Advocacy on environmental issues, particularly offshore practices, aims to protect the environment and the economic contributions of these practices for the people, influencing decisions of extractive industries and key decision makers. It is thus a question of directing the expected impact through appropriate actions aimed at these decision-makers and extractive companies.
An environmental advocacy initiative aims to protect the environment in many ways, including:

- Protection of natural and marine habitats
- Reduction and better management of environmental pollution problems due to uncontrolled practices
- In the implementation of legislation to limit environmental impacts
- In raising awareness of communities in risk environments
- In the intervention of legal powers to ensure that companies comply with current environmental legislation

**NOTE**

An ideology or need for change is linked to state policy/management and is not part of advocacy. For example, setting up activities around the limitation of presidential mandates cannot be considered an advocacy action. This aspect is certainly of public interest but is far too political and therefore linked to the management of the State. In this case, we would be talking about lobbying.

2. **Why is it essential to consider advocacy as an effective way to better address environmental issues in West Africa?**

Advocating for the environmental management of offshore practices involves building relationships with state authorities and extractive companies, making them aware of the problem, and anticipating the potential impacts on populations.

This practice also implies suggesting solutions and pooling what has been achieved. Knowing the natural causes and identifying the potential impacts is a dynamic that must be national and regional, especially when the countries concerned share the same marine and coastal ecosystems or belong to the same geographical sets.

Advocacy actions conducted about the populations have a better impact on regulatory bodies and ministries in charge.

Wherever change is needed, advocacy has a role to play. In the context of the management of oil and gas activities, the need for advocacy is part of the preservation of the rich ecosystems of the areas involved, but also the preservation of other activities (economic, cultural, etc.) for new and existing populations.

Therefore, this means that it is necessary to:

- Sensitize public opinion and the population on a new or existing fact, threatening the stability and balance of these populations (very often the first targets affected by the new data).
- Represent the interests of individuals/entities who cannot express themselves for distinct reasons.
- Work in cooperation with key stakeholders around a topic requiring special attention.
On a deeper level, advocacy is a highly thought-out process, which in its execution, is based on a set of realities and concrete data. It is designed to influence stakeholders and all those concerned to support and implement actions that contribute to respecting the rights of those involved.

In this context, advocacy is the best way to impact any governance system and attitudes.

Advocacy is an essential element in addressing inequalities and disparities.

### 3. Drivers of the Environmental Advocacy System

When it comes to environmental issues, aimed at reducing the negative impacts resulting from them, the advocacy system can rely on several key drivers and principles of activity and ethical practices in the oil and gas sub-sector:

- An understanding by civil society organizations of the region’s oil and gas exploitation systems, which can contribute to the concrete implementation of effective advocacy techniques.
- An invitation to extractive companies to share the aspects related to the extraction of resources, particularly to inform of pollution incidents and accidents and respond appropriately. These elements must be understandable and accessible to civil society organizations and relevant actors in the fight against pollution.
- Public disclosure of information on oil and mineral resources development allows citizens and critical stakeholders to debate with their communities and government institutions.
- Documentation of best practices is also essential to maximize the efforts and expertise of all stakeholders involved in advocacy for the design, implementation, and monitoring of actions.
- Accountability of regulatory bodies at the national and regional level to establish standards that can be applied and effective in all countries.
- The State, through its specialized institutions, ensures compliance with the environmental conditions of operation by companies, the regular preparation of environmental audit reports, implementation of environmental management plans, and ensuring that information is available to the public.
- An obligation for oil and gas companies to ensure environmental risk management standards and practices. These standards are sometimes issued by regulation or from good technique.

In connection with these key drivers and principles to limit negative impacts, structuring targets is an essential and appropriate tactic.
### Notes on the concept of lobbying

Lobbying is a set of techniques and tactics aimed at influencing specific legislation and added legal parameters to this set of elements that guide policymakers' interactions. Although different from each other, lobbying and advocacy still have some similarities.

#### Common points between lobbying and advocacy:

<table>
<thead>
<tr>
<th>Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocacy may/may not include lobbying.</td>
</tr>
<tr>
<td>Lobbying is always a way to defend a cause.</td>
</tr>
</tbody>
</table>

They address a social problem impacting a segment of the marginalized population. They require the implementation of call-to-action actions. Their targeting meets at times (government entities, population, etc.).

### Targets

<table>
<thead>
<tr>
<th>Targets</th>
<th>Tactics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy and institutional decision-makers</td>
<td>- Hearings and formal meetings: it will be essential to present the issue appropriately and discuss the responsibilities of the decision-maker. It will propose a solid argument based on recorded facts about the negative impacts of oil and gas development. It will be necessary to suggest a specific action on the part of the decision-maker.</td>
</tr>
<tr>
<td>Local authorities</td>
<td>- Sharing frequent newsletters: A collection of data on the elements and facts found to keep them informed.</td>
</tr>
<tr>
<td>Ministries</td>
<td>- Thematic workshops and discussions with the media: It is essential to structure the cooperation between civil society organizations and decision-makers. The workshops will help strengthen knowledge sharing and foster the call to action. Media presence will increase the engagement of decision-makers.</td>
</tr>
<tr>
<td>Legal institutions in charge and decentralized</td>
<td>- Organization of regular meetings: this will allow companies to be constantly informed of discussions between civil society bodies, decision-makers, and the population. The conferences and seminars will clarify their role as guarantors of preserving the balance of ecosystems.</td>
</tr>
<tr>
<td></td>
<td>- Invitation to events: This tactic will help maintain strong relationships with companies and stable relationships.</td>
</tr>
<tr>
<td>Oil/mining companies</td>
<td>- Awareness meetings to explain issues related to offshore practices</td>
</tr>
<tr>
<td>The private sector</td>
<td>- Production of thematically programmed with local radio stations in local languages for a better commitment</td>
</tr>
<tr>
<td></td>
<td>- Sharing and producing reports highlighting the disadvantages and benefits of off-shore practices for a better understanding (if possible, posters in local languages, etc.)</td>
</tr>
<tr>
<td>People at the national and local level</td>
<td>- Organization of press conferences with targeted media</td>
</tr>
<tr>
<td></td>
<td>- Media capacity building on offshore practices through workshops</td>
</tr>
<tr>
<td></td>
<td>- Media monitoring</td>
</tr>
<tr>
<td></td>
<td>- Production and distribution of communication media (briefs, impact stories, audio or video elements, etc.)</td>
</tr>
<tr>
<td>The media</td>
<td>- Organization of press conferences with targeted media</td>
</tr>
<tr>
<td></td>
<td>- Media capacity building on offshore practices through workshops</td>
</tr>
<tr>
<td></td>
<td>- Media monitoring</td>
</tr>
<tr>
<td></td>
<td>- Production and distribution of communication media (briefs, impact stories, audio or video elements, etc.)</td>
</tr>
</tbody>
</table>

The following sections discuss this structuring in more detail.

**No standard model for each tactic or target is known because all strategies are contextual.**

Civil Society organizations should base their efforts on contextualized targeting as described in the following sections, keeping in mind that the main targets remain those mentioned above.
Notes on the concept of lobbying

Lobbying is a set of techniques and tactics aimed at influencing specific legislation and added legal parameters to this set of elements that guide policymakers’ interactions.

Although different from each other, lobbying and advocacy still have some similarities.

Common points between lobbying and advocacy:

- They address a social problem impacting a segment of the marginalized population.
- They require the implementation of call-to-action actions.
- Their targeting meets at times (government entities, population, etc.).

**FOCUS**
Advocacy may/may not include lobbying. Lobbying is always a way to defend a cause.

II. Development and implementation of an advocacy plan for oil and gas management in West Africa

The development of an advocacy plan on environmental management issues and more specifically on offshore gas and development in West Africa, and the actions to be implemented often/or directly affect the state authorities and are put in place to address legal issues around these farms and promote a better consideration of the impact generated on the situation of Population living in working areas.

In this case, the advocacy plan and these actions to be put in place also urge the companies/industries of exploitation to use their tools better to preserve the balance of the marine habitats concerned.

That said, we can distinguish three essential aspects related to the development of an advocacy plan for these specific cases:

- To address legal questions (regulations).
- To address environmental risk issues (marine pollution caused by operating practices).
- To address socio-economic questions (impact on population incomes, distribution of farm resources, etc.)
Thus, for better involvement of stakeholders, specifically in the sub-region, three critical points must be of interest to civil society organizations when developing an advocacy plan:

**Advocacy actions must have a protective function:** To accompany oil companies in their exploitation activities to consider the concerns of communities and facilitate the understanding of communities on the various actions that will be conducted, protecting their activities and revenues.

**Advocacy actions must have a protective function:** To accompany oil companies in their exploitation activities to consider the concerns of communities and facilitate the understanding of communities on the various actions that will be conducted, protecting their activities and revenues.

**Conflict Regulation/Management Function:** Conflict management is paramount and is related to the protection function. At the same time, it results from a good articulation of information sharing between state institutions, extractive companies, and populations.

1. **When should an advocacy plan be created?**

When how and why to create an advocacy strategy is a crucial point. Not starting too early or not starting too late remains a dilemma that members of civil society continue to face.

Ideally, the advocacy plan is created when a new deal appears in an environment: anticipation.

The main objective of anticipating the advocacy plan is to consider, at length and in considerable measure, the various challenges related to the implementation of this new situation; it will enable us to maximize the involvement of all stakeholders and perpetuate the desired impact over time.

In this process of anticipation, it is essential to **DETECT THE PROBLEM.**

The response to the identified problem will facilitate the achievement of the objectives. These objectives are of general interest.

Thus, developing an advocacy plan as part of the management of oil and gas operations is tantamount to meeting a vital objective: improving the conservation of oceans and their resources and exploiting them more sustainably under international law for the protection and sustainable use of oceans and their resources.”

This objective is well integrated with exploiting new or old oil in the West African sub-region.

**Specific case example: Senegal**

Although offshore operations have not yet been launched in Senegal, civil society bodies have taken the initiative to request a review of the legal and regulatory framework around offshore operations. Civil society and all stakeholders at the state level have been working to open the discussions for establishing a mechanism for exploiting gas to benefit the national economy. This led to the review of the oil code to clearly define the economic management of the resources resulting from it.

Also, at the national level, the review has made it possible to involve discussions at a delocalized level between populations and decentralized bodies on aspects related to offshore exploitation.

**There is an example here:** DETECTION OF THE PROBLEM.
a. Step 1 - Importance in context analysis: Where to start?

Context analysis comes first to structure the type of plea one wishes to make. There are several types of advocacy:

- Jurisdictional advocacy: aims to address legislation-related issues that need to be reviewed for the well-being and interest of the parties concerned.

- Social and local advocacy: Creation of a movement of actors to facilitate interactions with policymakers.

The importance of environmental scanning answers critical questions:

- What is the new change identified?
- Who are you trying to touch?
- How do you expect to touch them?
- Do you have any allies?
- What are your potential obstacles?
- Do you have the resources to address the detected problem?

In developing the context of an advocacy plan, it is essential to rely on concrete evidence. For any Civil Society organization, regardless of its profile, as soon as it engages in advocacy, it is vital to clearly define what change is desired and how to achieve it. In the same case, it is also advisable to identify factors that, on the contrary, may slow down or even block advocacy actions.

The context analysis also delineates the relevance of the actions and the expected time to achieve the objectives.

But beware: Achieving the objectives for a consequent impact is a long-term process. This should be considered when analyzing the context.

For aspects of environmental analysis, it can be done at distinct levels:

**MEDIA MONITORING**

The media are excellent for collecting and disseminating information. Media monitoring can be online and offline tracking. It will contain all the elements processed with current or future offshore operations. Based on the information provided, an analysis will identify the topics that “often come up” or the concerns noted.

Building good connections with the media is critical. Indeed, the media are an excellent relay to get the messages out, especially when it comes to informing public opinion and seeking a lasting impact.

Example on media monitoring: What are the comments shared in the publication of an article about an existing or emerging practice of offshore exploitation in a community? What are the topics raised by the people interviewed in a documentary produced in the same direction? (TV shows, radio/elements, News, etc.).
<table>
<thead>
<tr>
<th>Period</th>
<th>Media</th>
<th>When</th>
<th>Content-Type</th>
<th>Thematic</th>
<th>Source</th>
<th>Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dates, months, or other details</td>
<td>Which media (online? Paper version?)</td>
<td>Was it related to a specific event? A conference? A summit?...</td>
<td>Was it an audio element? Video? Was an article written?</td>
<td>What aspect/challenge/discussion item was addressed on offshore management?</td>
<td>Was it a media specialized in environmental issues? A private or public media? A blog?... A post on a social network?...</td>
<td>Link of element for traceability</td>
</tr>
</tbody>
</table>

**Building partnerships:** This will allow the integration of a large number of actors to increase the credibility of the information that will be collected. In this sense, it will be a matter of establishing partnerships with civil society organizations at the national and local levels with diverse expertise in environmental management. Do not hesitate to draw up a list of potential organizations, including their profile, interest, and actions taken to help you better integrate them into your advocacy strategy as an ally for context analysis and for implementing advocacy tactics. In addition, it will bring legitimacy to your actions.

### Name of organization/entity  
### Area of expertise  
### Year of Existence  
### Benefits  
### Disadvantages  
### Resources

<table>
<thead>
<tr>
<th>xxxxxxxx</th>
<th>Specialized in Human Rights</th>
<th>Ten years</th>
<th>Has good relations with members of the National Assembly</th>
<th>N/A</th>
<th>It may help implement a bill for better regulation of offshore practices.</th>
</tr>
</thead>
<tbody>
<tr>
<td>xxxxxxxxx</td>
<td>Specialized in economic issues</td>
<td>20 years</td>
<td>Masters the budget review process</td>
<td></td>
<td>Will have an impact on declination and clarity on the distribution of resources from offshore operations</td>
</tr>
</tbody>
</table>
| Xxxxxxxx  | Xxxxxxxx  | Xxxxxxxxxxx  | Xxxxxxxx  | xxxx

**Establish a matrix of priority issues/ themes:** It will be a question of setting up a system of rating the aspects that seem to you the most delicate in terms of offshore exploitation and that require an advocacy plan. Given the analysis of the problem, the issues that often arise are at the regulatory/legal level, at the level of sharing information with target audiences on operating methods and revenue management, and Coordination of actions between members of civil society and state organizations. Depending on the desired impact and location, ratings may vary.

For example, a given activity may have a lower rating in Mauritania, and a higher rating in Guinea-Bissau, because the two countries are not at the same level of involvement in offshore operations.
b. Step 2 - Developing objectives: benefits of community advocacy

Advocacy goals must promote sustainable, long-term change. These objectives must be based on the experience of the affected populations, considering the direct income sector that is also affected. For this, a precise analysis (CF point on the context above) and a careful collection of information must be done on the situation.

A communication and information relay system must be set up to facilitate exchanges at all levels with all identified key stakeholders. To do this, as a member of civil society, you must use all available and accessible means of communication. For example, there is the setting up discussion groups, media monitoring, and networking with various other organizations.

In developing goals, do not be "rigid". Do not forget that advocacy actions aim for a long-term impact on the well-being of populations. The development of objectives must be very conciliatory and inclusive, considering the interests of the main targets you have identified. Community advocacy involves working directly with the population to align objectives better.

<table>
<thead>
<tr>
<th>Level 1 to 5, with 5 being the highest level (highest level)</th>
<th>Guinea-Bissau</th>
<th>Senegal</th>
<th>Mauritania</th>
<th>Sierra Leone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishment of adequate legal regulations on offshore holdings at the national level</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Institutionalization of information sharing on the distribution of resources from offshore holdings</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Establishment of a formal coordination framework for civil society organizations at the national level</td>
<td>5</td>
<td>3</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Etc.</td>
<td>Xxxxxx</td>
<td>Xxxxxxx</td>
<td>Xxxxxx</td>
<td>xxxxxx</td>
</tr>
</tbody>
</table>
Objectives are structured as follows:

**GENERAL OBJECTIVES (GO):** are unifying and related to the detected problem. They are the focal point of the desired impact.

Illustrative example:

- **GO 1:** Raise awareness of offshore exploitation techniques in their communities.
- **GO 2:** Support state institutions on better regulation of offshore exploitation practices.
- **GO 3:** Improve the exchange and sharing of information on offshore exploitation techniques between populations and state organizations.

**SECONDARY OBJECTIVES** - **OS:** They accompany the main goals and provide greater clarity in implementing activities. They are often linked to each identified general purpose.

Illustrative example -related to the GOs determined above:

- **SO1:** Organize and document regular community meetings on offshore exploitation issues with populations.
- **SO2:** Set up a system of discussions between civil society organizations and state institutions to facilitate their participation in drafting laws on offshore operations.
- **SO3:** Set up a system for sharing information via physical and virtual meetings with media outlets to share coherent details.

**TERTIARY OBJECTIVES:** are not necessary but intervene to allow the activities implemented to be better circumscribed.

Illustrative example -related to the OS determined above:

- Hold bi-monthly meetings between local community representatives and decentralized representatives.
- Produce reports after meetings with state authorities.
- Organize press conferences with local and national media.
- Develop capacity-building sessions with media on environmental issues.
- To provide decision-makers with the views and concerns of the population on environmental issues related to offshore operations.

The objectives must lead to results, in this case, for the theme of environmental management, where the results are transformed into impact.

It is known that to know whether the objectives are fully aligned with the expected results, it will be necessary to ensure that they are SMART:

**Specific:** what do you want to achieve?

**Ex:** That accurate information on offshore exploitation techniques be shared with the populations of a given locality.

**Measurable:** how will you recognize that the goal has been achieved?

**Ex:** Through the number of reports of holding meetings with stakeholders.

**Acceptable:** is the objective relevant and appropriate for all stakeholders?

**Ex:** Yes, because environmental issues are of general interest.

**Realistic:** is the goal feasible? Are there any practical constraints on time and the moment?
c. Step 3 - Targeting, as a basis for good messaging: the targets, your best allies

On targeting

Civil society organizations involved in advocacy need to know what to do to achieve their goals. As part of the targeting, it is crucial to take stock of potential targets by establishing the strength ratio of each target. Targets are delineated into primary, secondary, and tertiary targets. Targets may be repeated at various levels but with a different balance of power depending on the level of objectives set.

For example, a primary target may become a tertiary target, or a secondary target may become a primary target. Everything will depend on the balance of power that the target has at the level of each objective.

Your primary target may also be a secondary target.

You should have a clear and specific list of questions for that.

Who is directly affected by the problem? It will reflect on the potential “victims” and the parties “behind the detected problem.”

Who has the power to work on a question? It will be a matter of reflecting on the key stakeholders linked to the actions to be taken for the desired impact.

Who is likely to be an ally? It will be a matter of reflecting on potential alliances at the national and regional level, if possible, to maximize the sharing of experiences and actions.

Targets are your best allies, so it is essential to know them better and categorize them according to whether they are primary, secondary, or tertiary. Good categorization requires analysis of targets. Once the research is done, categorization becomes easier.

It is all the more essential to ask whether these targets:

- Are legitimate, credible, adequate, and competent?
- Do they add value to the implementation of the advocacy plan?
- Are they able to bring an impact, in the short or long term, on environmental advocacy issues?
- Are their capabilities complementary to those you already have?
- Is their influence community, local, national, or regional?

ILLUSTRATIVE EXAMPLE:

You want information on offshore exploitation techniques to be effectively shared with local populations by the authorities in charge.

The main targets would be: Populations - they are directly affected by the lack of information. There is a transmitter and a receiver. The populations emit the need, and representatives of local communities (village leaders, religious leaders, etc.) gather requirements and pass them on to members of civil society who are their spokespersons.

Secondary targets would be: the Ministry of Oil and Energy – it is directly concerned with the action to be taken. As «receivers, » the state authorities receive the request and are therefore obliged to act. In acting, they will also be required to document this action. It must be materialized.

We could have tertiary targets: Decentralized government agents (mayors, prefects, etc.) who are guarantors of the fluidity of information shared by state authorities.

Feel free to use a scoring system to assess the relevance of each target in your advocacy plan.
On messaging:
- The message must be clear and effective
- The message should summarize the change you want to have or see
- Do not use too much-complicated jargon to facilitate understanding
- The message must be consistent with the public interest sought
- Choose the right channel to get your message across and the message carrier(s)

ILLUSTRATIVE EXAMPLE:

To get a message across at a national or regional symposium on environmental risks from offshore operations, it will be more likely to involve a scientist/researcher who can bring credibility to the message.

To convey a message to the public about the risks of the lack of information on offshore exploitation techniques, one could look at a public figure/as having a positive impact on the population.

In this same perspective, you must be able to accompany the chosen “messenger” in developing the key points he will have to share.

d. Step 4: Channels to convey advocacy actions

Messaging is a set of responses designed to address the problem detected. The messaging is sometimes transcribed into actions conducted to the targets. This is very often the case in environmental themes. Think about good messaging while keeping in mind the type of targets you are addressing.

Your messaging should:
- Reflect on the entire context analysis, the problem detected, and the actions that can be taken.
- Reflect on the type of information that targets need.
- Transcribe the precise idea and the expected reaction: simple actions, virtual or digital communication media, etc.
- Be memorable, and as clear, as understandable as possible

In determining messaging, it will be essential to evaluate the available resources. This is a significant step, as it is the lever to drive change, monitoring, and adjusting actions.

Another important tactic is identifying periods and activities that will help you convey your message. This step will help you better develop the necessary communication tools.

<table>
<thead>
<tr>
<th>Populations</th>
<th>Yes</th>
<th>No</th>
<th>5</th>
<th>Allies</th>
<th>Community/Local level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Oil and Energy</td>
<td>Yes</td>
<td>Yes</td>
<td>5 (as primary targets)</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Ministry of Oil and Energy</td>
<td>5</td>
<td>3</td>
<td>5</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>and 4 (as secondary targets)</td>
<td>Allies</td>
<td>Local, national level</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Example:**

<table>
<thead>
<tr>
<th>Main</th>
<th>Secondary</th>
<th>Level of involvement</th>
<th>What type of relationship</th>
<th>What is their impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Populations</td>
<td>Yes</td>
<td>No</td>
<td>5</td>
<td>Allies</td>
</tr>
<tr>
<td>Ministry of Oil and Energy</td>
<td>Yes</td>
<td>Yes</td>
<td>5 (as primary targets)</td>
<td>5</td>
</tr>
<tr>
<td>and 4 (as secondary targets)</td>
<td>Allies</td>
<td>Local, national level</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Example: You know that will be held in a few weeks, the World Water Forum in Dakar. As the main objective, you would like to draw the decision-maker's attention to the lack of information related to offshore farming practices, particularly on the regulatory side. This lack of knowledge is related to water management at the national or regional level.

It would be best if you determined the following:

| Entities present National, regional, and international. What are their profiles? Are they implementers, funders, etc.? | How to get your message across testimonial videos, press articles, scientific research papers, etc. | Request a time slot for presentation/speaking in the general agenda: For example, during mini workshops, on the sidelines of the meeting, or during press conferences by the media and the selected entities. |

<table>
<thead>
<tr>
<th><strong>Key message</strong></th>
<th><strong>Formulation for populations</strong></th>
<th><strong>Wording for decision-makers</strong></th>
<th><strong>Examples of media types for transcribing messaging</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of informa-</td>
<td>Lack of communica-</td>
<td>Lack of clarity on offshore</td>
<td>- Before the forum: Decentralized meetings in communities and national public campaigns</td>
</tr>
<tr>
<td>tion on offshore</td>
<td>tion will affect people's</td>
<td>exploitation techniques leads to</td>
<td>- Before, during, and after the forum: Press releases</td>
</tr>
<tr>
<td>operating tech-</td>
<td>direct incomes</td>
<td>poor management of the marine</td>
<td>- Before, during, and after Alliance with “Bearers” – ambassadors to raise awareness on environmental issues related to offshore operations.</td>
</tr>
<tr>
<td>niques.</td>
<td>The marine balance is</td>
<td>space. X% of the national GDP</td>
<td>- Before, during, and after the forum: TV and radio broadcasts</td>
</tr>
<tr>
<td></td>
<td>likely to be compro-</td>
<td>will be impacted.</td>
<td>- During Research/Scientific Articles.</td>
</tr>
<tr>
<td></td>
<td>mised because of a</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>need for more informa-</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>tion on offshore tech-</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>niques.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Targets</strong></th>
<th><strong>Activities/supports</strong></th>
<th><strong>Monitoring</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Populations: Share information related to offshore operating practices and raise awareness</td>
<td>Community meetings</td>
<td>X number of meetings were held with local populations. See the number of reports produced.</td>
</tr>
<tr>
<td>Media: Raising media awareness on sharing consistent information on operations and environmental risks</td>
<td>Radio/TV emissions/etc.</td>
<td>X number of programs on the theme of... were produced with community radio stations.</td>
</tr>
<tr>
<td>Specialized State Institutions on Legal Aspects: Seeking Better Regulation on Offshore Operating Practices with Industries</td>
<td>Workshops, meetings (virtual or face-to-face), Forums, conferences, etc.</td>
<td>X of sessions were held with... See reports produced and meeting orders.</td>
</tr>
</tbody>
</table>
e. Step 5: Evaluate the different resources and anticipate

Resource assessment is related to the environmental scan. It is of varied sizes:

**Financial Resources:** What funds do you have? Will you need to mobilize additional funds?  
**Human Resources:** Do you have all the right people with you? Will you need a capacity building?  
**Duration:** Do you have enough time to implement all the planned actions?

In assessing resources, it is also crucial to think about developing tactics that will allow you to fill potential gaps. In this section, it is essential to note that alliances and partnerships with organizations at the local or regional level are crucial to better-addressing advocacy issues in terms of environmental management. Alliances are critical human resources for further action.

Key questions need to be asked:

Do these organizations have the means to influence the state institutions on the regulatory aspects of offshore operations or information sharing?  
Are their strengths complementary to those you have to solidify the level of information among populations?  
Do they have essential technical skills to support the establishment of offshore operations by extractive companies?

Once these steps are structured, the next step is to develop an action plan: plan the steps. Planning will help structure activities and assess their impact (either positive or negative). Periodic reviews and reflections must occur between all stakeholders from the beginning.

This will leave room for adjustment if necessary. Let us remember that advocacy extends over time and seeks long-term impact. Plan participatory approaches, keeping in mind the different objectives and expected results.
### ACTION: Throughout the implementation of advocacy

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Equities</th>
<th>Tools</th>
<th>Type:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly, bi-monthly, etc.</td>
<td>Media monitoring, context analysis, target analysis, community, and national meetings, etc.</td>
<td>Reports, Reporting, Dashboards and Planning, Product Communication Tools, number of participation in events, number of community meetings held, several radio and television programs...</td>
<td>Internal: Between you and your organization</td>
</tr>
</tbody>
</table>

### EVALUATION: At certain stages of implementation of advocacy actions

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Equities</th>
<th>Tools</th>
<th>Type:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Reports, Reporting, Dashboards and Planning, Product Communication Tools, number of participation in events, number of community meetings held, several radio and television programs...</td>
<td>Internal: Between you and your organization</td>
</tr>
</tbody>
</table>

#### f. Designing an advocacy strategy as a member of civil society

Advocacy is always challenging, especially on environmental issues. The stakes are diverse at the level of state entities and operating industries.

Civil society is constituted so that it is not formed into a single block represented by a single vote. Nor is civil society made up of isolated citizens whose sole purpose is representing their interests. This duality is, at the same time, an ambiguity, which sometimes has difficulty structuring the joint actions, and in turn, conducts good advocacy.

The fact that members of civil society organized based on freedom of expression and opinion depending on their interests or their personal and professional orientation is also a critical point that could constitute a danger in implementing actions.

On this point, we should again insist on respect for setting up an advocacy plan mentioned in the above lines. While focusing on the main objective, it sets for itself, not based on any profit.

Advocating on oil and gas issues triggers more active participation, especially a non-exhaustive consideration of the concerns of communities affected by the farms and political decisions and acts in this direction.

Advocacy on these issues should arouse awareness among operating companies in their practice and governmental entities in standardization and involve beneficiaries in a more equitable partnership between decision-makers and communities.
Environmental management issues for offshore oil and gas activities in West Africa