

THE GREAT LAKES CENTER FOR CONFLICT RESOLUTION

**TRAINING OF LOCAL LEADERS ON ADVOCACY
AND LOBBYING SKILLS**

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Objectives for this Training:

By the end of this session participants will be able to:

- Share a mutual understanding of **advocacy concepts** and different approaches to advocacy activities
- Understand the different approaches to advocacy
- Adopt an **Advocacy Project Cycle** as a strategic planning tool in community advocacy

Definitions of Advocacy

- Putting a problem on the agenda, providing a solution to that problem, and building support for acting on both the problem and the solution.
- A social change process affecting attitudes, social relationships and power relations, which strengthens cultural, religious and local leaders and opens up for democratic spaces.
- An organised, systematic influencing process on matters of public interest.

Pro-active and Re-active Advocacy

Re-active Advocacy:

- Sometimes advocacy is "forced" on us – the problem or issue is already there, and we use advocacy to reduce the problem.

Examples: illegal change of plan of Gulu main market, blocking of road on Pece prison.

Pro-active Advocacy:

- At other times it is possible to plan for the future, to "set the agenda" and use advocacy to prevent a problem before it happens.

Example: Women beating men.

Types of Advocacy Activities

- Policy work (Implementation, no policy in place.)
- Lobbying
- Public awareness
- Campaigning
- Alliance Building (partnership)
- Activism (Giving more information)

Types of Advocacy Activities

- **Policy work**
- Lobbying
- Public awareness
- Campaigning
- Alliance Building
- Activism
- Investigating issues and problems, gathering evidence and identifying recommended solutions or courses of actions. Collecting and producing documentation on the problem

Types of Advocacy Activities

- Policy work
- **Lobbying**
- Public awareness
- Campaigning
- Alliance Building
- Activism
- Direct approaches to decision makers or individuals with high influence (usually through face-to-face meetings) in order to persuade them to take a particular course of action

Types of Advocacy Activities

- Policy work
 - Lobbying
 - **Public awareness**
 - Campaigning
 - Alliance Building
 - Activism
- Increasing the knowledge and understanding of the public (or section of the public) concerning the existence and nature of a particular POLICY problem or issue

Types of Advocacy Activities

- Policy work
- Lobbying
- Public awareness
- **Campaigning**
- Alliance Building
- Activism
- Generating and mobilising support from the public (or segments of the public) for a particular solution to a POLICY problem or issue

Types of Advocacy Activities

- Policy work
 - Lobbying
 - Public awareness
 - Campaigning
 - **Alliance Building**
 - Activism
- Generating, mobilising and coordinating support from other groups or organisations for a particular solution to a problem or issue

Types of Advocacy Activities

- Policy work
- Lobbying
- Public awareness
- Campaigning
- Alliance Building
- **Activism**
- Mobilising activity of supporters in order to generate publicity and/or lobby and pressurise decision makers

Who does Advocacy?

Is advocacy done:

- **For** the poor and marginalised?
(representation)
- **With** the poor and marginalised?
(empowering)
- **By** the poor and marginalised?
(working together)

Why Advocacy?

- Tackles the underlying causes of land conflict.
- Scale up the impact of land conflict through **multiplier effect**
- Expression of adopting **rights-based approaches**
- Exploits opportunities to make change at all levels

Advocacy Outcomes

We often see advocacy as primarily:

- Changes in institutional policy and practice
- Changes in public attitudes and behaviour
- Changes in the political process or system
- Increased power and influence of the beneficiaries

Or a combination of some or all of the above

Risks and Downsides of Advocacy

- Diverts resources away from direct help and support
- Outcomes often long term and/or intangible
- Risk of damaging one's reputation or sources of funding
- Risk of creating a negative impact and/or provoking a stronger counter-reaction
- Security risk to the local, cultural and traditional leaders, its partners and beneficiaries

Aims and Objectives: The Why and What of Advocacy

- Why are we doing this advocacy?

To change the lives of people we support – we call this our **aim**

- What are we trying to make happen?

To make changes in institutional policy and practice or individual attitudes and behaviours – these are our advocacy **objectives**

What are we trying to make happen?

Changes in **institutional** policy and practice or **individual** attitudes and behaviours that will lead to the desired changes in the lives of the people we support.

These are our advocacy **objectives** – what we are trying to achieve.

Individual Objectives:

Objectives that focus on individuals or groups of individuals (men/husbands, local, cultural and traditional leaders, landowners, priests, doctors, teachers) fall into four types:

- Knowledge
- Skills
- Attitudes
- Behaviours

Make Advocacy SMART:

- **S**pecific
- **M**easurable
- **A**chievable
- **R**elevant
- **T**ime-bound

Example

Aim:

- To improve women's accessibility to PMTCT program

Objectives:

- The government to provide PMTCT for women at the grassroots.
- The government to support women and children living positively to gain access to medication

Strategic Approaches

- Rational
- Collaborative
- Legal/Judicial
- Political/Pressure
- Capacity Building

Influencing Styles

When we try to influence someone, we use certain types of arguments:

- Evidence-based or factual arguments
- Arguments based on concepts of rights or justice
- Moral arguments based on ideas of fairness
- Emotional and need-based arguments

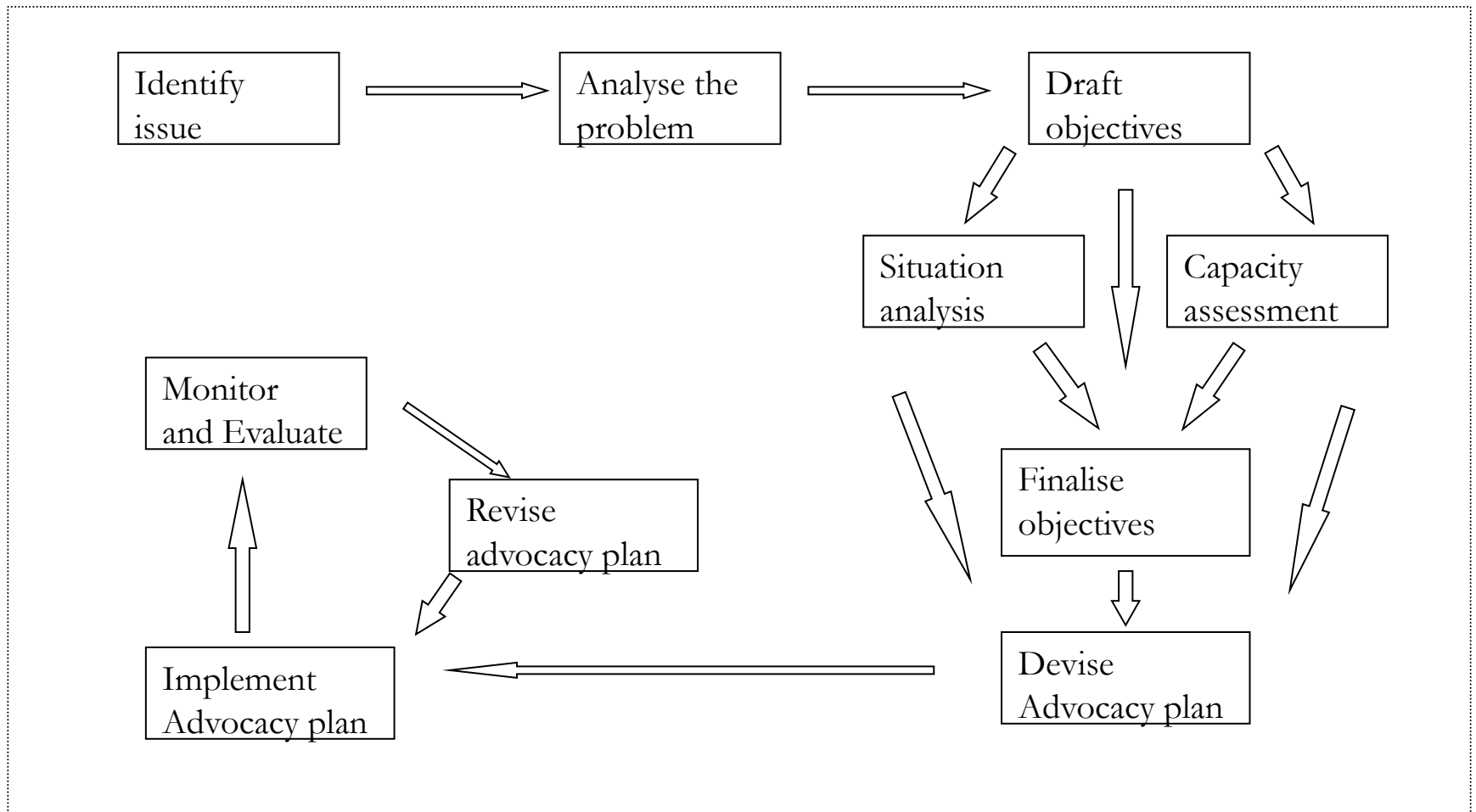
Examples: brutal arrest of Ingrid Turinawe, A woman putting on a trouser was undressed in Sudan (syria law), woman raped in Morrocco was forced to marry her rapist.

- Arguments that demonstrate the advantage or benefit of a particular solution

Advocacy Strategy

1. Aims
2. Objectives – policy and practice change
3. Key Strategies & Target Audience
4. Action Plans for each strategy/audience
5. Resources and Budgets
6. Risks and Assumptions
7. Monitoring and Evaluation

The Advocacy Project Circle

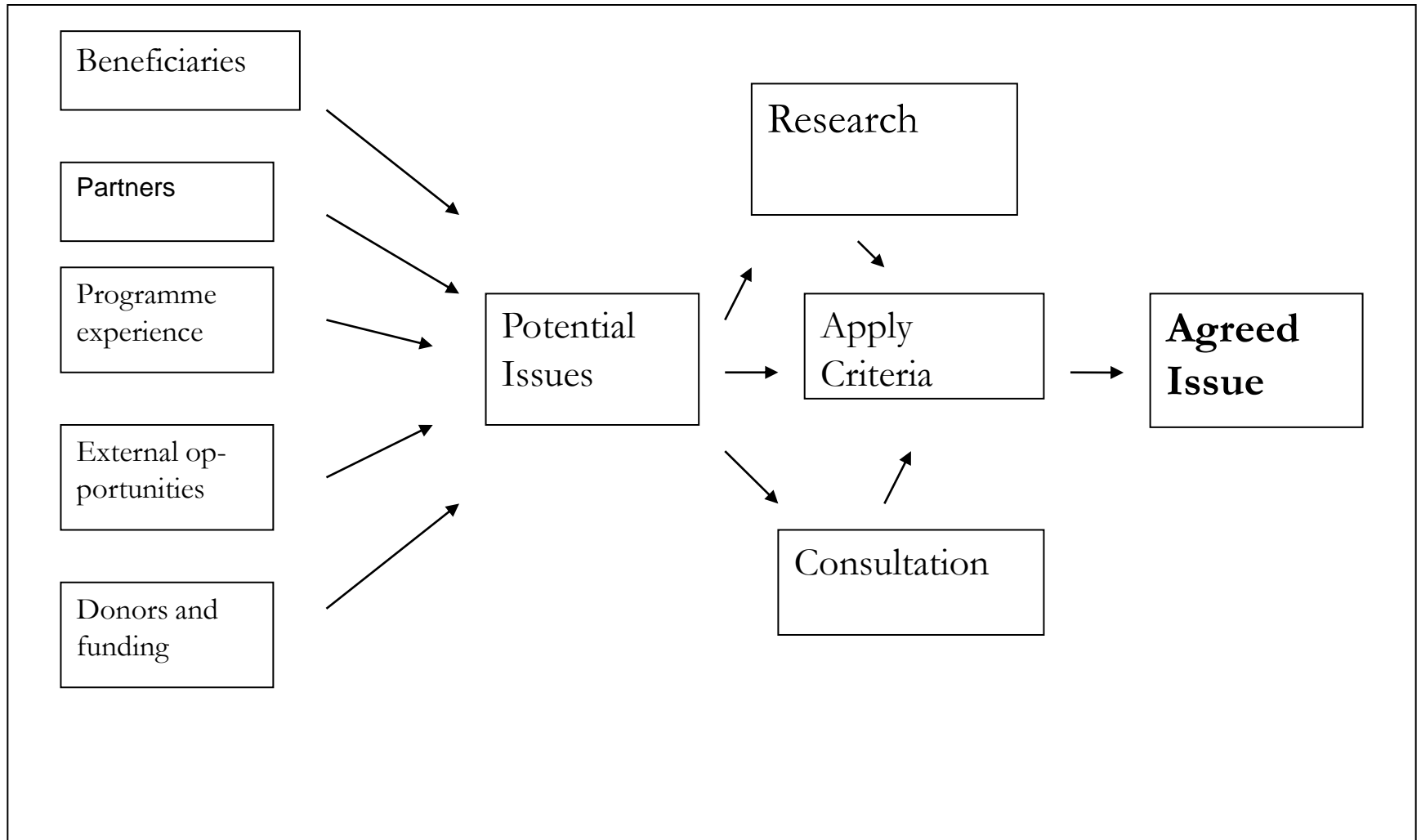


1: Identify the Issue

Potential advocacy issues arise from:

- Views of beneficiaries and partner organisations
- Own programme experience
- Opportunities in the external media and policy environment
- Views of staff, volunteers & supporters
- Priorities of funders and donors

1. Identify the Issue



1: Identify Issue

Issue	Criteria			Totals
	Can this issue be solved by advocacy?	Benefit for people affected by the issue	Possibility to involve those affected	
Lack of micro-credit access for female farmers	X X X	X X X X	X X X	10
Lack of social protection for women	X X X X	X X X X	X X X X	12
Men's participation in income-generating activities very low	X X X	X X X	X X	8
Gov. lack implementation of gender equality policy	X X X X X	X X X X	X X X	12

2: Analyse the Problem

Analysis, documentation and information can be used to:

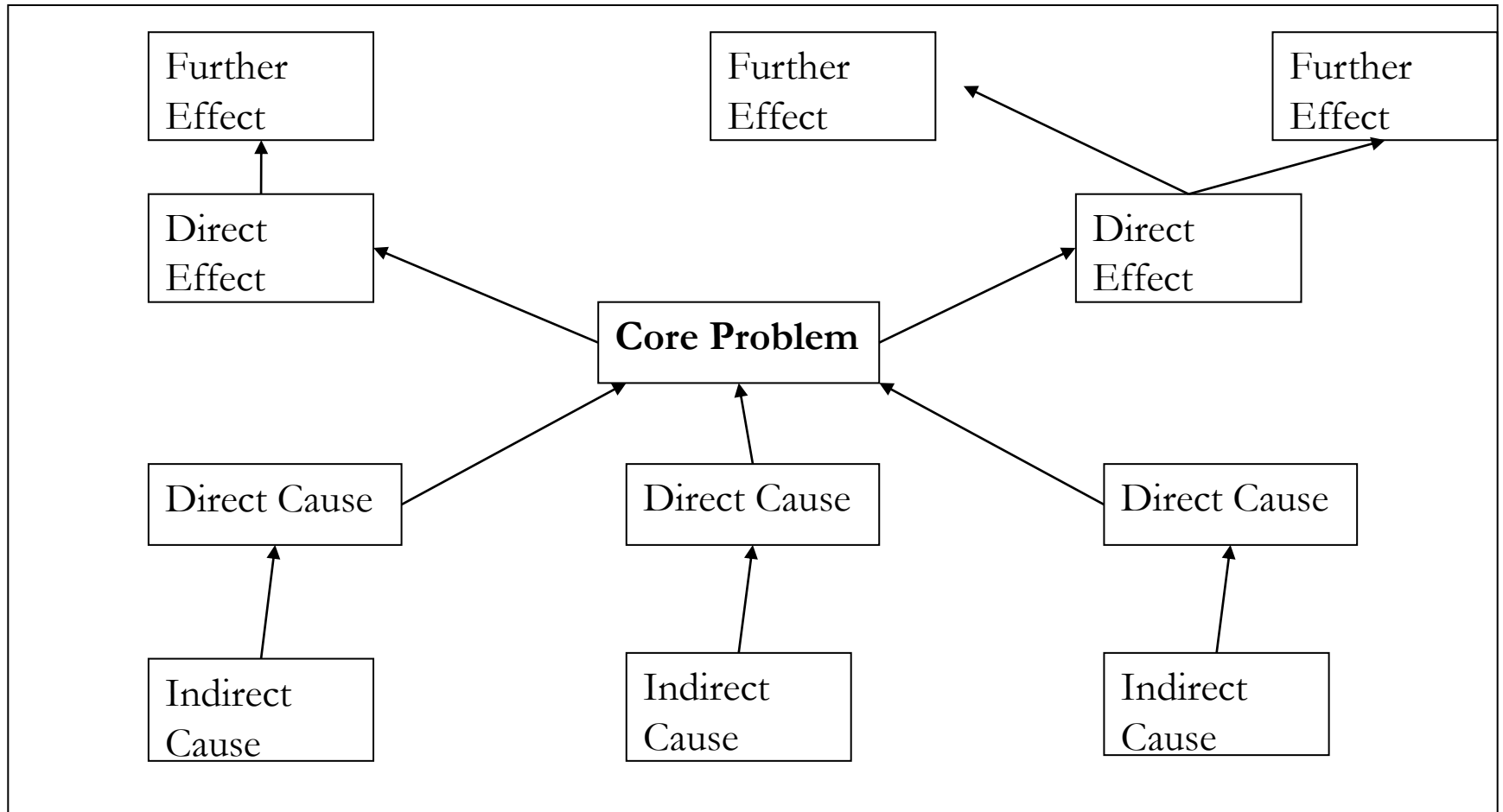
- Influence and inform targets and allies
- Provide evidence for our position
- Disprove statements by people who oppose us
- Change perceptions of a problem
- Disprove myths, rumours and false assumptions
- Explain why previous strategies did not work

2: Analyse the Problem (contd.)

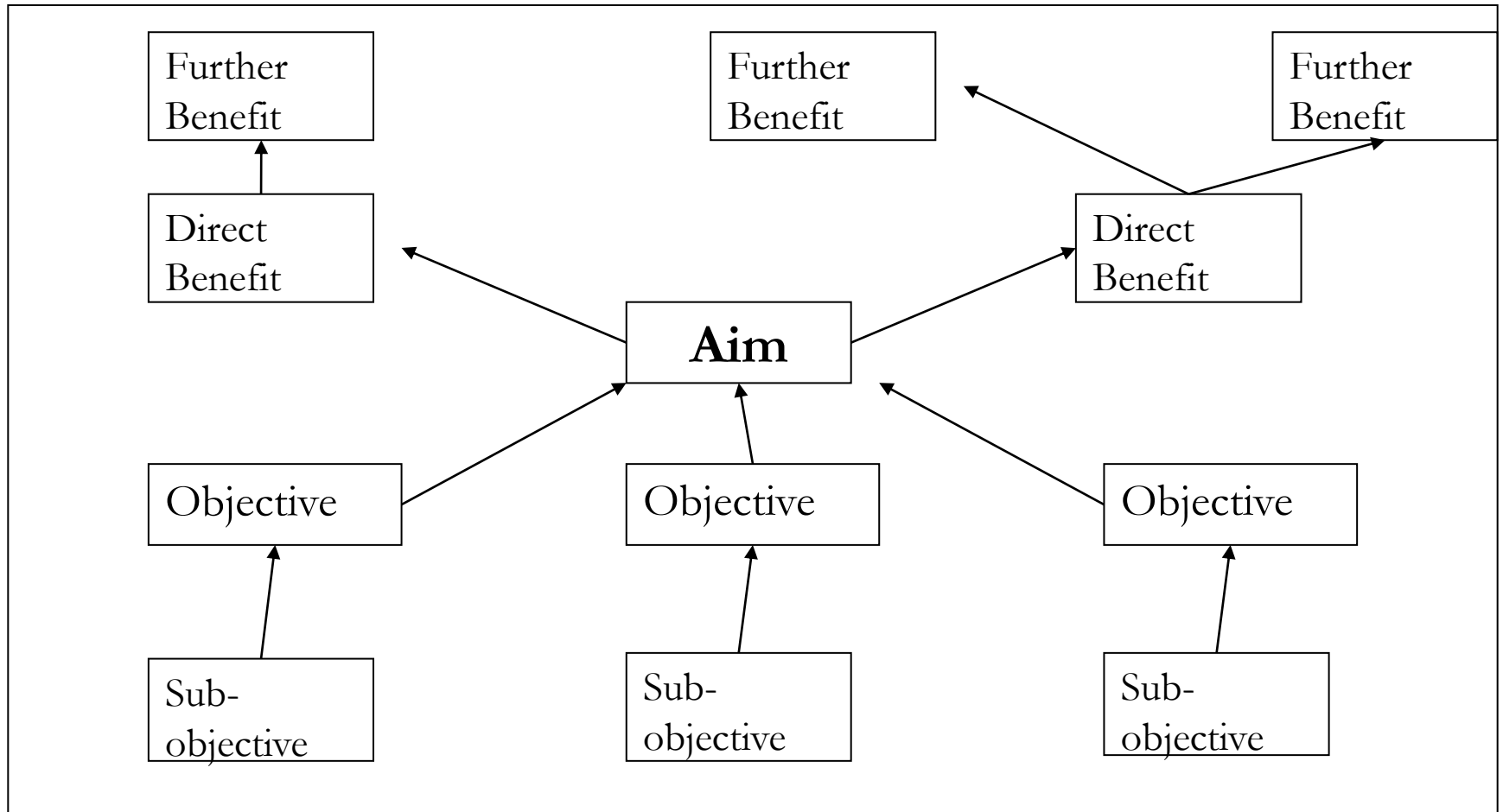
Include various approaches:

- Research – quantitative/qualitative, primary/secondary
- Using participatory and consultative processes (PRA, etc.)
- Using analysis tools – problem trees and solution trees, Force-field analysis, SWOT, PESTLE, etc.

2: Analyse the Problem – Problem Tree



2: Analyse the Problem – Solution Tree



2: Analyse the Problem – SWOT

Strengths	Weaknesses Internal
Opportunities	Threats/ Constrains External

2: Analyse the Problem – PESTLE Analysis

- **Political** – List political factors and trends (gov. bodies, pol. movements, pressure groups)
- **Economic** – List economic factors and trends (GNP, debt, sources of gov. income, main private sector)
- **Sociological** – List the sociological factors and trends (demography, statistics on education, health, gender disaggregated data)
- **Technological** – List technological factors and trends (tech. infrastructure, telecommunication)
- **Legal** – list legal factors and constrains relevant to your advocacy work (rights of people you support)
- **Environmental** – List environmental factors and trends (deforestation, drought/flood patterns, agriculture)

3: Draft Advocacy Objectives

Institutions

- Policy change
- Practice change

Individuals

- Knowledge
- Skills
- Attitudes
- Behaviours

4: Situation Analysis

Understand the Advocacy environment:

- Who makes the decision?
- How and When is the decision made?
- What and Who is influencing the decision?
- How can the decision be influenced?

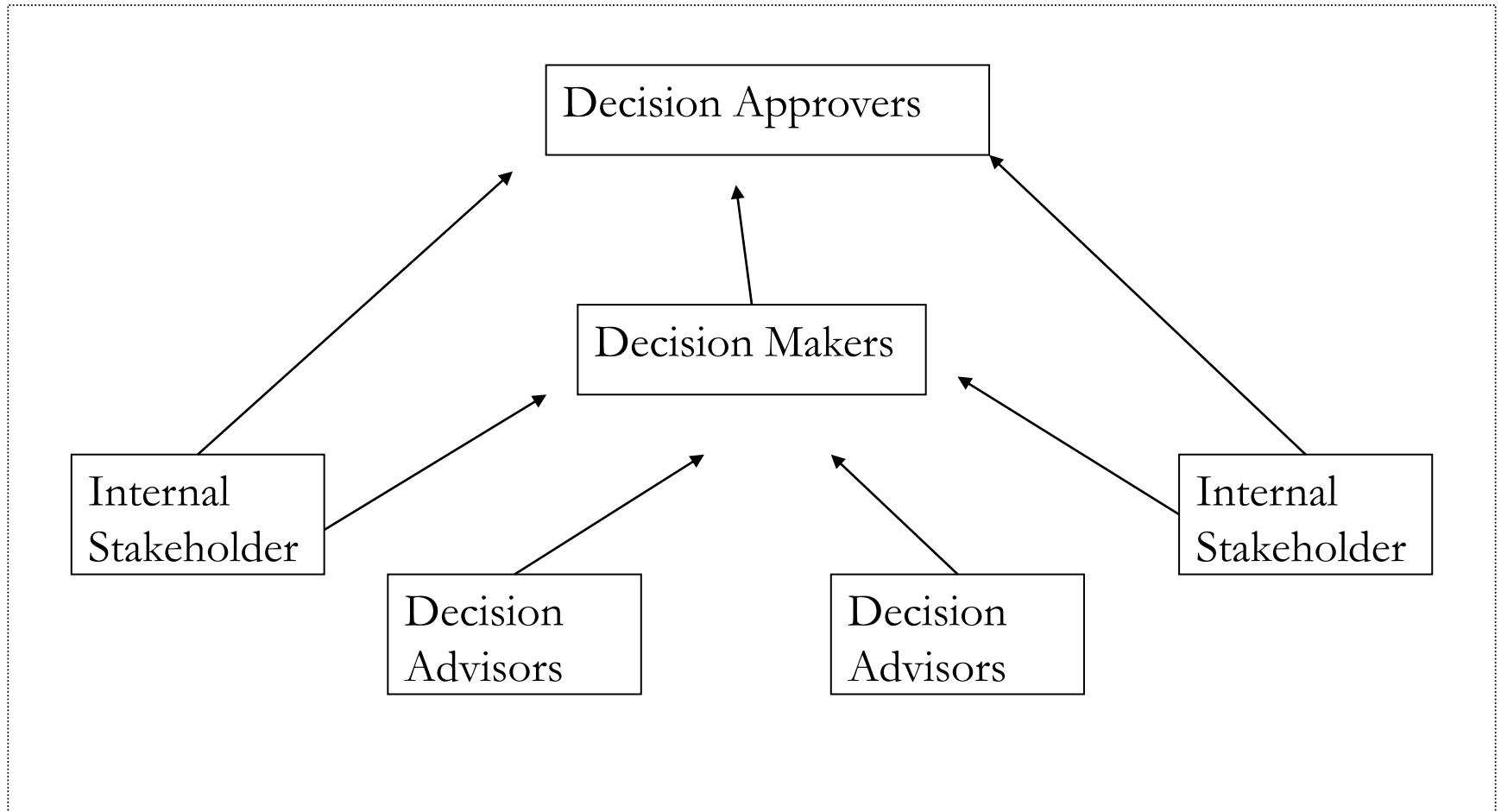
Who is your Target?

For every policy change objective, there will be an associated "Decision Maker"

He/She may not have sole authority but they are responsible for that policy, thus a gate-keeper for any changes.

"Decision Makers" should be distinguished from "Decision Approvers" and "Decision Advisors"

4: Situation Analysis



4: Situation Analysis – Stakeholder Analysis

1. Brainstorm and list all the stakeholders for the issue (Stakeholders: Organisations, influential individuals, groups, categories of people)
2. Transfer the stakeholders into the *Audience Prioritisation Matrix* and the *Allies & Opponents Matrix*
3. Keep in mind that advocacy is about moving the positions of some of the stakeholders in the Matrix

Audience Prioritization Matrix

High	Secondary Audience	Priority Audience	Priority Audience
Medium	Ignore	Secondary Audience	Priority Audience
Low	Ignore	Ignore	Secondary Audience
	Low	Medium	High

Importance of the issue to the stakeholder

Allies & Opponents Matrix

	Main Opponents		Battle-ground		Main Allies
Influence					
High					
Medium					
Low					
	Very Anti	Anti	Neutral	Pro	Very Pro
	Attitude				

Influencing Options

Influencing options for the priority and secondary audience:

- **Build Alliances** – *with influential allies*
- **Persuade others to agree with your position** – *with influential neutrals and soft opponents*
- **Persuade others that the issue is important** – *with disinterested allies*
- **Increase their influence** – *with allies of low influence*
- **Decrease their influence** – *with opponents of high influence*

Audience Analysis

The number of audiences you can pro-actively target will be limited according to your advocacy resources and capacity.

For those audiences you wish to influence, you can do further research:

- What does the audience know about the issue?
- What does the audience believe about the issue?
- What does the audience care most about? (even if unrelated to the issue)

From this analysis you can design your objectives, key messages and actions for each of these audiences.

5: Capacity Assessment

Identify the capacity of your organisation - resources can include:

- People – staff, volunteers, etc.
- Contracts
- Information
- Knowledge
- Skills
- Money
- Equipment
- Reputation

5: Capacity Assessment (Contd.)

Internal Situation Analysis:

- SWOT
- Mapping of knowledge of advocacy **techniques/skills**, advocacy **issue**, and advocacy **targets**
- Time-line
- Etc.

5: Capacity Assessment – Organisational Advocacy Capacity

Resources:

- People with skills, knowledge & commitment
- Appropriate funding, facilities and equipment
- Reputation, relationships and support

Strategy:

- Clear, focused and coherent
- Based on external reality
- Matched to internal resources

Structure:

- Integrated, coordinated and decisive

6: Review and finalise aims and objectives

- In the light of the analyses of your capacity/resources and the advocacy environment - are your objectives realistic?
- Make your objectives SMART

7: Devise your Advocacy Plan

1. Aims
2. Objectives – policy and practice change
3. Key Strategies & Target Audience
4. Action Plans for each strategy/audience
5. Resources and Budgets
6. Risks and Assumptions
7. Monitoring and Evaluation

7: Devise your Advocacy Plan

The first steps in your action plan involve:

- Select appropriate advocacy activities
- Make a detailed plan for those activities
- Consider who will be the beneficiaries of each activity and how you can involve them.
- Think strategically! Advocacy activities can often have a greater impact if they coincide with other actions or events.

7: Devise your Advocacy Plan

Activities could include:

- Analyzing legislation or policies
- Preparing a briefing note or position paper
- Arrange face-to-face meetings with decision makers
- Prepare press conferences and press releases, media interviews
- Make public events, direct actions, information meetings, community forums
- Produce videos, flyers, information material, documentation, websites
- Use drama, theatre, songs, photos, exhibitions, etc.