

Advocacy Tool Kit

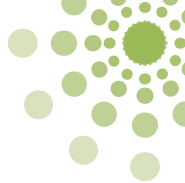
'Be The Change You Want to See'

2017



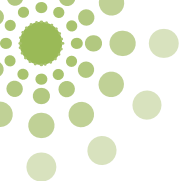
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Advocacy Tool Kit

'Be The Change You Want to See'



About APSP

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Africa Platform for Social Protection (APSP) is a network of individuals and organisations operating at grassroots, national and regional levels, with commitment to promote and strengthen the social contract between states and citizens.

Vision

Vision

The Africa Platform for Social Protection envisions an African free from poverty and vulnerability.

Vision

Mission

The APSP exists to create partnerships with Civil Society and other organisations to engage with the Governments, Regional and Continental Bodies and International Development Agencies (IDAs) to develop and implement innovative Social Protection Policies, Strategies and programmes in order to make a difference in people's lives in Africa.

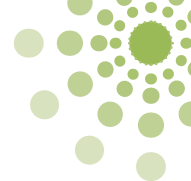


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Acknowledgement

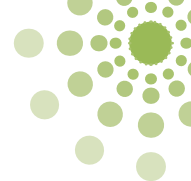
The Africa Platform for Social Protection (APSP) through the support of the Commonwealth Foundation is currently implementing a project with the aim of improving the delivery of cash transfer programmes. The Project aims at promoting policy engagement and dialogue between the citizens, Government and other stakeholders in the social protection realm. The Project builds the capacity of communities' in Busia, Kilifi and Kajiado Counties in Kenya to constructively engage with the Government through a participatory social accountability process. In this project APSP works with New Kengele Association (Busia), Nyalani- EAPC Child Development Centre (Kilifi), and the Deliverance Church in Kiserian (Kajiado) as local partners.

APSP is grateful to the Commonwealth Foundation for the financial support towards the development of this tool kit. However the views in the guide do not in any way represent the views of the Commonwealth Foundation.

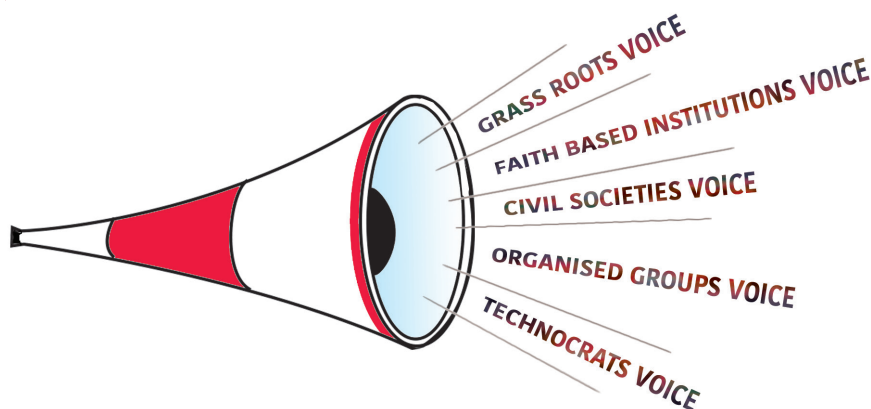
The phrase '*be the Change you want to see*' is adopted from quotes by Mahatma Gandhi. APSP hopes that change agents using this kit will aspire to transform themselves first even as they create change in their communities.

Utilisation of this guide for non profit interventions is highly encouraged. We will be grateful if the source is acknowledged.

APSP Contributing Team: Dr. Tavengwa Nhongo, Helen Mudora, Samuel Obara.



Why This Tool Kit



This is an Advocacy Tool Kit with an assortment of tools to suit a wide audience. The Tool kit provides a menu/guide for use in different settings and audiences.

Who this Tool kit is meant for

This is an all-round kit for high level and grassroots/community based advocacy.

How to use this Toolkit

This is a self-explanatory toolkit, anyone working to change situations in their communities or countries will find this tool kit very useful.

What is advocacy?

Many people and organisations engage in public policy advocacy to realise rights, obtain improved services and benefits for vulnerable people or a constituency.

Advocacy is defined in different ways by different organisations and agencies. It is widely defined to include a range of activities that such as organising, lobbying and campaigning for change. According to:

Pathfinder International, advocacy is 'a wide range of activities conducted to influence decision makers at various levels....'

Johns Hopkins University ... policy advocacy is 'effort to influence public policy through various forms of persuasive communication'

Care International ... advocacy is "a deliberate process of influencing those who make policy decisions...." (Fayoyin, 2015)

UNICEF.....advocacy is "an evidence based process that directly/ indirectly influence decision makers, stakeholders and relevant audiences to support and implement an action (s) that contribute to the fulfilment of the desired change".

Advocacy is therefore a process of supporting and enabling people to:

- Have their voices heard.
- Express their views and concerns on a situation, policy or programme.
- Access information and services.
- Defend and promote their rights and responsibilities.
- Explore choices and options.

Citizen centered advocacy

Citizen-centered advocacy is an organised political process that involves the coordinated efforts of people to change policies, practices, ideas, and values that perpetuate inequality, intolerance, and exclusion. It strengthens citizens' capacity as decision makers and builds more accountable and equitable institutions of power (See annex 1).



Advocacy is carried out for many different reasons. Some of these include:

- To address inequity, disparities and injustice.
- To change and challenge attitudes, power and social relations and institutional functions.
- To expose a problem that needs to be addressed by policy makers, service providers and managers.
- To persuade or influence decision makers on an issue.
- To sensitise the public to be more responsive to the needs of a constituency, group, or community.
- To provide a solution to a problem that affects a constituency.
- To ensure that people, particularly those who are most vulnerable in society, are able to have their voice heard and defend and safeguard their rights.

Principles of advocacy

a) *Credibility*

Credibility is closely related to trustworthiness and expertise. Credibility is about the trustworthiness of your organisation in the public eyes. It is also closely linked to the information and data you use and provide in your advocacy activities. How reliable or accurate is the data you are using? Your credibility is likely to increase if you share data and information with your constituency or better still, involve your constituency in research and fact finding.

b) *Transparency and Accountability*

Advocacy is a transparent process. The beneficiaries of your advocacy efforts need to be aware of the issues that you are advocating for. Where possible organisations should publish and disseminate their messages as widely as possible. This can be done through development of position papers, Information Education and Communication (IEC) materials, public and town hall meetings and websites among other avenues of sharing information.

Accountability is widely used in ethics, governance and in leadership, to mean: taking personal responsibility for actions or consequences. This means that the information, data and statistics used are credible and available for scrutiny. It also means that your organisation is accountable to its constituency, through involvement.

c) *Participation*

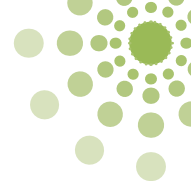
Advocacy has mostly been regarded as a technical process that includes only people with the technical understanding of an issue or problem. However gradually citizen participation is gaining acceptance in advocacy.

Participation is not a mere strategy to get consent or build consensus, but includes sharing power, responsibilities and accountability, thus promoting solidarity. (Refer to Annexe 1 for more information).

d) *Communication*

Advocacy is a communicative act and a set of actions that involves:

Communicate to Convince, Convince to Change, Change to commit and Commit to convert to the cause. Advocacy Communication needs to be consistent, continuous, creative, compelling and convincing.



e) *Legitimacy*

Many organisations believe that they are in a position to advocate on behalf of marginalised groups. In order to gain legitimacy, it is important to involve the beneficiaries and marginalised in the advocacy process. This encompasses ethics, legality or mandate and accountability to both the process and the product. Legitimacy is drawn from:

- ✓ Those who are directly affected by the issue;
- ✓ Those with whom an organisation or movement is directly working and
- ✓ Those who identify with a particular cause or issue.

d) *The principle of human rights approach to advocacy*

Human Rights advocacy is based on the Economic, Political, Civil and Cultural rights as reflected in the United Nations Conventions and Covenants. Some International instruments which form the framework of human rights include the International Covenant on Economic, Social and Cultural Rights, The UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), The UN Convention on the Rights of the Child (CRC) and the UN Convention on the Rights of Persons With Disabilities (UNCRPD) among others.

Rights are basic ethical foundations which are anchored in universal aspirations of freedom and equality. Some of these rights include the right to health, good living standard, education, social protection, freedom of speech among others. One needs to know the rights and the shortfalls in the enjoyment of those rights, and, most importantly, the ways in which the action, or inaction, of those with power determine those shortfalls.

Human rights approach to advocacy promotes participation, accountability, and actualisation of rights anchored in the legal system. It also strengthens accountability of duty bearers (Government & Institutions) to fulfil their obligations towards right holders as well as support right holders to demand their rights. The right holders include vulnerable groups like older persons, Persons with Disabilities, children and women among others.

APPROACHES IN ADVOCACY

Different organisation adopts different approaches in undertaking advocacy. Media campaigns, litigation and activism are the most visible forms of advocacy. In most cases the operating environment and the issue will largely determine which approach to use. Some approaches to advocacy include:

1. **Advising:** This involves the use of think tanks or researchers who are commissioned to examine a certain policy question or problem. This usually entails working with those in authority and producing new empirical research to assist them in making a policy decision. This process is in most cases internal but still it includes selling the ideas developed through the research to the client. Since it is an internal process, the challenges are fewer than working from outside.
2. **Media campaigning:** This is one of the common approaches to advocacy. This advocacy has a public dimension, hence the possibility to add public pressure on decision makers in order to achieve results.

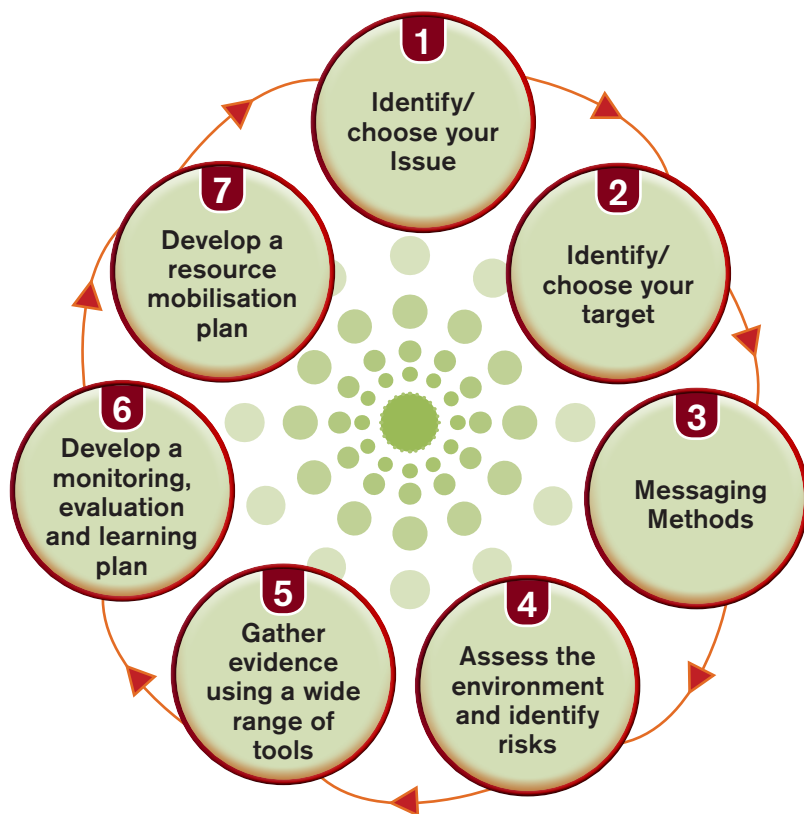


3. **Lobbying:** This includes face-to-face meetings with decision makers or influential people. It is commonly used by organisations that are defending the interests of a certain group of people, such as children, women, persons with disabilities, business, resident associations among others. The organisations tend to have ready access to powerful people and focus their efforts on being present and visible during government and public discussions concerning their interests.
4. **Activism:** This involves using petitions, public demonstrations, posters, and leaflet dissemination, to promote a certain values, for example, environmentalism, and other forms of social justice. Such organisations may provide services but also use advocacy to improve on service delivery. Activism may be productive or counterproductive. It is important to assess the risks.



Organisations use different approaches to achieve the desired change.

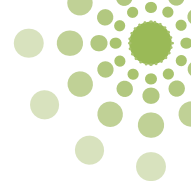
The Advocacy Process



1. Identify/choose your Issue

This involves identifying the issue, or the problem to be solved, or what needs to be changed. It also includes identifying the causes of the problem and the possible solutions to the problem.

Once the issue is identified it is important to set the advocacy goals, which will be determined by the change that we are seeking for. For example, in order to realise the desired change, does it require changes in legislation, policy, programme, regulation or funding?



The goals can be broken down into short-term and long-term goals. Tackling a small number of strong, focused issues will have much greater impact in the short and long term.

2. Identify and choose your target

It is important to know the audience that you are targeting. This involves identification of the institutions and individuals who have influence on the issue(s) identified.

Usually the audience is multi-layered, and includes policy makers, media, key constituencies, provincial and territorial governments, government ministries, and the general public. For each of the target audience a different strategy or approach will be used.

3. Messaging and Methods

There is need for clarity in the change that you want to see. The message must be simple and consistent, and as much as possible use positive language. The message should be tailored to suit the audience. The message should make the case for your issue, and it should reflect the problem, the solution and the benefits. Develop position statements, using evidence and facts.

4. Assess the environment and identify risks

Assessing the environment involves analysing the situation as it is. Risk assessment provides a chance to think about how the situation should be. This means having a deeper understanding of the issue and how to bring about change.

It involves analysis of who you are going to work with (actors), analysis of factors that will influence your intervention, and your organisation.

It is also important to identify and analyse all potential risks. Risks may be at individual, organisational or political level. Broadly the risks may result from the threats and barriers to your advocacy, and they must be identified and proposals on how to manage them should be documented. The risk analysis tool is useful in assessing the risks and risk mitigation. Risk management involves weighing the opportunity

costs for all your actions. For example if the political environment is hostile to street marches and demonstrations, face to face discussions may achieve better results.



5. Gather evidence using a wide range of tools (Existing information/data, participatory tools, conventional research methods etc)

It is important to have a detailed understanding of the issues on which you will build your advocacy strategy. This will involve the use of research to understand the context and to identify problems, priorities and target audiences.

Research also involves generating data across the advocacy process to strengthen your message, expanding support, and monitor and evaluate progress. Research can take many forms, such as desk-based research, conducting small focus group discussions or interviewing stakeholders already working on the agenda, or the constituency.



Once the data has been generated, there is need to analyse the findings, and package them through the appropriate messaging based on audience profile (audience analysis).

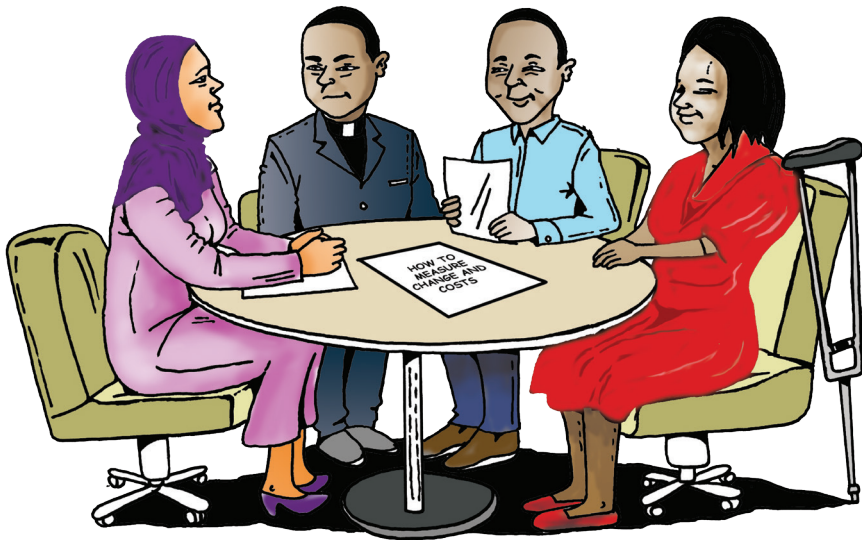
Dissemination of findings is also crucial in enhancing the understanding of policy makers and the public on a certain issue. Dissemination is important in influencing change.

Generators, users and recipients of data need a mind-set for data accuracy and fact-checking, especially in a digital age which is a mine-field for mass misinformation.

6. Develop a monitoring, evaluation and learning plan

It is important to include into your advocacy plan, a system by which you can know whether your strategy is working to achieve your intended impact.

Monitoring and evaluation is all about learning from what you are doing and how you are doing it, and taking action to adjust your strategy accordingly.



Regular monitoring and evaluation will help you to assess how well you are doing against the objectives and impact you have set, and ensure you use your time and resources effectively.

Revisit each of the steps regularly to make sure the strategy is effective. Measure your level of success and replan.

7. Develop a resource mobilisation plan

This will involve conducting a SWOT (strengths, weaknesses, opportunities and threats) analysis. The analysis will identify existing human and financial resources. It will then mean that you build on existing resources and opportunities, alliances, relationships, information, political intelligence, capacity of staff. Then the organisation should develop capacities which are lacking, and implement the resource mobilisation plan.



Strategies for advocacy

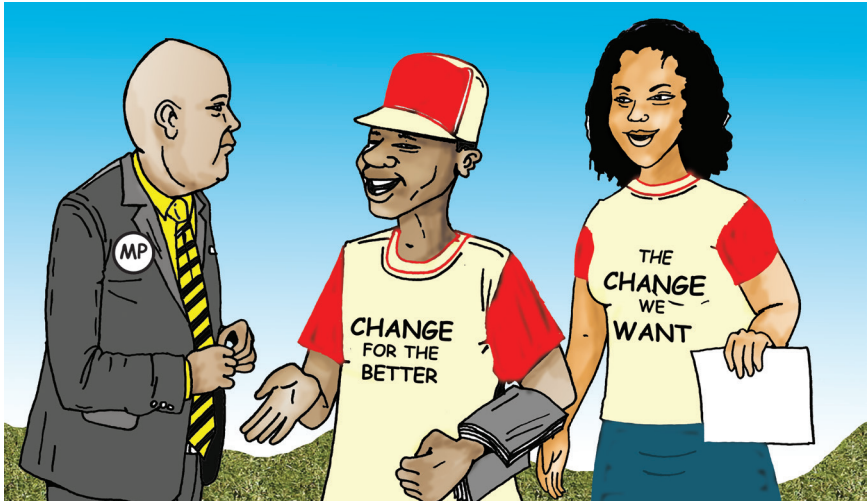
Advocacy strategies vary widely depending on the issue, and the urgency. Usually advocacy strategies may combine the following:



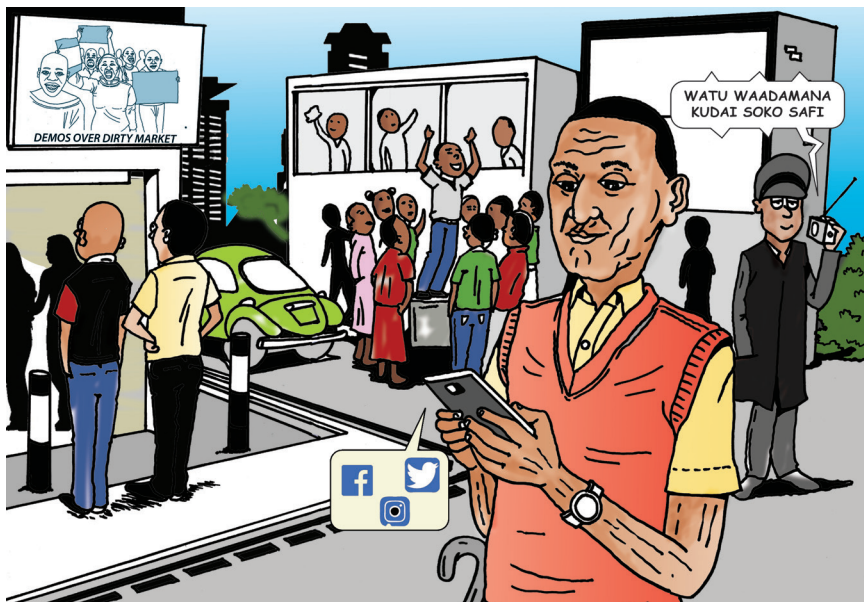
- a) Using the media to shape public opinion



- b) Lobbying decision makers



c) Educating the public

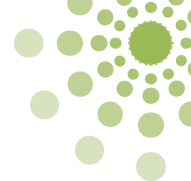


- d) Organising constituency groups,
- e) Developing leadership among citizens,
- f) Raising political awareness,
- g) Conducting research,
- h) Building coalitions, and other activities.

Understanding Your Audience / a Checklist

Points to remember when working with Members of Parliament

- a) They are very busy and have tight schedules.
- b) Key priority is image building and profiling
- c) Populists by nature of the job
- d) Know their language
- e) Research on how to present yourself (Image)



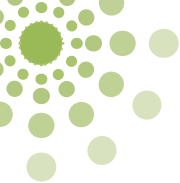
- f) Align your dressing code with the parliamentary etiquette
- g) Be brave, precise and to the point
- h) Be persistent and passionate.

How to approach them

- a) Have a well-pitched message with data (evidence).
- b) Convince them on the benefits to the country.
- c) Timing (when and how, assess, this varies).
- d) Identify relevant structures or committees.
- e) Identify an ally within the structure/committee and hold discussions as part of background search.
- f) Embrace diplomacy and negotiation skills.
- g) Avoid situations and discussions that may put you in a difficult situation like providing a hand-out as an enticement.
- h) Depending on your assessment, being accompanied by people you are advocating for and with like older persons, women, Persons with Disability, a business group with a short and moving speech could be a plus. Avoid using children in such situations, unless they have been involved using child participation principles and ethics.
- i) Be courteous but assertive.

Points to remember when dealing with technocrats (Advisors and Policy Implementers):

- a) They are employed to protect and defend government/business interests and policies.
- b) Often times bureaucratic.
- c) Prefer associating with fellow peers; for example an economists prefers being approached with an economist, or if it is a legal issue, will work well if a lawyer helps to articulate the issue.
- d) Very cautious.



How to approach them

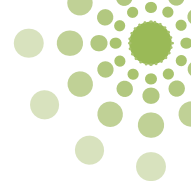
- a) Use appreciative Inquiry (start by recognising what is working well).
- b) Demonstrate the benefits and link to policies and strategic plans or gaps.
- c) Be precise and brief.
- d) Have accurate and update data/evidence.
- e) Use people seen/perceived as neutral not anti-establishment.
- f) Be professional in presentation, appearance and communication.
- g) Depending on your assessment, being accompanied by people you are advocating for and with (not children) e.g Older persons, women, Persons with Disabilities (PWDs) with a short and moving speech could be a plus.

References

Carole Mahoney. Grassroots campaigns, grassroots advocacy. www.votility.com

8 Steps in Advocacy. www.Chpca.net

What is Advocacy? Support, Empower, Advocate, and Promote (SEAP). www.org.uk.



Annexes

Annexe 1:

Participatory/People Centred advocacy means amplifying the voice. The fundamental question is whose voice and for what purpose?

Participatory/People Centred advocacy lays emphasises on the direct role of marginalised groups play if equitable power relations and advocacy victories are to be sustained .The difference between Advocacy viewed as a systemic process of policy change and advocacy understood as a process of social transformation is defined with the latter involving long term efforts to reshape societal attitudes, values and power relations that are the root cause of societal inequities and injustice.

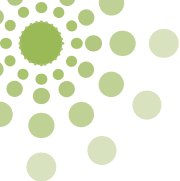
Therefore people centred advocacy is a set of organised actions aimed at influencing public policies, societal attitudes and socio-political processes that enable and empower the marginalised to speak for themselves.

‘Advocacy is not just about getting to the table with a new set of interests, it’s about changing the size and configuration of the table to accommodate a whole new set of actors’ (PLA Notes, Issue 43, February 2002 pg5).

People Centred Advocacy

People –centred advocacy encompasses a rights- based approach to social change and transformation. The key principles of which are:

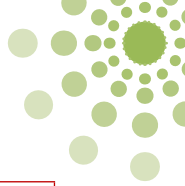
- Involvement: people are not passive beneficiaries or charity seekers of state or government. The state moral responsibility is to safeguard people’s rights especially People’s right to live with dignity.
- People centred advocacy seeks to go beyond the idea of advocating on behalf of the marginalised to the practice of enabling and empowering the marginalised to speak for themselves.



Annex 2:

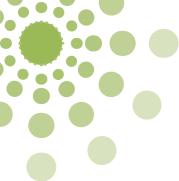
Sample of Advocacy Monitoring Tools

		Section 1: Stakeholders Meetings/Forums			
Type/title of meeting	Area of focus	Progress	Persons met by Gender (Indicate M/F)		Remarks
		Any comment:			
		Section 2: One-on-one Meetings with National Authorities			
Type/title of meeting	Area of focus	Progress	Persons met by Gender (Indicate M/F)		Remarks



		Section 3: Follow up Workshops			
Type/title of meeting	Area of focus	Progress	Persons met by Gender (Indicate M/F)		Remarks

This monthly summary should be completed only for sections relevant to the reporting period, monthly summaries to be included in quarterly reports



Advocacy/Policy Influence Monthly Summary Form

	Section 1: Advocacy Calendar			
Key activities	Progress	Indicate Attendance by Gender(M/F)		Remarks
comments:				

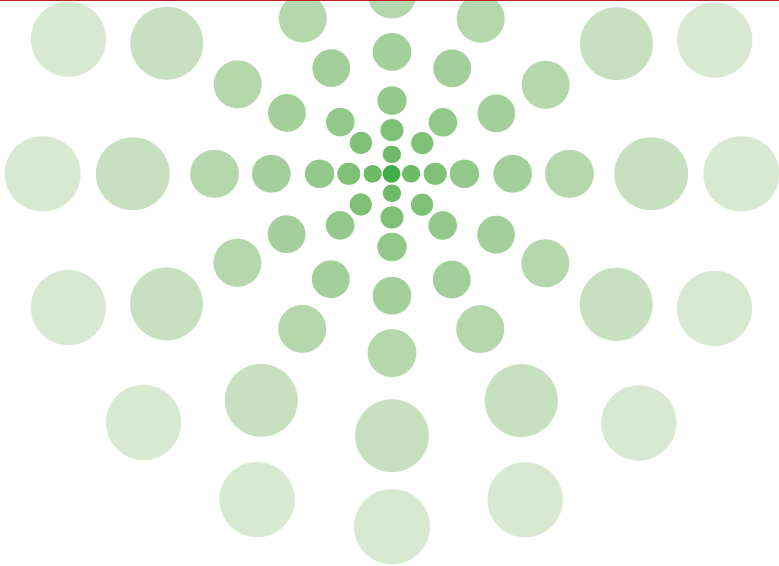
This monthly summary should be completed only for sections relevant to the reporting month

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