

Advocacy Strategies and Approaches

**A Resource Manual for
Community Advocates and Trainers
in Advocacy in the
Hindu Kush-Himalayas**



About ICIMOD

The **International Centre for Integrated Mountain Development** (ICIMOD) is an independent 'Mountain Learning and Knowledge Centre' serving the eight countries of the Hindu Kush-Himalayas – Afghanistan , Bangladesh , Bhutan , China , India , Myanmar , Nepal , and Pakistan  – and the global mountain community. Founded in 1983, ICIMOD is based in Kathmandu, Nepal, and brings together a partnership of regional member countries, partner institutions, and donors with a commitment for development action to secure a better future for the people and environment of the Hindu Kush-Himalayas. The primary objective of the Centre is to promote the development of an economically and environmentally sound mountain ecosystem and to improve the living standards of mountain populations.

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**A Resource Manual for
Community Advocates and
Trainers in Advocacy in the
Hindu Kush-Himalayas**

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Foreword

ICIMOD recognises that the participation of civil society organisations in development processes is a critical factor for the promotion of sustainable mountain development. There is much evidence to indicate that mountain people have generally been marginalised from mainstream policy-making processes throughout the Hindu Kush-Himalayas. One of the ways of improving this situation is to enhance the capacity of community-based organisations (CBOs) to bring the opinions and needs of mountain people to the attention of policy makers and development organisations. In 2002, ICIMOD established a new Action Initiative on a 'Regional Programme for Capacity Building of Community-based Organisations in Advocacy Strategies in the Hindu Kush-Himalayas', supported by the Interchurch Organisation for Development Cooperation (ICCO), The Netherlands.

ICIMOD has facilitated the emergence of several new institutions whose intended role is to address strategic issues related to natural resources management in their constituencies by undertaking lawful advocacy, with the aim of safeguarding the basic rights of mountain communities. The lessons to date show that such institutions can facilitate these processes effectively and that CBOs and their networks in mountain areas are a potentially powerful force to advocate for the rights of mountain communities. However, there is inadequate understanding of, and clarity about, advocacy and its tools and techniques amongst CBOs and NGOs in the region. Therefore, the objective of ICIMOD under the new Action Initiative is to build and strengthen the capacity of selected CBOs in the Hindu Kush-Himalayas in the concepts, tools, and techniques of advocacy and advocacy's use in contributing to developing strategies to address social, economic, and gender inequities. To achieve this objective, the programme is being implemented in partnership and collaboration with over 40 selected civil society networks and NGOs from Bangladesh, India, Nepal, and Pakistan.

ICIMOD has prepared a Training of Trainers manual for the use of potential trainers of CBOs in advocacy strategies in the HKH region. This resource manual has been prepared as a companion volume to the training manual and provides extended materials that can be used both for training trainers and by trainers working with CBOs. This manual is a resource that will help equip CBOs and their networks to undertake lawful advocacy initiatives and bring the opinions and needs of mountain people to the fore. Both the Resource Manual and the Training Manual are also likely to be of interest to more general audiences who are interested in the promotion of people-centred and sustainable development in the mountains.

Dr. J. Gabriel Campbell
Director General
ICIMOD

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In addition, several examples are included from the countries of the Hindu Kush-Himalayas, that were collected during field visits and from interaction with various organisations: I would like to thank all who contributed to this effort.

Josantony Joseph, (josanton@vsnl.com) an experienced advocacy trainer who has worked in many countries, supported ICIMOD as a resource person in ToT workshops in Kathmandu. He also reviewed the manual extensively, inserting additional ideas, tools, and techniques for this version. I very much appreciate the significant contribution that he made. Many other people contributed comments and time during the preparation of the manual. I would like to thank them all, in particular Uddhav Bhattarai, Dilli Ram Adhikari, and Santosh Sharma for their ideas, input, and support; and Judith Amtzis for refining ideas, fine-tuning thoughts and improving the language.

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About This Manual

This resource manual has been prepared for community advocates and potential trainers of community-based organisations (CBOs) in the Hindu Kush-Himalayan region.

The manual is a companion publication to the ‘Training of Trainers (ToT) Manual in Advocacy Strategies for Community-based Organisations in the Hindu Kush-Himalayas’. The ToT Manual provides learning tips in the form of bullet points so that trainers can copy them and use them directly in their training sessions. This resource manual provides details of the bullet points in the ToT Manual to allow trainers to read about the conceptual directives in detail. There is some necessary overlap between the two manuals that ensures that they can also be used independently.

Advocacy facilitators should take whatever resources they need from this manual, extracting the required concepts and cases and repackaging them for different types of training programmes. It is not intended that all the materials included in this manual be transformed into a single training programme.

Finally, it is important to remember that those who use advocacy tools to promote a particular issue or action also have an important responsibility – to ensure that the issue being promoted is genuine, that the information is based on a proper factual foundation and adequate scientific research, that promotion will help the people that the advocates profess to support, and that any potential harm to any group of people or the environment has been clearly identified in an objective manner.

