

Advocacy Strategies and Approaches

A Training of Trainers Manual

Second Edition



About ICIMOD

International Centre for Integrated Mountain Development

The International Centre for Integrated Mountain Development (ICIMOD) is an independent regional knowledge, learning and enabling centre serving the eight regional member 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. ICIMOD's activities are supported by its core programme donors: the Governments of Austria, Denmark, Germany, Netherlands, Norway, Switzerland, and its regional member countries, along with programme co-financing donors. 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.

ICCO

ICCO's mission is to work towards a world where poverty and injustice are no longer present. The work of ICCO, Interchurch Organisation for Development Co-operation, consists of financing activities which stimulate and enable people to organise dignified housing and living conditions in their own way. ICCO is active in countries in Africa and the Middle East, Asia and the Pacific, Latin America and the Caribbean, and Central and Eastern Europe.

Advocacy Strategies and Approaches

A Training of Trainers Manual

Second Edition

Compiled by

Nani Ram Subedi

International Centre for Integrated Mountain Development

Kathmandu, Nepal

January 2008

Copyright © 2008

International Centre for Integrated Mountain Development (ICIMOD)
All rights reserved

Published by

International Centre for Integrated Mountain Development
G.P.O. Box 3226
Kathmandu, Nepal

ISBN 978 92 9115 083 0 (printed)
978 92 9115 084 7 (electronic)
978 92 9115 075 5 (CD-ROM including book)

Production team

Nani Ram Subedi (Lead Author)
Tawheed Gul (Assistant Project Coordinator)
A. Beatrice Murray (Senior Editor)
Rosemary A, Thapa (Consultant Editor)
Dharma R. Maharjan (Layout Design),
Asha Kaji Thaku (Editorial Assistance)

Photos: All photos by Nani Ram Subedi

Printed and bound in Nepal by

Hill Side Press (P.) Ltd.
Kathmandu

Reproduction

This publication may be reproduced in whole or in part and in any form for educational or non-profit purposes without special permission from the copyright holder, provided acknowledgement of the source is made. ICIMOD would appreciate receiving a copy of any publication that uses this publication as a source.

No use of this publication may be made for resale or for any other commercial purpose whatsoever without prior permission in writing from ICIMOD.

Note

The views and interpretations in this publication are those of the author(s). They are not attributable to ICIMOD and do not imply the expression of any opinion concerning the legal status of any country, territory, city or area of its authorities, or concerning the delimitation of its frontiers or boundaries, or the endorsement of any product.

This publication is available in electronic form at <http://books.icimod.org>

Contents

Foreword
Acknowledgements
Acronyms and Abbreviations

About This Manual 1

Day 1 Registration, Opening, and Introduction 3

Session 1	Registration, Opening, and Introduction	4
Session 2	Context of Training	14
Session 3	The Paradigm Shift in Development	20
Session 4	Social Structure and Balance of Power	36

Day 2 Advocacy and Good Governance 51

Session 5	Advocacy – Meaning and Purpose	52
Session 6	Relationship between Advocacy and Good Governance	64
Session 7	Steps in Advocacy – Identification and Analysis of Issue	73
Session 8	Open Session	83

Day 3 Policy Issues, Vision, and Goal; Audiences, Allies, and Opponents 85

Session 9	Steps in Advocacy: Selection of Policy Issue, Vision, and Goal	86
Session 10	Steps in Advocacy: Selection of Target Audiences, Allies, and Opponents	91
Session 11	Steps in Advocacy: Building Alliances and Networking	98
Session 12	Steps in Advocacy: Media Advocacy	103

Day 4 Strategies, Roles, Budgeting, and Monitoring 109

Session 13	Steps in Advocacy: Finalising Advocacy Strategies	110
Session 14	Steps in Advocacy: Activities, Timeline, and Budget	116
Session 15	Steps in Advocacy: Monitoring and Evaluation	121
Session 16	Negotiation Strategies	126

Day 5 Advocacy Tools, Techniques, and Country-level Strategies 133

Session 17	Advocacy Tools: Contemporary Tools for Advocacy Initiatives	134
Session 18	Advocacy Tools: Some Techniques for Advocacy Initiatives	139
Session 19	Back Home Plan – Action Plan	142
Session 20	Evaluation and Closing	144

One-Day Workshop on Advocacy Concepts and Tools 149

Note

The complete book is included as a pdf file together with a pdf file of the Resource Manual on a CD-ROM in a pocket at the back

Foreword

Participation of civil society organisations in development processes is recognised to be a critical factor for the promotion of sustainable mountain development. There is also evidence that mountain people tend to be marginalised from mainstream policy-making processes in most countries of the Hindu Kush-Himalayas. One of the participatory ways to change this situation is to enhance the capacity of community-based organisations (CBOs) to bring the specific opinions and needs of mountain people to the attention of policy makers and development organisations. With this in view, ICIMOD started a 'Regional Programme for Capacity Building of Community-based Organisations in Advocacy Strategies in the Hindu Kush-Himalayas' in 2003 supported by the Interchurch Organisation for Development Cooperation (ICCO), The Netherlands.

The main objective of the programme is to enhance the capacities of CBOs to perform better by developing enhanced skills in advocacy. To achieve this, the programme is implemented in collaboration with over 40 selected civil society organisations and networks mainly from Bangladesh, India, Nepal, and Pakistan. In response to the needs identified by the collaborating partners, ICIMOD focused on enlarging the human resource pool in advocacy skills by organising Training of Trainers (ToT) programmes in advocacy strategies with the support of resource persons from various institutions. A resource book and training manual were developed to provide materials for trainees to replicate the training, and were published in 2005 after being tested in ongoing courses. The manuals proved very popular in the region. To increase their reach and usefulness, ICIMOD supported interested partners to translate and publish the books; the training manual has been brought out in Bengali, Nepali, Hindi, and Urdu.

Based on the lessons learned from subsequent training programmes, issue-based advocacy activities, and feedback from partners and participants, we are glad to present second fully revised editions of both the manual and the resource book. With the support of our partners, we have been able to improve, revise, and add new tools, techniques, and resource materials. We hope that these volumes will again attract a wide audience and contribute to improving the lives of many people in the mountains of the Hindu Kush-Himalayas and beyond!

Michael Kollmair
Programme Manager
Sustainable Livelihoods and Poverty Reduction (SLPR)
ICIMOD

Acknowledgements

Much of the inspiration for this manual was provided by the insights emerging from discussions at the Regional Planning Workshop on Capacity Building of CBOs in Advocacy Strategies in the Hindu Kush-Himalayas held in Chittagong in November 2003, which concluded that there was an urgent need for skill development of potential trainers in advocacy. I would like to thank all the participants of that workshop for their valuable insights and instigation of the preparation of the manual.

The manual itself was originally prepared and published in 2005 and tested at several Training of Trainers workshops for the capacity building of CBOs in advocacy strategies. The manual has now been revised using the participants' comments and suggestions. I would like to thank all the participants of various workshops for their enthusiastic response and valuable suggestions which helped us to prepare the manual in its current form.

A number of different materials from different sources were consulted and used when preparing the manual. These materials were collected and adapted to the mountain perspective to provide mountain-friendly learning tools. In particular, I would like to acknowledge the resource manual 'Advocacy Tools and Guidelines: Promoting Policy Change' by CARE International* and the training manual 'Advocacy for Good Governance' from the Centre for Population and Development Activities (CEDPA) and Care Nepal.# I would also like to thank the National Centre for Advocacy Studies (NCAS), Pune, India, whose general resources on advocacy were a great help when preparing this manual.

Josantony Joseph, (josantonyjoseph@gmail.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.

The help of the ICIMOD editorial team is also highly appreciated: Dharma Ratna Maharjan (Layout Design), Asha Kaji Thaku (re-drawing figures), Rosemary Thapa (Consultant Editor), and A. Beatrice Murray (Senior Editor) together ensured that this manual was published in its current form.

Finally, I want to express my sincere gratitude to Dr. Michael Kollmair, Programme Manager of the Sustainable Livelihoods and Poverty Reduction (SLPR) Programme in ICIMOD, for his encouragement, support and guidance.

Nani Ram Subedi
Coordinator, Capacity Building of Community-based
Organisations in Advocacy Strategies, ICIMOD

* Sprechmann, S.; Pelton, E. *Advocacy Tools and Guidelines: Promoting Policy Change*. Copyright © 2001 Cooperative for Assistance and Relief Everywhere, Inc. (CARE). Used by permission. CARE International, Atlanta USA

CEDPA; CARE Nepal (2003) *Advocacy for Good Governance*. Kathmandu: Centre for Population and Development Activities (CEDPA) and CARE Nepal (in Nepali)

Acronyms and Abbreviations

CBO	community-based organisations
CHT	Chittagong Hill Tracts
FECOFUN	Federation of Community Forestry Users, Nepal
HKH	Hindu Kush-Himalayas
ICIMOD	International Centre for Integrated Mountain Development
MD	managing director
M&E	monitoring and evaluation
NCAS	National Centre for Advocacy Studies
NGO	non-government organisation
OHP	overhead projector
RM	resource material
SEWA	Self Employed Women's Association
SMART	specific, measurable, attainable, realistic and time bound
TOT	training of trainers
VIP	very important person

About This Manual

This Training of Trainers (ToT) Manual on Advocacy Strategies has been developed for use in training workshops for potential trainers of community-based organisations (CBOs) in the Hindu Kush-Himalayan region. Efforts have been made to keep the manual short, simple, and interesting to enable participants to learn many aspects of advocacy in a short time.

It is hoped that this ToT Manual will enable trainers to train their own participants in

- understanding the concept of advocacy and its different strategies;
- sharing experiences in advocacy strategies and initiatives from around the HKH;
- analysing different advocacy tools and techniques;
- contributing to a common pool of advocacy resources in the HKH through networking and alliance building; and
- developing ways of implementing capacity building programmes in advocacy concepts and tools for CBOs and non-government organisations (NGOs) in the region.

Depending upon the needs and level of training, various training sessions from this manual can also be adapted or used directly for local-level training in advocacy strategies.

All training sessions in the ToT Manual have been designed based on the principles of participant-centred learning. It is intended that participants should be active in each training session. Facilitators will run the discussions through participatory methods such as brainstorming, small group discussion, role-play, case studies, and question-and-answer sessions. There are twenty learning sessions in five days in addition to daily reviews. Each session lasts between one and two hours. In some places, reference is made to the organisation holding, organising, or promoting the workshop. The name here appears as {workshop context} and should be replaced as appropriate. The format and design of each session are largely the same; each includes the following.

Title: Each session has the session title on top, explaining its main content.

Time: The minimum time allocated for the session is given in the right-hand corner of the front page.

Overall Objective of Session: This explains the broad goal of the session.

Specific Objectives of Session: This indicates the focus area and the skills to be achieved by the end of the discussion.

Activities: The broader title of the session is unlocked here through different activities, each with a specific time allocation. The time given in brackets is the cumulative time taken for the activities as the session progresses.

Advance Preparation: This explains the special requirements for pre-session preparation by the facilitators.

Materials: The same basic set of materials should always be available in the training hall. These are listed in Session 1 and are applicable for all sessions.

Suggestions for Facilitators: This discusses describes the activities to be included in the session. The facilitator can run the session according to these processes. Any specific suggestions for the facilitators are given in boxes in the text.

Resource Materials for Session

These are outlines, handouts and presentations that can be used in the sessions. They are numbered in the order of presentation, i.e., RM 8.3 is the third material for Session 8.

A Resource Manual has also been developed in tandem with this ToT Manual to enable potential trainers to read about the conceptual directives in detail. These manuals overlap for completeness. The ToT Manual gives the learning tips in bullets so that trainers can copy them and use them directly in their training sessions, while the Resource Manual gives details of all of the bullets included in the ToT Manual to allow trainers to gain in-depth knowledge of the concepts presented.

The complete framework timetable for the Training of Trainers Workshop is provided on the following pages.

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.