

**One-Day Workshop on
Advocacy Concepts and Tools
(for senior managers of organisations)**

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Introduction

Capacity Building in Advocacy Strategies for Partner Organisations has been taking place since 2002 at ICIMOD. Several Training of Trainers workshops have been organised at regional, national, and sub-national levels with the aim of creating and enhancing the human resource pool in advocacy in mountain areas. Up to mid-2007, over 2000 individuals from partner organisations were trained in advocacy strategies.

Partners see advocacy as an effective tool for promoting good governance at all levels which has now been conceptualised as a part of ongoing development activities. The present need is for a modular package which is easy to replicate and simple to adapt for different audiences. In particular, partners see a need for providing conceptual clarity in advocacy strategies for senior level staff who are not trainers. The one-day workshop package presented here has been prepared to fulfil this need and is intended for those who are not able to give five days' time but still require clarity regarding the concepts of advocacy.

Programme in Brief

Objectives

- 1) To review the concept of advocacy in the generic sense
- 2) To review various people's understanding of advocacy
- 3) To identify some of the pre-conditions of advocacy initiatives
- 4) To share strategic options for public advocacy
- 5) To get an overview of the approaches and tools for public advocacy

Sessions	Possible Contents	Approximate Time
1.	Understanding of Advocacy: <ul style="list-style-type: none"> ● Self understanding ● United Mission to Nepal's understanding 	10:00 – 12:30
2.	Pre-requisites for Advocacy Initiatives: <ul style="list-style-type: none"> ● Development Paradigm ● Analysis of Power Relations 	
	Lunch	12:30 – 01:30
3.	Problems and Issues in Advocacy: <ul style="list-style-type: none"> ● Selection of Issues for Advocacy ● Types of Advocacy ● Need for Networking 	01:30 – 05:00
4.	Functional Tools in Advocacy: <ul style="list-style-type: none"> ● Strategies and Approaches ● Tools and Techniques 	

This will be a 'sharing' workshop rather than 'training' workshop. The following points must be considered while conducting the workshop:

- all sessions should be participatory, flexible, and interactive
- short group work should be arranged depending upon needs
- short case studies and examples should be shared from different countries/areas if people are interested
- several short breaks (tea/coffee) should be arranged as required

Materials

Meta cards of 4 x 8 inches = approximately 200 pieces; permanent markers = one for each participant; board markers = five (three black, one blue, and one red); white board (choose a good quality white board); LCD projector; LCD screen; laptop computer

Programme in Detail

• Opening of the workshop

The workshop should be started with a few words of welcome and a setting out of the objectives of the workshop. This can be followed by an introduction of all participants and facilitators. This is the responsibility of the organiser.

Understanding of Advocacy

• Self understanding

This session should be facilitated using the 'cards and board' method. Discussion should start with the question, 'What do you as an individual understand by advocacy?' Participants will be asked to write those thoughts (just key words or phrases, not full sentence) on cards and display them on a board. All of the cards should be clustered in a participatory way. The facilitator should summarise what has been written.

A key sentence for the summary may be – 'Advocacy is not a very new concept. All individuals have some understanding of it.'

• Understanding of advocacy at the organisational level

This session focuses on the understanding of advocacy in the organisation that participants are from. A staff member from a participating organisation should make a short presentation about the understanding of advocacy at the organisational level. Strategy, planning, or understanding, whatever is in place, would be good for presentation. After the presentation, have some time for open discussion and try to fill in the gaps in understanding.

A key sentence for the summary may be – 'All organisations have some thoughts or determinations about advocacy'.

• Gaps

How various participants in the training understand advocacy can be seen from the cards on the board. Organisational understanding has just been presented. Now, is there any gap in organisational or individual understanding? Did you notice any? Ask these questions to start the discussion. Carry on the plenary discussion for some time. If facilitators see bigger gaps, some of the points can be noted and this part of the session should be summarised.

A key sentence for the summary may be – 'If there are gaps between individual and organisational understanding, there are problems.'

- **What others organisation / individuals say about advocacy**

Two/ three definitions should be shared using the LCD. Facilitators should then conclude this part of the session.

A key sentence for concluding may be – there should be common understanding about advocacy among all actors within an organisation.

Pre-requisites for Advocacy Initiatives

- **Development Paradigm Shift**

The facilitator should present an understanding of the development paradigm shift using LCD. This presentation should be made as short as possible. Then carry out the plenary discussion guided by the following question:

‘Where are we (organisation that participants are from) in this shift?’ Facilitators can cite several examples from different countries/ areas/ organisations for clarity.

A key sentence for concluding may be – ‘We need to know and review what we are doing ourselves and whether our activities are supporting the protection of people’s rights or not. We need to have clarity on these questions.’

- **Analysis of Power Relations**

Power relations at the societal level: Facilitators should present the concept of the state, the market, civil society, and the power balance. There are several ways of presenting this concept. Facilitators are responsible for choosing an appropriate method according to the audience. What do we see in our working context? In our country/ state/ region? Whether we are supporting the weaker or stronger ones? Discussion will be initiated by these questions.

A key sentence for concluding may be – ‘The power balance (with instruments for checks and balances) among all of these blocks is an appropriate situation in which to promote democracy and safeguard human rights.’

Power relations at the individual level: The concept of: (i) power of; (ii) power with; (iii) power to; and (iv) power over, should be discussed briefly. It should be introduced using the board and marker method. After introducing the concept, participants should get the opportunity to express their views.

A key sentence for concluding may be – ‘We need to understand what kind of power we are promoting by our projects in the communities. Our front line workers/ partners need clarity on this concept.’

Problems and Issues in Advocacy

- **Selection of Issues for Advocacy**

This session will start with a short presentation on the problem tree. After the presentation, there should be a short discussion in plenary to clear up any confusion about problems, causes, and issues.

A key sentence for concluding may be – ‘Not all causes of problems are issues for advocacy. Issues for advocacy are those which are selected from among the causes.’

- **Types of Advocacy**

This is a continuation of the previous presentation – there are two slides to clarify possible types of advocacy. Carry out a plenary discussion. Facilitators should cite several examples to clarify the concept during the discussion. Also introduce the concepts of (i) advocacy of; (ii) advocacy with; and (iii) advocacy for, using the white board.

A key sentence for concluding may be – ‘There should be clarity on what type of advocacy we are going to do in our organisational and working context.’

- **Need for Networking**

‘Advocacy cannot be done in isolation’ – this statement should be written on the board. Then participants will be asked to give their arguments – do you agree with this statement? They should give a justification for answering either ‘yes’ or ‘no’. Carry out a plenary discussion. Ensure that most of the participants are sharing their views.

A key sentence for concluding may be – ‘If we want to be involved in an advocacy initiative, it is necessary to be together. How to be together, or with whom, depends upon our working context.’

Functional Tools in Advocacy

- **Strategies and Approaches**

The facilitator should make a short presentation of possible strategies and approaches in general. Open a plenary discussion for a short time.

Key sentences for concluding may be – ‘There are several options on the menu. It is up to us to select the appropriate ones. However, a confrontational strategy should be the last option for advocacy. No advocacy should be started from confrontation first.’

- **Tools and Techniques**

This session should be introduced using the card and board method. Facilitators should ask all participants to write down as many tools as they know. They can put the completed cards on the floor. After completing the cards, ask all participants to come around and cluster the cards in four corners of the room to represent the different approaches.

At the end, all participants should finalise a graph of approaches and tools. After finishing this exercise, the facilitator can present a short account of some of the remaining tools using the LCD.

A key sentence for concluding may be – ‘Tools are always evolving. To add some new tools to our mental tool box is the main purpose of this discussion, and it is a continuous process.’

Closing of the sharing workshop

The form that the closing of the workshop takes is entirely up to the organising party, but not too much time should be given for closing a one-day workshop. It is always good to hear the expressions and opinions of participants.