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.

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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
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Acknowledgements

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* 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.