

Afterward

TAKING ADVOCACY INTO YOUR OWN HANDS

Now that you have finished reading this manual, how will you use this information in your work? Of course, that depends entirely on you!

If you are a project manager concerned about the dangers of pesticides...

Perhaps you will start to document some of the health problems you encounter in your work. You might then prepare this information in a format that will be useful to policy-makers. Using your advocacy skills, you could present your report to a ministry official who would then raise concerns about pesticide poisoning at high levels of government. Someday, the government might ban the importation of dangerous pesticides. And farmers will no longer suffer from pesticide poisoning.

Or, if you are a project manager for a reproductive health project...

You might work with a village women's group to help them discuss what services they would like to have in their region. You could help arrange for members of the group to participate in a national conference on rural health care, where they can personally express their interest in receiving better reproductive health services. In addition, you could help the village women's group find allies to help them lobby the Ministry of Health to expand the role of nurses in delivering reproductive health care services.

Or, if you are an assistant country director in an emergency operation facing a cut-off of aid...

You might visit the regions where the famine is continuing. Working with credible partner groups, you might produce a report that documents the continuing needs for assistance in those regions, and demonstrates the threats to human life and health of ending emergency food relief, citing SPHERE minimum standards for food aid. You and your partners might send this report to the national government, with an invitation to government officials to tour the famine-struck areas before making a final decision.

Your next step may be to plan an advocacy initiative, as part of a new or ongoing project, or you may decide that advocacy does not fit into your plans just yet. However, either way, we hope you will find some of these tools useful for doing your job. Skills such as negotiating, managing the press, developing a strategy, and analyzing the policy environment can help make you more effective in your work, whether you are delivering services directly, or managing an advocacy coalition.

Keep in mind that ***the best way to learn advocacy is by doing!*** Whatever you learn in one initiative will likely be helpful in planning the next, even if the issues are different. We hope you will discover that advocacy can help improve your programming and be professionally rewarding, all at the same time.

Glossary

DEFINITIONS AND ACRONYMS

Advocacy	The deliberate process of influencing those who make policy decisions.	Credibility	Having the trust of others so that they will believe and value what you have to say.
Agenda	An outline listing the main topics to discuss during a meeting with policy makers, a planning team, or coalition.	Criteria	Questions or standards used to measure progress toward a goal or compare different objectives.
Ally	A partner working in helpful association with you to achieve a policy goal.	Expert Informant	An advocacy role in which you provide technical advice and information to policy makers.
Audience	A person or people to whom information is conveyed or messages are directed.	External Networking	The process of asking people you know outside your organization for information about your target audience.
Capacity Builder	An advocacy role in which you support third parties participating in a policy process to influence policy makers.	Gender Equity	Freedom from bias or favoritism based on the behavioral, cultural, or psychological traits associated with one sex. Advocacy is a strategy that can be used to promote gender equity.
Civil Society	The range of institutions and organizations that connect people to government and the private sector. For CARE a strong civil society means ensuring a dynamic and beneficial relationship between government, business and the non-profit sectors that can contribute to the well-being of individual citizens.	Honest Broker	An advocacy role in which you participate in a policy making process as an objective expert and mediator of competing interests.
Coalition	A group of organizations working together in a coordinated fashion toward a common goal. In advocacy, a coalition's goal is policy-related.	HLS	Household livelihood security
Constituency/Constituencies	A group of people and organizations who support a particular policy viewpoint. Constituents are people whom you represent, to whom you are accountable, and from whom you draw your support.	Human Rights	The basic freedoms that are regarded as belonging fundamentally to all humans. Advocacy is a strategy that can be used to promote human rights.

Internal Networking

The process of using resources in your own organization (including people) to gain information you need.

Lobbyist

An advocacy role in which you enter the policy process as a full participant to directly influence policy.

Logframe

A summary plan that details goals, outputs, activities, and inputs in a logical table.

LRSP

Long-Range Strategic Plan

Media

Organized systems to deliver information to people such as radio, television, newspapers, magazines, or newsletters. (Sometimes also called “press.”)

Message

A statement that is designed to persuade others of a position or point of view. A message explains what you are proposing, why it is worth doing, and the positive impacts of your proposal.

Negotiation

A communication process between two or more parties to reach an agreement or to resolve a conflict.

Network

Individuals or organizations willing to assist one another or collaborate on a common policy goal.

News Advisory

A communications statement designed to alert the media to an upcoming event.

News Conference

An event or meeting with the media to make an announcement or discuss a position, decision, or action.

News Release

Also called a Press Release. A written statement that alerts the media of an accomplished event, project, or other information that you would like to share with the public.

NGO

Nongovernmental organization

Opponent

An individual or group that is against the policy change that you and your allies advocate.

Outputs

In advocacy, changes in knowledge, awareness, or opinions of target audiences that you monitor during an advocacy initiative.

Policy

A plan, course of action, or set of regulations adopted by government, businesses, or other institutions designed to influence and determine decisions or procedures.

Policy Analysis

Usually the first step in planning an advocacy initiative. Policy analysis examines plans and regulations set by governments, business or other institutions, and how policies (or lack of policies or implementation) affect specific groups of the population.

Policy Goal

The purpose of your advocacy effort and the specification of what an advocacy initiative should accomplish.

Policy Issue

A specific policy cause of a problem and subject of interest for advocates and policy makers.

Policy Maker

A person who has the authority and ability to create or change community, organizational, or governmental policies, programs, or laws above the household level.

Policy Map

A tool that can be used to identify and organize policy information.

Policy Research

The process of learning about a policy issue. Policy research can be formal, like writing a report, or informal, like asking people you know to explain the origins of an issue.

Policy Theme

The broad programmatic area or sector you will focus on in your advocacy, such as forestry, reproductive health, HIV/AIDS, urban poverty, disaster response, or ethnic conflict.

Press

Also referred to as “media.” Representatives of the media, for example, newspaper reporters, radio broadcasters, or magazine writers.

Problem Tree Analysis

A technique for synthesizing and visualizing the results of a problem analyses. When policies are identified as causes of problems you want to solve, advocacy is a strategy to consider.

Primary Audience

The decision maker(s) with the authority to directly bring about the change necessary to reach your policy goal.

Protocol

A code, system, or tradition – written or understood – that prescribes correct etiquette. In advocacy, it refers to the proper way to approach policy makers or others engaged in advocacy.

Rights-Based Approach

An approach that deliberately and explicitly focuses on people achieving the minimum conditions for living with dignity. It does so by exposing the roots of vulnerability and marginalization and expanding the range of responses. It empowers people to claim and exercise their rights and fulfill their responsibilities and recognizes poor, displaced, and war-affected people as having inherent rights essential to livelihood security – rights that are validated by international law.

Secondary Audience

Individuals and groups that can influence decisions of your primary audience.

SMART

Specific, measurable, achievable, realistic, and time-bound. Project objectives should be SMART for all projects, including advocacy.

Talking Points Short statements that summarize the main points you and your colleagues plan to make during a press interview.

Tactics

Tactics are types of activities that support your strategy. Advocacy tactics are often chosen based on their level of risk, their cost, and their chances of success in the existing political environment.

Target Audience

The person (or group of people) who can help bring about the policy change that you hope to achieve.

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APPENDIX 1

SAMPLE ADVOCACY LETTER

AN APPEAL BY INTERNATIONAL NGOS (INGOS) WORKING IN NEPAL TO HIS MAJESTY'S GOVERNMENT TO RESOLVE THE ISSUE OF BONDED KAMAIYAS

We, the undersigned, wish to express our sincere concern regarding the continuing plight of the Bonded Kamaiya in Nepal. These citizens of Nepal continue to work in an environment of servitude and bonded labor, 70 years after the absolution of slavery and ten years after the restoration of democracy in Nepal. Such practices are outlawed by the international conventions that HMG has ratified such as the Slavery Convention (1962) and the UN Declaration on Human Rights (1948, agreed in 1963). The constitution of Nepal, 1990, prohibits slavery, serfdom and forced labor in any form. We have also observed that the existing National Civil Code details the penalty of the breach of such a prohibition.

We write now to specifically express our support for the 19 bonded laborers from Kailali District who filed a petition on 1st May 2000 with the Chief District Officer of that province. In their letter they sought freedom from their landlord, compensation for unpaid labor based on minimum wage, protection from the landlords and demanded land to cultivate as landless people. This is the first time in Nepal's history that bonded Kamaiya have filed such a petition. For individuals whose lives are wholly controlled by their landlords, this is an act of acute courage and inspiration. This deserves the support of all individuals and agencies working on behalf of the people of Nepal.

We strongly urge His Majesty's Government to take action on this petition and address not only these specific 19 cases but the substantial human rights issues underpinning it. Clearly, the legal protections enshrined in the Nepali Constitution against slavery, serfdom, or forced labor in any form have not been accessible to people working under conditions of bonded labor.

It is estimated that there are still over 25,000 Nepali citizens in Nepal enslaved by their owners in bonded labor. Not only do these practices trap them into a life of unrelieved poverty, but the continued existence of these illegal and inhumane practices would undermine Nepal's standing in the international community.

Women have suffered miserably in this exploitative system of bondage. We are equally concerned with the children of bonded laborers, 75% of who inherit subservient status even before their birth. An opportune moment has come to break this cycle. As a signatory to the Convention on the Rights of the Child, every effort should be made to ensure the well being of the children of bonded Kamaiya.

Therefore, with all due respect to the wisdom, values, and authority of His Majesty's Government, we urge you to act positively and immediately to eliminate the existence of bonded laborers as authorized by the Constitution of Nepal. Specifically, we request HMG to immediately issue a written release from all the debts and obligation to their alleged landlords, facilitate compensation of the laborers for the unpaid wages, provide land for cultivation, as well as establish a commission to draw a rehabilitation plan after the implementation of the aforementioned actions. We assure you of our fullest cooperation in the integration process of the bonded laborers into Nepalese society, within scope and provisions of our organizations.

Respectfully,

ASSISTANT DIRECTOR, CARE NEPAL
COUNTRY DIRECTOR, ACTION AID ABROAD

APPENDIX 2 EFFECTIVE NEGOTIATION STRATEGIES		
PLANNING	NEGOTIATING	CLOSING THE DEAL
<ul style="list-style-type: none"> • Do your homework. Understand the protocols and facts before you negotiate. • Identify win-win solutions. Agreements where only one side "wins" often fail. • Establish maximum (the best deal you can hope to get) and minimum (the least you can accept) negotiation positions. • Decide if aspects of your position are non-negotiable. Identify any concessions you can make as a gesture of good will. • Focus on a few key arguments that you will share before stating your position. 	<ul style="list-style-type: none"> • Show respect for the other side's point of view. Always seek common ground and shared interests. • Negotiate in good faith. Find ways to show the other side you are sincere about reaching an agreement. • Clearly communicate your position. Make sure you fully understand the position and issues of the other side. • Never argue or disagree within your negotiation team in front of the other side. • Steer the negotiations toward the issues you want to talk about. Call a recess if discussions go off track, and use humor if things become tense. 	<ul style="list-style-type: none"> • Restate the agreement you have reached. Put it in writing. • Establish clear terms for implementing the agreement on both sides. • Decide on immediate next steps. Agree on how you will troubleshoot problems. • Ensure that your team is in agreement before you conclude. • No matter what the outcome, always walk away with something, even if it's another meeting.

From 10.2 *Negotiate*

APPENDIX 3 COUNTERING UNFAIR NEGOTIATION TACTICS		
TACTIC:	YOU MIGHT OBSERVE:	COUNTERING APPROACHES:
Good Guy, Bad Guy	A negotiating pair where one person is sympathetic to your cause and the other is uncompromising. One person may also employ this tactic by referring to the absent "bad guy": "I would help you, but I don't think my boss will go for it."	<ul style="list-style-type: none"> ■ Show through silence or by withdrawing that you are willing to discuss when they are serious. ■ Refocus on an issue that you all support. ■ If a key stakeholder in the negotiation is absent, propose that another meeting be set to include all involved.
Delay or Forbearance	The other side puts off a decision or evades agreement. This tactic may be used to unnerve you or gain more information about your level of urgency.	<ul style="list-style-type: none"> ■ Ask about the source of the delay and work together to solve the problem. ■ Navigate the length of the delay by stating, "We will get back to you..." with a specific timeline for response. ■ Use "what if," hypothetical questions to stimulate new options.
What You See Isn't What You Get	The other party makes a concession that on the surface appears to be substantive, but is actually of little value. This may be a surprise concession or an inflated opening position with exaggerated starting offers.	<ul style="list-style-type: none"> ■ Ask yourself if they are giving something of value, what they are asking in return, and what their commitment is to carry it out. ■ Do not feel pressured to also make a concession, which may be more valuable. ■ In planning, you can look for agreements that might be easy for you to offer in response.

From 10.2 *Negotiate*

APPENDIX 4 KEY QUESTIONS FOR DEVELOPING A MEDIA STRATEGY	
STRATEGIC CONSIDERATIONS	KEY QUESTIONS
How to ensure you reach your target audience	<ul style="list-style-type: none"> ■ Does the media organization you have chosen reach your target audience? ■ Have you chosen a story or issue that will appeal to both your target audience and decision-makers in the media source you have targeted?
How to find the right media contacts	<ul style="list-style-type: none"> ■ Do you know someone who has covered your organization, or the issue, before? ■ Can you identify a journalist with knowledge and a positive attitude toward the issue? ■ Have you followed local outlets to see who is covering your issue and others like it?
Whether the timing is right for media coverage	<ul style="list-style-type: none"> ■ Does the story relate to other current or newsworthy issues? ■ Does the story or issue offer something new?
Who within the organization/coalition should speak to the media How to avoid negative or inaccurate coverage	<ul style="list-style-type: none"> ■ Anyone with experience in media relations? ■ Spokesperson is qualified and authorized to speak for the organization/coalition? ■ Person will be readily available to media when needed? ■ Do you have your facts straight? (Don't be afraid to call back when you can't answer questions.) ■ Before talking to the media, ask yourself, what is the worst thing that can happen, and how likely is it? ■ How has this media outlet covered similar subjects in the past? Are they fair and accurate? Have they covered CARE before? ■ Do we have a long-term relationship with the journalist? Will he or she let us see the story before it's published? ■ Are we prepared to counter what our opponents might say about us? ■ Will others back us up?

APPENDIX 5**DEALING WITH NEGATIVE PRESS COVERAGE**

Negative press is something that can happen whether or not you are engaging in advocacy. It is important to distinguish between media coverage that you disagree with, and coverage that portrays you, CARE, or its partners, unfairly. It is also critical to determine whether the story is true before you respond. Here are a few rules of thumb that can help you if you experience negative coverage.

1. Begin by finding out: Is the story or allegation true? Are you sure?
2. If the news agency has made an error, ask them to correct it. Sometimes, news agencies will run a correction or retract a statement if it is a mistake.
3. If the negative coverage is true, don't lie or try to cover up. (This only makes for a better press story.) If necessary, issue a statement presenting your perspective and leave it at that.
4. Don't make a bad situation worse. Sometimes, it is better to let things "blow over" than to call more attention to the problem by complaining and possibly attracting more negative coverage.
5. If the negative coverage seems to be the result of an individual reporter, avoid any future contact with that person.

From 10.3 Use the Media

APPENDIX 6**SAMPLE NEWS ADVISORY**

CARE International
FOR IMMEDIATE RELEASE

EVENT: CARE International, GREEN, and SVM to release report linking children's health crisis to water pollution in Macondo and calling on local factories to stop industrial dumping. Village tour for media will be provided through areas worst hit by pollution. Industrial waste has washed up on shores where young children play. Experts say deaths are linked to pollution.

DATE: July 10, 2001

TIME: 12:00 noon

LOCATION: Macondo village community center – 21st and main street, Macondo.

DIRECTIONS: From center of town, take rte. 1 north for 10 km, turn left on central avenue and drive into village center. Take second left onto main street. Center is 2 blocks on your right.

FOR MORE INFORMATION CONTACT:

Sam Konga
Community Relations Officer
SVD
555-3030

Suzanna Mkimbe
Assistant Director, GREEN
555-1010

Joi Nandere
CARE Press Officer
555-2020

If you have good visuals,
insert your photo here.

From 10.3 Use the Media

APPENDIX 7

SAMPLE NEWS RELEASE

CARE International
FOR IMMEDIATE RELEASE

July 10, 2001

CONTACT: *Joi Nandere, CARE Press Officer*
555-2020

Macondo - Village Community Center. Today, CARE International and local environmental groups GREEN and SVD issued a report alerting the public to a growing children's health crisis in Macondo. Dozens of children have died from an outbreak of diarrhea that has been devastating the region for 18 months. All three organizations called on the Minister of the Environment to issue regulations limiting industrial waste dumping in the Kanga River, which flows through Macondo.

The report was released at the Macondo village community center, where the organizations gathered to address community leaders and the media. The three nonprofit groups led a tour of the village, through riverside areas where industrial waste had washed ashore near a playground.

CARE International's Country Director, John Lewis, said, "Like others who live and work in Macondo, we are extremely concerned about the unusually high rates of child mortality in this region. The study we are releasing today shows a strong link between rising pollution levels and a sharp increase in the incidence of diarrhea, the leading cause of death among Macondo's children under five."

Mary Ahara, Chief-of-Staff for SVD, said, "This report, prepared over the last 14 months, is the work of top health and pollution experts in the country. There can be little doubt now that our children are dying from pollution. If industry will not change its practices, the government must intervene immediately in the people's interest." The report, which was commissioned with the assistance of the Central University environmental health department, documents pollution levels in the river by Macondo and shows a strong correlation with diarrhea outbreaks among Macondo's children.

Michael Owongo, Executive Director of GREEN, which co-sponsored the study, said that the community has been closely consulted and stands firmly behind the report's recommendations. "The Macondo community whole-heartedly supports these findings. There can be no more needless deaths. Now that they understand the problem, they want to know, what will the government do to help them find answers?"

Owongo continued, "The Ministry of the Environment has the authority to propose regulations in this area. We have learned that there are technologies that can cut water pollution levels substantially, saving children's lives without cutting needlessly into the profits of our local industries. There are win-win solutions here and we owe it to the people of Macondo to find solutions urgently. With children's lives at stake, there is no time to waste."

– END –

APPENDIX 8

COMMENTARY: What is it? How do I write it?

The most frequently used formats for commentary are letters to the editor or essays addressed to a newspaper, magazine, or journal. Letters to the editor tend to be short, and address a specific fact or opinion previously published in that media source. This is a good format if you want to call attention to something that was mistakenly reported, or a specific issue that you can address in just a few paragraphs. Essays are longer, usually about 800 words.

COMMENTARY	NEWS PIECE
Promotes a public policy position that affects the community	Reports on an event that affects the community
Emphasis on making arguments	Emphasis on presenting facts
Calls attention to a cause	Calls attention to something that happened or will happen
Usually written	May have a visual component
Delivers a message (primarily)	Tells a story (primarily)

When writing a commentary essay, a few rules of thumb are:

1. Write a strong leading paragraph that grabs the reader's attention. For example, cite an interesting statistic, use a famous quote, or use a metaphor that you use throughout in your piece.
2. The first paragraph should make your main point clear.
3. Use a small number of strong supporting arguments to make your case.
4. Acknowledge alternative interpretations or opposing arguments (and rebut them).
5. Your final paragraph should return to the theme of your first paragraph.

From 10.3 Use the Media

APPENDIX 9

SAMPLE POSITION STATEMENT

A Joint Statement on Sudan by MSF International, Care International, Save the Children Fund and Oxfam GB

22 October 1998

In the Sudan today, millions of people are at risk from hunger and starvation, millions more have been forced to leave their homes, and families have been torn apart by violence and death. Epidemics and hunger have once again thrown Sudanese society into turmoil. The ongoing humanitarian crisis has now reached an unimaginable and extraordinary level of tragedy. The international humanitarian response over the years has failed to effectively address the crisis. It is imperative that the international community act now to improve the humanitarian response, acting to guarantee:

- ◆ Unrestricted access to all populations in need;
- ◆ Increased commitment of resources; and
- ◆ Increased respect for humanitarian principles and increased accountability for the flow of aid.

The current civil war is only the latest phase of ongoing conflicts over the past forty years. The war has caused millions of civilian deaths, massive displacement, the de-population of the south of Sudan, the collapse of the rural economy, the collapse of local governance, increasing local instability and ethnic hostilities and the collapse of political accountability of the government and rebel movements of the Sudan to their own citizens. The majority of Sudanese are impoverished and deprived of any future opportunity by the continuing crisis. The parties to the war are all responsible for massive human rights abuses and the dispossession and looting of the Sudanese people. Sudanese society is now so weakened, that if the conflict continues, further humanitarian disasters are inevitable. Famine, death and despair are becoming constant specters, haunting the Sudan. Peace is the only hope for progress and to prevent further humanitarian catastrophe. The international community must unite to:

- ◆ Recognize their responsibilities for the support of the development of peace in the Sudan;
- ◆ Collaborate to build sufficient international consensus to generate a forceful and positive lobby for peace - as there is no possible military solution;
- ◆ Support a local solution to the conflict (fully incorporating all members of Sudanese society and the regional powers/states);
- ◆ Commit to supporting the implementation of a peace agreement; and
- ◆ Commit to longer-term assistance to ensure equitable re-construction of the basis of Sudanese society, in order to increase the motivation of local leaders to seek peace.

From 10.3 Use the Media

Notes/Comments





