

ADVOCACY WORKSHOP INFO NOTE

DEFINITIONS, ETYMOLOGY, CONCEPTS AND PRINCIPLES

Etymology

Advocacy

Advocate: "one whose profession is to plead cases in a court of justice" – (Roman law)



Avocat (french): "barrister, spokesman,"



Advocatus (latin): "one called to aid; a pleader"



Ad + vocare (latin): "to call" (as witness or advisor)



Vocem (latin): "to voice".



Definitions: Advocacy

- Pleading for, defending or recommending an idea before other people.
- Speaking up, drawing a community's attention to an important issue, and directing decision makers toward a solution.
- An action directed at changing the policies, positions or programs of any type of institution.
- The process of people participating in decision-making processes which affect their lives.
- Attempt by CSOs to influence public policy for a common benefit/good
- Aims to request policy or law changes or contribute to the changes made
- Advocacy refers to organized efforts by citizens to influence the formulation and implementation of public policies and programs by persuading and pressuring state authorities, international financial institutions, and other powerful actors.
- The process of using information strategically for influencing decision-makers in changing laws or policies for the benefit of marginalized groups.

Approaches

Advocacy for public benefit specifically aims for legal change. Generally carried on by experts such as lobbyists and/or media experts, in the form of large-scale campaigns and aims to orient public resources towards large-scale public benefit.

Example: Amnesty International; Greenpeace

Human centred advocacy: based on the idea that politics is not an expertise area, aims to empower poor and societally excluded groups so that they can influence policy decisions that directly affect their lives.

Example: Jubilee 2000 Campaign

Participatory advocacy is based on the idea that democratic governance is also the duty of the citizens as much as the states and aims to enlarge public sphere and limits of citizenship by including different segments of civil society in decision making.

Example: an advocacy activity demanding from the government to develop participation mechanisms for increased transparency and accountability in preventing corruption.

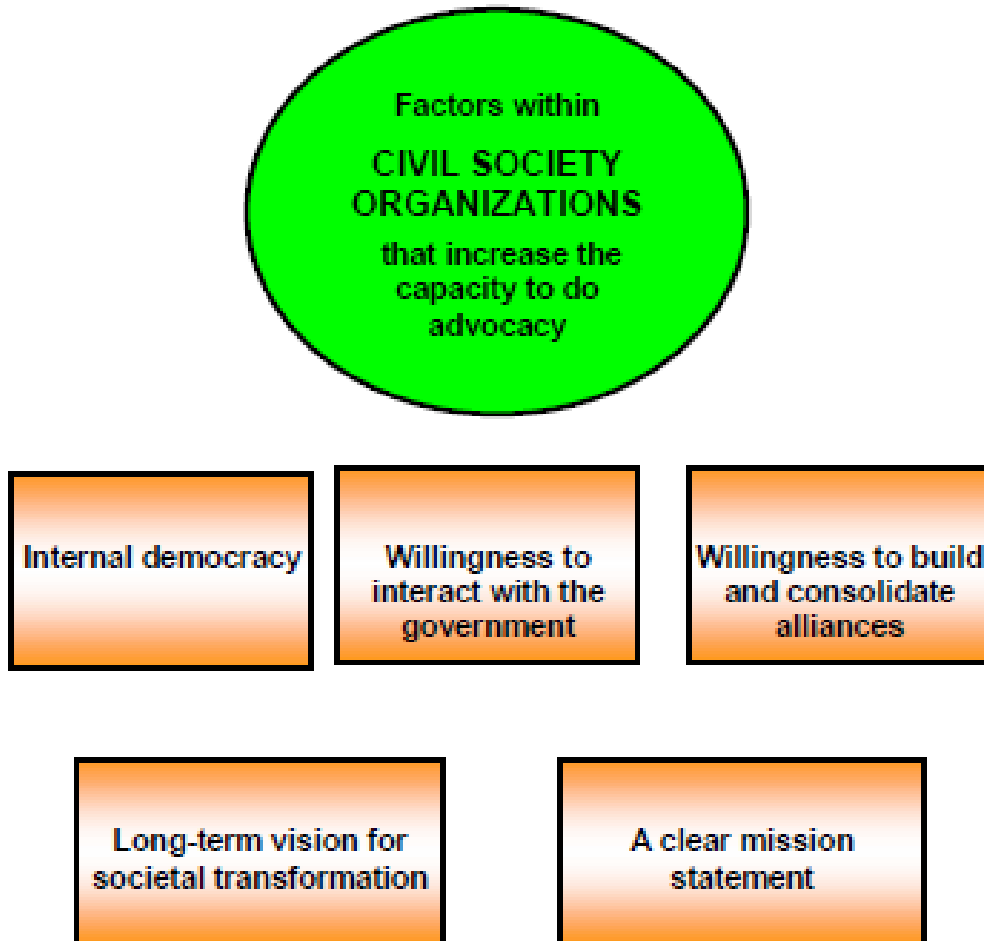
Citizen and rights-based advocacy is based on the idea that citizenship is a sphere of rights and responsibilities. It includes advocacy attempts that aim to protect existing rights of different groups, and to enhance and improve the realm of rights for their needs. In addition to the laws and their implementation, this approach takes into consideration the existing societal values and culture with regards to the issue at hand.



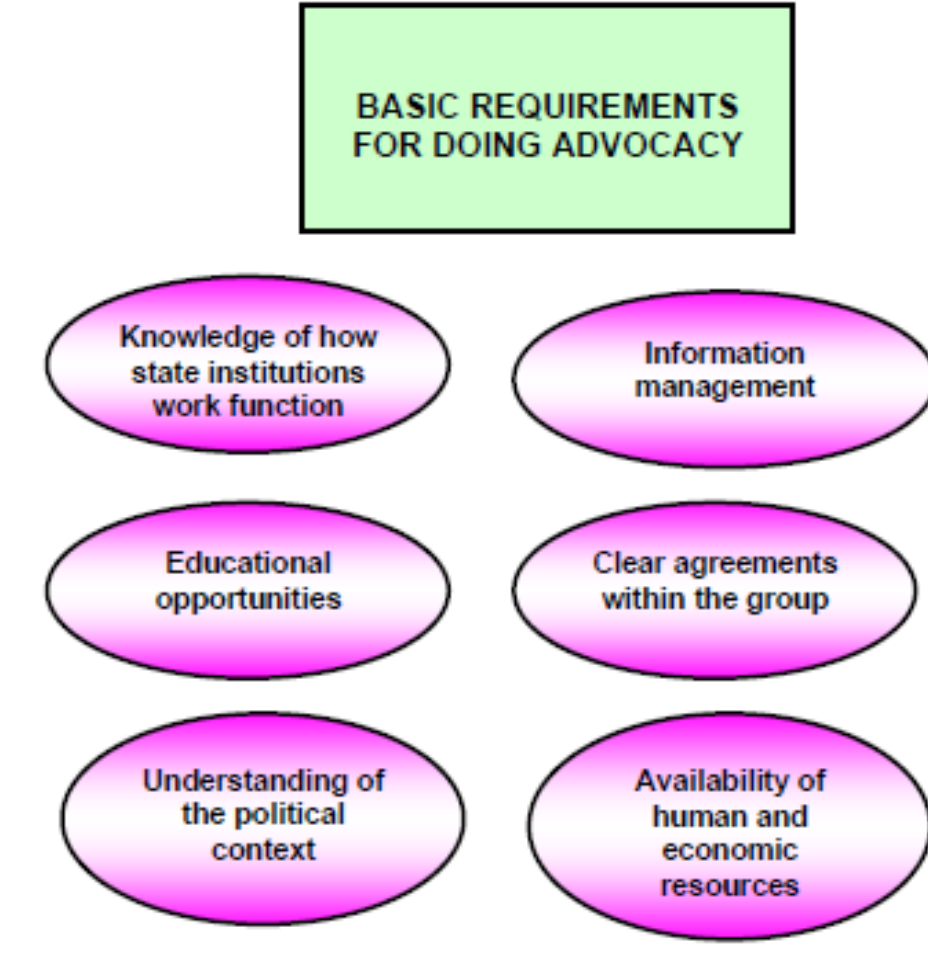
Possible Roles for CSOs in Advocacy Actions

- CSOs as **auditors**, continuously monitor policies around and about the issue they identified.
- CSOs as **advocates**, develop solutions for the issue they identified and conduct activities to make sure that these solutions are implemented.
- CSOs as **service providers**, the organization might develop a solution or a model to solve the problem they identified and implement it at micro-level (piloting). Thereby, they can advocate for the implementation of this solution or model at a wider-scale (local, national or international), based on the results they achieve and lessons learned that emerged.

Factors Effecting the Success of Advocacy Activities



Basic Requirements for Doing Advocacy



Steps for Advocacy

1. Identification and analysis of the problem/issue
2. Identification of advocacy objectives
3. Analyse the decision-making space
4. Analyse channels of influence
5. Organizational Analysis (e.g. SWOT)
6. Design advocacy strategy
7. Develop an action plan
8. Carry on continuous monitoring & evaluation



Step 1: Identification & Analysis of the Problem/Issue

The problem selected should be solvable through advocacy actions either in public policy and/or other similar policies and it should relate to the mission and vision of the group.

Three main criteria should be emphasized in prioritizing a problem to be addressed through advocacy. The problem should be:

- Politically and technically feasible to solve
- Deeply felt by a significant section of society
- Motivating for the group.

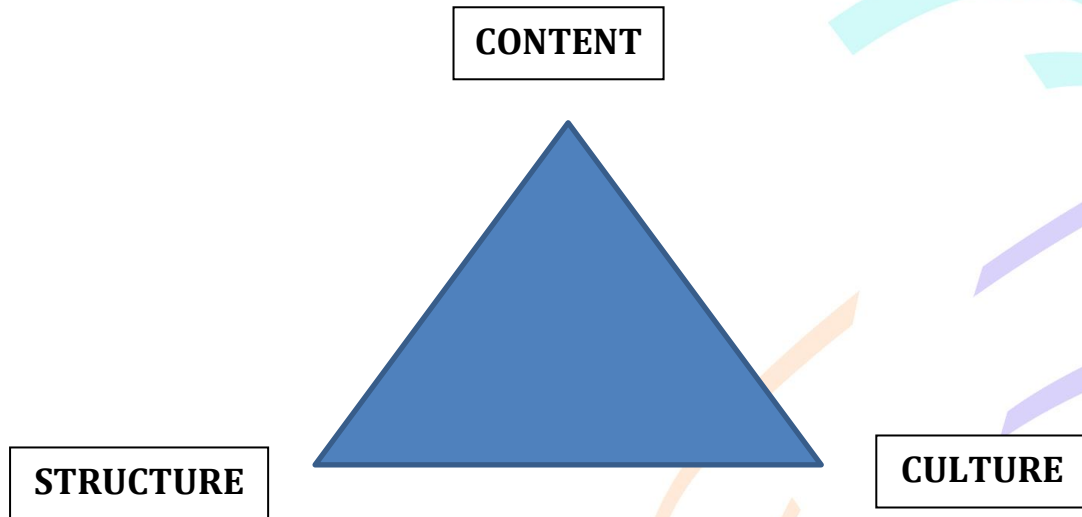
Problem/Issue Analysis

First and foremost, the identified problem/issue should be analysed. The aims for this step in analysing and developing a strategy are to identify:

- How laws and policies are creating the problem/issue or exerting further problems/challenges; and how they might contribute to its' solution?
- What are the information gaps/needs to finalize the analysis and mapping?

TRIANGLE ANALYSIS

In this methodology, the problem/issue are analysed under three categories: content, structure and culture.



Content is the laws, legislation, budget, etc. related with the problem/issue you identified.

Example: for a CSO aiming to combat with against violence against women, if there are no laws laying down violence against women as a crime, development and adoption of such a law can be a part of the solution. Or if law(s) and policies exist but are not given sufficient state budget so that they cannot be implemented, this is a part of the problem. Hence, content is not only about laws or policies but also about institutions and budget.

Problem: Violence against women

- *Laws: There is a specific law on violence against women + Local governments legislation makes municipalities responsible for building shelters + there is a Prime Minister's Decree on building shelters towards municipalities*
- *Institutions: There are no state shelters that women violence survivors can go*
- *But the municipalities are not obliged to build shelters + they do not have enough budget for it*

You can ask questions such as the following:

- Are there any laws or policies contributing to the problem/issue by protecting the rights and benefits of one group over another?
- Are there any special laws, legislation, or policies regarding the problem you identified?
- Do decision makers spared enough budget for the implementation of the relevant law or policy?

Structure is the official and/or un-official mechanisms for the implementation of a law and/or policy; such as police, ministries, courts, education & health programs, etc. Among these mechanisms, police, courts, hospitals, ministries, agriculture, business, education, health programmes can be included. The analysis on structure, might also include local, national and international level governments, CSOs, media and business circles.

Example: (continued)

- *Police are not always implementing relevant law, because there is no monitoring or sufficient vocational education and/or training;*
- *Education and knowledge of judges and prosecutors are not sufficient regarding the specific national and international level legal framework;*
- *State institutions are not recording, compiling or recording gender differentiated data for efficient monitoring of violence against women cases;*
- *There are no local and easily accessible legal counselling system in place. Bar associations are providing this service but only at city centrals.*



You can ask questions such as the following:

- Do police, courts, executive boards, (or any other relevant body) are equally implementing the law(s)/policies related with your problem?
- Do the courts (or any other relevant body) ensure solutions for problems without discrimination?
- Is the legal/decision-making system, expensive, corrupted, or closed for access of some segments of society?
- Do the existent programs and/or services provided excluding some segments?
- Is there a monitoring system for the implementation of policies? Who is monitoring?

Culture analysis include an analysis of values, behaviours and attitudes which influence perceptions of people towards a specific issue. Religion, customs, habits, class, gender, ethnicity, age, etc. also plays an important role on values and behaviours.

Example: (continued)

- *Women survivors of violence are not aware of their rights*
- *Some women believe that violence is “normal” and they deserve it*
- *Their families and friends put pressure on women not to go to police and to find a solution among the family*
- *Traditional gender roles put women in a difficult position since they do not want to leave their children at home; they internalize weaknesses that have been preached upon them since they were born;*
- *Media represents women survivors of violence in a negative and stereo-typical manner.*

You can ask questions such as the following:

- Are there political/social values or beliefs contributing to the problem/topic?
- Do cultural beliefs contradict with fundamental rights?
- Do all people (including males, females, lgbti, etc.) are aware of their rights? Can they use those rights?
- Do family or societal pressures obstruct individuals to find fair/just solutions to their problems?



Step 2: Solutions / Advocacy Objectives

By developing solutions for each of the points identified during the triangle analysis, a specific map of a holistic solution to the problem/issue is created.

- **Solutions for content** could be: new policies, laws, procedures, budgets or amendments/changes in existing legislation or budgets, etc.
- **Solutions for structure** could be: conducting trainings for the groups who are responsible for the implementation of the legislation/procedures; monitoring and announcing the accountability of relevant institutions; advocate for the sanctioning of court decisions; advocate for the inclusion of excluded segments of the society in social programs, etc.
- **Solutions for culture** could be: raising awareness on rights and violations; advocate against institutions or laws which make discrimination, etc.

Your advocacy strategy will include a set of solutions you developed for each of the three categories of the triangle analysis. It is generally advised that one solution for each three categories are covered in the strategy.

Example: (continued)

Issue: Combating with violence against women

Advocacy Strategy Objectives

- *Advocate for increased state budget for shelters and legal change to make it mandatory for each municipality to open at least one shelter (content)*
- *Conduct trainings towards judges and prosecutors for proper implementation of existing laws (structure)*
- *Run an awareness raising campaign to raise women's awareness on their rights (culture)*



Information Compilation Plan

Don't forget that advocacy is using information strategically. It is necessary to plan an information compilation, for the information or data gaps/needs you identify while working on your triangle analysis. This is absolutely necessary for an efficient advocacy strategy. You can use the following table and develop an information compilation plan:

Information / Data To Compile	From where? Whom?



Lessons Learned 1

How to make
advocacy
proposals more
precise?

**MOVE FROM DEMANDS
THAT ARE:**

- General
- Abstract
- Confusing and subjective
- Directed toward everyone and no one
- A lengthy list
- So broad that they will never be achieved

TO PROPOSALS THAT ARE:

- Concrete
- Specific and precise
- Clear and objective
- Realistic
- Targeted directly at the person or persons with decision-making power
- Clear about what we want
- Achievable
- Helpful in evaluating the impact of our advocacy efforts



Lessons Learned 2

LESSONS LEARNED

**Focus on one demand.
Long lists of demands
are not advocacy
proposals.**

**Make proposals
specific. General
proposals are
ambiguous, can be
interpreted in different
ways, and do not solve
the problem.**

**Ensure that there are
mechanisms for
participation.**

**Direct the proposal at
the body or person with
decision-making power.**

**Consult others about
the proposal before
launching it.**

**Be certain that the
proposal responds to
the problem.**



Stakeholder Mapping / Allies and Opponents

Groups/institutions below are fundamental stakeholders of nearly all advocacy initiatives:

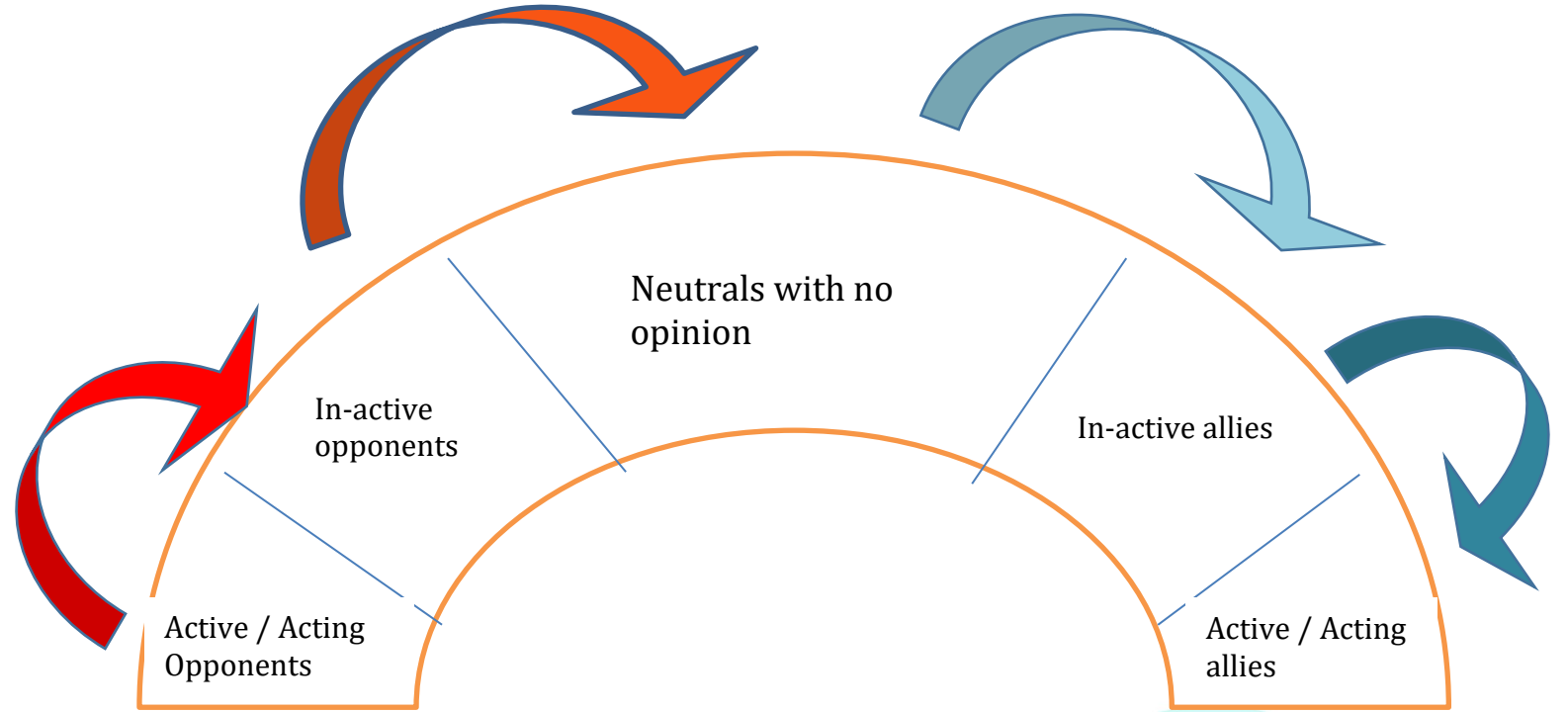
- State: Presidents, prime ministers, governments, local administrations, municipalities, state officials at decision-making positions, MPs, mayors, etc.
- Academy: Universities, academicians, scientists, researchers, etc.
- Civil Society: civil society organizations, political parties, labour unions, citizen initiatives, university clubs, etc.
- Media: both traditional and social media institutions/groups, individuals, citizen's journalists, etc.
- Business world: companies, chambers, etc.

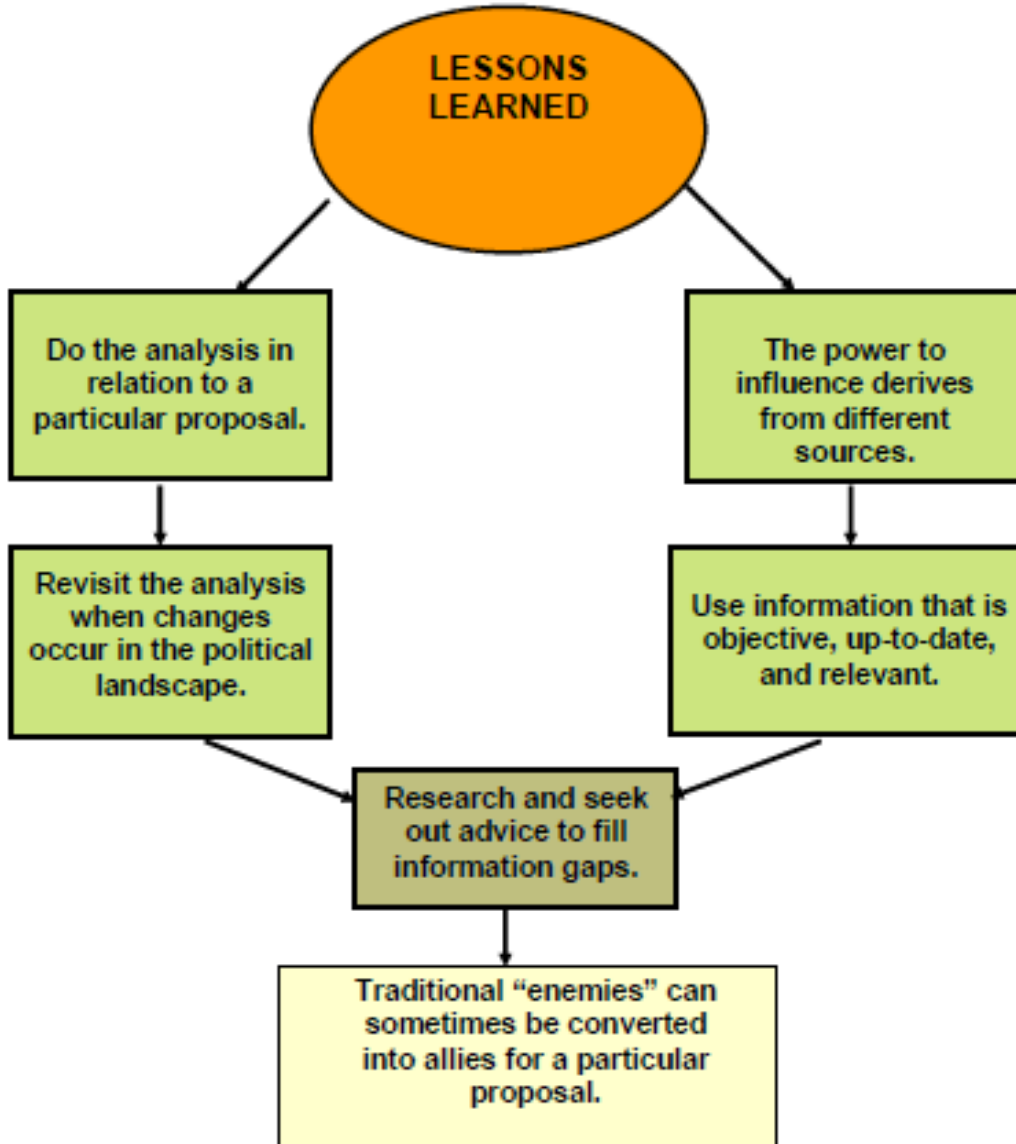
Identifying your allies and opponents (existing and potential) within these groups is of utmost importance in achieving your advocacy goals/objectives. You can use the table below to start brainstorming about your stakeholders. You will be more efficient if you fill the table in a very detailed manner rather than general (e.g. name of people rather than just saying MPs.)

State / Central, Local	Civil Society	Academy	Business World	Media



It will be beneficial for your advocacy strategy to categorize the individuals and institutions you listed according to the allies and opponents spectrum (as below). The most effective strategies/activities to be selected are those that will bring individuals/institutions in each group to move one step closer to where you are/stand. Do not forget that, it will necessitate an enormous amount of energy and time to transform/bring closer those who/which stand in the opposite position to where you are (active/acting opponents).





Advocacy Tools / Methods

The fundamental advocacy tools/methods are:

- Lobbying
- Organizing
- Education and Awareness Raising
- Media/Press Work
- Mobilization

It would best if you integrate all these different methods in your strategy. However, some advocacy goals/objectives and/or specific groups you want to influence might necessitate a more focused approach and you might want to concentrate your efforts on only 1 or 2 of them. For example, if within an advocacy strategy implemented for the rights of marginalized groups, a large scale awareness campaign is raising security risks or decision-makers will be put under a negative public pressure, you might want to opt for a strategy which only include lobbying and education.

Tool / Method	Possible Activities
Lobbying	Direct visits with the decision-maker Direct visits with other key actors Informal ways of influencing (dinners, relatives, etc.)
Organizing	Assemblies Meetings Leadership workshops House-to-house visits Training Institutional strengthening Formation of coalitions Formation of work commissions Coordination meetings
Education and Awareness Raising	Research Forums Workshops Seminars Publications Videos Popular theater Home visits Artistic festivals Civic education campaigns
Media / Press Work	Press conferences Interviews Paid ads Visits to editorial boards Articles Letters to the editor



	Investigative reporting Events to cultivate relationships with journalists (breakfasts, cocktails, etc.)
Mobilization	Strikes Marches Take-overs Flash-mobs Vigils Sit-ins

Table of Advocacy Strategies

Strategy	Usefulness	How to do it	Practical Advise
Lobbying	<ul style="list-style-type: none"> Communicate the proposal to others. Get to know the positions of key actors and of the decision-maker. Fine-tune the power map. Improve our arguments. Motivate allies and persuade the person with decision-making power and undecided persons. 	<ul style="list-style-type: none"> Identify and prioritize actors who will be targeted for lobbying. Set objectives and goals for each targeted person. Analyze the positions, interests, and motivations of key actors in relation to the proposal. Develop arguments to use with each person. Be clear about conclusions that are reached and agreements that are made. Evaluate the meeting. Do follow-up. 	<ul style="list-style-type: none"> Prepare adequately for meetings. Set a date and time for lobbying visits. Decide ahead of time what agenda items will be discussed during the visit. Limit our messages and arguments to a small number of key points. Name spokespersons for the group and decide what points they will stress in each lobbying visit. Formalize agreements by putting them in writing. Identify other ways of influencing the person we are lobbying. Follow up with the people who have been visited. Be clear about what is and what is not negotiable. Keep in mind the type of decision-making power or influence exercised by the people who are lobbying.
Organizing	<ul style="list-style-type: none"> Form and strengthen the group or coalition that will participate in an advocacy initiative. Decide together on an internal structure for the group or campaign doing advocacy. Motivate the affected population and 	<ul style="list-style-type: none"> Figure out who will be part of the core group that is in charge of the campaign. Define mechanisms for communication and for decision-making. Decide how to manage economic resources that are contributed to the campaign. 	<ul style="list-style-type: none"> Find creative ways to communicate our message to groups interested in supporting the proposal. Search for ways that the population affected by the problem can participate and contribute its strengths to the effort.



	incorporate it in the advocacy process.	<ul style="list-style-type: none"> • Meet with groups, organizations, or sectors with similar interests, telling them about the advocacy proposal. • Ensure that the core group has enough time and human, material, and technical resources available to function well. • Create committees with responsibilities for a particular aspect of the campaign (e.g. fundraising, press work). • Put in place mechanisms for monitoring and evaluation. • Find effective mechanisms to communicate with the affected population. • Develop ways for the affected population to participate in the campaign. 	
Education & Awareness Raising	<ul style="list-style-type: none"> • Gather and share information. • Make people aware of the problem and proposed solution. 	<ul style="list-style-type: none"> • Identify individuals, groups, and/or sectors (audiences) whose sensitivity we want to raise. • Set objectives and goals for education and for raising sensitivity about the problem. • Develop issues and general arguments. • Determine the methods that will be used to do education and sensitivity-raising. • Carry out the activities. • Evaluate. • Do follow-up. 	<ul style="list-style-type: none"> • Prioritize the target audience or audiences. • Keep in mind the factors of time and resources. • Make sure that the people who are planning and implementing this strategy are adequately equipped to do so. • Educate and raise sensitivity with a view to generating enough social power to influence the decisionmaking process on the advocacy proposal. • Be creative about finding cheap and effective ways to educate and raise sensitivity. • Ask for the support of individuals and institutions with similar interests and perspectives.
Media & Press Work	<ul style="list-style-type: none"> • Place the issue on the public agenda. • Build the group's credibility as a source of information. 	<ul style="list-style-type: none"> • Define objectives for the media strategy. • Target the audiences that we want to reach. • Formulate the message. 	<ul style="list-style-type: none"> • Bear in mind the characteristics of our target audience when crafting our message for the press. • Think about the content, language, source, format,



	<ul style="list-style-type: none"> • Shape public opinion that is favorable to the proposal. • Place pressure on the decision-maker. 	<ul style="list-style-type: none"> • Analyze and prioritize different media outlets. • Carry out activities that will help us gain more media access. • Evaluate on an ongoing basis. 	<p>timing, and placement of the message.</p> <ul style="list-style-type: none"> • Be creative and bold to attract the attention of the press and convince them of the importance of the issues. • Do intensive follow-up with specific journalists and media outlets. • Offer complete and objective information in order to raise our credibility as a news source.
Mobilization	<ul style="list-style-type: none"> • Get the attention of the press. • Involve the affected population. • Generate political will for lobbying and negotiation. • Put pressure on the decision-maker. 	<ul style="list-style-type: none"> • Identify and prioritize those actors that we want to influence. • Set objectives with a view to maximizing our power to influence. • Assess our capacity to mobilize. • Determine what type of mobilization is needed. • Set the place, date, and schedule of the mobilization. • Develop our messages. • Delegate tasks. • Announce the activity and invite individuals and/or groups to participate. • Do advance work with the press. • Communicate the results of the activity. • Do follow-up. 	<ul style="list-style-type: none"> • Plan mobilizations that will increase the level of sympathy for the issue and complement other advocacy strategies. • Effectively communicate the motive of the mobilization. • Ensure that the mobilization is held at an appropriate time in the decision-making process and on a day and time when there will be maximum participation. • Ensure that the mobilization demonstrates social power in support of the campaign and not the lack thereof. • Take measures to avoid repression and violent confrontations. • Keep the population interested and informed after the mobilization.



Advocacy Strategy Action Plan

When you finalize all above stages of analysis, there is only one step left to start implementing your advocacy strategy: devising a concrete action plan! You can use the table below for this step:

Goal / Objective 1					
Activity	Target Individual(s) / Institutions	Result Indicator	Responsible Person	Date time	Resources
Goal / Objective 2					
Goal / Objective 3					



LESSONS LEARNED

Planning group
should be small but
representative.

Define indicators for
each activity.

Create commissions
and define their
responsibilities.

Revisit the
strengths and
weaknesses that
have been
identified.

Determine the dates
on which activities
will occur and
ensure they are in a
logical sequence.

Ensure institutional
backing from
participants.

Distribute tasks
among several
different people.

Write the plan and
distribute it to
member
organizations.

Raise the necessary
resources.



RESOURCES

SAVUNUCULUK VE POLİTİKALARI ETKİLEME, İstanbul Bilgi Üniversitesi Yayınları / Advocacy and Influencing Policies, Istanbul Bilgi University Publications
<http://stk.bilgi.edu.tr/media/uploads/2015/01/31/SAVUNUCULUK.pdf>

STK'LAR İÇİN SAVUCUNUCULUK REHBERİ, STGM / Advocacy Guide for CSOs, STGM
<http://panel.stgm.org.tr/vera/app/var/files/s/a/savunuculuk.pdf>

MANUAL FOR FACILITATORS OF ADVOCACY TRAINING SESSIONS, WOLA & CEDPA
<http://www.wola.org/sites/default/files/downloadable/Advocacy%20Training/past/manual%20complete.pdf>

