

Advocacy & Lobbying Skills



Community
Appraisal &
Motivation
Programme



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Community Appraisal & Motivation Programme (CAMP)
Advocacy and Lobbying Training Manual

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Manual developed by: Ms. Saima Munir & Ms. Shabina Ayaz for CAMP
Editing: Zunera Rais & Rabia Khan
Design & Layout at CAMP by: Shahid Ali

Copies and more information available from:

CAMP Head Office
House 25, Street 63, F-10/3
Islamabad, Pakistan.
Tel: +92-51-2297647 Fax: +92-51- 2297648

Email: publications@camp.org.pk - camp@camp.org.pk
Download from www.camp.org.pk

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Advocacy and Lobbying

This training manual was developed after a detailed consultative workshop with members of Community Based Organizations from the FATA, in November 2009. The other four thematic areas that were prioritized during the consultation included: Communication and Presentation, Conflict Resolution, Human Rights and Democracy, and Project Planning and Management.

Keeping in mind that emerging grassroots organizations have little or no exposure to training in these areas, this training manual and the workshop that was conducted based on this guide, are a first step towards creating better understanding of advocacy and lobbying.

We hope this manual and the others in the same series will be as useful for you and your organization, as they have been for CAMP and its partners.

We regret any errors, and look forward to receiving feedback at:
publications@camp.org.pk or camp@camp.org.pk

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Session 1: Introduction

Objective: At the end of the session the participants will:

- Get to know each other
- Regarding Profession

Duration: 60 minutes

Method: Group Activity

Material Needed: Zopp Cards, registration forms, two baskets.

Slides: 1-2

Ask the participants to fill in the registration forms before the workshop.

1. Welcome the participants and ask a volunteer to recite the Holy Quran.
2. Thank the volunteers and let the participants know that they are here for three days for an interactive session and organized work. Ask them to write down their one good and bad habit, each on separate paper.
3. Ask the participants to share loudly their good habit and throw the paper inscribed with bad habit.
4. Ask the participants to relinquish their bad habit and learn the good habit so as to serve the main purpose of this workshop.
5. Ask two or three participants to share what they had in their mind when they received the invitation for the workshop. Give them yellow cards to write down their fears and expectations before coming to this workshop.
6. Allow the participants to share their fears and expectations.
7. Applaud their participation and tell them with the help of slide 1, the objectives of the workshop.
8. With the help of slide 2 explain the three days program.
9. Now prepare a code of ethics for the workshop. Tell participants to follow strictly the workshop rules and never come late for the session. Otherwise they would be fined rupees 5 and if the resource person breaks rule, he/she will pay Rs. 50.
10. Conclude the session by thanking the participants for their cooperation.

Session 2: Situation Analysis

Objective: Participants would be able to understand the basic ingredients of situation analysis.

Duration: 60 minutes

Method: Discussion

Material: Flip Charts, Markers, Zopp Cards

Slides: 1

Group work: 30 minutes

Process:

1. Divide the participants into four or five groups and ask them to write down the procedure of solving a problem.
2. Acknowledge their efforts and explain the AAA process to resolve a problem.
3. Tell participants that it is an approach that gives opportunity to the people to resolve problem after a deep analysis of the problem. It starts from what and ends at the solution.
4. Sum up session with the revision of important points.

Trainer note:

1. Give 20 minutes for group work.
2. Tell them to select a person among them to facilitate the group; one for time keeping and one person for presentation.
3. Tell them to give chance to everyone in the group to express his/her thoughts.
4. Give them 5 minutes for presentation.

Session 3: State and Power structure

Objective: Participants will be able to understand the state structure and power concentration.

Duration: 60 minutes

Method: Discussion, group work

Material: Flip Charts, Markers, Zopp Cards

Slides: 4

Process:

1. Tell participants that it is very important to understand the power structure before going for the resolution of problems. It is very important to understand the state structure and analysis of power.
2. Ask participants what they understand by state. Note down their responses and with the help of slide 1, define state. Also explain the state structure, that state stands on three pillars: legislature, judiciary and administration.
3. Also present the words "market" and "civil society" on forum and ask participants what they perceive from these words. After their responses, with the help of slide 2 and 3, give them the definition of both words.
4. Ask participants what is the hierarchy of power in tribal society. Listen to them with complete attention.
5. In group work, tell them to draw a map of power; it means that who is holding power in government, market or civil society.
6. Tell participants that whenever we analyze the power structure we come to know that the government machinery is holding the power and it uses power as a tool of control.
7. Tell the participants that if we want to resolve our problems we need to identify the specific state organ that can help us in resolution of problems.
8. Sum up session with the revision of important points.

Trainer note:

1. Give 30 minutes for group work.
2. Tell them to select a person among them to facilitate the group; one for time keeping and one person for presentation.
3. Tell them to give chance everyone in the group to express his/her thoughts.
4. Give them 5 minutes for presentation.

Session 4: Community and Social Mobilization

Objective: Participants will be able to understand the Concept of community and social mobilization.

Duration: 120 minutes

Method: Discussion, group work

Material: Flip Charts, Markers, Zopp Cards

Slides: 6

Process:

1. Tell participants that in this session we will understand what a community is. Understanding community will help us to arrange our advocacy strategies that will speed up the change process.
2. Ask participants what they understand by community. Note their points and share the definition of community with the help of slide 1.
3. Ask the participants what the characteristics of a community are. Note their responses and encourage their participation. With the help of slide 2 explain to them the characteristics of community.
4. Ask participant if they had assessed the community before starting their work. Listen to them attentively and ask questions from time to time about their process. Then with the help of slide 3 explain the elements that are helpful in assessing the community.
5. Now send the participants in group to draw a problem tree about the issues prevailing in their area.
6. After their presentation, ask them how they will resolve these problems. Note their points and tell them about the social change that it is the organizational process that brings change in the social institutions i.e. home, family, state media.
7. Ask participants about what they think of how the social change will take place. After their responses, introduce the concept of social mobilization with the help of slide 4.
8. With the help of slide 5 explain the different tools of social mobilization.
9. Conclude the session by telling them in brief about the next session.

Trainer note:

1. Give 30 minutes for group work.
2. Tell them to select a person among them to facilitate the group, one for time keeping and one person for presentation.
3. Tell them to give chance to everyone in the group to express his/her thoughts.
4. Give them 5 minutes for presentation.

Session 5: What is Advocacy?

Objective: Participants would know the meaning of advocacy

Duration: 45 minutes

Method: Discussion

Material: Zopp cards, Flip charts and markers

Slides: 1

Process:

1. Inform the participants that advocacy is an important element in social mobilization.
2. Distribute the zopp cards and ask them to write down the definition of advocacy.
3. Ask few of them to read loudly the definition.
4. Appreciate the process and use slide 1 to define advocacy.
5. Inform participant's that advocacy being a set of activities is only successful when it is done in an order. Advocacy needs patience and consistency as it is a process to bring about positive change in policies.
6. Ask participants the various stages of advocacy and after their answers, use slide 2 to let them know the different phases of advocacy.

Trainer note:

1. Give 20 minutes for group work.
2. Tell them to select a person among them to facilitate the group; one for time keeping and one person for presentation.
3. Tell them to give chance to everyone in the group to express his/her thoughts.
4. Give them 5 minutes for presentation.

Session 6: Why Advocacy?

Objective: Participants will be able to know the importance of advocacy.

Duration: 45 minutes

1. Tell participants that as we discussed that what advocacy is, now we will discuss why we need it.
2. Send participants again in a group to discuss why advocacy is important. Ask them to present the essence of their discussion.
3. After the group work presentation, use slide 1 to further explain why advocacy is important.
4. Wind up the session while highlighting the important points of the session.

Session 7: Goals and Objectives

Objective: To define goal and objectives for advocacy.

Time: 60 minutes

Methodology: Plenary, Group work

Material: Flip charts and markers

Process:

1. Select two teams consisting of two participants in each team. Ask first team to bring few candies, six spoons and two combs in five minutes. Task of the second team is to bring whatever they want with limitless time. Ask participants to observe both the teams carefully. Ask from the participants what they understand by this activity. Note down the answers on flip chart.
2. Tell participants that in the previous session we analysed the issue/problem. Now we will be in a position to develop a strategy of the issue. Tell them that before devising strategy, one should have clear mind on goals and objectives.
3. Tell participants that task without goal and objectives are like someone who is spending whole of the day on a bus stop without knowing where he/she wants to go.
4. Tell participants that resources and time are limited. One has to get goals and objectives within the set timeframe and given resources. Show slide one to the participants that objectives should be "SMART". Explain the term in detail.
5. Divide the participants into four groups and tell them that groups will be remaining same for coming days of the workshop.
6. Assign the task to the groups to set/identify goals and objectives of the issue. Provide the opportunity to the groups to discuss and share their objectives with each other.
7. Tell participants that they should note down that how much time each group spent on the given task.

Session 8: Target Group Identification

Objective: Participants will be able to identify the target group for the advocacy.

Duration: 30 minutes

1. Tell participants that it is very important to know the target group for the problem solution because if we could not identify target group, our efforts will be ruined.
2. Tell them that most of our problems need to be addressed by the government, it means solution to the problems remain with policy makers and are found in various state institutions and also with jirga.
3. Tell participants to go back to their groups and identify the targeted group for solution to their problem.
4. Appreciate their work and end the session.

Trainer note:

1. Give 15 minutes for group work.
2. Tell them to select a person among them to facilitate the group; one for time keeping and one person for presentation.
3. Tell them to give chance to everyone in the group to express his/her thoughts.
4. Give them 2 to 3 minutes for presentation.

Session 9: Alliance Building

Objective: Participants will learn the importance of alliance building in advocacy.

Duration: 45 minutes

1. Relate the story “Unity is strength”, which is the story of an old man having four son.
2. After the story, ask participants why this story was explained in advocacy.
3. Inform them that movements can never be practiced only by individuals. It needs cooperation and linkage building of civil society institutions to make advocacy effective and strong and it also helps to develop collective thinking.
4. Tell them that there are several institutions that are working on the same issue. In the first step we need to make them allies. On the next step we can make allies of the individuals who think that the issue should be resolved. With the help of slide 1, explain the advantages of a network.
5. Send participants again in the group to identify the institutions and individuals that can be helpful in their advocacy campaign.
6. After their presentation ask them how we can make alliance. After their response tell them that we can adopt different strategies for alliance building like sending them material, capacity building etc.
7. Conclude the session with revision of important points.

Session 10: Implementing Advocacy Strategy

Duration: 2 hours

Slides:

1. Recalling the previous sessions, inform the participants that advocacy needs proper planning and in this session we look into the steps that are needed in successful advocacy.
2. Ask them now what we need after we are done with planning to implement the advocacy policy. Try to involve those who are non-responsive and note their responses on Flip Charts.
3. Send participants back to group and ask them to form logical framework of advocacy policy.
4. Ask them what resources they need to form advocacy policy in their practical sketch.
5. Inform them that movements needs financial resources as well and we should know where could they come from so as to give them idea of fund raising.
6. Introduce them with the concept of monitoring. Use slide 4 to explain it and with the help of slide 5 highlight its uses and conclude the session.

Trainer note:

1. Give 60 minutes for group work.
2. Tell them to select a person among them to facilitate the group; one for time keeping and one person for presentation.
3. Tell them to give chance to everyone in the group to express his/her thoughts.
4. Give them 5-7 minutes for presentation.

Session 11: Communication Skills

Objective: Participants would know about the good communication skills and its importance in advocacy.

Duration: 60 minutes

Method: Discussion, role play

Material: Zopp cards, Flip charts and markers

Slides: 1-2

Process:

1. Tell participants that a successful advocacy campaign depends on best communication strategy. The message should be developed in such a way that it is easy to understand. Communication is a two way process; it includes message sending and receiving. Tell participants that listening is a skill but normally people speak to achieve their target. But successful people have good listening skills, they ask questions but prefer listening to speaking.
2. Tell participants that it is a challenge to develop best communication strategy for an advocacy campaign.
3. Tell participants before going into detail of communication skills that we will see two role plays that will tell us what the best communication skills are and what are the elements that affect these skills.
4. Ask participants what they have observed in both the role plays. Note down their points and with the help of slide 1-2 explain what communication is and what communication model is.
5. Sum up session with the message that communication skills play important role in life as well as in advocacy tool. Advocacy can be successful if communication strategies are well planned.

Trainer note:

1. The first role-play should demonstrate ineffective communication skills. The second should demonstrate good communication skills.
2. Select another facilitator or one of the participants to help you present the role-play. Take a few minutes to decide on the situation and the roles you are playing. Use the same situation for both role-plays. The topic can be anything. For example, a colleague who takes credit for your work or a manager who gives vague instructions for an assignment.
3. In the first role-play, both parties should demonstrate poor listening and speaking skills. Examples include:
 - Angry or defensive tone of voice,
 - Interrupting the speaker,
 - Lack of eye contact/rolling the eyes,
 - Sarcastic manner and tone,
 - Poor body language (slouching, wringing hands), and
 - Lack of clarity in expressing a position/opinion.
4. In the second role-play, both parties should demonstrate good listening and speaking skills. Examples include:
 - Making eye contact,
 - Good tone of voice,
 - Positive body language (sitting up straight, nodding head in agreement),
 - Paraphrasing the speaker,
 - Not interrupting, and
 - Asking for clarification.
5. Tell group 1 to present bad communication skill.
6. Give 15 minutes for preparations.
7. Tell participants to observe the both group.

Session 12: Use of Media in Advocacy Campaign

Objective: Participants would know about the techniques of writing press release or addressing press conference.

Duration: 60 minutes

Method: Discussion

Material: Zopp cards, Flip charts and markers

Slides: 1-2

Process:

1. Tell participants that in this session we will talk about the media strategies.
2. Tell them that we are living in the media age. Media is also very important element for a successful campaign along with all other steps. If the advocacy campaign does not exist in media, it simply means that it does not exist.
3. Ask participants what they mean by media. After their responses tell them that media is the way of mass communication. With the help of slide 1, explain the tools of media.
4. Ask participants if they have ever written a press release, and if yes ask them how they wrote it. After their responses, with the help of slide 2 give them tips of good press release.
5. Tell participants that sometimes it happens that instead of press release we conduct press conference. Ask them if they have ever conducted press conference, what measures they have adopted. Note their responses.
6. With the help of slide 3, explain them the way to conduct a press conference.
7. Conclude the session with the revision of important points.

Session 13: Lobbying

Objective: Participants would know about the lobbying and difference between lobbying and advocacy.

Duration: 60 minutes

Method: Discussion

Material: Zopp cards, Flip charts and markers

Slides: 1-2

Process:

1. Tell participants that we have learnt that we use advocacy tool for social change but that it is not only for social changes; we also need to bring change in policies and laws. Advocacy begins with an issue or problem that the network agrees to support in order to promote a policy change.
2. Ask participants what is lobby. Note their responses and with the help of slide 1 explain the word 'lobby'. Tell participants that difference between lobbying and advocacy is that lobbying can only be carried out with policy makers.
3. Ask participants why it is good to engage in lobbying. After their responses tell them that as we have learnt that advocacy is a tool for positive change in the same way we use lobbying tool for bringing change in policies and laws. With the help of slide 2 tell them why we need lobbying.
4. Tell the participants that like advocacy campaign we need to build strategies for lobbying. We need to identify target group and develop message for the lobbying.
5. With the help of slide 4, give the participants some tips about lobbying.
6. Tell participants that like advocacy, lobbying also involves several communication strategies. With the help of slide 5 explain them communication strategies for lobbying.
7. Conclude the session by thanking the participants as it is last session of the workshop.

(CAMP) Community Appraisal and Motivation Programme is a national non-profit and non-governmental organisation established and registered in May 2002. We work with some of the most underprivileged communities in the Federally Administered Tribal Areas (FATA) and North West Frontier Province (NWFP) of Pakistan; responding to emergencies, improving access to quality health and education, creating livelihood opportunities and working closely with communities and government departments to promote human rights, peace and security.

Communities for Change Project: Laying the Grassroots Foundation for Political Reform in FATA

Policies for FATA are made at the Federal level, leaving very little opportunity for the people of FATA to voice their needs and demands. And although the Government of Pakistan is taking steps to increase development spending in FATA, there is a need to facilitate and create a sustained and viable grassroots movement, which would assert and protect the social, political and economic rights of the people.

With support from the Embassy of the Federal Republic of Germany, CAMP initiated a 21-month project in May 2009, titled 'Communities for Change'. The objective of this project is to empower the people of FATA to claim and defend their social, political and economic rights, as well as actively develop their resilience to sectarian and inter-tribal conflict and influences.

The project will form and strengthen a sustained network of Community Based Organizations (CBOs) of local leadership in FATA, and build grassroots level capacity to tackle issues that are contributing to poor governance, underdevelopment, radicalization, deteriorating law & order, and violation of human rights, through partnership and networks. The project strategy will be CAMP's underlying strategy in all its work: to encourage active participation from all community members without any discrimination.

By the end of January 2011, the Project aims to:

1. Facilitate and transform a sustained network of Community Based Organisations (CBOs) of local leadership in FATA.
2. Establish local facilities for building grassroots level capacity to tackle issues that are contributing to poor governance, underdevelopment, radicalization, deteriorating law & order, and violation of human rights through partnership and networks.
3. Support and enhance advocacy efforts at the grassroots level for pressing social issues that affect the local communities in FATA.
4. Facilitate conditions for community mobilization, ownership and control of local resources.



Community Appraisal & Motivation Programme

H. 25, St. 63, F-10/3, Islamabad 44000, Pakistan.

Tel: +92-51-229 7647 Fax: +92-51-229 7648

E-mail: camp@camp.org.pk

Websites: www.camp.org.pk www.understandingfata.org