

**ADVOCACY IN LOWER  
LOCAL GOVERNMENTS**

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# INTRODUCTION

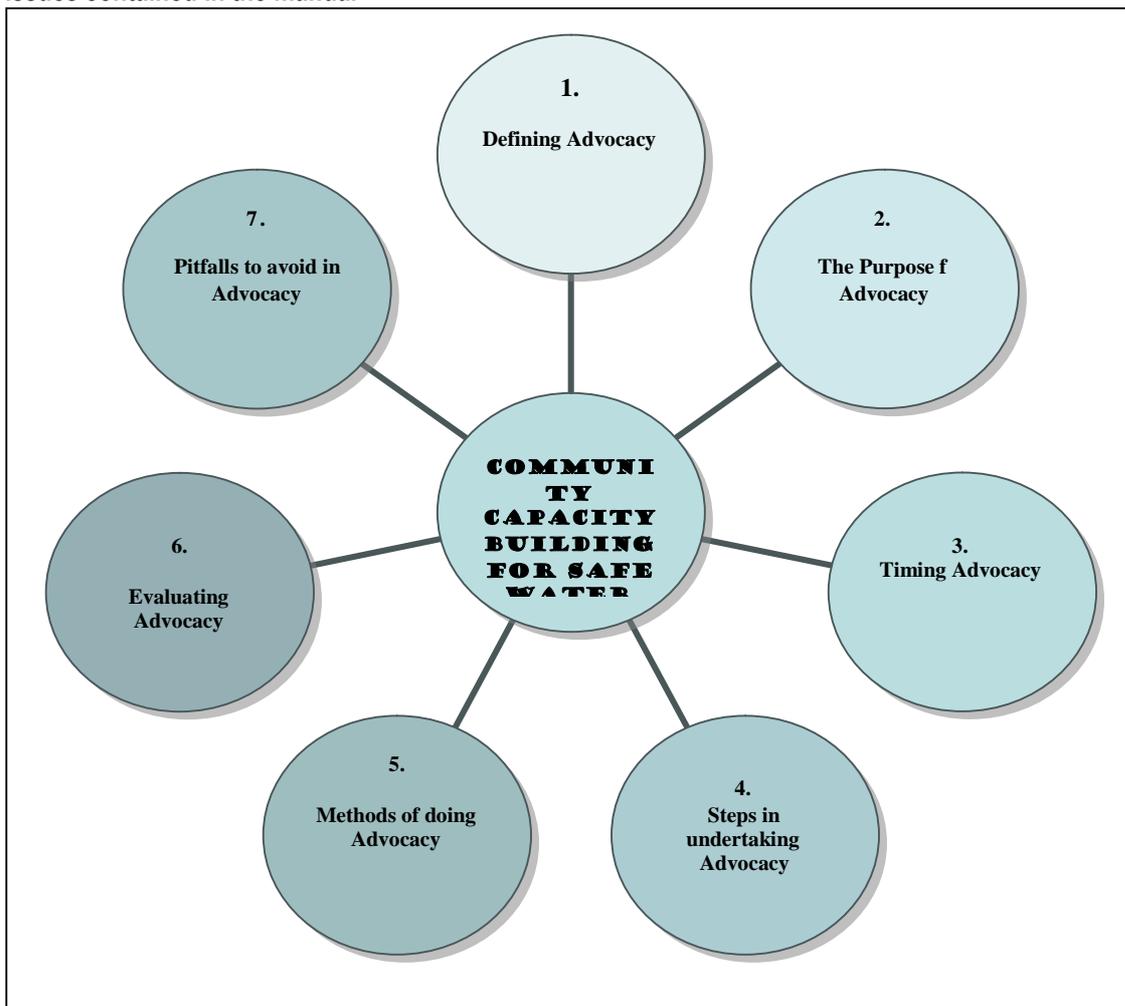
Nebbi Development Area Network (NDAN) Member Organizations (MOs) do not operate in isolation. They work where there are established government structures. Ideally, the services provided by the MOs are filling the gaps in government services. Impliedly, NDAN acknowledged the fact that government is mandated to provide services to its entire population without discrimination. In the same vein, what MOs are doing deserve support from governments.

It is in the same vein that advocacy is important for MOs to bring on board their development agenda and follow it until it is given the due attention it deserves through policy (plan and budget) responsiveness. However, to do this, MOs need the basic knowledge and skills with which to advocate their various local governments. It is in this view that this advocacy training is found imperative.

## Objectives of the training

The overall advocacy training objective is, *'enhanced knowledge and skills of members of NDAN MOs in advocacy of local governments in Nebbi district'*. This manual, therefore, provides key hints on the basic facts about planning, managing, and evaluating advocacy; the contents are designed to build on what the Women Council executives have already learned.

## Issues contained in the manual



## DEFINING ADVOCACY

<b>Session objective</b>	At the end of the session, participants are able to explain what advocacy is.
<b>Topics</b>	<ul style="list-style-type: none"> <li>▪ Who is an advocate? What does s/he do? Using what skills?</li> <li>▪ What advocacy is</li> <li>▪ Tasks performed by advocates</li> </ul>
<b>Methodology</b>	Brain storming, question and answer, lecture
<b>Time</b>	25 minutes
<b>Materials</b>	Flip chart, marker pens, masking tape,

### Procedure

Ask participants:

- Ask participants:
  - To explain who they think an advocate is.
  - To enumerate the tasks performed by an advocate.
  - To list the skills they thin an advocate has.
  - To define advocacy.
- Wrap up their answer by linking the answers given to an advocate and advocacy by presenting them:
  - A summary of what advocacy is.
  - What tasks they are expected to perform as advocates on rural development issues.

### 2.1 An Advocate

An advocate is one who champions the interest of others with a view of influencing a decision. This demands a clear and deeper knowledge and understanding of the situation or conditions surrounding the issues to influence.

### 2.2 Advocacy defined

Advocacy is a strategic approach that combines organized and systematic actions undertaken by groups of committed and convinced individuals or organizations to introduce, change, or obtain support for specific decisions, policies, strategies, programmes or allocation of resources towards addressing a problematic or unwanted identified issue.

(Explain all the UNDERLINED words)

This definition makes advocacy a means of:

- getting what is desired;
- Through being heard (in a dialogue manner);
- So that decision making is responsive to multi-actors' needs; and
- It involves a win- win situation between leaders and the led.

Summary:

- What is it: Advocacy is a process of bringing about positive change to the marginalized people.
- What change: policies, implementation of policies, laws and practices.
- Target: Decision makers, leaders, policy makers, those in position of influence.

### 3.3 Advocacy in relation to rural development

In this particular case, the focus of the advocacy will be on influencing local governments to allocate funds and spend it on what the community wants and can benefit them. The leaders are also expected to account for their actions to the people.

### 3.4 MOs as advocates

In this view, women council executives and women councilors as advocates perform the following tasks:

Tasks	How the task is performed
Represent	Speak <b>for</b> the people
Accompany	Speak <b>with</b> the people
Empower	Enable people to speak for <b>themselves</b>
Mediate	Facilitate communication between the people, local authorities and the community
Model	Demonstrate the practice of people sensitivity
Negotiate	Bargain for the inclusion of people's concerns and needs in the development plan and budget
Network	Build and maintain connection with other organizations with similar interest

### 3.5 Skills required

In order for the MOs to perform their advocacy roles effectively, the following skills are necessary depending of who are involved.

Nature of advocacy	What skills do you need?
MOs on their own <b>for themselves</b>	<ul style="list-style-type: none"> <li>• Analytical</li> <li>• Assertiveness</li> <li>• Decision making</li> <li>• Communication</li> <li>• Alliance building</li> </ul>
MOs on their own <b>on behalf</b> of grassroots women	
MOs together <b>with</b> grassroots women	
MOs together <b>with</b> other support organizations/people	

## PURPOSE OF ADVOCACY

<b>Session objective</b>	At the end of the session participants are able to discuss at least 3 importance of advocacy.
<b>Topics</b>	Why advocacy is done
<b>Methodology</b>	Presentations, question and answer
<b>Time</b>	10 minutes
<b>Materials</b>	Flip chart, marker pens, masking tape

### **Procedure:**

- Refer the participants to reflect on the definition of advocacy as they answer the question: Why do advocacy?

### **For the Facilitator's wrap-up**

#### **3.1 Why Do Advocacy?**

If advocacy is about policy change to the benefit of the marginalized, then an advocacy process is complete only when policy makers, concerned organizations, or communities implement the desired policy action. In this case, advocacy for women's issues arises due to the need to influence and make the lower local governments' plans and budget responsive to women's concerns.

Consequently, advocacy for women's issues has the following benefits:

- It is a fulfillment of the fundamental human and women's rights. For instance, it ensures that governments provide services as a right rather than a privilege to its people.
- Ensures access to services, which would have otherwise been denied.
- Promotes government accountability by holding leaders to account for their use of power.
- Contributes to the empowerment of the weak people by voicing their concern and so gaining access to power.

## TIMING OF ADVOCACY

<b>Session objective</b>	At the end of the session, participants are able to identify when an evidence-based advocacy can be done in the LLG planning and budgeting cycle.
<b>Topics</b>	<ul style="list-style-type: none"> <li>▪ LLG planning cycle</li> <li>▪ When advocacy is best done</li> </ul>
<b>Methodology</b>	Question and answer, lecturette
<b>Time</b>	10 minutes
<b>Materials</b>	Flip chart, marker pens, masking tape, copy of LLG planning cycle

The focus of this unit is to ensure that the MOs leaders reflect critically on the ideal and real practice involved in planning in local governments so that they can ably know when what is done in order to target their advocacy at the right time.

### **Procedure:**

- Present a copy of the LLG planning and budgeting cycle drawn before.
- Recap once again on the LLG planning and budgeting cycle.
- Ask participants to list when advocacy can be done within the planning cycle.
- Also explore what kind of advocacy issues will be looked at.

### **4.1 Deciding on the appropriate timing**

Planning and budgeting stage	Start time	End time	Advocacy time	Advocacy agenda
Mobilization				
Village planning				
Parish planning				
Sub county budget conference				
Sub county sectoral committee meetings				
Plan approval				
Plan feedback				
Plan/budget execution				
Follow-up and reporting				

Emphasize that:

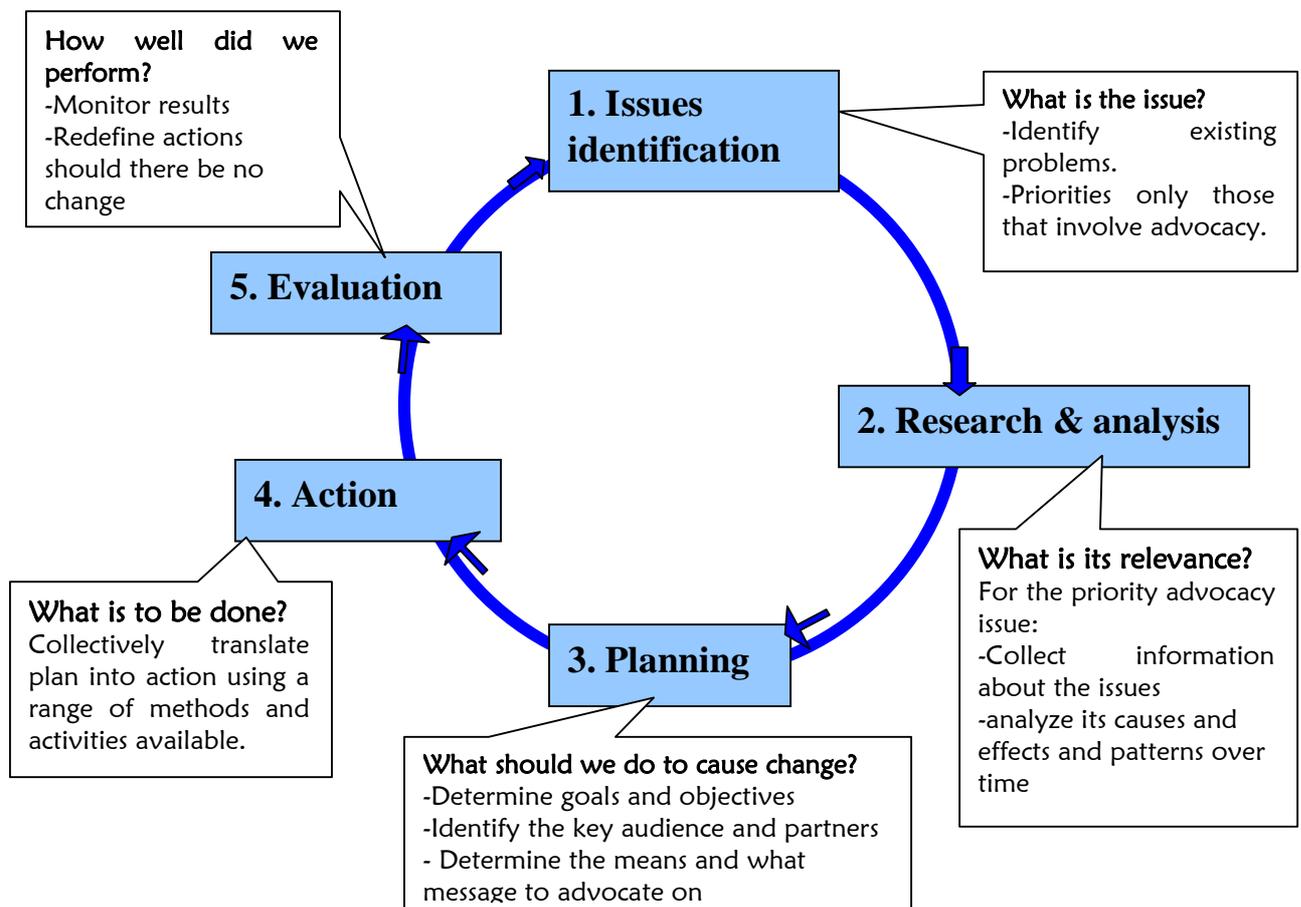
- The right advocacy is done at the right time.
- This means that the issue should be addressed when it is relevant.

# STEPS FOR UNDERTAKING ADVOCACY

<b>Session objective</b>	At the end of the session, participants are able to describe at least 2 processes of undertaking advocacy.
<b>Topics</b>	<ul style="list-style-type: none"> <li>What are the processes involved in undertaking advocacy?</li> </ul>
<b>Methodology</b>	Lecturette
<b>Time</b>	15 minutes
<b>Materials</b>	Flip chart, marker pens, masking tape, copies of the LLG plan

## 5.1 Advocacy cycle

Take the participants through this cycle explaining that it is the core issue for undertaking advocacy and that the details will be handled under each aspect.



## ISSUE IDENTIFICATION

<b>Session objective</b>	At the end of the session, participants are able to explain how to identify advocacy issues.
<b>Topics</b>	▪ Identifying issues for undertaking advocacy?
<b>Methodology</b>	Question and answer, lecturette
<b>Time</b>	10 minutes
<b>Materials</b>	Flip chart, marker pens, masking tape

### 5a.1 How to identify advocacy issues

To advocate means you must be focused on what problem is to be addressed. A problem may be defined as a broad area of social concern such as hunger, health care, poverty.

#### Procedure:

To collectively identify the core problem to be addressed:

- Hold a community meeting in which you develop a wish list of all the core problems in your areas. Issues can also be obtained from individuals, executive committee meetings and issues emerging from follow-up action.

It is, however, important to know that not all issues can be solved through advocacy. It is only those issues that can be solved through advocacy that should be taken to the next steps. These are issues that are about the inactions of leaders. They require actions from these leaders for change to occur. As such, advocacy issues are those that involve engaging with 'big men' rather than the membership of WCE or WCs. Therefore:

- Use a problem-solution analysis to identify from the long list given, which issues require advocacy. Like below, it is problem 1 that can be taken forward.

Problem list	Problem solution
Problem 1: No money for women projects	Advocate leaders for funds for women project
Problem 2: High famine	Provide relief food
Problem 3: High redundancy of youths	Arrest idle and disorderly youths

- Explore the issues in the problem identified for advocacy.
  - Budget exclude people's needs
  - Leaders do not account to people
  - Mobilization target leaders
- Use a pair-wise ranking method to identify the priority issues within the problem.

	Budget exclude people's needs	Leaders do not account to people	Mobilization target leaders	Score	Reason for choice
Budget exclude people's needs					
Leaders do not account to people					
Mobilization target leaders					

Advantages of doing so:

- Having a focused advocacy.
- Identifying allies and opponents.

## RESEARCH AND ANALYSIS

<b>Session objective</b>	At the end of the session, participants are able to state at least 3 ways of information collection for undertaking advocacy.
<b>Topics</b>	<ul style="list-style-type: none"> <li>▪ Information collection and analysis</li> </ul>
<b>Methodology</b>	Brain storming, question and answer, lecturette
<b>Time</b>	15 minutes
<b>Materials</b>	Flip chart, marker pens, masking tape

### 5b.1 Information collection and analysis for advocacy

A good issue analysis is crucial for deciding what your advocacy focus, goals and targets will be. It is important to involve major stakeholders, organizations and their members or constituencies, to generate and analyse the issue. By involving the people closest to the problem, advocacy helps strengthen grassroots capacities to participate effectively and hold officials accountable over time. In our case as we monitor the promises made by the LLGs and their action to-date, there will be issues with which we may not be satisfied.

To do this, you need to understand:

- When the issue started and grew in scope.
- What are the causes and effects of the issue.

Appropriate tools to use

Analysis focus	Tool	Example
When?	Timeline analysis: This will depict when the issue started and how it has progressed in scope	
Cause-effect relations	Problem-tree analysis where the roots represent the causes, the stem the issue, and the leaves and branches the effects.	

**Advantages of doing so:**

- Knowing in-depth what the issue is all about.
- Aply designing appropriate solution.

## PLANNING ADVOCACY

<b>Session objective</b>	At the end of the session, participants are able to describe at least 5 issues to consider in planning an advocacy.
<b>Topics</b>	<ul style="list-style-type: none"> <li>▪ What issues to consider in planning an advocacy</li> </ul>
<b>Methodology</b>	Brain storming, lecturette
<b>Time</b>	40 minutes
<b>Materials</b>	Flip chart, marker pens, masking tape

### 5c.1 Planning an advocacy

Once we have identified the issue and analyzed it, we have a clear picture of the core contents and context of it. Thus, planning is about designing the most suitable solution to the issue as well as the desired changes therefrom and who it will involve, when, and how.

### 5c.2 Advocacy planning table

Goal	Success indicators	Means of verification	Target	Methods	Allies	Opponents	Timing	Actor

A note on the planning table

- **Goal:** This is about the desired transformation (change) that is envisaged to be attained.
- **Success indicators:** This is concerned with what evidences are there to show whether or not the desired changes have been achieved.
- **Means of verification:** This is about where the indicators can be found.
- **Target:** Advocacy *targets* are the people wanted to be influenced.
- **Methods:** This is concerned with specific activities to engage into so as to influence the different advocacy targets.
- **Allies:** These are the constituency affected by the issue. This can be those who are directly affected, those with interest in changing the nature of the issue to the better, or even those they can team up with to cause such changes.
- **Opponents:** Those who disagree with the position of the advocates and may oppose the advocacy activities
- **Timing:** That advocacy must be done when it produce the desired result, timing is about when a method will be executed. It is important to identify the best time.
- **Actors:** This is about who will be directly involved in the use of a given method. It can be a person, an organization, or a network.

## METHODS OF CONDUCTING ADVOCACY

<b>Session objective</b>	At the end of the session, participants are able to explain how they can conduct an advocacy.
<b>Topics</b>	▪ Advocacy strategies
<b>Methodology</b>	Brain storming, question and answer, lecturette
<b>Time</b>	30 minutes
<b>Materials</b>	Flip chart, marker pens, masking tape

### 6.1 Advocacy strategies

It is important to choose the right advocacy means that is capable of reaching a bigger targeted audience with greater impact. Below are some of the means you can use to advocate. However, the means must be:

- In context of the political moment and environment
- Flexible and creative
- Directed at a specific target
- Make sense to the membership
- Be backed up by a specific form or source of power

#### Facilitators' note: Advocacy Methods

Method	Focus	Actions	Common use
<b>Raising awareness</b>	Informing people about the issue so that they are aware.  This is often the first step in an advocacy process	<ul style="list-style-type: none"> <li>• Community meetings</li> <li>• Production and dissemination of IEC materials including radio, drama, songs, poems, leaflets, brochures etc</li> <li>• Public testimonies</li> <li>• Awareness workshops, seminars, conferences</li> </ul>	<ul style="list-style-type: none"> <li>• When information is hidden</li> <li>• When issues are complex</li> </ul>
<b>Lobbying</b>	Speaking directly with the target to explain to them in detail the problem and the proposed solution	<ul style="list-style-type: none"> <li>• Dialogue meetings</li> <li>• Phone calls</li> <li>• Memorandum</li> </ul>	<ul style="list-style-type: none"> <li>• When target is open and will listen to facts and careful argument</li> </ul>
<b>Networking</b>	Building alliances with as many people as possible Creating a movement for change	<ul style="list-style-type: none"> <li>• Alliance and coalition building</li> <li>• Joint conferences</li> <li>• Sharing information via email</li> <li>• Meeting other community leaders</li> </ul>	<ul style="list-style-type: none"> <li>• When you are limited in skills and numbers (resources)</li> </ul>
<b>Mobilization</b>	Harnessing public pressure for change	<ul style="list-style-type: none"> <li>• Public meeting</li> <li>• Demonstration</li> </ul>	<ul style="list-style-type: none"> <li>• When policy makers can be swayed by public opinion</li> </ul>

<b>Media</b>	Popularizing the issue using newspapers, radio	<ul style="list-style-type: none"> <li>• Press releases</li> <li>• Radio phone-in</li> <li>• Briefing journalist</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• When cannot get direct access to decision makers and those outside the local advocacy area</li> </ul>
<b>Documentation</b>	In-depth literature on the issue	<ul style="list-style-type: none"> <li>• Participatory action research</li> <li>• Briefing papers</li> <li>• Policy reports</li> <li>• Opinion polls</li> </ul>	<ul style="list-style-type: none"> <li>• When depth of analysis is critical</li> </ul>

## EVALUATING ADVOCACY

<b>Session objective</b>	At the end of the session, participants are able to design how to assess whether or not their advocacy worked well.
<b>Topics</b>	Participatory assessment
<b>Methodology</b>	Brain storming, question and answer, lecturette
<b>Time</b>	20 minutes
<b>Materials</b>	Flip chart, marker pens, masking tape

### Procedure

- Ask participants, how they can ably and convincingly tell others whether or not their advocacy worked.

### Facilitator's note

1. Advocacy work is conducted for change in policies or actions.
2. This change must be achieved after an advocacy work.
3. Thus, it is important that after any advocacy work, the advocates involved assess the outcomes of their (in)action. This is done to review the successes made, gaps in the advocacy strategy, and what next in order to realize the desired result.
4. To accomplish this, there is need to plan for an advocacy monitoring. This plan should show the problems to be addressed, the changes expected vis-à-vis those emanating from the actions taken and what other actions are required to consolidate the achievements.
5. do this in a participatory manner so that the issues can be explored in-depth by integrating views of others as well as sharing information with others.

### 7.1 The advocacy monitoring review framework

Issues	Success indicators	Achievement	Added action needed

# PITFALLS TO AVOID IN ADVOCACY AND LOBBYING

<b>Session objective</b>	At the end of the session, participants are able to explain how effective advocacy can be curtailed or promoted.
<b>Topics</b>	Setbacks to and best practices for effective advocacy
<b>Methodology</b>	Question and answer, lecturette
<b>Time</b>	15 mins
<b>Materials</b>	Flip chart, marker pens, masking tape

## **Procedure:**

- Ask participants to explain their experiences with M&E of their LLGs.
- Finally, take them through their answers with the notes below.

### **8.1 Setbacks to effective advocacy**

1. Working in isolation as well as competing with each other on the same issue.
2. Fear of being marginalized by those in power.
3. Patronization by those in power.
4. Taking a belligerent and fault finding attitude
5. Lack of adequate information.
6. Perception that advocacy can only be done by experts.
7. Poor timing

Certainly participants will come out with more ideas

### **8.2 Best practices for effective advocacy**

These means that the best advocacy is one where there is:

- **A multi-stakeholder participation** involving those affected, in power, and concerned.
- **Effective representation.** Ensure that it is the right mix and target that is engaged. For instance, do not target an advocacy issues concerning policy making to an implementer.
- **Accountability.** Always account for your (in)action. Be the first to show the way so that you can hold others responsible for their (in)actions too.
- **Legitimacy.** This refers to who an organization represents and its relationship to them. Be the right person to talk for the right group so that you are easily accepted by both groups of those affected by inactions and expected to act.
- **Credibility** –refers to how much it can be believed or trusted for example whether your information is seen as reliable, programmes and services sound, or team composition viewed as having integrity.