



# Initiating Advocacy Efforts for NGOs in Afghanistan

TOOLKIT



Journalists reporting on a library for children run by national NGO Shanti Volunteer Association during ACBAR's Humanitarian workshop for journalists (© Nai Supporting Open Media)





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## COMMUNITY WORLD SERVICE ASIA

Community World Service Asia is a regional organisation implementing humanitarian and development initiatives throughout Asia. Community World Service Asia has been present in the region since 1954 and is a registered organization with Governments and Networks. The organization comprises of a committed governing board and a diverse team. It works through a robust accountability framework and maintains strong relationships with communities and partners.

We aim to address factors that divide people by promoting inclusiveness, shared values, diversity, and interdependence. Marginalized communities are assisted irrespective of race, faith, color, age, sex, economic status, or political opinion. Respecting the right to choose how to live, we work with marginalized communities to overcome inequality & lead peaceful, dignified and resilient lives.

Our focus areas include: disaster management; education; health; livelihoods; peace and democracy; WASH; and quality and accountability.

In line with our commitments to quality and accountability, we are members of the Core Humanitarian Standard (CHS) Alliance and the Sphere Country Focal Point in Pakistan and the Regional Partner in Asia for the Sphere Project. We are HAP certified and achieved the first Quality Mark from People In Aid. Our commitment and role enables us to collaborate with key partners on advocating, building capacity, and enhancing quality and accountability of humanitarian action throughout the region. Community World Service Asia has provided trainings and providing capacity building services in Afghanistan for numerous Civil Society Organizations (CSOs) for more than two decades under its Development and Capacity Enhancement Program. The main aim of this program is to assist CSOs to strengthen their organizational systems, procedures and practices in order to increase efficiency and effectiveness of their service delivery, ensure transparency and accountability, and improve their ability of advocacy, communication and outreach.

Community World Service Asia is a member of Agency Coordinating Body for Afghan Refugees (ACBAR) and working closely in various aspects. Community World Service Asia being regional partner of The Sphere Project in Asia-Pacific region is also supporting ACBAR (the Sphere Focal Point in Afghanistan).



## INTRODUCTION TO ACBAR

### THE AGENCY COORDINATING BODY FOR AFGHAN RELIEF AND DEVELOPMENT

#### **Effective NGOs, Stronger Communities**

Agency Coordinating Body for Afghan Relief and Development (ACBAR) is a national, independent, non-government organisation (NGO) that provides a platform for information-sharing and networking for national and international NGOs in Afghanistan.

ACBAR was created in Peshawar, Pakistan, in August 1988 in response to the demand from NGOs working with Afghan refugees in Pakistan and across the border in Afghanistan to coordinate assistance and delivery of services more efficiently.

Our mission is to provide an efficient platform for members to carry out effective humanitarian and development activities in Afghanistan. Our four pillars are Coordination, Advocacy, Knowledge Management, and Capacity Building.

**Coordination:** ACBAR facilitates coordination mechanisms including the coordination of communication operations. ACBAR's goal is to strengthen coordination responses, roles and activities to improve member engagement

**Advocacy:** ACBAR influences policies and represents a strong and united voice for ACBAR members and NGOs in Afghanistan. We facilitate advocacy activities through meetings, information sharing, policy discussions, analysis of key trends and issues, publications, and coordinated campaigns. These activities are conducted at the national and international levels, and will include national NGOs (NNGOs), international (INGOs), donors, partners, and other coordinating bodies. As a coordinating body, ACBAR represents the interests of its members in all of its work, retaining a global perspective that is relevant at a local level.

**Knowledge Management:** ACBAR collects, analyzes, stores, and disseminates NGO relevant information to its members, to improve coordination and sharing of good practices.

**Capacity Building:** Our goal is to develop the capacity of ACBAR members and local CSOs to be more effective in implanting their mandate. ACBAR works towards increasing the capacity of its member NGOs to participate in the planning, co-ordination and delivery of humanitarian and development programs in Afghanistan, as well their ability to advocate and be impactful watchdogs. ACBAR invests in capacitating its own workforce to build the skills and resources that are needed to support its member NGOs.

## ABOUT THE TOOLKIT

The Advocacy Toolkit is an important document for program managers and officers who wish to undertake advocacy activities.

This toolkit is easy to use and self-explanatory to help greater number of targeted audience. The language is kept simple and straightforward to enable readers to understand the content on their own and to make it easier to have it translated.

A review committee consisting of colleagues from ACBAR and selected members of ACBAR provided input in the development of the toolkit.

The modules in the toolkit were tested during a workshop in Kabul in March 2017 and learning was captured and agreed with ACBAR to adopt/adjust in final version of toolkit.

The authors are thankful to Advocacy Team of ACBAR and Community World Services Asia for their support in finalizing this toolkit.

## Chapter

# 1

# UNDERSTANDING ADVOCACY IN AFGHANISTAN

## 1.1 THE AFGHAN CONTEXT

Afghanistan is undergoing a social, economic and political reconstruction process. There have been significant progress, but Afghanistan still faces many challenges.

Advocacy requires a long terms commitment to produces sustainable results. In the field of advocacy the challenges are numerous that require collaborative and sustained efforts between the civil society and the Government, as well as other public and private institutions. Developmental oriented policies and practices are needed in order to bring about change in Afghanistan. It is important to ensure that in order to bring about change through advocacy efforts in Afghanistan it is the Afghans whose knowledge and capacity is built to take forward the reconstruction efforts.

## 1.2 WHAT IS ADVOCACY

Advocacy is a very important aspect of work in the development sector. The word ‘advocacy’ comes from ‘advocare’, which means to speak out on behalf of someone. Advocacy is undertaken by individuals or group(s) with the aim to influence decisions within political, economic, and social insitutions and systems.

Advocacy does not have one all encompassing defintion. Different organisations and insitutions define advocacy differently.

The International Planned Parenthood Federation, IPPF Advocacy Guide describes it as: “Advocacy is the act or process of supporting a cause or issue. An advocacy campaign is a set of targeted actions in support of a cause or issue. We advocate a cause or issue because we want to:

- build support for that cause or issue;
- influence others to support it; or
- try to influence or change legislation that affects it”.

CEDPA, Cairo, Beijing and Beyond: A Handbook on Advocacy for Women Leaders defines advocacy as: “Advocacy is speaking up, drawing a community’s attention to an important issue, and directing decision-makers toward a solution. Advocacy is working with other people and organizations to make a difference.”

Advocates for Youth, Advocacy 101 defines advocacy “Advocacy is defined as the promotion of a cause or the influencing of policy, funding streams or other politically determined activity.”

In all definitions of advocacy, the important aspect is that it is geared towards change at a larger level, whether it is changing policy, law or budget allocation. The beauty of advocacy is that its purpose is to bring about change that will affect the lives of a large segment of society. <sup>1</sup>

### 1.3 DIFFERENCE BETWEEN ADVOCACY AND IEC & BCC INITIATIVES

It is very important to differentiate between advocacy and Information Education and Communication (IEC), and Behaviour Change Communication (BCC) Initiatives. For many people, advocacy and all forms of awareness raising are used interchangeably. However, all forms of awareness raising is not advocacy. It is important to have clarity on what is advocacy and how it differs from other awareness raising initiatives.

Firstly, advocacy and BCC or IEC initiatives are similar in that they all are focused on raising awareness about a particular issue.

However, BCC or IEC initiatives are aimed at changing behaviour at the individual level.

Advocacy activities on the other hand are aimed at mobilising collective action and promoting social or legislative changes at the community, district, national, or global levels. The best way to differentiate advocacy awareness raising initiatives from a BCC initiatives is as under:

ADVOCACY	BCC/IEC
if the objective is to bring about a larger change that will affect the entire community (city, province or country) then it is part of advocacy	If the purpose is to change the behaviour of individuals in a particular community then it is not advocacy because the change is focused on that particular community only.
Advocacy targets individuals and groups to enlist their support for the benefit of other members of their community or the wider public.	BCC and IEC, targets individuals and groups to enlist them to change their behaviour for their own benefit.
Advocacy is geared towards influencing the public policy arena whereas	BCC (IEC) is intended primarily to influence individual and community behaviour.
The target audience of the advocacy is Decision-makers, opinion leaders, legislators, and religious and traditional leaders are common advocacy targets.	For BCC it is individual community members such as clients, service providers, parents and teachers are the usual audience of BCC & IEC activities.

The difference between advocacy and BCC & IEC initiatives can also be illustrated through the example of education for girls. A number of countries suffer from the low enrolment rate of girls in primary and secondary schools. To the extent that the problem is related to the unavailability of schools, it requires advocacy intervention. If the issue, however, is caused by the reluctance of the girls to go to school (or most likely in these cases the reluctance of the parents to send their daughters to school) then BCC (IEC) interventions are better suited.

## 1.1 DIFFERENT TYPES OF ADVOCACY

### i. Community advocacy

### i. Policy advocacy

### i. Evidence based advocacy

#### 1. Community advocacy:

- Community advocacy is a grassroots movement that aims to help community members realize and recognise their rights, and demand the protection and promotion of rights from decision makers.

- The basis of community advocacy is not just being made aware of rights, but to demand that their rights be protected by the decision makers through a certain action, whether it is a policy action or legislative change or any other measure.

The empowerment, is “a process of collective reflection and action in which community activists become protagonists in shaping society according to their shared interests and values”. Communities can be mobilized to undertake advocacy efforts in different forms. For instance, holding citizens’ marches/rallies, or citizens’ protests making their demands known through slogans, chants, and use of media. Citizens also form pressure groups, coming together to advocate with the decision maker in their community.

#### ii. Policy advocacy:

- Bringing about change at policy or legislative level is called policy advocacy.
- It is directed at policy makers including Government Ministries that set policy directions and Parliamentarians who pass legislation affecting the lives of the people of the country.
- Non-Governmental Organisations can be an important bridge between policy makers and their constituents. Effective policy advocacy builds your capacity to achieve the greatest good for the greatest number of people and communities you serve.

#### iii. Evidence based advocacy:

- Advocacy is defined as the continuous and adaptive process of gathering, organizing and formulating information and data into an effective argument, which is then communicated to policy-makers through various interpersonal and mass media communication channels. (UNICEF)

- Sound information and data (evidence) is necessary to ensure that the advocacy and policy demands are realistic and representative. It provide evidence about the problem, what will be the likely impact of change, and the feasibility of possible solutions.
- It also identifies who is responsible to make change. Through sound data it is possible to accurately represent the needs, priorities and interests of the community.
- It is important for the evidence to be reliable and relevant to interests of decision-maker in order to compel them to bring about the necessary change being suggested.

There are different types of approaches to gathering evidence – qualitative and quantitative approaches.

Qualitative Approach	Quantitative Approach
<ul style="list-style-type: none"> <li>• In qualitative approach the focus is on gathering information in a comprehensive manner. This is generally done through individual interviews, open-ended questions, or conducting focus group discussions.</li> <li>• In qualitative research, a small number of participants participate because to carry out such a research requires resources and is time consuming.</li> </ul>	<p>In quantitative research the focus is on gathering information from a larger number of participants on particular issue in order to summarise characteristics across groups. This approach surveys a large number of individuals through application of statistical techniques. The type of research that is utilised is dependent on numerous factors including the subject of the research, resources available, feasibility of carrying out the research, among others.</p>

Different types of evidence have to be organised and presented differently for different audiences. For some detailed information will be utilised, for others reliance will be on sharing the summarised version. It is very important to remember that evidence on its own does not persuade. It's what you do with the evidence and how you present it that matters.

**Case Study: Development and Ability Organisation (DAO)**

Development & Ability Organization (DAO), an Afghan NGO, is providing technical assistance for community, district and provincial level dialogues focusing on rights-based issues. DAO adopted an evidence-based advocacy strategy for effective and inclusive programme delivery. In the first step, DAO staff, along with community members, finalise the priority community-level issues that need to be taken up with relevant authorities for sustainable solutions. After finalization of these issues, the staff engaged with relevant concerned departments (at the district, provincial and national levels). This strategy has been successful for DAO as there are pertinent examples like the construction a school building in Khewa District, Ningrahar. The school building was constructed after the local community along with civil society organisation raised issues with relevant government authorities. Subsequently, the government notified the completion of school building in accordance with the approved building standards and agreements.<sup>2</sup>

## 1.5 ADVOCACY – FOUR BASIC CONDITIONS

Four basic conditions have to be met for any organisation or coalition to undertake advocacy initiatives: legitimacy, credibility, accountability, strength.



### Legitimacy:

The organisation or coalition needs to have members who are committed to the cause that is being championed. It is important for the organisation to have individuals who are knowledgeable about the issues and have expertise in their area of work. There must be members of the organisation or coalition who understand international best practices and they apply those practices in their local context.



### Credibility:

The organisation or coalition must have a solid work history of working on the issues. The organisation must also have a good record of undertaking meaningful efforts and delivering impactful work. The organisation or coalition must have proven expertise that is recognised by different stakeholders, especially decision makers. The work of the organisation must be trusted by Government, private and public institutions, community and civil society. The organisation must maintain its impartiality and remain politically non-partisan.



### Accountability:

It is important to ensure participation of all stakeholders. Advocacy is reliant on the input from all relevant stakeholders, and their input should be ensured in order to conduct meaningful advocacy. It is of utmost importance that the information provided must be reliable and authentic. Any premise which is not thoroughly vetted will severely impact advocacy effort. There should also be a mechanism of continual improvement and learning. The work undertaken must be continuously analysed and it is also important to document failure along with success.



### Strength:

In-depth understanding of advocacy and experience in conducting advocacy is crucial to success. The strength of an advocacy initiative is a team that has expertise in the field and also experience in conducting advocacy. If in house experience is limited, then external experts can be engaged to bolster the work of the organisation or coalition. Commitment to the cause is the most important factor in an advocacy effort. Organisations/coalitions should be able to stand by/defend their cause. The advocacy team is advised to undertake Strengths, Weaknesses, Opportunities and Threats exercise .

# DEVELOPING ADVOCACY STRATEGY

Your advocacy strategy is essentially a guide that explains: what the advocacy will be like, where and how it will work, and how its results will be measured. An advocacy strategy prevents ad hoc and disjointed efforts. The structure of an advocacy strategy is:

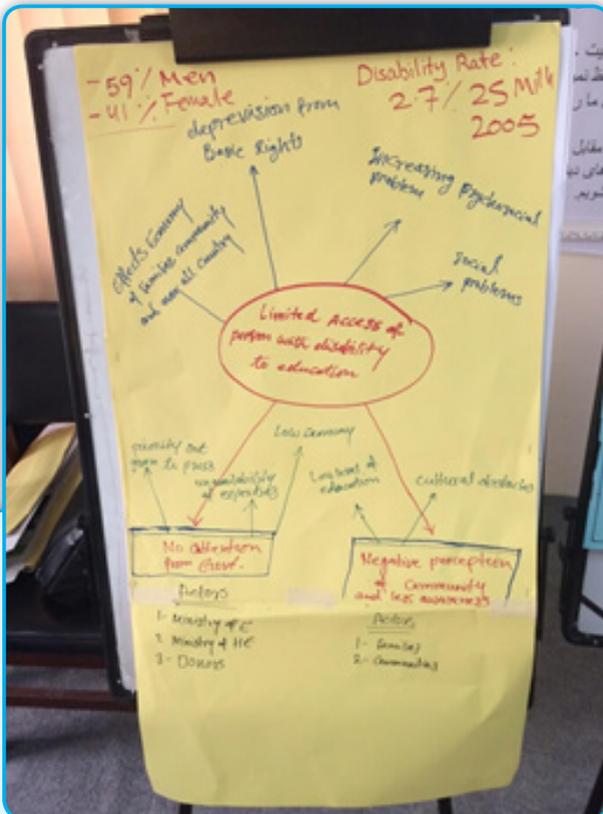
1. Advocacy issue identified for action;
2. Advocacy goal is set—a long-term change that they hope to contribute to;
3. Specific advocacy objectives formulated that will contribute to achievement of the goal;
4. Primary and secondary target audiences for each objective identified
5. Support and opposition for each objective assessed
6. Advocacy messages developed for key members of the target audience;
7. Activity plan developed for carrying out advocacy strategy

## 2.1 IDENTIFYING ADVOCACY ISSUE:

Advocacy begins with identification of an issue or problem that the organisation or coalition plans to address. There are different ways in which issues could be identified. Firstly an analysis of the external environment, including political, economic, social, technological (PEST) and other factors should be undertaken. The organisation must also collect and analyze all available data as indicated in the Annex --- in order to ensure that all information related to the particular issue is available. Identification of the problem through strong evidence ensures that the foundation on which advocacy is going to be undertaken is strong. This is also known as a situational analysis.

- The situational analysis may identify a number of issues.
- The organisation must choose the issue that meets the organisation or coalition's overall mission and mandate.
- The issue should also be timely and relevant to the country or community as well as the organisation.
- It is also important for an organisation or coalition should organise issue identification meetings in order to gather opinions from people working on similar issue.

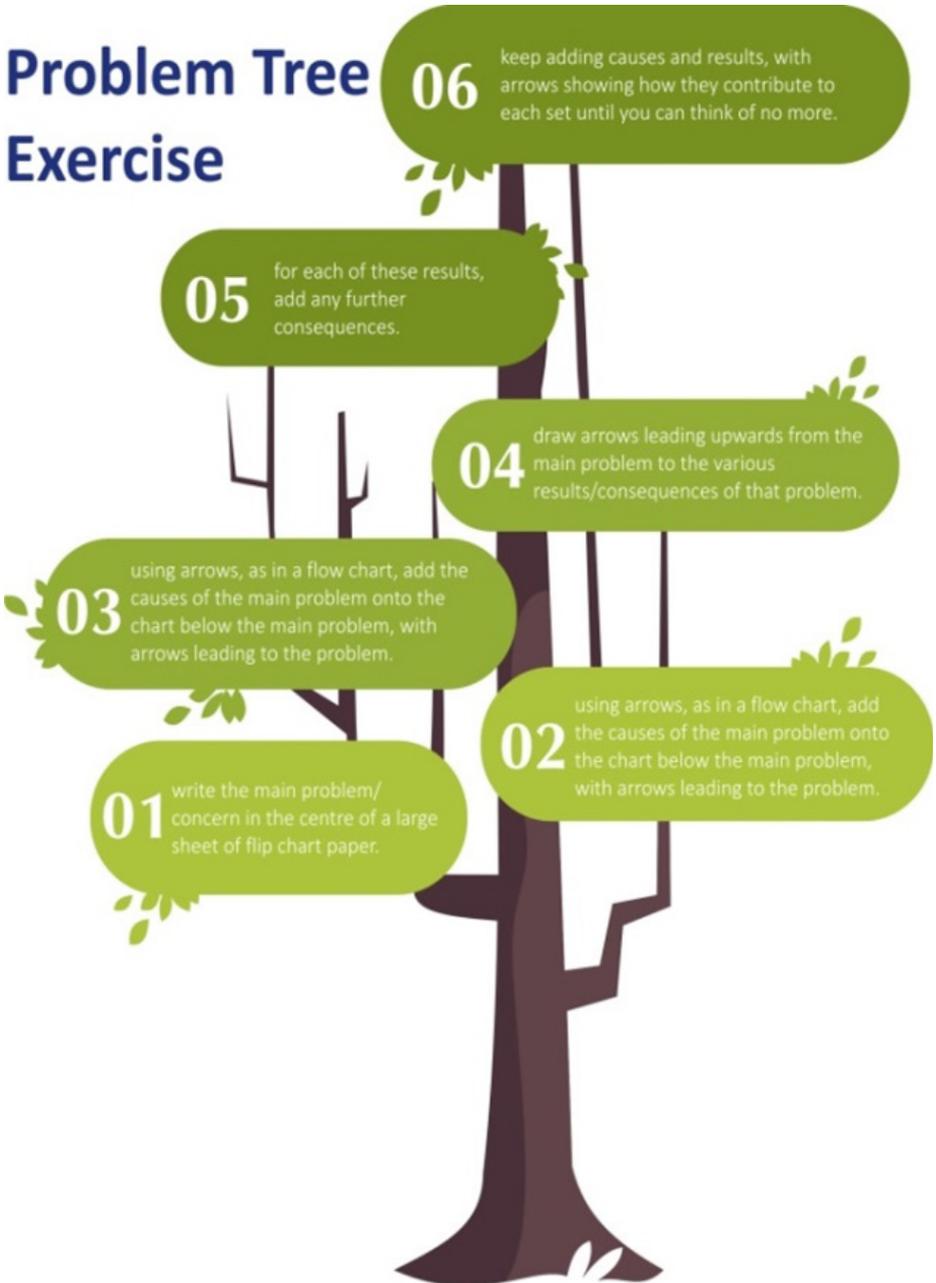
A problem tree is one of the most effective ways to have comprehensive understanding of the advocacy problem and its related causes. Through a problem tree, we can formulate a comprehensive advocacy issue.



### Testing solutions:

- Is your solution/recommendation realistic?
- Can it be implemented without much expense?
- Is your solution simple and easy to understand?
- Could your solution/recommendation achieve tangible results in a short period of time?
- Who will oppose your solution/recommendation or be skeptical about it? Why?
- Will decision-makers like your solution/recommendation? Why? Why not?
- Are there other solutions to the problem that are more practical than your initial idea, and that will be more appealing to the decision makers? What are these solutions?

# Problem Tree Exercise



## 2.2 FORMULATING ADVOCACY GOAL, OBJECTIVES AND INDICATORS

An advocacy goal is a general statement of what the organisation or network hopes to achieve in the long term. The goal may be achievable within three to five years or perhaps even longer. It is unlikely that the organisation or network can achieve the goal on its own. There may be other stakeholders and factors that have to contribute in order for the goal to be achieved. The organisation or network will not hold itself accountable for achieving the goal, even though the goal is the ultimate, desired result. The organisation however will assess how it can contribute to achieving the goal.

**The advocacy objective is formulated on the basis of the advocacy goal:**

- Advocacy objective should be such that it is achievable by the organisation or network on its own.
  - It is a short-term target that is doable, according to the organisation or network's assessment, within the next one to two years.
  - In a sense, the objective is the organisation or network's internal target.
  - The advocacy objective should clearly contribute to the broader goal.
  - To make an advocacy objective effective, it should be 'SMART':



Advocacy objectives should also indicate the degree of change—or a quantitative measure of change—desired in the policy action. For example, degree of change could be expressed as redirecting 25 percent of the regional family planning budget to target adolescent services. This is the indicator that will enable an organisation or network to work towards an objective is achievable.

**Advocacy Objective should include:**

- Policy Actor or Decision Maker + Policy Action or Decision + Timeline and Degree of Change
- Policy maker or decision maker is the person who has the power to convert the advocacy objective into action (i.e., Minister of Health, Parliamentary Finance Committee, etc.);
- Policy action or decision is the action required to achieve the objective (i.e., adopt a certain policy, allocate funds to support specific program or initiative, etc.)
- Timeline describes when the objective will be achieved.

## IDENTIFICATION OF GOALS, OBJECTIVES AND INDICATORS

PART – 1	
Identify advocacy goal.	
What two or three objectives would you have for such advocacy? (SMART)	
Objective 1	
Objective 2	
Objective 3	

## IDENTIFICATION OF GOALS, OBJECTIVES AND INDICATORS

PART – 2		
Do qualitative or quantitative data exist to show that the objective will improve the situation?		
Objective 1	Objective 2	Objective 3
_____	_____	_____
_____	_____	_____
Is the objective achievable, even with opposition?		
Objective 1	Objective 2	Objective 3
_____	_____	_____
_____	_____	_____
Will the objective gain the support of many people?		
Objective 1	Objective 2	Objective 3
_____	_____	_____
_____	_____	_____

Can you clearly identify the target decision-makers? What are their positions?

Objective 1	Objective 2	Objective 3
_____	_____	_____
_____	_____	_____

Is the objective easy to understand?

Objective 1	Objective 2	Objective 3
_____	_____	_____
_____	_____	_____

Does the objective have a clear time frame?

Objective 1	Objective 2	Objective 3
_____	_____	_____
_____	_____	_____

How will the objective help build support from other organizations?

Objective 1	Objective 2	Objective 3
_____	_____	_____
_____	_____	_____

**PART 3 - INDICATORS**

Objective(s)	Indicators	Frequency to Measure
-----	-----	_____
-----	-----	_____
-----	-----	_____

## 2.3 TARGET AUDIENCE

The identification of the target audience is one of the most crucial aspect of an advocacy initiative. There are two types of target audience: primary and secondary. Primary target audience includes the decision makers who have the authority to bring about the desired policy change. The secondary target audience includes persons who have access to and are able to influence the primary audience—other policymakers, the media, religious leaders, etc.

It is not enough to merely identify the target audience. It is important to identify individuals in the target audience, their positions, and relative power base and then determine whether the various individuals support, oppose, or are neutral to the advocacy issue. This way you will be in a better position to decide how to approach the target audience.

This where power mapping is utilised. Power mapping is undertaken to determine the target audience, primary and secondary & how power/influence they have and if they will/are supporters or opponents of our advocacy objective.

### Group Exercise 3

#### Power Mapping Exercise (30 minutes)

##### Step 1

Keeping your advocacy objective in mind, identify individuals, ministries, institutions with whom they need to engage in order to achieve their objective. Ask them to write the names on individual post-its/meta cards



##### Step 2

Place the stakeholders on the mapping according to identify the group or individual holding the most power in terms of delivering their desired outcome.

- Discuss how they are related to the main power-holder and to each other. How much influence do they hold? Do they cooperate with each other or are they in conflict? Do they presently have a relationship with these people? Are they likely to agree with their position?
- Consider the relative power of the stakeholders in your campaign. Who is closest to the key decision makers?
- When the map is complete, get them to identify the two or three locations within the map where they feel their campaign might affect the greatest influence. Are there people or organizations who hold power and who they might successfully influence?





## 2.4 DEVELOPING ADVOCACY MESSAGES

Advocacy messages are developed and tailored to specific target audiences in order to frame the issue and persuade the receiver to support the network's position. There are three important questions to answer when preparing advocacy messages: who are you trying to reach with the message? What do you want to achieve with the message? What do you want the recipient of the message to do as a result of the message (the action you want taken)?

Once you have answered the questions, the focus will then shift to developing the advocacy message. The message should focus on one issue only. The issue must be based on a fact. Assumptions cannot be used because that is not verifiable. The message must be simple. If your message is difficult to understand, then it will not be heard. The message must end with a demand. The message needs to give a proposed solution otherwise it won't serve any purpose.

### Key elements of an Advocacy Message

- **Content/Ideas:** The content refers to the central idea of the message. What is the main point you want to communicate to your audience? What single idea do you hope the audience will get?
- **Language:** Language consists of the words you choose for communicating your message. Is the language appropriate for your target audience? Is the word choice clear, or could it be interpreted differently by various audiences? Is it necessary to use a local dialect or vernacular to communicate the message?
- **Message/Source:** Source refers to the person or people delivering the message. Is the messenger credible to your target audience? Is it possible to include beneficiaries as spokespersons or messengers? For example, you might invite a community or religious leader to join you for a high-level meeting with a policymaker
- **Format/Medium:** The format or medium is the communication channel you choose for delivering the message. What is the most compelling format to reach your target audience? Different channels are most effective for certain audience.
- **Time/Place:** when and where the message is communicated

### Select Channels of Communication:

- There are various mediums through which advocacy message can be communicated. These include face to face meetings, rallies, distributing fact sheets, briefs, press release, posters, and giving presentations. It is important to review which would be most relevant method to utilize that would create most impact. It is also to keep in mind the cost effective of each method. The medium for communication should be selected keeping in mind the particular audience to be reached out.

### Important considerations

- Keep the audience in mind! Some formats are more effective and more appropriate for specific audiences. For example, for high-level policy makers effective media includes briefing packets, fact sheets, face-to-face meetings, and policy forums.
- Be conscious of the cost! Using mass media such as radio or television can be extremely costly. The advocacy team should seek out any free or reduced-cost opportunities if the mass media is the medium of choice, such as social media.
- Be aware of the risk! When an organisation or coalition goes public with an advocacy issue—especially a controversial one—risk is always involved. Certain advocacy tactics entail more risk than others. Public debates and live forums highlighting both sides of an issue can turn into “heated” events. Nevertheless, risk can be minimized through careful planning, selection of speakers, rehearsals, etc.
- Be mindful of visibility! The advocacy team may choose one medium over another if it can make use of a contact or connection to raise the visibility of an event. Perhaps a celebrity or high-ranking public official is willing to pay a site visit to a project or make the opening speech at a meeting, then make it happen.

### Box 4 - Advocacy Messages Group Exercise

**PART - 1: For each Objective, develop different advocacy messages for different stakeholders.**

Objective/ Stakeholder	Message for Government Officials	Message for Civil Society	Message for Media	Message for Local Community
Objective 1				
Objective 2				

## PART – 2: Discussion on relevance of advocacy messages

Question	Answer: Explain how
Is the issue clearly and simply brought out for this target audience?	
Is a specific solution to the issue (concerns) provided and justification made for why this solution was proposed?	
Does the message let the audience/decision makers know exactly what they should do? (Is it something under their ability to do?)	
Has the case been clearly made as to why action or a decision is needed now?	
Are there phrases that engage the audience's passions and emotions?	
Is the message simple and understandable to the target audience?	

## Do you need to revise your message in light of the questions above?

## Revised message

Objective/ Stakeholder	Message for Government Officials	Message for Civil Society	Message for Media	Message for Local Community
Objective 1				
Objective 2				

**Box 5 – Advocacy Strategy**

The purpose of this exercise is to essentially bring together all that has been done so far in one document, which will serve as the guiding document for the advocacy work of the organisation or coalition.

Complete the following sections based on earlier exercises:

Background – (what is the current context you are working in)

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The issue you are working on – (some details about the key issues you are advocating on)

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Power Analysis (who are the key players and what is their role)

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What are your advocacy goals and objectives?

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Influencing Strategy – What channels will be used?

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Activity Plan (List down major activities with a tentative time plan)

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How will you measure effectiveness of your activities? What indicators have you selected?

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## 3.1 DEVELOPING AN ADVOCACY CAMPAIGN

Advocacy campaigns are very effective to reach all the stakeholders including primary and secondary target audience, supporters of the cause and the community at large. In order to formulate an effective advocacy campaign, the following steps should be undertaken:

### Organise A Planning Group

- An essential first step is to organise an initial planning group to help set the direction and lay the groundwork for the campaign to grow. Leaders of your organization must be involved, core coalition partners you have in mind, as well as any staff, volunteers . A diverse grouping will provide more varied perspectives

### Develop A Research Plan

- Strengthen your campaign with a research plan for gathering data to establish the scope of the problem and identify possible solutions and prepare to answer questions effectively and counter claims of the opposing side.
- Research sources that will be helpful to you include:
- Literature and database reviews: review existing research and data available
- Market research: What is the public's view of the issue? What will attract their attention? Focus groups or public opinion polls provide useful information

### Identify issue, gap and solution

- The purpose of the campaign is to propose a policy solution to a social problem. Based on the research, identify an issue for your campaign.
- Identify the problem as a 'policy gap' that needs to be addressed
- Propose solution to the policy gap
- Alternatively if the solution is too unachievable at the moment, propose a smaller goal towards that solution in advocacy campaign

### Identify target audience & stakeholders

- The target audience are specific people – an individual who can influence or bring about policy change
- The stakeholders will also include supporters – again individuals who will support the cause

### Strong advocacy campaign

- Strong identity

A campaign needs to be easily identifiable and highly visible.

- Insightful messages

Key messages need to convey the focus of the campaign, with the goal of changing current resistant mindsets, with different messages for different audiences

### Effective partnerships

- A network of partnerships takes the campaign to unexpected places. It is important to reach out to potential partners, not wait for them to come to us. This needs a wealth of creativity, and increasing the profile of your campaign.

## Chapter

# 4

# BUILDING PARTNERSHIP – GOVERNMENT, MEDIA AND NGOS

Building a constituency that will support the organisation or coalition's advocacy issue is critical for success. The larger the support base, the greater are the chances of success. The organisation must reach out to create alliances with Government officials, other NGOs, networks, donors, coalitions, civic groups, professional associations, women's groups, activists, and individuals, who support the issue and will work with you to achieve your advocacy goals.

When advocating for a particular issue, it is also important to identify potential opponents. It is important to be informed about the opponents and what they may potentially be willing to do to stop the organisation's efforts. Once the opponents are identified, strategies can be developed about how the supporter's of the advocacy cause can help counter or neutralize the opponents of the cause.

## 4.1 BUILDING LINKAGES WITH THE GOVERNMENT

It is crucial for the organisation to assess which Government departments, institutions and individuals can provide support to the advocacy cause. This involves examining the existing governance structures. Who are the key individuals that can play a role in helping the organisation engage with the policy makers who are the target of the advocacy effort? This will enable the organisation to determine what space exists to influence the political system.

### Case Study: Agency Coordinating Body for Afghan Relief and Development

The perception of Afghan Government authorities was against the NGOs community as they did not differentiate between them, the UN agencies and the private sector. The government was unaware about Agency Coordinating Body for Afghan Relief and Development (ACBAR). The agency adopted a multi-pronged advocacy strategy with the government officials and general public for effective programme delivery. The staff held meetings with government officials emphasizing the roles and responsibilities of NGOs and the government, in addition to highlighting their past achievements, especially in remote areas. The staff held regular meetings with Balkh's Governor, and updated him on NGOs' progress that led to appreciation and support from the government. Advocacy with government key officials (key stakeholders) assisted ACBAR in solving long-standing staff visa and organizational tax issues. The staff held meetings with the government's finance and security departments and other government authorities that helped in procurement of tax certificates and staff visas. Through public advocacy with targeted communities, ACBAR also held project ceremonies highlighting their role in empowering communities. In addition, these activities also assisted in reducing the citizens' trust-deficit (on NGOs).

## 4.2 WORKING WITH MASS MEDIA

Working with the media is an important part of advocacy efforts. Therefore effective engagement with the media is necessary to advance your advocacy cause. Through media engagement the organisation can enhance visibility of its advocacy initiative and the organisation itself. It also helps the organisation inform the decision makers and the public about your activities. This in turn can help stimulate discussion on issues your organisation is advocating for.

It is important to promote good media coverage. This would require your organisation to invest in building media contacts. Your advocacy team should also keep up with media trends, techniques and technologies. To get good coverage establish good working relations with journalists by providing them relevant information and data and treating media professionals with respect. It is also important to thank and reward deserving journalists through awards and other motivators.

The most effective way of dealing with the media is to develop a media strategy as following:

- In this strategy you should first develop your message that you want to deliver through the media.
- This includes the advocacy cause and advocacy solution your organisation is working towards.
- It also means that you inform the journalists what your organisation stands for and what work it does.
- This is your central message and it should remain the same.
- It is important to ensure that everyone in your organisation shares the same message.
- Identify the audience to whom the message is targeted towards.
- Then identify the media they use and they trust.
- The organisation must be clear about the purpose of reaching the audience.
- The purpose can be to stimulate discussion, to inform them on new issues, to educate them on values, to help them form opinions.

**It is important to know which medium is used for what purpose.**

- **Printed media tends to be an elite medium.**
- **It is appropriate to reach influential people, politicians & policy makers.**
- **Radio tends to be a medium for a very broad audience. It is an appropriate medium for information dissemination, e.g. news, interviews.**
- **Television tends to be a medium for entertainment. It is a very useful medium for information dissemination but it is very costly.**

### 4.3 BUILDING CIVIL SOCIETY SUPPORT BASE

Building civil society support base is one of the most crucial aspects of an advocacy initiative.

Civil society organisations, activists, prominent members of society, such as professors, lawyers, philanthropists who will support the advocacy cause should be identified by the organisation or coalition. Bringing together different actors within the civil society to promote an support your cause can greatly beneficial the organisation's work. When a large number of people are giving the same message to the decision makers, it is more likely to get attention rather than working on your own. Coming together with other civil society organisation means that you have individuals coming on board who bring expertise and therefore can further strengthen and guide your advocacy efforts.

Another important aspect of building a support base of civil society is that if there are any hurdles from opposition, the organisation will have a support base that will speak up for their work and support their cause. Organisation cannot work in silos because they need to be aware of what other organisations are doing and also ensure that they don't inadvertently harm the work of another organisation. Working together also means that you can build on the efforts already made by other organisations, rather than reinventing the wheel.

All the stakeholder identified by the organisation, including supporters and opponents, should be mapped through a Stakeholders' Analysis. A stakeholders' analysis brings together all the relevant players (target audience/supporters/opponents) in one document.

#### Group Exercise 7 – Stakeholders' Analysis

Selects key stakeholders including primary and secondary target audience from previous power mapping exercise.

Fill the following stakeholders' analysis:

Name of Stakeholder	Contact Person Details (Email, phone, website)	Influence: How much influence do they have over the advocacy objective (High, medium, low)	Impact: How much does the advocacy objective impact them? (High, medium, low)	What is important to the stakeholder	How can the stakeholder contribute to the advocacy objective?	How can the stakeholder block the advocacy objective?	Strategy of engaging the stakeholder

# ADVOCACY ATRATEGY IMPLEMENTATION PLANS

The advocacy strategy needs well devised implementation plans to execute the advocacy strategy. This includes an advocacy work plan to implement the advocacy objective; advocacy budgeting: a realistic budget to ensure that the advocacy work plan can be implemented; and monitoring & evaluation plan: a plan to assess the effectiveness of the advocacy strategy and resultant work plan.

## 5.1 ADVOCACY WORK PLAN

An implementation plan is made for each advocacy objective and should include:

- A set of activities
- Expected results (of the activities)
- Appropriate time frame or due date for each activity.
- Person responsible for undertaking the activity.

## 5.2 BUDGET PLAN

- A budget plan is made for each advocacy activity and should include:
- A set of activities
- Resources needed to support each of the activity. Resources may be material, financial, human (i.e. technical expertise), or technological;
- Person responsible for undertaking the activity.
- Appropriate time frame or due date for each activity.

## 5.3 MONITORING & EVALUATION PLAN

- A monitoring plan is made for each advocacy activity and should include:
- A set of activities
- Indicator for successful completion of the activity
- Identifying means of verification for completion of the activity

**Group Exercise 7 – Work Plan, Monitoring & Evaluation, Administration and Budget****PART – 1: ACTIVITY WORK PLAN**

From list of major activities in the Advocacy Strategy Session, break them into smaller (sub) activities and complete the template below

Activity	Expected Result	Time line									Responsible persons/ Organisations
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Activity 1											
Sub Activity 1											
Sub Activity 2											
Activity 2											

## PART – 2: Budget Plan

Fill in the table below using the example provided as guidance:

Activity	Human Resources	Logistical Arrangements	Budget Available
Arranging policy dialogues to engage policy makers/govt officials	Expert/Consultants?	Venue, arrangements etc.	

## PART – 3: Monitoring and Evaluation Plan

Fill in the table below using the example provided as guidance:

Activity	Indicator	Monitoring Tool
Arranging policy dialogues to engage policy makers/ government officials	No. of policy makers reached through dialogue	Attendance sheets/ meeting minutes

## Resources

The following resources may be used in order to enhance understanding of advocacy in general and the Afghan context in particular.

Advocacy Practices Afghanistan: 2001 Onwards by Cooperation for Peace And Unity (CPAU); Available at [http://cpau.org.af/manimages/publications/Advocacy\\_Practices-Afghanistan\\_2001\\_Onwards.pdf](http://cpau.org.af/manimages/publications/Advocacy_Practices-Afghanistan_2001_Onwards.pdf)

Advocacy Toolkit: Guidance on how to advocate for a more enabling environment for civil society in your context by Costanza de Toma; Available at [http://cso-effectiveness.org/IMG/pdf/120110-of-advocacy\\_toolkit-en-web-2.pdf](http://cso-effectiveness.org/IMG/pdf/120110-of-advocacy_toolkit-en-web-2.pdf)

Advocacy Toolkit: A guide to influencing decisions that improve children's lives by UNICEF; Available at [file:///C:/Users/lenovo/Documents/Personal/Advocacy\\_Toolkit-UNICEF.pdf](file:///C:/Users/lenovo/Documents/Personal/Advocacy_Toolkit-UNICEF.pdf)

# INTRODUCTION OF THE AUTHORS



**QADEER BAIG**

Currently the Chief Executive Officer and Principal Consultant of NGO Resource Centre, Pakistan, an organisation aimed at strengthening the national NGO sector, facilitating the engagement of youth-led organisations to address issues around sexual and reproductive health and rights (SRHR) and youth employability, Qadeer has recently concluded his almost decade-long term as Rutgers's Country Representative for Pakistan (December 2006 – October 31, 2016). Rutgers primarily works with HIV and AIDS, Comprehensive Sexuality Education (CSE), SRHR and capacity building of NGOs on SRHR issues in Pakistan. Evidence-based policy advocacy for CSE, Youth Friendly Health Services (YFHS), Gender Based Violence (GBV) including child/early age marriages with the provincial and national governments, media and parliamentarians with the active engagement of adolescents, youth and youth-led organisations/ networks was Rutgers's main focus in Pakistan. He has a vibrant network within media including social media, donors, CSOs and Government. He was a Leadership Management Mechanism (LDM) fellow for the Packard Foundation in Pakistan and was leading 'advocacy working group. He has designed and conducted numerous evidence based policy advocacy and lobbying workshop for NGOs, CSO Networks/Coalitions, Youth Led Organizations, INGOs, Media and public sector representatives around issues of enabling policy environment for NGOs, self-regulation, CSR, legal and fiscal reforms in South Asia, Child and Early-age Marriages, Gender Based Violence, CSR and Curriculum reforms, YFHS, Human rights, and Meaningful youth participation.

## **Natasha Sajjad**

Natasha Sajjad's professional background includes an in depth understanding of human rights in the Pakistani context, gained through working at the National Commission on the Status of Women (NCSW) and an international center of expertise Rutgers WPE. She supported Government bodies and assemblies at federal and provincial levels through provision of capacity building and technical support to increase discourse on human rights issues and for enacting progress legislation as per Pakistan's international law commitments. She has engaged with National and Provincial Parliamentarians to enhance their understanding on Sustainable Development Goals, Reproductive Health, Child Marriages and Adolescent & Youth Health. She has developed and provided briefings to the Senate's Functional Committee on Human Rights & National Assembly's Standing Committee on Human Rights. While working at the NCSW, she reviewed and provided inputs to the Fair Representation of Women's Bill and Criminal Law Amendment (Prohibition of Jirga/Panchayat) Bill 2015.

## **Annexure – 1: Interactive Exercise 1**

Ask participants what they understand by advocacy. Ask them to say a phrase or word that comes to mind when talking about advocacy. Note down their words and phrases on a flip chart. Put similar words in one cluster. Formulate a definition on the basis of the words shared by participants.

Now share different known definitions of advocacy. Explain these definitions and the common aspects within these definitions.

Go back to the words on the flip chart. Ask participants to identify what words were missing in the definition formulated based on words on the flip chart.

## Annexure – 2: Interactive Exercise 2

The participants are divided into three groups and will be asked to find some examples of advocacy campaigns for all 3 types from Afghan context and experience.

- Group A: Community advocacy
- Group B: Policy Advocacy
- Group C: Evidence Based Advocacy

Each group will share the example they have found with the rest of the participants.

Alternatively if internet is not available, start a discussion with the participants in plenary. Ask them their opinions on the pros and cons of the three types of advocacy. Ask them which type do they think is better or do they think a combination of all three is better. Ask them which would be most suitable in their context.

### Annexure – 3: Interactive Exercise 3

In order for the participants to fully understand the four conditions of advocacy and their relevance to the participants' work, do a SWOT analysis of whether the organisation or coalition which the participants represent meets the four advocacy conditions.

- S: Strength
- W: Weaknesses
- O: Opportunities
- T: Threats

For each advocacy condition make a separate table to analyse the SWOT of each aspect of the condition is analysed.

Legitimacy	Strengths	Weaknesses	Opportunities	Threats
Members				
Knowledge & expertise				
International links				

Credibility	Strengths	Weaknesses	Opportunities	Threats
History				
Record				
Proven expertise				

Accountability	Strengths	Weaknesses	Opportunities	Threats
Participation of all stakeholders				
Reliability: Mechanism of continual improvement and learning				

Strength	Strengths	Weaknesses	Opportunities	Threats
Advocacy work				
Commitment				

## Annexure – 4: PEST Analysis

FSI (PEST Analysis Matrix) – Part I: Chart your organization on PEST factors below. It will give you the Factors of Strategic Importance for your advocacy strategy. Assess each variable and put a circle in the respective column indicating whether the variable is very important, important or unimportant for the success of your organization.

### Politico-Legal

External Environment	Very Important	Important	Unimportant
Government Policies			
Political Stability			
Trust in Government			
Social Action Programmes			
Legislation on the issue			
Political conditions in neighbouring countries			
Local, state and national elections			
Regional cooperation			
Geopolitical situation			
Development priorities			
Other: _____			

### Economic

External Environment	Very Important	Important	Unimportant
Taxation rules			
Price fluctuations			
Urbanisation			
Forex control			
Disposable income			
Value of currency			
Economic conditions of donor countries			
Social development expenditures			
Climate change threats (disasters)			
Communication			
Infrastructure/ improved mobility			
In-country philanthropy (giving)			
Other: _____			

## Socio-Cultural

External Environment	Very Important	Important	Unimportant
Population Changes by age, sex, wealth			
Population changes by city, region, country			
Expectations of community			
Attitudes to authority			
Family structure			
Religiosity/Islamization			
Attitudes towards charity			
Attitudes towards foreigners			
Attitudes towards gender			
Willingness to change			
Other: _____			

## Technological

External Environment	Very Important	Important	Unimportant
Changes in technology			
Spread of ICT			
Improved communications			
Media outreach			
Other production technologies			
Technological innovations			
Other: _____			

## Moot Points:

Do you consider them important for the advocacy strategy?

Are you tracking the important variables in a systematic manner? Should you?

What situational changes can cause the factors you have classified as unimportant to become important?







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