

Facilitator's Guide

Draft copy as of Nov 21, 2008

MODULE 5

ADVOCACY FOR SUSTAINING CBDRR PROGRAMS

Description:

Design and implementation of advocacy plans in support to promoting sustainability of CBDRR programs. Presentations on the steps in advocacy, advocacy strategies, stakeholders analysis in the context of advocacy, building alliances, developing advocacy messages, advocacy tactics and planning for advocacy.

Learning Objective

To design and conduct activities for promoting the sustainability of CBDRR programs.

Learning Sessions

The module covers the following sessions:

1. Advocacy in the Context of RC/RC Movement
2. Steps in Advocacy: Theory and Practice
3. Role of Advocates

Total time: 3 hours

Materials: powerpoints, flipcharts, markers

Session 1: Advocacy in the Context of RC/RC Movement

Suggested time: 1 hour

Methodology : Evocative Discussion

Materials:

PowerPoint presentation with some multiple choice questions, LCD projector, laser pointer, coloured paper and markers for group exercise.

Procedure:

Introduction

Present Session objectives

To discuss advocacy in the context of RC/RC Movement

To explain the importance of advocacy for CBDRR.

To define advocacy

Activity 1 – Group discussion, introduction to advocacy

Introduction of module: Link relevance to RC/RC. Henry Dunant needed to advocate to persuade governments to create rules on treatment of wounded.

- The Geneva Convention is advocacy.
- Advocacy enables RC/RC Movement to influence policy makers as a means of addressing policy root causes related to disasters and development; contribute more efficiently to reducing risk and build safer communities by using a wide range of interventions and reach a large segment of the population and broaden the scope of program impact
- Advocacy is mentioned in the following documents:
 - (a) Strategy 2010 states that RC/RC and its supporters work together effectively, through programme cooperation, long term partnerships and funding, as well as more active advocacy
 - (b) Strategy for the Movement outlines this direction in detail highlighting Resolution 6 of the 1999 Council of Delegates that encourages Movement components to pursue advocacy initiatives aimed at creating awareness of the conditions of victims of armed conflict and disaster and vulnerable people
 - (c) The 4th priority of the International Federation's Global Agenda is to renew advocacy on priority humanitarian issues, especially fighting intolerance, stigma and discrimination and promoting disaster risk reduction

(d) The third area for improvement in the Federation of the Future framework for improvement is advocacy and communication; point 2 calls for increasing advocacy programmes to address key humanitarian issues, and influence the actions of key decision-makers and communities.

Activity 2: Formulation of Definition on Advocacy

Provide each participant with a sheet of paper, 1/2 crosswise. Request them to fold the paper into 3. On the first column, instruct participants to answer the question, what is the first word that comes into your mind when you hear the ADVOCACY? Give them sometime to think and write the word on the first column. On the second column, instruct the participant to answer the same question, i.e. what is the second word that comes into your mind when you hear the word ADVOCACY. Again, give them time to think about this and to write their answers on the next column. When this has been done, ask participants the question, what is the last word that comes into your mind when you hear the ADVOCACY. Request them to write their answers on the third column.

Ask participants to discuss among their groups the words which they have individually listed and request them to formulate one definition of advocacy using the words they have written on the paper. After completing this task, each group representative will read their definition to the class.

Key point:

- Advocacy is the deliberate process of influencing those who make policy decisions of influencing those who make policy decisions.

Ask the participants about the difference between advocacy and IEC and Advocacy and community mobilization? Highlight the following:

- Advocacy always seeks to develop or change a policy, or address resource allocation issues. It uses IEC to raise awareness of key audiences, but it does not stop with raising awareness. The advocacy process is complete when a policy maker implements the prescribed policy action. While the general public maybe one of the audiences for an advocacy campaign, the public is targeted to generate support and pressure policy makers.
- Discuss the case study on the effective use advocacy as a strategy in Empowering the Community to Adapt to Climate Change

Session 2: Steps in Advocacy: Theory and Practice

Suggested time: 2 hours and 30 min

Methodology: Evocative Discussion

Materials:

Metacard with each step in the advocacy process written on each card, powerpoint presentation, LCD projector, laser pointer, coloured paper and markers for group exercise.

Procedure:

Introduction

Present Session objectives:

To identify opportunities that exist for influencing the policy process at the local and national levels

To discuss the steps in the advocacy process

Activity 1: Visual Mapping of the Policy at the Local Level

Time Required: Visual Mapping (45 min); Presentation and Discussion (30 min)

Procedure:

Request participants to review how the policy process works in their own setting at the local level. Delineate the steps in the policy formulation process, and develop a visual map to illustrate how policy decisions are crafted. Draw the map on the flip chart. Assign two groups to work on the policy formulation at the national level and for the other two groups to work on the policy formulation at the local level.

After completing the activity, each group will present their outputs.

Key points:

- A critical element in the success of any advocacy effort is a thorough understanding of the opportunities that exist for influencing the policy process, from the national, regional and local level. This assessment is important because it focuses the organization's efforts on what is potentially attainable.
- Policy making occurs within a web of interacting forces: multiple sources of information, complex power relations and changing institutional arrangements.

- Policy formulation is a high level overall plan or course of action embracing general goals and acceptable procedures of government bodies; no two countries in the world formulate policy in exactly the same political process
- Regardless of the political system or level of receptivity to popular perception, the organization's efforts in the government arena will target branches such as the executive, legislative/parliament, judiciary, ministries and local officials

Activity 2: Steps in the Advocacy Process

Procedure:

Give a set of metacards to the participants. Written on each card is a step in advocacy process. Request participants to arrange the steps in a systematic manner on the table.

The details of the cards should be as follows:

Develop Advocacy Goals

Identify Target Audience

Build support

Define issue

Select channels of communication

Develop key messages

The 'correct' order is as follows:

Define issue

Develop Advocacy Goals

Identify Target Audience

Build support

Develop key messages

Select channels of communication

Let each group present their output.

Key points for discussion:

- Advocacy is rarely an ordered and linear process so their outputs maybe correct given the local and national contexts
- Mention the steps and stress that these will help in planning effective advocacy activities

Activity 3: Theory and Practice of Advocacy

Procedure: This activity will provide participants with theoretical information related to each of the step in advocacy, After discussing each of the step, the facilitator will require participants to apply the theories into practice .

1. The first step is to define the issue

Based on the results of the VCA, this is the problem that an organization agrees to support in order to promote a policy change. Example of an issue on CBDRR, needing policy, is the institutionalization of disaster management authorities at the local level , if such agency does not at all exist

Discuss the Checklist for Choosing an Advocacy Issue and discuss how to use it.

Practice Session: Based on the results of the VCA, request participants to work with their groups and identify collectively an issue which they would like to jointly support. Advise participant to think carefully about which issue to choose as they will work on this through out the session. Instruct participants, that if possible, to choose an issue that they are familiar with and has some experience working on it. Remind them to use the Checklist for Choosing an Advocacy Issue.

After completing the task, ask each group to share their output. Facilitate the process by asking the following:

- Issue/ Problem; What is the issue? Is it serious? Is it urgent?
- Effects: What are the effects of the problem? How does the problem affect the poorest? Do you have data or necessary information about this ?
- Causes: What are the root causes of the problem? What is role of the policies and practices of the national and local government?

2. The next step is to develop advocacy goal and set of objectives – the goal is the general statement of what the organization hopes to achieve in the long term (3-5 years) while advocacy objectives is shot term description, specific and measurable achievement that contribute to the advocacy goal.

Practice Session: Based on the identified problem, request each group to develop their advocacy goal and one advocacy objective. They will present their output after completing this task.

To facilitate the process, ask the following questions:

- Potential Solutions: What do you think needs to be done? Are goals and objectives realistic? How will you measure success?

3. The third step in advocacy is to identify the target audience. This includes the primary and secondary target audience; the former includes the decision makers who have the authority to bring about the desired policy change; the latter includes persons who have access to and are able to influence the former. For example, if there is a need to allocate local budget for a nutrition program, the mayor of the municipality is the primary audience> But if his priority is on the construction of basketball courts or waiting sheds, it may be difficult to convince him to set up a nutrition program. The wife, a mother of 3 children and who has interest in development program for malnourished children and their families may influence the mayor to start the proposed nutrition program.

Discuss the Primary and Secondary Audience Analysis Form.

Practice Session: Based on the advocacy goals and objectives, request each group to accomplish the form. Once completed, each group will be encouraged to share their outputs

To facilitate the process, ask the following question: Who has the power to do something to bring about change? Do you have access to them? Are they open for discussion? Do they agree they have responsibility for change? Are they able to do something?

4. The fourth step in advocacy is building alliance through networking. Networking is a process for initiating and maintaining contacts with individuals and organizations (e.g. NGOs, civic organizations, government line agencies and other stakeholders for CBDRR) that share or support common goals and agree to work together to achieve the goals. Building alliances broadens the support base for the advocacy issue.

Distribute handout on stakeholders analysis for Advocacy on CBDRR.

Practice Session: Based on the advocacy goals and objectives, request each group to accomplish the form. Once completed, each group will be encouraged to share their outputs

To facilitate the process, ask the following question related to identifying potential allies: Who is trying to address the situation at the moment? Can you work with them? Is their activity effective? What may need to be change? Are there people who are not yet addressing the issue, but could be persuaded to help you?

5. Develop the message - messages are tailored to specific target audience; after framing the issues, persuade the receiver to support the organization's position. Three points to remember about advocacy message development:
 - Should ideally be only ONE main point communicated, or if not at all possible, may be two or three at the most.

- Should always be pre tested with representatives of the target audience to ensure that the message sent is the one received.
- Should not only persuade through valid data and sound logic, but should also describe the action the audience is being encouraged to take.

Distribute and discuss the message development Worksheet.

- Content: This is the central idea of the message. Answers the questions: what is the main point you want to communicate to your audience? What single idea do you hope the audience will take away from your message
- Format: Also called medium or the communication channel for the message delivery. Answers the question, what is the most appropriate communication medium to reach your target audience – a signed petition, face- to- face meeting and a TV or radio advertisement?
- Messenger: This is the person who will deliver the message. Is the messenger credible to your target audience? Is it possible to involve representatives of the community affected by the policy change as messengers?
- Time and place of delivery: This is the date and venue of the delivery of the message. Is there any political event that you can link up with to draw more attention to your issue? Is there a DDR day being celebrated in the country?

Introduce participants to the concept of One-Minute Message. A critical component of advocacy campaigns is media attention, In any interaction with mass media, it is important that the spokesperson communicate the main idea and the desired action of the advocacy message in 30 to 60 seconds. This is called the One-Minute Message.

One-Minute Message contains the following components:

THE ONE-MINUTE MESSAGE

Statement + Evidence + Example + Action Desired

- Statement – as earlier defined is the central idea of the message
e.g. CBDRR improves socio-economic condition of local government of Albay Province

(this is an area in the Philippines which is frequently exposed to various threats such typhoons, landslides, flooding, mudflow and volcanic eruptions)

- Evidence – supports the statement with facts and/or figures; should include data that the audience can easily understand. Ask which one is a better evidence:

e.g. Between 200-2007, 56% of fatalities caused by typhoons in the Philippines occurred in the Province of Albay or

Many people are affected by typhoons in the Province of Albay

- Example – After providing the facts, the spokesperson should add a human face to the story; e.g. anecdote based on personal experience can personalize the facts and figures
- Action Desired – is what you want the audience to do as a result of hearing the message.

Practice: Role Play. Each participant will prepare a one-minute message. They will be given time to practice its delivery. Once completed, the facilitator will identify randomly 4 participants, who will deliver their pieces one at a time. To facilitate the processing of the activity, the group will discuss collectively the strengths and weaknesses of the each participant who delivered the message.

6. Select Channels of Communication – depending again on the target audience, this is the selection of the most appropriate medium for advocacy messages. Debatable issues on CBDRR are usually better heard than watched. Radio, which is considered to be a hot medium, can be the more appropriate channel of communication. On the other hand, the concept of a safer community is better seen rather than heard. The television, being a cold medium, can be used as the most appropriate channel of communication.

On-going Activities:

Raise Funds – to support advocacy campaigns; may come from external or internal sources

Collection of Data – supports many of the different stages mentioned above; data needed to identify and select the issue as well as the development of advocacy objectives, crafting messages, building alliances to expand support base and influence policy makers

Methods of data collection (a) Qualitative: survey, questionnaire, focus group, interviews and observation; (b) Quantitative: survey, questionnaire, census, KAP survey, baseline studies

Monitor and Evaluation – before undergoing the advocacy campaign, the organization must determine how the campaign will be monitored and evaluated. Can the organization realistically expect to bring about a change in policy programs, or funding as a result of its efforts?

Session 3: Role of Advocates

Suggested time: 30 min

Materials:

Handouts with illustrations on the role of advocates, powerpoint presentation, LCD projector, laser pointer, coloured paper and markers for group exercise.

Procedure:

Introduction

Present Session objectives

To identify the various roles of advocates for

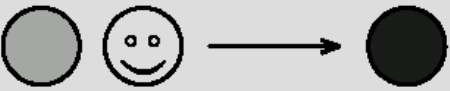
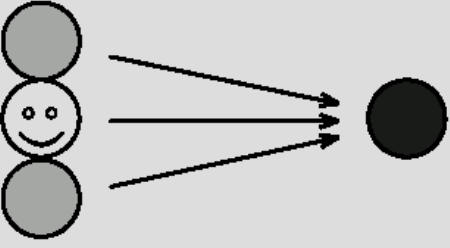
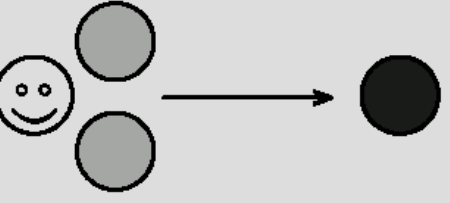


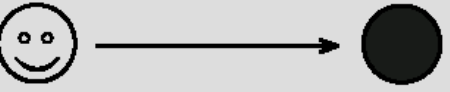
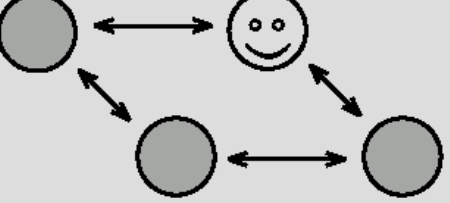
Activity 1: Role identification

Distribute the handout on the Illustrated Role of Advocates. Instruct the group to analyze the illustrations and identify the roles and characteristics of the advocate. Identify which role is most appropriate to achieve the group's identified advocacy goal and objective. Allow 15 minutes for discussion.

Key Points:

1. Represent – speak for the people
2. Accompany – speak with people
3. Empower – enable people to speak for themselves
4. Mediate – facilitate communication between people
5. Model – demonstrate the practice to people or policy maker
6. Negotiate – Bargain for something
7. Network – Build coalitions

Possible
advocate roles

ROLE	CHARACTERISTIC	
Represent	Speak for people	
Accompany	Speak with people	
Empower	Enable people to speak for themselves	
Mediate	Facilitate communication between people	
Model	Demonstrate the practice to people or policy makers	
Negotiate	Bargain for something	
Network	Build coalitions	

Key

- advocate 
- targets / those in power 
- those affected by a situation 