Advocacy Strategies and Approaches

A Resource Manual

Second Edition

ICIMOD

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About the Organisations

International Centre for Integrated Mountain Development

The International Centre for Integrated Mountain Development (ICIMOD) is an independent regional knowledge, learning and enabling centre serving the eight regional member countries of the Hindu Kush-Himalayas – Afghanistan, Bangladesh, Bhutan, China, India, Myanmar, Nepal, and Pakistan – and the global mountain community. Founded in 1983, ICIMOD is based in Kathmandu, Nepal, and brings together a partnership of regional member countries, partner institutions, and donors with a commitment for development action to secure a better future for the people and environment of the Hindu Kush-Himalayas. ICIMOD's activities are supported by its core programme donors: the Governments of Austria, Denmark, Germany, Netherlands, Norway, Switzerland, and its regional member countries, along with programme co-financing donors. The primary objective of the Centre is to promote the development of an economically and environmentally sound mountain ecosystem and to improve the living standards of mountain populations.

ICCO

ICCO's mission is to work towards a world where poverty and injustice are no longer present. The work of ICCO, Interchurch Organisation for Development Co-operation, consists of financing activities which stimulate and enable people to organise dignified housing and living conditions in their own way. ICCO is active in countries in Africa and the Middle East, Asia and the Pacific, Latin America and the Caribbean, and Central and Eastern Europe.

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Compiled by
Nani Ram Subedi

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Foreword

Participation of civil society organisations in development processes is recognised to be a critical factor for the promotion of sustainable mountain development. There is also evidence that mountain people tend to be marginalised from mainstream policy-making processes in most countries of the Hindu Kush-Himalayas. One of the participatory ways to change this situation is to enhance the capacity of community-based organisations (CBOs) to bring the specific opinions and needs of mountain people to the attention of policy makers and development organisations. With this in view, ICIMOD started a 'Regional Programme for Capacity Building of Community-based Organisations in Advocacy Strategies in the Hindu Kush-Himalayas' in 2003 supported by the Interchurch Organisation for Development Cooperation (ICCO), The Netherlands.

The main objective of the programme is to enhance the capacities of CBOs to perform better by developing enhanced skills in advocacy. To achieve this, the programme is implemented in collaboration with over 40 selected civil society organisations and networks mainly from Bangladesh, India, Nepal, and Pakistan. In response to the needs identified by the collaborating partners, ICIMOD focused on enlarging the human resource pool in advocacy skills by organising Training of Trainers (ToT) programmes in advocacy strategies with the support of resource persons from various institutions. A resource book and training manual were developed to provide materials for trainees to replicate the training, and were published in 2005 after being tested in ongoing courses. The manuals proved very popular in the region. To increase their reach and usefulness, ICIMOD supported interested partners to translate and publish the books; the training manual has been brought out in Bengali, Nepali, Hindi, and Urdu.

Based on the lessons learned from subsequent training programmes, issue-based advocacy activities, and feedback from partners and participants, we are glad to present second fully revised editions of both the manual and the resource book. With the support of our partners, we have been able to improve, revise, and add new tools, techniques, and resource materials. We hope that these volumes will again attract a wide audience and contribute to improving the lives of many people in the mountains of the Hindu Kush-Himalayas and beyond!

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In addition, several examples are included from the countries of the Hindu Kush-Himalayas, that were collected during field visits and from interaction with various organisations: I would like to thank all who contributed to this effort.

Josantony Joseph+ an experienced advocacy trainer who has worked in many countries, supported ICIMOD as a resource person in ToT workshops in Kathmandu. He also reviewed the first edition of the manual extensively, inserting additional ideas, tools, and techniques. I very much appreciate the significant contribution that he made. Many other people contributed comments and time during the preparation of the manual. I would like to thank them all for their ideas, input, and support.

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* Sprechmann, S.; Pelton, E. (2001) *Advocacy Tools and Guidelines: Promoting Policy Change*. Copyright © 2001. Cooperative for Assistance and Relief Everywhere, Inc. (CARE). Used by permission. CARE International, Atlanta, USA
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Acronyms and Abbreviations

CBO	community-based organisations
CO	community organisation
HKH	Hindu Kush-Himalayas/Himalayan
ICIMOD	International Centre for Integrated Mountain Development
IEC	information, education and communication
NCAS	National Centre for Advocacy Studies
NGO	non-government organisation
NRSP	National Rural Support Programme
RBA	rights-based approach
RTDC	Rural Technology Development Centre – Local Self-Governance Group
SMART	specific, measurable, attainable, realistic and time bound
UN	United Nations
VANI	Voluntary Action Network India

About This Manual

This Resource Manual has been prepared for community advocates and potential trainers of community-based organisations (CBOs) in the Hindu Kush-Himalayan region. It gives background information about the concept of the rights-based approach (RBA) and advocacy strategies, which are taken as prerequisites for social transformation. This book gives generic information about how to make effective strategies for policy and behavioural change. The issue-based advocates can take examples from this book and adapt the concept for their issue-based advocacy. The manual is a companion publication to the Training of Trainers (ToT) Manual in Advocacy Strategies. The ToT Manual provides learning tips in the form of bullet points so that trainers can copy and use these points directly in their training sessions. This Resource Manual provides additional information on the bullet points in the ToT Manual to allow trainers to read about the conceptual directives in detail. The objectives of these two manuals are slightly different but complement each other, and the target audiences of the manuals are the same.

Knowledge and skills in advocacy strategies have to be developed at different levels – for managers, senior trainers, community trainers, and community advocates. Different levels of capacity building programmes need different know-how and conceptual clarity. Therefore, advocacy facilitators should take whatever resources they need from this manual, extracting the required concepts and cases and repackaging them for different types of training programmes. It is not intended that all the materials included in this manual be transformed into a single training programme. Finally, it is important to remember that those who use advocacy tools to promote a particular issue or action also have an important responsibility – to ensure that the issue being prioritised is genuine, that the information is based on a proper factual foundation and adequate scientific research, that selection will help the people that the advocates profess to support, and that any potential harm to any group of people or the environment has been clearly identified in an objective manner.

This revised second edition has been prepared based on the foundation laid by the first edition published in 2005. The concept of any discipline is always changing and two important aspects have been considered while preparing the present edition. The first is the conceptual evolution of advocacy during 2005-2007. The second is the feedback obtained from readers/trainers using both the English version and other editions prepared by some partners who translated the original in whole or in part into their national languages. Both aspects were taken into acount while preparing this second edition.

We fear because
We do not know.
We do not know, because
We do not understand.
We do not understand, because
We are not informed.
We are not informed, because
We do not communicate.
We do not communicate, because
We are separated.

– Martin Luther King

Therefore, advocacy in communication language is all about communication. But how we communicate makes a big difference. There are two approaches to communication in advocacy:

- Approach 1: 'You are not doing, so we are doing.'
- Approach 2: 'You are not doing, so we are kindly requesting/asking you to do.'

Finally,

- Advocacy is all about 'shaking and weakening the problem tree.'[#]
- Advocacy should be able to bring long-lasting solutions to the issue selected. There is no 'blueprint' in advocacy. You need to be flexible and weigh all aspects of the situation carefully at all times.
- All individuals are human beings. They can be irrational and unpredictable. In advocacy, you need to be like water. The water makes its own course despite the many obstacles on the way.

[#] Omer Khan Khanzada, 16 March 2007, Regional ToT in Advocacy Strategies, Kathmandu