

Appendix 5

Sample Advocacy Workshop Agendas (Cambodia 2000, Russia 1996)



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Civic Advocacy Curriculum Guide

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Civic Advocacy - Training Guide

REGISTRATION:

15-30 minutes

- Have registration forms and all materials available for participants
- Name tags
- Use same method to split participants into different groups to work in for duration of seminar.
 - code name tags
 - hand out numbers
 - other

[NOTE: Try to get people into groups where they are not familiar with each other. This helps them to emulate real-life situations where they will be working with strangers. Also, it helps to eliminate friendly chatter and to keep participants focused on the programs.]

Civic Advocacy - Trainer Guide

<p>WELCOME: 5 minutes</p> <p>INTRODUCTIONS: 30 minutes</p>	<ul style="list-style-type: none">• Invite one of the local leaders to open your program by welcoming participants and welcoming <u>you</u>. This should be about 5 minutes in length or less... it is only a welcome, not a speech.• Thank the local leader for the welcome, introduce yourself, ask participants to introduce themselves by name, and organization (and city that they are from--if not from the same city.) If you have limited time, this is a quick introduction. If you have more time, you may wish to ask them to add other information like:<ul style="list-style-type: none">- how long they have been an NGO- goals of their organization- what they hope to learn from the seminar <p>[NOTE: This is a good opportunity for leaders to network with each other. Suggest that they many want to connect with other participants at the break/lunch/dinner.]</p>
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Civic Advocacy - Trainer Guide

PROGRAM OVERVIEW:

5 minutes

- Define advocacy
- Civic leaders and activists will learn the elements of planning and implementing an advocacy campaign, how to set concrete goals, and target decision-makers who can give them what they want.
- Develop and present an actual strategic plan.

**STRATEGIC STEPS OF AN
ADVOCACY CAMPAIGN -
ADVOCACY:**

15 minutes

- Brainstorm with participants on their definition of Advocacy (use butcher block paper, overhead projector or blackboard.)

 - Define Advocacy - it is more than pleading and urging on behalf of people. For many civic organizations, advocacy means mobilizing their members and the public to work with local, state and national leaders to spark changes in programs and policies that benefit people.

 - Advocacy campaigns that civic groups get involved in usually reflect one of the following:
 - public education on an issue
 - public policy development
 - candidate campaigns for people who support the organizations priorities
- [NOTE: The processing of these definitions out of the brainstorming is the most effective training technique.]

**continued: Strategic Steps of an Advocacy Campaign:
Choosing the issue and setting goals:**

15 minutes

Ask the question: "Why do people fail?" Solicit responses and zero in on:

1. lack of a good plan
2. lack of concrete goals

EXERCISE:

60 minutes total

10 minutes

Give participants ten minutes to determine 5 major issues in their community. Ask them to prioritize them and write them on butcher block paper if they have some.

20 minutes

Ask each small group to present their issues to the entire group. (Take notes on what they are saying so that you can help process matters better during goal-setting.)

5 minutes

Now ask each group to identify a top priority issue of their community. Let them know that this issue will be the one that they will use for the entire program. They should keep in mind to pick an issue that:

- is winnable and measurable
- brings real change to people's lives
- causes its membership to support the goal
- will increase their membership

10 minutes

Groups present their goal.

[NOTE: You may let participants know that as they go along, they may feel the need to redefine their goal to make it more concrete. They will struggle if it is not concrete. As the trainer, you can help them process it.]

**continued: Strategic
Steps Of An
Advocacy Campaign:
Issues/Goals**

Goals - Lecture

- Advocacy campaigns have a beginning, middle and end. In developing strategic plans for action, groups can focus on advocacy campaigns that have a beginning, middle and end.

In developing strategic plans for action, groups can focus on long-term, intermediate and short-term goals.

Long-term goals reflect the overall objectives of the campaign (give an example).

Intermediate goals reflect victories that might be accomplished midway through the campaign that could lead to achieving long-term goals (give an example).

Short-term goals are smaller steps to achieve your intermediate goals (tactics, discussed later on, are also in many cases short-term goals).

- End this section by letting participants know that whatever their long-term goal, it and their short-term and intermediate goals should be concrete and winnable. Each should build on each other creating small to big “wins/victories” for their group. This will keep members enthusiastic and involved.

<p>STRATEGIC STEPS OF AN ADVOCACY CAMPAIGN -</p> <p>ALLIES AND OPPONENTS:</p> <p>Brainstorm - 5 minutes</p>	<ul style="list-style-type: none"> • Brainstorm with participants about characteristics of an ally, then characteristics of opponents. Help to facilitate out of the session the following characteristics: <p>Allies:</p> <ul style="list-style-type: none"> - Benefit from your issue's success - Can bring you their resources (free or small fee): <ul style="list-style-type: none"> > volunteers > money > celebrities > experts: lawyers, doctors, scientists, university programs, etc.. > office space > office equipment <p>Opponents:</p> <ul style="list-style-type: none"> - Threatened and often stand in a position to lose something if your issue is passed. - Can actively oppose you and derail your efforts. <p>[NOTE: While brainstorming, you may wish to have someone write ideas on butcher block paper or chalk board.]</p>
<p>EXERCISE:</p> <p>60 minutes total:</p> <p style="padding-left: 100px;">10 minutes</p> <p style="padding-left: 100px;">10 minutes</p> <p style="padding-left: 100px;">40 minutes</p>	<p>RELATING TO THEIR LONG-TERM GOAL:</p> <p>Ask each group to develop a list of allies and which resources these allies might bring to the campaign.</p> <p>Ask each group to develop a list of opponents and what the opponents could/might do to derail the campaign.</p> <p>Ask each group to present their lists</p>

<p>continued: Strategic Steps of an Advocacy Campaign: ORGANIZATIONAL RESOURCES</p>	<p>STATE: "Often times having a good issue is not enough to win. Organizations need to be realistic about their resources and those of potential allies."</p>
<p>10 minutes</p>	<p>Ask participants to discuss among themselves in their small groups the following:</p> <ul style="list-style-type: none">• Does your NGO have the resources to lead this advocacy campaign?• Are you able to commit funds or to raise money to promote the issue?• Do you have sufficient membership support? Members who will volunteer time, expertise and/or money to promote the campaign? Members who belong to other groups or who are involved in other sectors (business, government) who will support the effort?
<p>Exercise</p> <p>10 minutes</p>	<p>Ask participants to list their organizational resources and those of their allies. (They do not need to duplicate the effort from "Allies" where they <u>listed</u> resources that potential allies bring. They may refer to the list from that exercise in their presentation.</p>
<p>30 minutes</p>	<p>Each group presents a list of organizational resources.</p> <p>[NOTE: A resource is <u>not</u> an ally. It is something that an ally brings(donates) to the campaign to support the effort -- office space, office equipment, money, volunteers, experts, celebrities, etc.]</p>

continued: Strategic Steps of an Advocacy Campaign :
Targets "Decision - Makers"

STATE: "Targets are decision-makers who are people that can give you what you want. They are on two-levels:

1. Primary - those who have the power or resources to give you what you want; and
2. Secondary - those who can get you to primary targets when you cannot get to them directly. Secondary targets are conduits to the main target. They might be an associate, friend, relative, neighbor, etc., of the primary target.

[NOTE: You may wish to draw this diagram on board or paper for a group.]

EXERCISE:

10 minutes

Keeping in mind their Priority Goal, ask groups to list their Primary and Secondary Targets.

30 minutes

Ask groups to present their results.

<p>continued: Strategic Steps of an Advocacy Campaign: TACTICS</p>	<p>State: "Tactics are also equal to short-term goals and 'actions' that we use to gain the attention of decision makers. They can be any number of ways to help educate the decision-maker and to leverage their support."</p> <p>A tactic may be as simple as picking up the telephone and calling to secure a meeting with a decision-maker or as grand as a simultaneous rally of 200 plus people in 5 cities/towns per oblast across the Russian Federation.</p>
<p>Brainstorm 5 minutes</p>	<p>Ask the entire group to quickly share some ideas of tactics that they have used, would like to use, or know have been successfully used by others. Write these on butcher block paper or a chalk board as they state their ideas.</p>
<p>Brief Summary and Illustration of Tactics:</p>	<p>[Use tactic illustration guide to demonstrate the effectiveness of the collective use of tactics either on butcher block paper or overhead projector.]</p>
<p>Exercise: 10 minutes 40 minutes</p>	<p>Ask each group to relate to their issue and to develop a list of tactics.</p> <p>Ask each group to present their tactics. [NOTE: After each group's presentation, seek comments from other members in the audience. This helps peers to teach each other.]</p>

<p>CREATING A SOLID FOUNDATION:</p> <p>RESEARCH 5 minutes</p> <p>Brainstorm: 10 minutes</p>	<p>State:</p> <ul style="list-style-type: none">• Successful advocacy campaigns require solid, factual research to sustain the campaign effort.• Share an example of an issue dying or losing support due to misrepresentation or poor research. <p>Ask participants to share their thoughts on:</p> <ol style="list-style-type: none">1. How good research lends to credibility of an organization and issue.2. Where they can find good research <ul style="list-style-type: none">• Facilitate out of this session the following:<ul style="list-style-type: none">> Good research lends to credibility of the organization and the issue.> Media will look to you for your expert position on the issue and will most often call you for a reaction/response when your opponent presents the media with an allegation.> You increase the comfort-level of decision-makers to support you.> Good research becomes the basis for strategic planning. It can help you to simplify the issues:<ul style="list-style-type: none">- put it into human terms- make it a “pocket-book” issue- develop visuals and graphs that reflect the essence of the issue- establish the basis for a clear, concise message> Good research usually can lead you to the major reasons why your issue would be opposed.
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**Creating a Solid Foundation:
RAISING MONEY**

10 minutes

- How many of you ask people for money? If "yes," ask them to say why and what it does for their organization. If "no," ask them how they can run their organization and how they can promote their issues if raising money is not a priority.
- STATE: FUNDRAISING NEEDS MUST MATCH OUR CAMPAIGN PLANS.
- STATE: The greatest reason why people don't raise money is because they DON'T ASK. The second greatest reason why people don't raise money is they ask the wrong people. The third greatest reason is that they don't have a concrete goal for their advocacy campaign.

What happens when you ask the wrong people for money?

[Write their ideas on butcher block paper or a chalk board.]

Facilitate the following and you process this:

1. You aren't successful
2. You burn-out your volunteers

Brainstorm
5 minutes

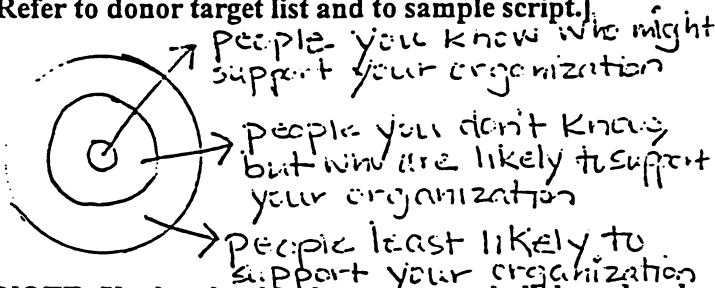
What are some ways that you can be more successful in raising money?

Summary
2 minutes

Facilitate the following as you process this:

1. Develop a list of targets who are people you know are:
 - able to give
 - stand to benefit from the advocacy campaign
 - have a history of supporting such causes
2. Do the same for people who you do not know.

[Refer to donor target list and to sample script.]



[NOTE: Use butcher block paper or a chalk board and draw a target.]

Brainstorm
5 minutes

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Creating a Foundation: RECRUITMENT AND CANVASSING	
Brainstorm 5 minutes	Reasons why people volunteer? (Put on butcher block paper or a chalk board.)
Process 10 minutes	Facilitate the following as you process this brainstorm: <ul style="list-style-type: none">• Identify with the issue/candidate.• Recognition<ol style="list-style-type: none">1. Public2. Professional3. Friends/Family• Peer Pressure - everybody else is doing it.• Social - to meet other people.
Brainstorm 5 minutes	Keeping volunteers motivated? (Put on butcher block paper or a chalk board.)
Process 10 minutes	Facilitate the following as you process this brainstorm: <ul style="list-style-type: none">• Clear/meaningful tasks• Recognition/appreciation• Sense of accomplishment<ol style="list-style-type: none">1. measurable goals (organizational importance of the task)2. winnable goals• Activity versus boring meetings• Involvement<ol style="list-style-type: none">1. pair newcomers with established members2. ask to participate in ways comfortable to them3. provide them with organizational information (give them the "big" picture)<ul style="list-style-type: none">> mission statement and fact sheet> membership and leadership list with address and telephone numbers> calendar of events> newsletter4. immediately assign volunteers an activities role and put them into the telephone tree <u>immediately</u>

<p>Brainstorm 5 minutes</p>	<p>Where and how can you get volunteers? What are some ways to recruit and volunteer?</p>
<p>Process 10 minutes</p>	<p>Facilitate the following as you process this brainstorm:</p> <ul style="list-style-type: none"> • Ask • Target those people/groups who stand to benefit from an issue or the election of a particular candidate. Ask them over the telephone or door-to-door. Door-to-door canvassing is working across Russia. It's a way to identify supporters and to develop them into volunteers or donors (refer to canvassing tips and canvassing sheet). • Mass media - Ask at press events, articles in paper, advertisements in paper, ask on radio/TV talk shows. Seize the opportunity. • Schools - High School, University - Ask • Regarding your literature or fact sheets - let people know where to call or write to your organization - Ask (refer to sample fact sheet) • KEEP ASKING - it's an ongoing process!
<p>Summarize Tools 5 minutes</p>	<ul style="list-style-type: none"> • Have volunteer cards available for your members to recruit people who show interest. Recruitment is every members task. [Refer to NDI volunteer handout] • Have volunteer sign-in sheets at all events and when canvassing.

DESIGNING A MESSAGE

5 minutes

STATE: This section helps to design a good message for mass media and public. Every message, whether it is a response to some news or represents news itself, contains news for mass media - you are sending a message. Every message helps to promote an issue and is a source of information about your organization, its goals, and activities.

Brainstorm

5 minutes

Ask participants what are the characteristics of a good message?

Process

10 minutes

Facilitate the following (refer to page 85 of Advocacy Campaign):

Seven Characteristics to consider in making a strong message include:

- It must be short.
- It must be truthful.
- It must be important to the audience you wish to reach.
- It must present a clear contrast.
- It must speak to the heart.
- It must speak to the attitudes and concerns of your target audience and not others.
- A good message must be repeated and repeated and repeated.

We all know several civic organizations which have become popular throughout Russia. This popularity occurred only because they developed a clear and concise message and repeated it every time at every opportunity.

Exercise

15 minutes

Ask each group to write one paragraph on their issue.

5 minutes

Then ask the group to write the essence of the paragraph in one sentence. It should not be written as a slogan. [For example, "My organization was called Arizona for a Healthy Future." Our message was - "Tobacco taxes for health care."]

Presentation

10 minutes

Ask each group to present their message. Ask the audience to give comments after each presentation.

TOOLS FOR REACHING MEMBERS:

Brainstorm

5 minutes

What are some methods for reaching members?

Process

10 minutes

Facilitate the following out as you process this:

- Regular, weekly/monthly or quarterly meetings
- Phone tree - go over this method [refer to phone tree]
- Regular newsletters
- Mail
- In some campaigns, coalition members have fax machines. It's fast communication.

Exercise

5 minutes

Ask each group to write a script to inform their members about a campaign event.

Presentations

30 minutes

Ask groups to present their scripts. Seek comments from the audience following each presentation.

<p>TOOLS FOR REACHING THE COMMUNITY</p>	<p>STATE: Increasing public awareness on your issue/candidate throughout your advocacy campaign will keep people involved and knowledgeable. If you don't do it, you <u>will</u> lose. People are more likely to support your effort if they are familiar with your issue and message.</p>
<p>Total Time - 1 and a half hours</p>	
<p>Brainstorm 5 minutes</p>	<p>What are some ways that we can keep the public informed?</p>
<p>Process 10 minute</p>	<p>Facilitate the following methods as you process:</p> <ul style="list-style-type: none"> • Media (print, TV, Radio) • Flyers [refer to fact sheet] • telephone polling [refer to sample script] • leaflets/brochures • letters • door-to-door canvassing • public speeches
<p>Exercise 30 minutes</p>	<p>Ask participants to develop a sample leaflet on their organization/issue. [Write on butcher block paper or a chalk board] Important components include:</p> <ul style="list-style-type: none"> • Mission statement • Compelling facts • Quotes from media and/or celebrities • Reasons why people should support the organization/issue • Ways to get involved
<p>Presentation and Commentary 45 minutes</p>	<p>Ask each group to present their leaflet, soliciting commentary after each presentation. Trainer to add comments.</p>

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USING THE MEDIA Total time: 10 minutes	
Brainstorm 5 minutes	What can the media do for you in your advocacy campaign? [Write these on butcher block paper or chalk board]
Process 10 minutes	Facilitate the following as you process this session: <ul style="list-style-type: none">• Help to give wider publicity to your organization's activities• Increase the credibility of your organization• Inform the public and decision-makers• Help to influence public opinion
Short Lecture 15 minutes	STATE: Some people think they need a professional public relations expert. That usually requires money that few NGOs have to spare. However, NGOs across the country are finding that volunteers within their organizations are successfully fulfilling their media needs. There are five basic steps that NGOs can use to initiate and develop their ability to work well with the media. <ol style="list-style-type: none">1. Identify media who's who for each outlet (keep a list).2. Establish contacts.3. Advise media on your group's upcoming events.4. Develop press release kits and fact sheets.5. Follow-up after press/organization events.
Exercise 10 minutes	Ask participants to write the first paragraph of a press release on something related to their advocacy campaign.
Presentation 30 minutes	Ask participants to present their press releases and for audience to comment. [NOTE: Facilitator can further process these.]

**PLANNING AN
ADVOCACY
CAMPAIGN**

**Total time 1 and
a half hours**

Exercise

30 minutes

Let participants know that they have actually planned an advocacy campaign during the prior workshops. [Briefly review elements of strategic planning.]

During this next exercise, ask each group to plan an advocacy campaign. Give them each a concrete goal based on elements from discussion over the entire seminar. [NOTE: It is good to have a scenario and goal typed up ahead of time to give to them.]

Presentation

1 hour

Group presentations and commentary.

Close

Close by assuring them that they have proven they can put together advocacy campaigns and now they just need to do it!

**Evaluation and
Thanks**

Thank participants.

WORKSHOP AGENDA

Public Policy Advocacy on the Cambodian Communal Elections for Cambodian Civil Society Activists

Objectives

- to impart systematic knowledge and skills to Cambodian civil society leaders for critiquing and advocating for the legal framework for communal administration and election laws; and
- to prepare an action plan for undertaking public consultation and advocacy on these vital issues.

List of Participating Organizations

Committee for Free and Fair Elections in Cambodia (COMFREL)
Coalition for Free and Fair Elections (COFFEL)
Neutral and Independent Committee for Free Elections in Cambodia (NICFEC)
Cambodia Defenders Project (CDP)
Cambodia Institute for Human Rights (CIHR)
Center for Social Development (CSD)
Human Rights & Community Outreach Project
Human Rights Vigilance of Cambodia
Khmer Institute for Democracy (KID)
Khmer Youth Association (KYA)
Legal Aid of Cambodia (LAC)
LICADHO
Star Kampuchea
Women's Media Center of Cambodia (WMC)

Day 1: March 21, 2000

08.00 – 08.30	Registration
08.30 – 09.00	Introductions and opening remarks (goals, objectives) <i>Tarikul Ghani & Keith Jennings</i>
09.00 – 09.20	“Introducing Advocacy: The International Definition” <i>Keith Jennings</i>
09.20 – 09.30	Questions, answers and comments

- 09.20 – 09.50 “Advocacy: The Cambodian Context”
Kassie Neou, Vice Chairperson, NEC &
President, Cambodian Institute for Human Rights
- 09.50 – 10.15 Open discussion
- 10.15 – 10.30 Coffee break
- 10.30 – 11.30 “Effective Advocacy: Strategies, Ways & Means – An International
Perspective”
Keith Jennings
- 11.30 – 12.00 Questions, answers and comments
- 12.00 – 13.00 Lunch break
- 13.00 – 13.30 “Managing an Advocacy Campaign in Cambodia”
Nanda Pok, Executive Director, Women for Prosperity &
Board member, COFFEL.
- 13.30 – 14.00 Questions, answers and comments
- 14.00 – 15.30 “Strategies and Tactics for Conducting Effective Advocacy in
Cambodia,” group discussions
(Three break-out groups, each with a Cambodian facilitator)
- 15.30 – 15.45 - Tea break
- 15.45 – 16.30 - Group presentations, questions & answers
- 16.30 – 17.00 - Day's summary; concluding remarks
Keith Jennings

Day – 2: MARCH 22, 2000

- 08.30 – 08.45 Opening remarks
- 08.45 – 09.15 “Commune Council Laws and the Role of Civil Society”
Thun Saray, President, ADHOC & First Representative, COMFREL
- 09.15 – 09.30 Open discussion, questions & answers

09.30 – 09.45	Coffee break
09.45 – 10.30	“Advocacy Experience from Bangladesh” <i>Tarikul Ghani.</i>
10.30 – 11.00	Open discussion, questions & answers
11.00 – 11.30	“Planning an Effective Advocacy Campaign in the Context of the Cambodian Commune Council laws” <i>Keith Jennings</i>
11.30 – 12.00	Open discussion
12.00 – 13.00	Lunch break
13.00 – 15.30	Preparing an action plan for advocacy on the Commune Council laws Group discussion on activities, timeline, resources, implementation strategy and follow up / monitoring
15.30 – 15.45	Coffee break
15.45 – 16.30	Group presentations of action plan (10 minutes each group)
16.30 – 17.00	Workshop summary, concluding remarks

ADVOCACY CAMPAIGN TIME FRAME

8 Months	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Events	Khmer New Year	Labor Day Visak Bucha Royal Ploughing Day	Children's Day Queen's B'day			Pchum Ben	King's B'day Paris Peace Accord	Independence Day Water Festival	Human Rights Day Xmas
Publicity Media	Material dev. TV, Radio, Newsletter, press. Involve WMC	Press release Press conference Newsletter	Joint statement Posters Newsletter	Posters Newsletter Financial review includes budget projection	TV spot Radio campaigns Newsletter	TV / radio WMC Posters Newsletter Financial review	TV / radio WMC Posters Newsletter Financial review	TV / radio WMC Posters Newsletter Financial review	TV / radio WMC Posters Newsletter
Resource Dev./fund raising	Prepare project proposal, submit to Donors	Follow up application. Get funding		Financial review includes budget projection Meet the King		Financial review			
Outreach consultation (target groups)	Meet Council of Ministers	MPs NEC C of Ministers	MPs Governors Senate	Meet the King	MPs Senators NEC Ministers	MPs Senators NEC Ministers	MPs Senators NEC Ministers	MPs Senators NEC Ministers	MPs Senators NEC Ministers
Public Education Forums/work shops etc.	Prepare ed. materials on local Gov.	Train Trainers on Local Gov.	Launch LGEd. Public Forum for Women (WFP)	LGEd. Public Forum Com Elect. Law	LGEd.	LGEd. Public Forum Com Elect. Law	LGEd. Public Forum Women's participation in Com. Elect	LGEd. Public Forum Women's participation in Com. Elect	LGEd. Public Forum Com Elect. Law
Lobbying (supporters)	Meeting with pol. Parties, NGOs	Meet international community		Meet women's groups Pagoda	Meet with legal experts	Meet with student association	Meet with other associations		
Special Events		Shadow puppets (NICFEC)	Grand Rally		Mass Petition		National Convention		
Monitoring/Evaluation	Set up NGO Working Group to meet monthly	Meeting with NGO working group	Meet with business and teachers assoc.	Meeting with NGO working group	Meeting with NGO working group	Meeting with NGO working group	Meeting with NGO working group	Meeting with NGO working group	Meeting with NGO working group