

**MWANANYAMALA WOMEN
DEVELOPMENT GROUP.**

TRAINING PACKAGE

**TRAINING ON ADVOCACY, LOBBYING AND
NETWORKING**

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Abbreviations

MWAWODE Mwananyamala Women Development Group

IGPs Income Generating Projects

M&E Monitoring and Evaluation

PRSP Poverty Reduction Strategy Paper

V-M-G Vision – Mission- Goal

PART ONE: INTRODUCTION

1.1 Opening and Welcome Remarks

MWAWODE chairperson to give welcoming remarks.

1.2 Participants Introductions

All participants

1.3 Training Overview

The trainer to give an overview of the training programme:

These includes:

Brainstorming sessions;

Working with participants' own experiences;

Use of case studies (successes and failures) and examples from other organisations;

Group work and exercises.

1.4 Working Norms and Ground Rules

The participants are expected to point out the working norms to ensure smooth running of the training.

Eg. Time keeping, silence mobile phones etc.

1.5 Participants Expectations and Fears

Box 1.1: Expectations and Fears

Participants point out their fears and expectations. E.g. Time being short to cover all sessions etc.

1.6 Training Aims, Objectives and Outcomes

Box 1.2: Aim, Objectives and Outcomes

Training Aim

The training aims at providing the participants – MWAODE members - opportunity to exchange ideas, share experiences and acquire knowledge and skills in advocacy, lobbying, and networking. It is intended to provide participants with practical skills in these areas.

Training Objectives

- To impart and enhance participant's knowledge, skills and ability in carrying out advocacy, lobbying and networking activities.

- To develop a framework for carrying out advocacy learning in collaboration with other partners.
- To share experiences in advocacy, lobbying and networking using case studies.

Training Outcomes

After the training it is envisaged that participants will:

- Understand what advocacy and lobbying are, and how they cannot be isolated from networking.
- Understand the importance of advocacy work and have the confidence to carry it forward.
- Know about tools available for advocacy planning and implementation.
- Understand how advocacy work can be done at different levels - grassroots to national.
- Be aware of the range of skills needed to do advocacy work.
- Be able to identify who they need to influence in particular situations.
- Understand a basic approach to monitoring and evaluating advocacy work.
- Have a greater understanding of how their advocacy work impacts on others.
- Be able to select appropriate tools and use them to develop and implement a realistic, appropriate 12-month advocacy plan.
- Use the training materials as a ready reference guide and adapt them to the local context.

Hence at the completion of the training, the participants are expected, both through attitudinal change and the acquired skills, to become more effective advocates and lobbyists and thereby help MWAODE towards improving the performance of their development programmes. This will lead to attaining sustainability of MWAODE projects.

1.7 Training Sessions

The training is divided into four major sessions over a period of three days. The sessions will be conducted in a participatory and interactive manner.

PART TWO: ADVOCACY

2.1 Defining Advocacy

2.1.1 Group Work

Brainstorming and group discussions are some of the training methodologies to be used during the workshop. The group work involves:

What is advocacy?

Mention 2 or 3 activities involved in advocacy

Mention 2 or 3 outcomes/changes due to effective advocacy

2.1.3 Group Presentations

Table 2.1: Defining Advocacy: Group Responses

Item	Group 1	Group 2	Group 3
Definition			
Activities			
Outcomes			

2.1.4 Key words

The trainer to ask participants to point out some key or common words emerged from group responses:

Trainer to lead the discussion on key words mentioned.

In advocacy work you need to be clear on:

- Whom you are trying to influence.
- What policy you wish to change.

The trainer to go on saying something about advocacy and policy makers.

- Policy makers in government, business or institutions are those who wield enormous influence over poor communities.

Policy – a plan, course of action or set of regulations adopted by government, business or an institution designed to influence or determine decisions or procedures.

Advocacy is used to influence choices and actions of those:

- Who make laws and regulations
- Who distribute resources
- Who make decisions that affect the well being of many people?

Advocacy involves delivering messages that are intended to influence the activities of policy makers.

Advocacy is:

- A strategy to influence policies
- About creation or reform of policies
- About effective implementation or enforcement of policies
- A means to an end, another way to address the problems that we aim to solve.
- A deliberate process of influencing those who make policy decisions.

The working definition of advocacy:

Advocacy is a process of working out societal problems and issues in favor of individuals, groups and communities. It influences public decision making in areas like policy and law and their implementation; as well as influencing related cultural beliefs and practices in order to bring about positive changes in the lives of people.

2.2 Purpose Advocacy

- To draw attention to an issue
- To achieve change
- To bring about fairness in society (e.g. gender equality, education, human rights)
- To improve the livelihood of significant number of people

- Target policy makers and implementers
-

2.3 Benefits of Advocacy

- Resolve the issue
- Tackle the issue
- To empower or elevate one's profile.
- Create increased awareness of the issue.
- To know who are supporters and opponents.

2.4 Why Advocacy for MWAODE?

Participants to brainstorm as to why there should be a need for them to be trained on Lobbying and Advocacy.

The trainer's inputs to this matter to base on:

MWAODE's aim at influencing policy change through Lobbying and Advocacy.

MWAODE can expand impacts of its programs if they take into account that policy makers greatly influence and affect the livelihoods of the poor through their decisions and actions.

Various actors/stakeholders in public and private arenas contribute to livelihood insecurity or violations of human rights. Therefore significant impact can only be achieved through changes in policies and actions of powerful institutions, individuals and households.

Advocacy, therefore, is an extension of MWAODE's work. Need to target actions of policy makers.

2.5 Characteristics / Qualities of an Advocate

Trainer to facilitate a Role Play on good and poor advocate.

Qualities of a Good Advocate:

- Be knowledgeable of the cause.
- Be a member of the community or have an interest in the community
- Must be credible i.e. should be respected by the people represented.
- Should have good communication, networking and negotiating skills
- Must use an appropriate channel for communication.
- Be outspoken, good at planning and updated with the current issues.
- Must be articulate i.e. know how to present the case and the people presented to.
- Must be consistent, patient and persistent.
- Should have good public relations.
- Should have good analytical skills. This is because analysis is key for advocacy.

These can be acquired from training, practice (experience), etc.

- Must have a constituency, which knows him/her.
- Must be committed to the cause both in public and personal life.
- Address relevant issues e.g. Poverty eradication, in order to attract the constituency and other people to join the cause.
- Must be a person of integrity and credibility.

Qualities of a poor advocate:

- Confusion and uncoordinated actions and language.
- Unnecessary competitions.
- Emotions i.e. personalizing issues.
- Poor communication
- No progress and therefore no achievements.
- Not knowledgeable.
- Wrong channels for advocacy.
- Lack of resources for advocacy.
- Failure to monitor.
- Crisis in the organisation.
- Loose talk.

2.6 Advocacy Activities/Ways/Means

- Providing and sharing information
- Working in coalitions
- Mobilizing constituencies
- Using media
- Direct – facing a policy maker in person to take action
- Indirect – trying to influence public opinion through media or other indirect means.

2.7 Planning for an Advocacy Activity: The Advocacy Process.

2.7.1 Steps for Advocacy Work

- Analysis; who has the power to change the environment.
- Strategy; after identifying the problem then design means of advocating for the cause.
- Mobilise support and build contacts.
- Action
- Evaluation; how many people have known about the issue? How many decision makers are in place?
- Continuity; this may mean going back to the analysis stage and start over again.

2.7.2 Analysis

This is the process of understanding the problem, the people involved, the policies, the implementation or non-implementation of those policies, the organisations, and the channels of accessing to influential people and decision-makers.

Key questions include:

- What are the problems?
- What are the existing policies that cause or relate to these problems and how are they implemented?
- How would changes in policy help resolve the problems?
- What type of policy change is needed (legislation, proclamation, regulation, legal decision, committee action, institutional practice or other)?

- What are the financial implications of the proposed policy change?
- Who are the stakeholders associated with the desired policy change?
- Who are the advocates and supporters?
- Who are the opponents?
- Who are the decision-makers? (Ministries, etc.)
- Who are the undecided or swing voters?
- How are the changes in policies made at different levels?
- Who and what influence the key decision-makers?
- Whom do they believe? (Use of influential people)
- Who are their influential constituents and co-workers?
- What arguments are they most likely to respond to?
- What are their priorities – rational, emotional, and personal?
- What is the communication structure related to policy-making?
- What are the channels to reach policy-makers?
- What is a credible message for policy-makers?

Types of Analysis

- Cause-Effects-Solution Analysis
- Problem Tree Analysis
- Economic Causes, Political Causes and Socio-Cultural Causes.

2.7.2 Strategy

Every advocacy effort needs a strategy. This phase builds upon the analysis phase to plan and focus on specific goals and to position advocacy work with clear paths to achieve those goals and objectives. Activities involved include:

- Identify primary and secondary audiences (supporters, opponents and undecided) and build coalitions
- Develop SMART objectives (specific, measurable, achievable/appropriate, realistic, time-bound and gender-sensitive).
- Position the issue to offer key decision makers a unique and compelling benefit or advantage.
- Identify the resources required and plan to mobilise them
- Plan the activities appropriate to intended audience
- Prepare an implementation plan (including channels of communication) and a budget
- Develop performance indicators for monitoring and evaluation purposes
- Have an appealing name/slogan, easily understood and designed to mobilise support from the target group.

2.7.3 Mobilisation

This activity involves:

- Mobilising resources needed, techniques and methods to be used.
- Defining responsibilities to coalition members

- Network to enlarge coalitions
- Organising training and practicing/rehearsing advocacy
- Get and verify key facts and data to support your position and case
- Link your interest to those of decision makers and incorporate human interests
- Plan for and organise news media coverage
- Rally grassroots support

2.7.4 Action

- Carry out planned activities and on schedule
- Monitor and respond to other views and opposition moves
- Keep record of successes and failures and take appropriate actions
- Monitor public opinion and adjust accordingly

2.7.5 Evaluation

- This is where we measure how far we have gone, problems encountered and steps to be taken to keep on track.
- Evaluation of specific events and activities
- Documentation of changes on initial objectives and identify factors contributing to changes
- Share results with supporters

2.7.6 Continuity

Advocacy is an ongoing process and involves articulating long-term goals and responding to changing situations.

Participants to go through Annex II and I at the end of this session.

2.7.7 Other things to think about

- There should be a Policy theme – programmatic area or section that is the focus of your advocacy strategy (e.g. HIV/AIDS, Reproductive Health).
- Gather policy and political information
- How key institutions work?
- Identify decision makers for the concerned sector
- Who can help you to influence those decision makers? (Use of influential people, people who can be heard).
- Assess risks for (success)
- Do No Harm framework
- A Benefit-Harm Approach – Think of external environment and overall impact of a project and to take practical steps to minimize unintended risks.
- Ensure your involvement in advocacy would be welcome rather than resented and will not put others at additional harms.
- Build strategic relationships
- Government officials, other policy makers and allies

- Who are the key policy makers, any change in staff anticipated and affect who is in charge?
- Any major policy reviews planned or underway? If so, which NGO input will be sought? Can we play a role?
- Who do policy makers turn to for policy advice?
- Do policy makers look for information for making good decisions? Can we be of help?
- Establish your credibility as an advocate.
- With both policy makers and communities affected by your proposed policies
- Credibility means that **other people trust and value what you have to say.**
- Link advocacy to country/local priorities
- Advocacy should support and not detract you from other programs.
- Maintain focus
- Consistency and focus are necessary.
- Narrow down policy themes (e.g. poverty → education → Early Childhood Development)
- Avoid spreading yourself too thin and not developing the depth of expertise to advocate effectively on anyone area.

These steps will:

- Give you more ideas about where to go for advice.
- Help you understand and minimize risks.

- Increase the likelihood that your ideas fit well with community priorities.
- Increase the number of strategic choices you have.

2.7.8 Exercise on Problem Analysis

Participants to go into their groups to do problem analysis exercise using the 3 types of problem analysis.

Group	Problem	Approach
Group 1	Problem Tree
Group 2	Cause – Effects - Solution
Group 3	Political–economic-social-cultural

2.8 Advocacy Case Studies (Stories)

This session involves participants groups going through the Advocacy case studies in form of presentations. The main objectives of discussing the case studies is to:

- Make participants aware of what advocacy issues have been or are being addressed;
- Look at strategies that can be used in carrying out advocacy;
- Share some of the obstacles faced and how they can be overcome
- Major achievements from advocacy activities

Refer to Advocacy cases as stipulated in empirical literature review of this report.

Presentations of successful stories from 3 NGOS, namely JIMOWACO, TAMWA and IGN-K. These are summarized in **Table 2.2**.

Table 2.2: Summary of Advocacy Stories -

Annex III can also be use for better understanding.

NGO/CBO	JIMOWACO	TAMWA	IGN-K
Issue			
Objectives			
Activities			
Strategies Used			
Effective Strategies			
Factors for Impact			
Setbacks & Constraints			
Dealing with setbacks			
Achievements			

Factors Behind Achievements			
Lessons Learned			

The trainer to requested the participants to point out whether or not the aims of this session were met and to point out the lessons they had learnt for the stories.

2.9 Lobbying

2.9.1 What is Lobbying?

The session to begin with brainstorming on what the term lobbying mean.

Definition:

Lobbying is an informal way of seeking influence in convincing (i.e. persuasion of decision makers to support your advocacy issue). In most cases, lobbying seeks to influence or convince individuals or groups of people for support on an issue in a forum, where s/he is important.

A lobbyist tries to influence influential people such as politicians and other decision makers to take into account your agenda.

The trainer to clarified the difference between advocacy and lobbying by emphasizing that lobbying is a tool (strategy) for advocacy.

2.10 Essentials of Lobbying.

- Decision maker holds power to even block i.e. how resources shall be distributed.
- Consider power relations
- Consider creating opportunities or solutions to be available considering those who don't care, those who are willing but cannot get there to lobby.
- Have an open mind i.e. be objective.
- Frequent evaluations on achievements.
- Identify influential people in authority when lobbying.
- The first thing to do in lobbying is identifying issues.
- Advocacy and lobbying skills are necessary tools in an organization for a leader to make headway in the cause.

2.11 Qualities of a Good Lobbyist

- Good listener
- Not easily upset or distracted.
- Willing to let the other person talk and take the lead.
- Persistent, but not pushy.
- Able to think on their feet i.e. think fast.
- Able to represent the views of others while still being flexible.
- Able to say, 'I don't know'
- Able to keep a sense of humor.
- Able to know when to retreat and try a new angle

Review to be made on what happened when TANGO lobbied for the NGO Act 2002.

Reasons for successes and failures to be examined.

2.12 Ways/Mean of Lobbying

Lobbying can be done in a number of ways

- i. **DIRECT:** This is where face-to-face or person-to-person technique is used.
- ii. **INDIRECT:** This is where other people or a group is used to deliver the message.

These are especially those who are close to the targeted group.

These can be also be done formally or informally or both formally and informally.

2.13 Key 4 Steps for Lobbying

- Familiarise yourself with the corridors of power, the system, procedures, timelines and key leaders and players
- Classify the players on the basis of where they stand on your issue and how much influence they have either as key decision makers themselves or in persuading others
- Inform and build relationships through visits and briefings
- Get attention and show your power by timing your media, outreach, and mobilisation activities.

Lobbying; Face to face discussion



2.14 Tips for a lobbying meeting: Face-to-Face- Discussion

- Rehearse the difficult questions and responses. Rehearsing is very crucial. Plan who will open up the discussion, who will speak when, and who will answer what kind of questions.
- Introduce yourself i.e. if a group, individual, group of individuals, your cause. This should however be brief.

- Express appreciation where applicable. If possible praise the decision maker for previous support, for making time to see you.
- Be personal where possible, say congratulate him/her for the achievements.
- Make it clear that you're willing to help with information and support.
- Be prepared for a conversation. Have your "talking points" prepared but remember that the person may want to have a conversation rather than hear a presentation.
- Briefings to the policy makers, which feature the latest information on your issue. These briefings can be periodic.
- Have handouts so that can be read at leisure or pass it on to their staff. These handouts should be preferably on colored paper.
- Have participants sign in an attendance sheet before the briefing so as to send 'Thank you' note to every one.
- Follow up with a phone call and ask if there is any information.

2.15 Letters

When it is not possible to meet face to face with policy makers, then letters can be used taking into account the following:

- Be brief and to the point and state why you are writing the letter.
- The letter should contain the issue, as you would give if you met the people or person face to face.
- Provide convincing rationale for why he/she should support your issue, its importance to you, your community and your country.

- Brief description of your organisation and how many people are involved in your advocacy effort.
- Tailor your argument to the policy makers personal background and interest
- In case you are unhappy about something he/she did or said, do not antagonize or threaten, but be clear that you are not pleased and why.
- Not to shy away from controversial topics but providing arguments for your position without apologies
- Provide examples of how the policies you want the policy maker to support have worked previously or elsewhere.
- Be personal.
- Offer to provide more information to the policy maker.

Trainer to explain that, in order to succeed, one has to know who to contact and the use of influential people. The “use people to get results” approach. In general, it was learnt that one should make the right assessment of the situation and know who and how to approach a problem to ensure that the letter has reached the respondent.

2.16 Messages and Media



2.16.1 Why Media Advocacy?

- Get on the political agenda.
- Make your issue visible and credible in policy debate.
- Inform the public about your issue and proposed solution.
- Recruit allies.

- Change public attitudes and behavior
- Influence decision makers and opinion leaders.
- Shape policies, programmes and the conduct of public and private agencies.
- Raise money for your case.

2.16.2 Elements of a Media Advocacy Plan

- A media advocacy plan spells out:
- What message you want to convey.
- Who you want to reach with the message.
- How you will utilise each type of the media.
- How this will boost your overall advocacy effort.
- How you will time your media effort to complement other strategies.
- How you will measure success.

To develop an effective message, it is important to:

- Know your audience.
- Know your political environment and moment.
- Keep your message simple and brief.
- Use real life stories and quotes.
- Use precise powerful language and active verbs.
- Use clear facts and numbers creatively.
- Adapt the message to the media.
- Allow your audience to reach their own conclusions.
- Encourage audiences to take action.

- Present the possible solution.

2.16.3 Information Strategies for delivering a message include;

Person to person

One to one.

Lobbying visits.

Seminars, workshops and conferences.

Public hearings.

Protests and public demonstrations.

Print

Newspapers and magazines.

Journals, bulletins, newsletters, updates.

Posters, leaflets, fliers, action alerts, pamphlets, bumper stickers

Reports, studies.

Letters to decision makers.

Electronic

Radio.

Television.

Videos and films.

Internet.

Drama and folk art forms.

Street theatre.

Songs, music and poems.

Dance.

2.16.4 Choosing the Right Medium

Your choice of a medium to deliver the message depends on who you are speaking to, what you want to say, your purpose, and your ability to work with that medium.

For each audience, ask:

- What are the audience's primary sources of information? Who or what do they listen to? What do they read, watch? What appeals to them?
- What are the audience's characteristics (age, gender, class, employment, race, etc)?
- What are their political views, jokes, and expressions? Religious and cultural sensitivities? Are there differences based on race, age, gender and other factors?

For each medium, ask:

- How do we access this medium as advocates? Will it cost money? Will we need assistance from specialised people? Who owns it? Who controls the information it transmits?
- Will they be willing to convey our message, and if they do, will they distort it?

2.16.5 To assess your group's capacity to work with the medium, ask:

- What skills are needed?
- What resources are needed?

- If we do not have skills and resources internally, can we get them easily? What are the potential sources and how do we get them?

2.16.6 Key Steps in the Mass Media Advocacy

- Develop a list of names and contact information for the different news organizations, their editors and key journalists.
- Based on your contextual assessment of the media, develop a hierarchy of those who are most important to contact.
- For the top news agencies, establish relationships with journalists and editors. For the more sympathetic ones, the relationship should enable you to regularly inform the media staff about the progress of the campaign.
- For each agency and audience, know what is considered “newsworthy”.
- Track news coverage and public opinion on relevant matters.
- Look out for upcoming events where your issue might be highlighted.

2.16.7 Politics of Mass Media: Being “Newsworthy”

Things that boost your chances for coverage:

- Controversy, conflict and scandal.
- Deception or injustice on a massive scale.
- Broad interest to many people.
- Things that are mysterious or unusual.
- Celebrities and opinion leaders as spokespersons.
- Individuals affected by a problem telling their stories.
- Compelling images.

Making an issue newsworthy depends on how you package your message, which delivers it and whether you can persuade the media that it is newsworthy. This is all political.

Part Three: Networking

3.1 Defining Networking

Participants to brainstorm on the term Networking.

In networking there is a slight decrease in autonomy due to that state of sharing effects. This becomes clearer in cases of alliances and coalitions.

There are no fixed definitions for networking but the term is used in many ways and has a variety of meanings to different people. It is to refer to the set of organisations and/or individuals that join in collaboration.

A network is a group of individuals and/or organisations who, on a voluntary basis, exchange information or goods, or implement joint activities, and who organize themselves for that purpose in such a way that individual autonomy remains intact

Networks *facilitate autonomous* organisations to voluntarily *collaborate* in order to achieve common purposes through *sharing* resources such as information, experiences and skills, and where appropriate engage in collective programmes. This *maximizes the capacity* of member organisations to *deliver service* to their constituencies and thus *impact* on their communities, cultures and societies.

3.2 Key Questions in Forming a Network

- Why do we want to come together and for what purpose?
- What do we want to do?
- What improvement do we want to make?
- What changes do we want to cause?
- What is the unique contribution that we want to make by coming together?
- What political, social, economic clout do we have?
- Can you be heard alone or as collective?
- Do you need to align yourselves with others in order to be heard?

3.3 Characteristics and Benefits of a Network

3.3.1 Characteristics

- A group of organisations and/or individuals who come together to pursue joint goals for common interests;
- Venues for social action through exchange and mutual learning;
- Sustained through some form of communication;
- Committed to a jointly developed structure and shared responsibility;
- They are based on member-ownership and commitment to shared objectives and means of action.

3.3.2 Benefits

- Contributions from the participants included:
- Exchange of information, ideas and experiences;
- Build database;

- Problem solving;
- Common/strong voice and easier identification
- Influence policy;
- Promote advocacy;
- Resource utilization become easier and avoid duplication of efforts;
- Capacity development/building;

Trainer to add that,

Means of greater impacts to our activities, that is, networks have “synergy effects”. This means that the total effect of things done together is greater than the sum of individual activities. That is, cooperation between various NGOs gives the groups involved “more”.

- Accomplish something together, which you can not accomplish alone.
- Strengthen advocacy;
- Influence others – inside and outside the network;
- Broaden the understanding of an issue or struggle by bringing together different constituencies;
- Share the work;
- Increases visibility because decision makers and the public are more likely to pay attention to a force of organisations than to one or two.
- Creates opportunities for leaders and learning
- Reduce duplication of efforts and wasting resources;
- Promote the exchange of ideas, insights, experience and skills;
- Provide a needed sense of solidarity, and moral and psychological support;

- Under certain circumstances, mobilize resources, especially finances.

3.4 Challenges of Networks

- Destroys one from other work.
- May generate an unequal workload.
- May create tension due to inherent inequality of power.
- Limits organisation's visibility e.g. it is the name of the network that is realised or recognised.
- Poses a risk to one's reputation.
- Communication barriers.
- Competition
- Money tensions, which arise when members are targeting local donors.
- No clarification of roles and responsibilities as well as why we came together.
- Having hidden agenda.
- Difficult to reach a consensus.
- Difficult to keep the members interested.
- Struggle for recognition especially from the donors.

3.5 Network Activities

- Some basic activities, which are typical to most networks:
- Generate and share information and analysis
- Networks provide a structure for members to establish and maintain essential communications with each other

- Networks often coordinate advocacy action on matters of mutual concern to members. Networks have been quite successful at influencing decision-makers both within and without the network (e.g. FemAct, TGNP, etc.)
- Skills and capacity building
- Informally, members benefit from the general sharing of information and experience. Networks provide opportunities to find mentors among “peers”.
- Formal “skills building” opportunities for members when they organize workshops for members and seminars or produce education tools such as manuals, guidebooks or resource guides
- Building solidarity

3.6 Strengthening a Network: What Makes it Work or Not Work

Networking is a dynamic and creative process. It requires hard work, careful planning, and management and has occasionally, frustrations. There is no magic that will create a well-run network but a few techniques have been tried to build and sustain a network.

Step 1: Prepare a Statement of Purpose

This is a precise and agreed upon statement of the reasons for your network’s existence, the values which underlie your network and what you ideally want to accomplish (Mission Statement). The statement will address the following questions:

Who are we?

Why do we exist?

What would we ideally like to accomplish

Where and for whom we will achieve our purpose?

How are we unique?

What do we believe in – our principles and values?

Step 2: Define Goals and Objectives

With clear goals and objectives, you will have a good idea of what your network wants to accomplish.

A Goal is a broad statement that describes the changes you want to have happen because of your action.

Objectives are specific, measurable statements of the desired change(s) that a network or organisation intends to accomplish by a given time. (SMARTg)

Step 3: Create an Action Plan

An action plan is a specific set of steps, which are developed to achieve specific objectives. It should identify activities, resources, responsibilities and many other issues.

Step 4: Establish Ground Rules

Define how members are to interact with one another. Participants cited some ground rules for a network.

Step 5: Define a Decision Making Process

Agree on how decisions will be made and by whom (Command decision, Consultative approach and Consensus building or Collaborative decision making).

Step 6: Prepare a Communication Plan

Effective communication – timely transmission and receipt of information

Establish firm procedures for information flow

Step 7: Choose an Organisational Structure

Decide on a suitable structure for your network that reflects the way the network delivers its programmes and services and achieves its goals. It was emphasized that the structure should help the network achieve its goals.

Step 8: Secure Resources

Plans, activities and required resources

People: Tasks to be performed, skills required, how many, what resources, how much, and where from (sources) and how (methods)?

What makes a network strong is in part a commonness of purpose, and a consensus on the principles that underlie the work we do.

3.7 A Successful Story on Networking:

Trainer to use the following guide on establishment of a successful networking NGOs:

- Background to the formation of the Network
- Description of a practice
- Vision
- Mission
- Objectives
- Give the situation before Network

- Levels of intervention
- Prospective users of the practice
- Problem addressed
- Purpose of intervention
- Network establishment
- Planning meeting
- Institutional mapping
- Duration
- Resources required
- Indicators
- Critical issues and lessons
- Setting up of the structure
- Positive impact
- Challenges

PART FOUR: Training Evaluation and Closure.

4.1 End of Training Evaluation Exercise

The participant evaluates the training by giving their views on four main areas.

- Expectations met
- Expectations not met and the factors that led to this situation
- What could have been done for better results, and
- General comments/Observations and advice for future improvement.

4.2 Evaluation Results

Evaluation results to be outlined in a table format.

Annex I

BUILDING A FOUNDATION FOR ADVOCACY

Steps you can take	Questions to explore	Your notes...
GATHERING POLICY AND POLITICAL INFORMATION		
Analyze policies and political institutions.	<ul style="list-style-type: none"> • What do you know about policies in your sectors of interest? • Who are the key policy makers and where do they work? 	
Understand the political environment.	<ul style="list-style-type: none"> • What are the connectors and dividers? • How are leaders chosen? • Who are respected or powerful groups in politics? 	
Understand community concerns.	<ul style="list-style-type: none"> • What are key community policy concerns? • Is there a place for CARE or its partners in advocacy? 	
ASSESSING RISK		
Make informed judgments.	<ul style="list-style-type: none"> • Are you considering any themes that pose risks of violence? • Will you be perceived as biased or partisan? • Are you in touch with political trends? • Have you identified unacceptable risks in advance? • Have you used knowledge from other programming to inform your advocacy? 	
BUILDING STRATEGIC RELATIONSHIPS		
Establish connections with policy makers.	<ul style="list-style-type: none"> • Who's in charge? • Where do policy makers go for advice? 	
Network with other organizations.	<ul style="list-style-type: none"> • Who is doing effective advocacy? • Who are possible advocacy partners? • How can you build on relationships formed through other programs? 	
ESTABLISHING YOUR CREDIBILITY AS AN ADVOCATE		
Build up expertise to establish credibility with policy makers.	<ul style="list-style-type: none"> • Do you, or your partners, have valuable information to share? • Are you acknowledged as a trusted source of information? 	
Build up relations with communities to establish credibility with the public.	<ul style="list-style-type: none"> • Can you, or your partners, legitimately speak on behalf of a community? • Are you the most effective spokesperson for the people involved? 	
LINKING ADVOCACY TO COUNTRY OFFICE PRIORITIES		
Make connections between policy issues and other work of the organization.	<ul style="list-style-type: none"> • How could your policy work relate to other projects and existing staff expertise? • Is there internal support for advocacy? • Are there staff who can advocate effectively? 	
MAINTAINING FOCUS		
Develop a short list of policy priorities.	<ul style="list-style-type: none"> • What does the list of criteria (in Chapter 5) suggest are the most promising priorities? 	

Annex II

ANALYZING POLICIES		
Steps you can take	Questions to explore	Your notes...
Identify policy issues.	<ul style="list-style-type: none"> ♦ What is the problem you are concerned about? Who does it affect? ♦ What are the main policy issues in relation to the identified problem: absence of a policy, an adverse or inadequate policy, or the improper enforcement of a policy? 	
Identify key actors and institutions.	<ul style="list-style-type: none"> ♦ Who makes direct decisions about the policy issues you identified? ♦ Who can influence the decisions of policy makers? ♦ Are policy makers and those who can influence them interested in the issues? What resources do they have? What position and opinions do they have in relation to the policy issues you are considering? 	
Analyze the policy environment.	<ul style="list-style-type: none"> ♦ Can people participate in policy decisions about the identified issues? What sort of channels exist for them to participate? ♦ Where are key decisions on these policies made and who controls such decisions? ♦ Are the identified policy issues widely discussed? Is this a topic of interest for the general public? Has news regarding these policy issues recently been featured in the media? ♦ Is the policy a priority for the current government? Does the government plan to make any changes to existing regulations? What related policies were approved or rejected in the last few years? ♦ What changes may occur in the political arena? Are elections coming up? How could they affect the issues you have identified? 	
Summarize policy findings.	<ul style="list-style-type: none"> ♦ What are the direct causes of the problem you identified? ♦ What policy maker actions led to the problem? Why have policy makers taken these positions? 	
Identify options for policy change.	<ul style="list-style-type: none"> ♦ What policy changes would yield the desired results, that is, would have a positive impact on the problem? ♦ What are your best options for policy change? ♦ What will happen if nothing is done regarding these policy issues? ♦ Which policy solutions are likely to attract significant support or, alternatively, face significant opposition? ♦ Who should take the lead on bringing the policy solution to the attention of policy makers? 	

Annex III: Case Studies Guidelines

Advocacy Stories

1. Briefly describe a concrete advocacy experience of the organization given by pointing out the following:
2. The issue that was being addressed and objectives
3. Two or three activities involved.
4. What strategies were used? (e.g. public mobilization, lobbying, etc)
5. What strategies you think were most effective?
6. What were the factors that impacted your advocacy work? They may include historical, political, economic, social or cultural)
7. What were the major setbacks/constraints (not more than 3) in your advocacy work?
8. How did you deal with them?
9. What have been the most significant achievements in your advocacy work.
10. What do you think were the factors behind these achievements?
11. What lessons have you learned from this experience?

Annex IV: The Time Table Day One Agenda

Time	Activity	Responsible Person
8.30 am	Registration	Secretariat
9.00 am	Welcome & Opening Remarks	MWAWODE
9.15 am	Introductions	Trainer
9.30 am	Workshop overview, Ground rules & Expectations	Trainer
10.00 am	Official Opening	Chief Guest /Ward learder
10:30 am	TEA BREAK	ALL
11.00 am	Advocacy: Definition, Need and characteristics	Trainer
12.00 am	Advocacy: Success Stories	Trainer
1:00 pm	LUNCH	ALL
2.30 pm	Lessons from Case Studies/Stories	Trainer
3.30	Activities and Strategies	Trainer
4:30 pm	TEA BREAK	ALL
4.45 pm	Wrap up of the Day	Trainer
5.15	Close of Day Session	Chair person

Day Two Agenda

Time	Activity	Responsible Person
8.45 am	Reflection of Day One	Chair/ Rapporteur
9.00	Advocacy Planning	Trainer
9.00 am	Problem Analysis – Group Work	Trainer
10:30 am	TEA BREAK	ALL
11.00	Problem Analysis- Group Work	Group Leaders
12.00 am	Lobbying	Trainer
1:00 pm	LUNCH	ALL
2.30	Lobbying	Trainer
3.30	Media Advocacy	Trainer
4.30	TEA BREAK	ALL
4.45	Wrap up of the day	Trainer
5.00	Close of Day Session	Chairperson

Day Three Agenda

Time	Activity	Responsible Person
8:45 am	Reflection of Day Two	Chairperson
9.00	Media Advocacy Exercise	Trainer
10.00	Networking: Definition and Basics	Trainer
10:30 am	TEA BREAK	ALL
11.00	Networking in MWA WODE & Other NGOs	Chair & other member (discussion)
12.00	Network activities	Trainer
1.00	LUNCH	ALL
2.30	Strengthening Networks	Trainer
3.30	Successful stories on Networking	Trainer
4.30	TEA BREAK	ALL
4.45	Reflection from day one to the last day of the training and Way forward.	Trainer
5.00	Training Evaluation.	Chair

Annex V
TRAINING BUDGET

S/N	Activity Description	Number of Days	Cost per day/item	Total Cost	MWAWODE Contribution
1	Training 36 participants (Mwawode & Ward learders) 2 Tea breaks 2,000/=	3	216,000.00	486,000.00	121,500.00
	1 lunch 2,500/=	3	270,000.00		
2	Trainer's fee 120,000.00 per day	3	360,000.00	360,000.00	-
3	Training materials: 3 Flip charts 40 Post cards 1 Projector hiring 4 boxes Marker pens 40 Note books 40 pens Hire flip chat stand	3	870,000.00	870,000.00	-
4	Training Venue	3	60,000.00	180,000.00	
	TOTAL BUDGET			1,896,000.00	121,500.00

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