

# GBV

Gender-Based Violence

**ADVOCACY TOOLKIT**



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# Introduction to Advocacy Planning

# 01.

## GENERAL DESCRIPTION

Some information on trends in GBV in Kenya and overview of advocacy planning.

## RESOURCES NEEDED

Training space with comfortable U-shaped seating, and some extra space to move around and conduct energizers if needed.

## TEACHING METHOD

Friendly, informal, participatory and enabling teaching style, welcoming comments or questions as the presentation is going on

## Sexual And Gender Based Violence (SGBV)

Gender-based violence is one of the biggest challenges globally and certainly an area of deep concern in Kenya. Between May and September of 2018, ten people, most of them women and girls, have been killed by people close to them.<sup>1</sup> These were the ones that got reported in the media. Sadly this reflects a worldwide trend where women and girls continue to face various forms of violence from the home to the workplace and even on the streets.

**Sexual and gender based violence is simply any form of violence that is directed to a person (either a man or woman) because of their gender.**

It may be manifested in several ways:

- Physical violence
- Sexual violence
- Psychological / mental harm
- Emotional violence
- Economic violence
- Increases cases of child abuse as young as 6 months as late as 80 yrs
- domestic violence and instances of intimate partner violence

- Sexual abuse of children - Boys and girls
- Men reporting cases of abuse
- Sexual harassment at the work place

The Kenya Demographic Health Survey (KDHS) of 2014

- 45% of women are more likely to experience physical violence committed by their spouse/partner than men.
- Sexual violence committed by a spouse/partner is not as prevalent as physical violence.
- Approximately 38 per cent of ever-married women aged 15-49 have ever experienced physical violence committed by their husband/partner.
- About 14 percent of women and 4 percent of men have ever experienced sexual violence committed by a spouse/partner, while 10 percent of women and 3 percent of men experienced sexual violence by a spouse/partner in the past 12 months.
- 4 per cent of females aged 15-49 years had experienced both physical and sexual violence.
- The National Crime Research Centre shows that lifetime prevalence of GBV is 38% for women and 20.9% for men.
- 83% of women and girls reported one or more episodes of physical abuse in childhood; 46% reported one or more episodes of sexual abuse in childhood
- Over 60% of these women and children did not report the event to anyone

<sup>1</sup> Rising cases of murder blamed on moral decay, September 29, 2018, The Star.

[https://www.the-star.co.ke/news/2018/09/29/rising-cases-of-murder-blamed-on-moral-decay\\_c1826839](https://www.the-star.co.ke/news/2018/09/29/rising-cases-of-murder-blamed-on-moral-decay_c1826839)

- Only 12% who had been physically or sexually abuse reported to someone in authority, such as a village elder or the police
- 25% of 12- to 24-year-old females lost their virginity by force
- A majority of the victims of violence are girls: 60% of women who have experienced violence reported the age of first abuse between 6 and 12 years; 24% reported the age between 13 and 19 years.

## Emerging Trends

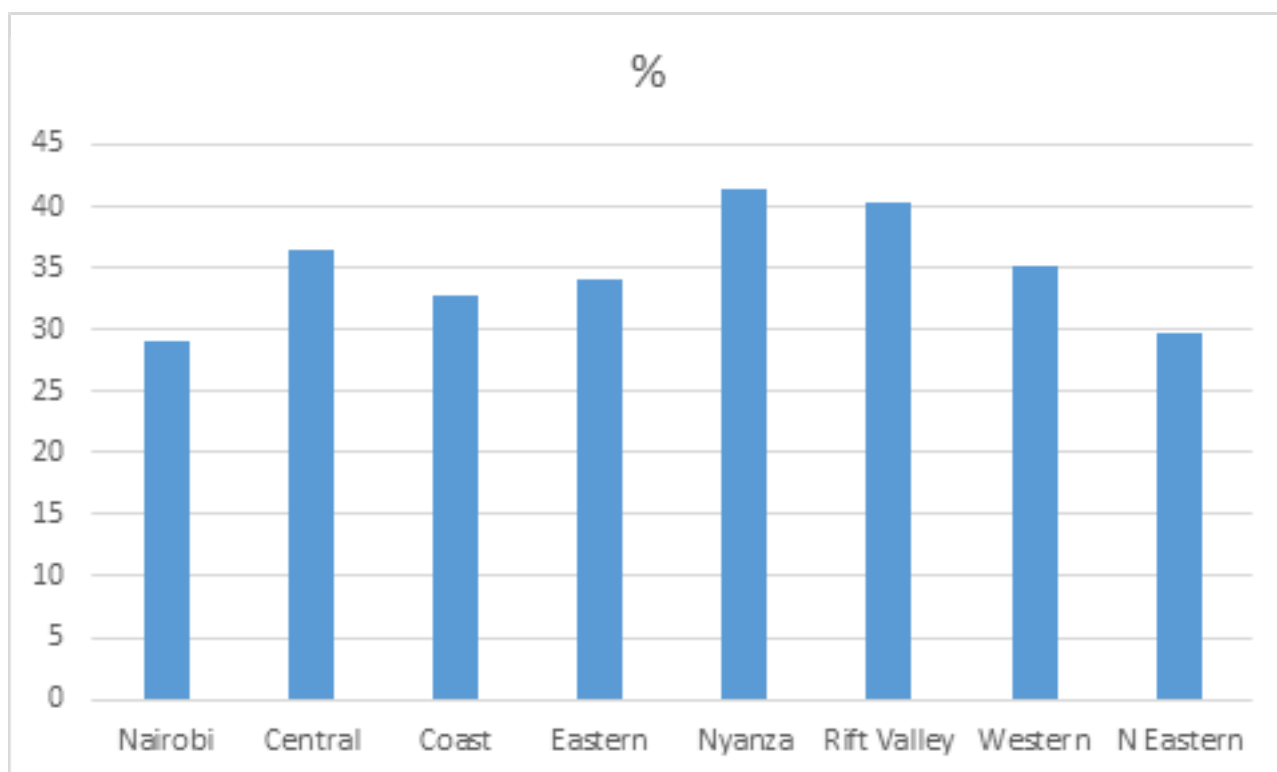
SGBV has increasingly been used as a weapon of war. In Kenya, gender-based violence is heightened circumstances such as elections and other ethnic skirmishes and is likely to go unreported due to focus on other forms of physical violence and the stigma associated with it. Current trends in SGBV include:

- Gang rape
- Indecent assault
- Perpetrators are often people known to the survivor – Father, mother, boyfriend, Uncle, friend, Aunty, Niece, Neighbor
- Cyber bullying – Digital violence
- Trans-Generational sex
- Beading
- Defilement of Children by Children
- Exploitation of vulnerable groups
- Place of Violence – Home at 46%, 26% perpetrators home, public place 17%, Unknown place 8%, School, 3% at work and ). 0.02% in school

## Triggers

- Drugs
- Arguments over finances
- Extra Marital Affairs

### The Percentage of Women aged 15 to 49 Who Have Ever Experienced Physical Violence and Sought Help to Stop the Violence Province Prevalence of Gender-based Violence

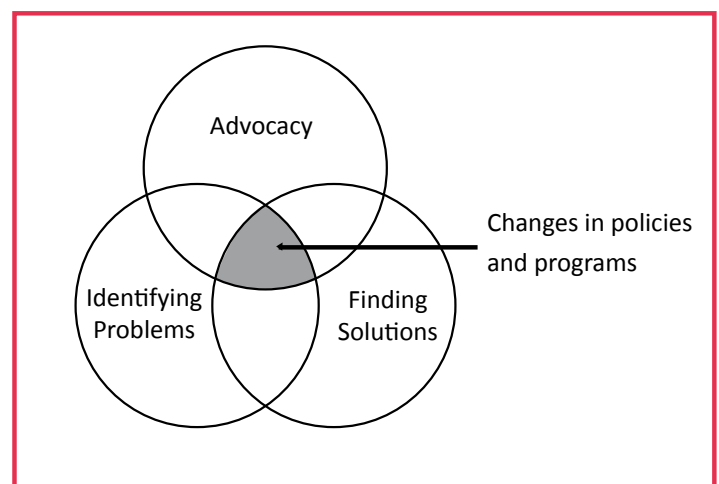


\*Source – extracted and adapted from Table 16.14 of the 2009 Kenya Demographic and Health Survey

- Failure to meet expectations
  - verbal exchange
  - Confrontations with in-laws
  - Quarrels over Children
  - Pregnancy
  - Belief System
  - Gambling
  - Social media
  - Exhibitionism
- 
- Are the laws sufficient or do we need to change them to accommodate the young boys in conflict with the law – ICJ report states 55% of prisoners are young boys age 15- 30 over sexual offence cases
  - Do we create one stop shop centres?
  - Do we advocate for more women police officers?
  - Is it having a female office or quality service?
  - Is the judiciary so compromised? Special units perhaps?
  - Is the health sector equipped to deal with GBV? Health forms for KDHS to cover GBV?
  - Will the cybercrimes bill help to curb crime on our social media?
  - Should county governments do more? What? Where? How? With which resources?

## Defining Advocacy

***Advocacy in the context of GBV is defined as the strategic coordinated action to influence policy-makers to make decisions and advance policies that safeguard women's physical and emotional well-being.***



Sharma. An Introduction to Advocacy.

## Advocacy Planning Cycle

At this point, you need to clarify what the problem is. Initially, some of the issues you may be dealing with will be symptoms. For example, Kazamoto's village high level of miscarriages might seem at first glance like medical problem. But a deeper look might reveal intimate partner

violence is part of the culture there contributing to loss of pregnancies. Research is therefore needed, especially of a participatory nature, to clearly identify the real issues facing a community. It is important to understand the genesis of the issue so as to be strategic in your campaign.

## **1. Finding out more through analysis**

Once you have accumulated a lot of data or information from talking to people as individuals or groups, it is helpful to review relevant documents including reports and media reviews, to enable you make sense out of it all to help you understand what you are dealing with. It may seem overwhelming at first, but as you delve a little deeper into the information you have collected, certain themes will jump out at you and you will begin to make sense of it. You will find some common elements in what people are saying which should point to what the issues are. Often time they are many interrelated issues.

## **2. Setting Goals & objectives**

Having identified the various issues through your analysis, you may realize you do not have the time and resources to address all effectively. It is at this point that you prioritize the key issue(s) to address. It is best to divide the problem into bite-sized chunks that you can handle. The goal becomes your vision of change or in other words your solution to the problem. The better your understanding of the problem, the more likely you will develop a workable solution to the problem. Solutions can be tossed out in a brainstorming session and a criteria used to select the best approaches in addressing the identified advocacy issue. It is best to limit your campaign

to one or two issues e.g. increasing funding for counselling abuse victims if this will go farthest in addressing issues identified.

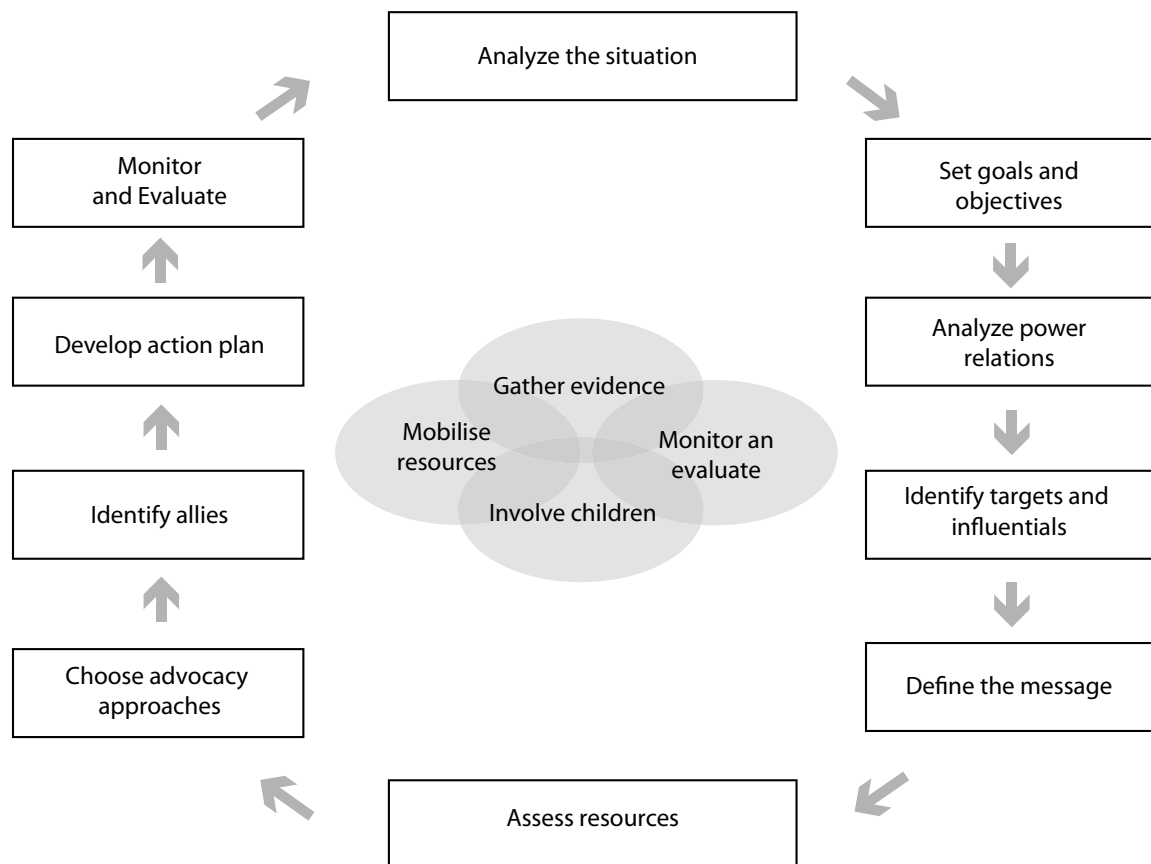
## **3. Analyze power relations**

This step is significant in helping you mount a successful advocacy campaign. This is because advocacy is an upstream process targeting policy-makers and decision-makers charged with the responsibility of governance. To nudge them towards the right direction of upholding equity and fairness requires marshalling support that can influence them to make the right decisions to do justice for any party that may be disadvantaged or hurt in some way. At this stage one analyzes the relative strengths and weakness of constituencies invested in this issue and works to enlist the support of powerful entities and individuals to their cause. For example

## **4. Identifying targets and influentials**

Targets in advocacy and those individuals who have the power to make the changes you seek for in your campaign. For example if you're seeking for it to mandatory for every medical practitioner to report cases of defilement and abuse directly to authorities with or without the consent of the victims, then you need identify the individuals, not organizations, who can deliver on this. It could be a government official, a legislator or a particular department within government that makes policy on such issues. Influentials are those individuals who may not have the power to take action directly but have access to decision-makers and can influence them to make decisions that favour your cause. It is a common practice in Kenya and Africa generally to have someone





being an intermediary between you and the person whose help you really need.

## 5. Defining the message

So what are you going to say once you have an opportunity to speak for your cause? Remember not everyone in the world is concerned or as informed regarding eliminating gender-based violence as you may be. People will not automatically understand its extent or gravity in society. It your job to convince and persuade them about the seriousness about this issue. It is up to you to make them care enough to do something about it. Therefore you must take time to understand your issue as well as your

targets and influential and know the best way to pitch your message to them. This is no small task. If you need to rally the public behind you on this, you must also plan how you can communicate to create networks of support for your advocacy issue.

## 6. Assessing resources

What does it take to launch a successful advocacy effort? Do you have the means to do it? The resources to plan, implement and sustain a campaign until results are achieved? This is an important consideration which calls for an inward look at your organization's resources, networks, staff, expertise and so on. This assessment will determine the kind of issue you will advocate for

as advocacy is costly and time-consuming and should not be entered into at a whim.

## 7. Choosing Advocacy Approaches

Every so often here in Kenya, we will encounter a group of disgruntled people out on the street with placard chanting “haki yetu, haki yetu” – we want our rights, we want our rights. Some people conflate street demonstrations with advocacy but advocacy has many tools that can be used. These do include demonstrations, petitions, letter writing, but also collaborative efforts such as providing data to demonstrate the seriousness of an issue or educating power holders.

## 8. Identifying allies

Unity is strength is a popular saying that packs a lot of truth. Building a critical mass around an advocacy issue increases its chances of success. It is therefore imperative to build partnerships and coalitions with groups, individuals and other organizations engaged in the same cause to amplify your voice. In a later section, there will be a discussion on how you go about doing this. The capacity to reach out to community groups, NGOs, government agencies and other parties

involved in GBV work enables you to achieve your goals faster.

## 9. Developing an action plan

Your very good ideas on how to advocate for a particular issue must be buttressed by an action plan that spells out the activities to be done, by when and who is responsible to ensure these activities take place. This is the most practical aspect of our plan as it helps you to actualize the steps you will take to achieve your goals. If your campaign is structured around coalition building, the action plan helps you to put down activities you will do, stemming from your objectives to get where you want to go.

## 10. Monitoring and Evaluation

Have we achieved what we hoped for? How well? The monitoring and evaluation helps us to measure our success. We must build into our advocacy strategy indicators that will mark our success so that at the end of the day we can tell how far we have gone and much farther we still need to go. We might find we have easily achieved our goals and need to challenge ourselves to ask for more in the next stage of our advocacy.





# Situational, problem and critical issue analysis

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# 02.

## GENERAL DESCRIPTION

How to identify an advocacy problem and situate it in context.

## RESOURCES NEEDED

Markers, pens, and flip chart.  
Semi-circle seating arrangement with participants.

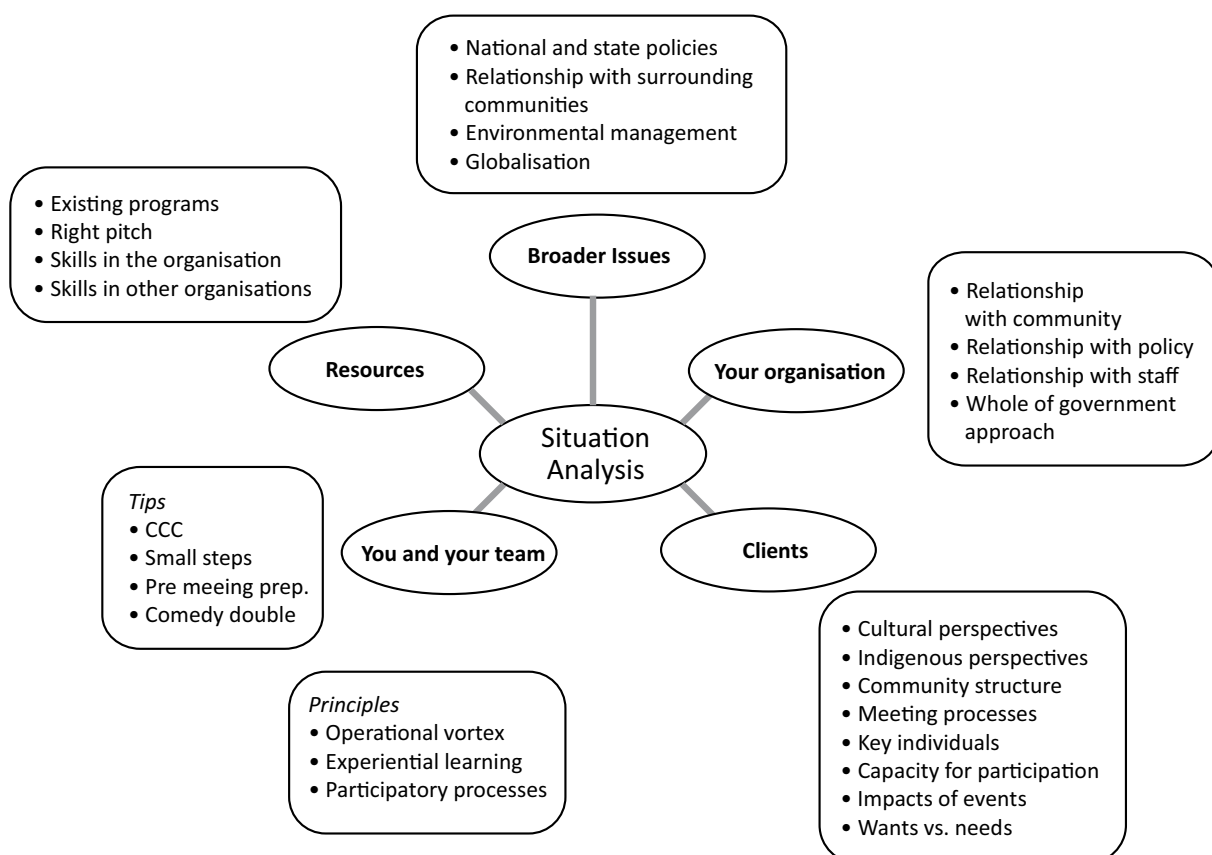
## TEACHING METHOD

Utilize the personal experiences of the participants in an ethical manner, by observing the Do No Harm principle. Facilitate Socratic questioning method.

Situational Analysis is the proactive understanding of the current situation of an organization in to inform future actions. It is a process of increasing the awareness of stakeholders to equip the to be actors of change in the process of transforming the organization.

It involves systematically gathering of information to carry out a problem and needs analysis that will be used to plan the future actions and the strategic direction the organization will take. The key elements of situation analysis include:

- **Participatory and inclusive** - all relevant stakeholders are engaged and participate in the process of understanding strategic orientations and linked activities useful in transforming the organization. Participatory approaches imply that data and information available and accessible to different stakeholders.



- Analytical - there is the need to compare and contrast with existing data and information, to assess trends, and monitor progress of the organization within the context it exists
- Relevant - providing essential and accessible documentation in a concise, analytical format for all stakeholders
- Comprehensive - should look at various issues that may affect the operations of the organization to get a common overview of the situation to inform policy change in the organization.
- Evidence-based - It involves assessing complex situations within a wider context which leads to a critical understanding of interrelated factors such contextual vulnerabilities, gender and cultural norms and their effects on the existence of the organization.

There are various methods that can be used to carry out an effective situational analysis exercise. They include:

## Swot Analysis

A Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis tool is a framework or tool that is used to match an organization's capabilities and resources to the competitive environment in which it operates. It is an instrumental component of strategy formulation in organizations. It includes the scanning of the internal and external environment of an organization.

The SWOT analysis is premised on the assumption an effective strategy is developed through the alignment of the organization's internal resources and those that exist externally.

S STRENGTHS	W WEAKNESSES	O OPPORTUNITIES	T THREATS
<ul style="list-style-type: none"> <li>• Things your company does well</li> <li>• Qualities that separate you from your competitors</li> <li>• Internal resources such as skilled knowledgeable staff</li> <li>• Tangible assets such as intellectual property, capital, proprietary technologies etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Things your company lacks</li> <li>• Things your competitors do better than you</li> <li>• Resource limitations</li> <li>• Unclear unique selling proposition</li> </ul>	<ul style="list-style-type: none"> <li>• Underserved markets for specific products</li> <li>• Few competitors in your area</li> <li>• Emerging need for your products or services</li> <li>• Press/media coverage of your company</li> </ul>	<ul style="list-style-type: none"> <li>• Emerging competitors</li> <li>• Changing regulatory environment</li> <li>• Negative press/media coverage</li> <li>• Changing customer attitudes toward your company</li> </ul>

	<b>Opportunities</b> (external, positive)	<b>Threats</b> (external, positive)
<b>Strengths</b> (internal, positive)	<b>Strength - Opportunities strategies</b> Which of the company's strengths can be used to maximize the opportunities you defined?	<b>Strength - Threats strategies</b> How can you use the company's strengths to maximize the threats you identified?
<b>Weaknesses</b> (internal, negative)	<b>Weakness - Opportunities strategies</b> What action(s) can you take to minimize the company's weaknesses using the opportunities you identified?	<b>Weakness - Threats strategies</b> How can you minimize the company's weaknesses to avoid the threats you identified?

<https://articles.bplans.com/how-to-perform-swot-analysis/>

The four aspects of the tools interrogate the following issue:

- **Strengths** - This focuses on the internal resources that give the organization relative advantage over competitors and the stakeholders they serve;
- **Weaknesses** - This explores limitations or deficiency in some or most of the resources and competencies compared to competitors;
- **Opportunities** - This seeks to appreciate major favourable situations in a organization's environment that it can exploit
- **Threats** - This seeks to examine major unfavourable situations in a organization's environment that may hamper the operations of the organization.

## Trend Analysis

Trend analysis is aimed at interrogating historical data and information to take stock of the performance of the organization over a period of time.

It develops a statistical picture of the organization through the examination of secondary data to identify and describe trends that interrogate the organization's operations compared to others that of other similar organizations in your environment. What do you want to know, why and how you want to know this information?



<http://www.seaofficespaces.com/q3-2016-seattle-office-market/>

# Critical Issues Analysis

Critical Issues Analysis (CIA) is the systematic identification of social, economic or environmental issues or societal challenges that are likely to lead policy change. This then leads to categorization and presentation to policy makers. It is the examination of emerging issues could be significant, novel or intensification of already existing issues to explore a fresh understanding of their causes or consequences. This examination can also help in the identification of new management options of dealing with the issue. There are two methods to scan for information for the CIA:

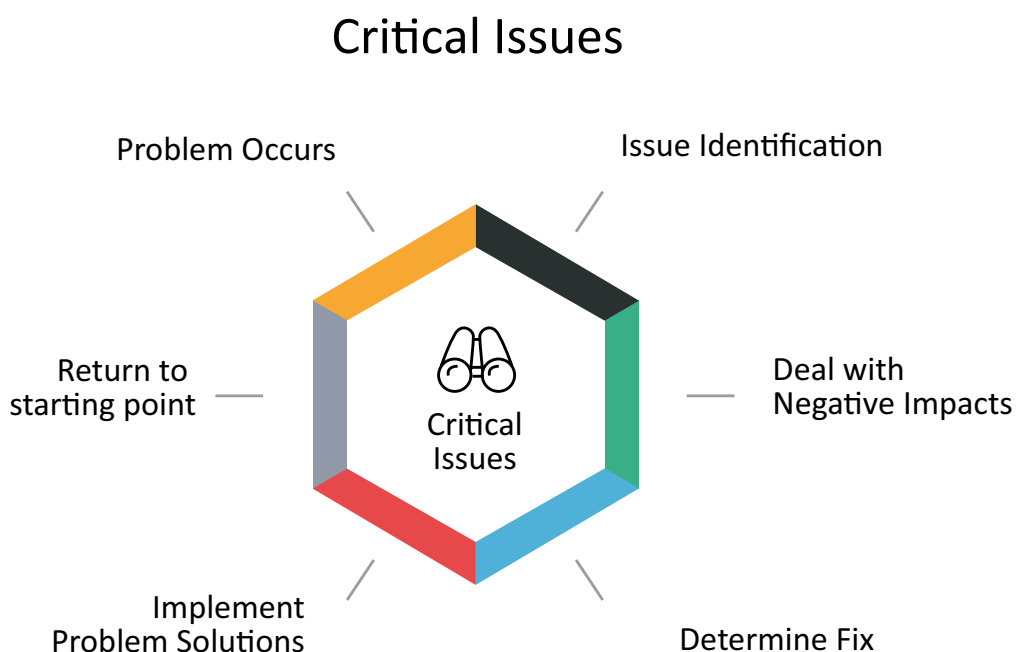
- o Horizon scanning involves the systematic examination of potential problems, threats, opportunities and likely future developments likely to affect the organization. It is aimed at exploring new and unexpected issues that may arise due to persistent problems, trends and weaknesses in the system to inform scenario and other future endeavours of the organization.

- o Exploratory scanning aims at compiling potential emerging issues from secondary data to describe substantial parts of potential issues. The questions asked in this scanning explores potential risks that come with certain actions undertaken by the organization. consult as wide as possible a variety of information sources, taking into account the scope and purpose of the exercise.

## Pestle Analysis

The PESTLE stands for Political, Economic, Social, Technological, Legal and Environmental Framework that is used to analyse the external environment of an organization. This framework is an advanced version of the STEEP framework that explored socio-cultural aspects that have effects on the organization within a given economic, legal, political and environmental context.

These social forces influence attitudes, interests, opinions and behaviour within our environment. Some of these forces are driven by the factors including: structure of population, falling rates,





## PESTLE Analysis

### Political

- Services
- Infrastructure
- Tax Policy
- Regulation

### Economic

- Growth Rate
- Inflation
- Labour Costs
- Business Cycle

### Social /Cultural

- Demography
- Education
- Cultural Norms
- Income Distribution

### Technological

- Emerging Tech
- Tech Transfer
- R&D Efforts
- Communication

### Legal

- Regional Laws
- Law Enforcement
- Court System

### Ecological

- Resource Management
- Energy Availability
- Workforce Health
- Climate Change

competition, increase of global population, traditions, level of education, cultural diversity and standards. The elements of PESTLE are :

- **Economic** - The economic condition is strongly associated with the consumers' buying position. In this step, factors such as interest rates, international trade, taxes, savings, inflation, subsidies, availability of jobs and entrepreneurship are considered.
- **Social** - The social developments include factors like consumer behaviour demographics, religion, lifestyles, values, and advertising.
- **Technological** - The technology aspect of STEEP analysis focuses highly on technological advancements. It includes factors like innovation, communication, energy, transport, research and development, patent regulations and life-cycle of products;
- **Environmental/Ecological** - Environmental developments involve ecosystem factors such as water, wind, food, soil, energy, pollution and environmental regulations
- **Legal** - legal and regulatory that affects one's operation health and safety, equal opportunities, advertising standards, consumer rights and laws, product labelling and product safety. It is clear that companies need to know what is and what is not legal in order to trade successfully. If an organisation trades globally this becomes a very tricky area to get right as each country has its own set of rules and regulations.

The Kates et al framework is one that focuses on sustainability and it assesses the factors that can affect the longevity of a project and/or organization operations. KATE et al Framework has six:

- **Nature** - This looks at earth, biodiversity and ecosystems
- **Life support** - It interrogates how the ecosystem services, resources and environmental issues support life
- **Community** - This component interrogates culture, social groups and spaces the community occupies
- **People** - The people aspect looks at child survival, life expectancy, education, equity and equal opportunity
- **Economy** - This explores issue related to wealth, an analysis of productive sectors and consumption
- **Society** - Institutions, Social capital, States, Regions

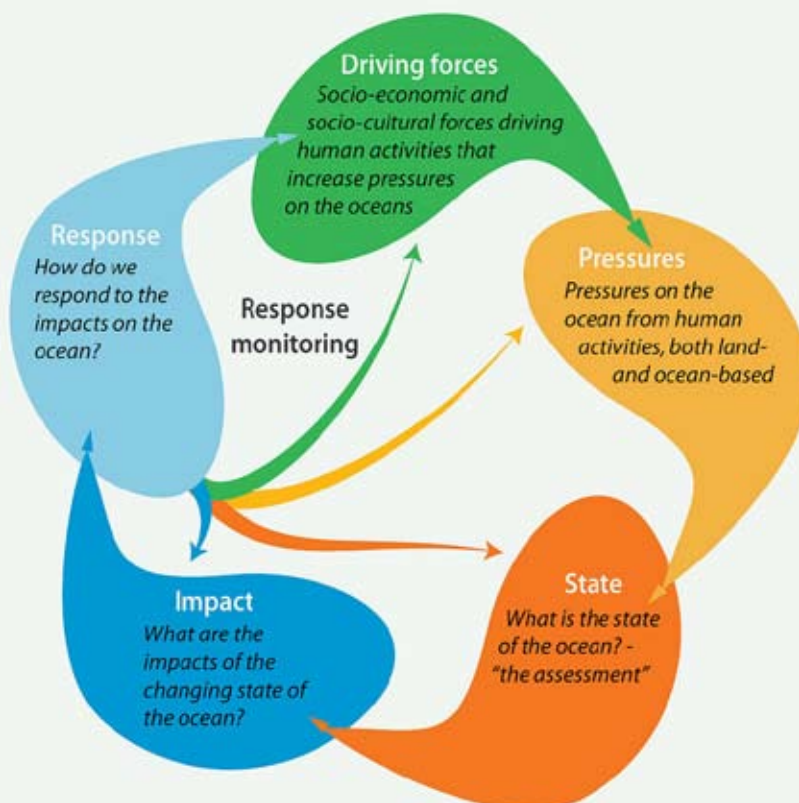
Drivers, Pressures, State, Impact, Response (DPSIR) framework there is a chain of causal links that drive changes. This involves the describing of the causal chain from driving forces that impact and response to complex issues. DPSIR demonstrates the pressure-state relationship that affect a situation.

The features of the framework include:

- **'driving forces'** - a need (economic sectors, human activities)
- **'pressures'** - human activities exert 'pressures' that may the environment negatively (emissions, waste) to
- **'states'** - quality of impact of pressures
- **'impacts'** - changes on condition n ecosystems, human health and functions,
- **'political 'responses'** - decisions made due to the undesired results (prioritisation, target setting, indicators)

## The Levels of DPSIR framework

-Driving forces - Pressures  
- State (of the oceans) -  
Impacts - Responses



<http://www.grida.no/resources/8124>

## Problem Analysis

A 'problem' as 'the' difference between things as perceived and things desired.

Problem analysis is a process of understanding the real problem affecting an institution or community to understand their sets of needs. There are two components of problem analysis;

- **Problem Identification (PI)** is aimed at understanding of the specific problem and identifying the root cause(s) of the symptoms being observed by the community. The first step in problem analysis process is to realize that something is bothering you and is out of the norm. There is need to diagnose the problem to try and understand, with precision, what the root causes of the problem is and what are the observable symptoms.
- **Problem decomposition (PD)** is the process of translating what is found during the problem identification stage into statements of needs that will lead to solutions.

There are various tools that are used in the problem analysis tool and they are :

### **a) Context Free Questions PI tool**

This is a problem identification tool that composes of high-level questions and interviews that lead to the global understanding of an issue. There are five key questions used in this tool. These are;

- ✓ Who is behind the issue being studied?
- ✓ What problems are likely to lead to the study?

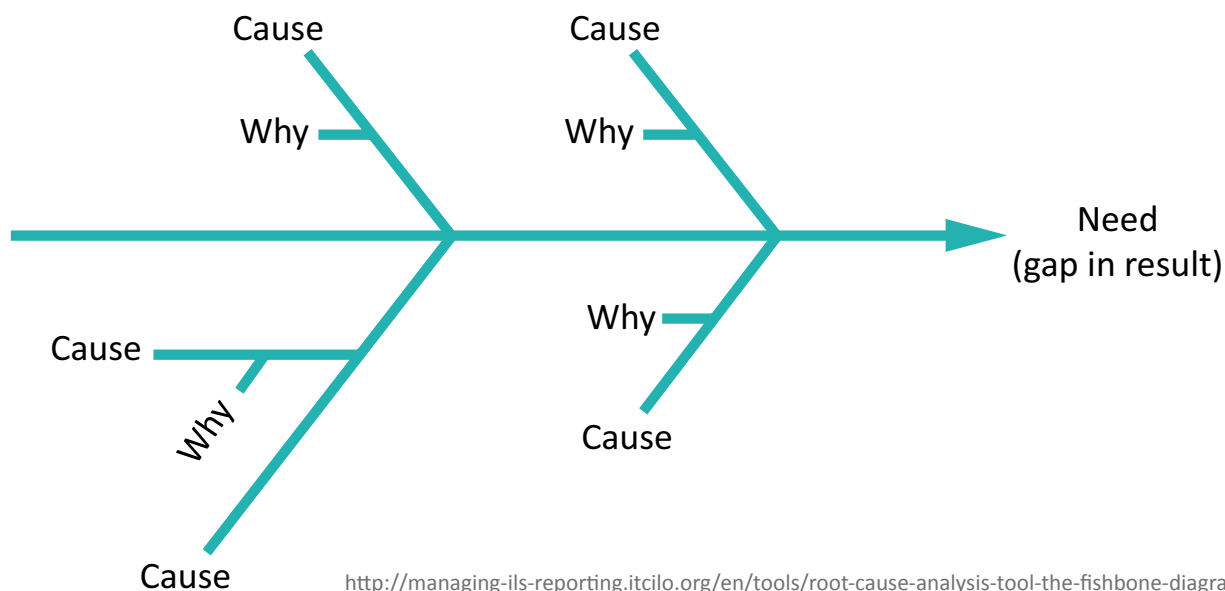
- ✓ Are there any other ways of solving the problem?
- ✓ Are the answers of official impact?

### **b) Cause & Effect PI tools**

The cause and effects tools lead to the understanding what caused a problem and what are the effects of this on the issue at hand. This method uses the 'divide and conquer' technique that breaks and isolates the root causes of a problem and symptoms that are exhibited about that problem.

The problem identified is broken down into constituent parts that contribute to the problem. There are two tools that are popular in establishing the cause and effect of the problem. These are: The Cause and Effect (Fish-bone) diagram and Problem Tree analysis

- The Cause and Effect (Fish-bone) diagram* - this PI tool is useful visual tool that is useful in brainstorming about the causes and effects of a problem and sorting these ideas into useful categories. The problem or effect is displayed at the head or mouth of the fish and the causes listed on the small 'bones' of the diagram.



To use this diagram, there must be a problem statement that clearly defines the problem and there must be consensus on the major causes of the problem that are indicated on the main arrow on the diagram. This tool answers the Five Whys? Which are questions that probe the reason why something exists.

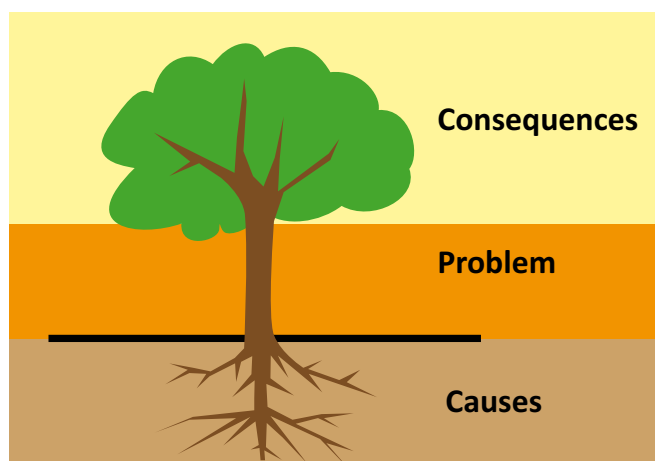
This approach helps in identifying root causes that prevent the problem in the future and symptoms that require corrective action.

- ii. *Problem Tree analysis* is also referred to as the Solutions Tree or Objective Tree. The main objective is to identify the needs that require attention to solve

a particular problem. This approach is aimed at establishing a realistic overview of a problem by identifying its fundamental causes and the most important effects.

The tree-shaped diagram has the focal problem placed in the trunk; the root-causes at the roots and the effects or consequences in the branches. This way, the problem tree diagram helps in visualizing a logical hierarchy of causes and effects and the links between them.

- iii. *The Walk Through (WALT) Technique* - The WALT PI tool is used to reveal a community through document analysis. The facilitator takes members of a community through a description of the perceived problem and these are systematically recorded. As these conversations are going through, constituent components of the problem unfold as responses of the issue are raised by community members. This tool helps in viewing a problem as a whole and in identifying possible causes.





# Policy analysis

# 03.

## GENERAL DESCRIPTION

Definition of policy, types of policy and how to analyse policy.

## RESOURCES NEEDED

Laptop, projector, markers, pens, and flip chart.

Horse shoe seating arrangement.

## TEACHING METHOD

Make the lesson topic relevant to the participants, allowing them to exercise their creativity for a goal-oriented activity.

Have learners present on the small group exercise.

Though there are many forms of advocacy as we saw earlier. This course focuses on policy advocacy – influencing decision by government.

**Advocacy is the deliberate process of influencing those who make policy decisions. (CARE)**  
**Advocacy for policy change requires an understanding of the policy process in the country.**

## What is policy?

It's a written statement that gives a sense of direction on how decisions will be done regarding important issues in an organization or country. Here are formal definitions.

- A policy is a deliberate plan of action to guide decisions and achieve rational outcome(s). The term may apply to government, private sector organizations and groups, and individuals. Presidential decrees (in some countries) corporate privacy or human resource policies are all examples of policy.
- Policy differs from rules or law. While law can compel or prohibit behaviors (e.g. a law requiring the payment of taxes on income) policy merely guides actions toward those that are most likely to achieve a desired outcome.
- A set of interrelated decisions taken by a political actor or group of actors concerning the selection of goals and the means of achieving them within a specified situation

where those decisions, should, in principle, be within the power of these actors to achieve (Jenkins, 1978).

- The actions of government and the intentions that determine those actions (Cochran et.al).
- Whatever government choose to do or not to do (Dye, 1998).
- Consists of political decisions for implementing programs to achieve societal goals (Cochran and Eloise, 1995).
- Public policy is the means by which a government maintains order or addresses the needs of its citizens through actions defined by its constitution.
- It is a term used to describe a collection of laws, mandates, or regulations established through a political process.

## What Constitutes Policy?

A plan, course of action, or set of regulations adopted by government, businesses or other institutions designed to influence and determine decisions or procedures (CARE).

### ***Policy is actually an art and craft...***

It involves vision, creativity and imagination in:

- identifying and explaining social problems
- creating policy to solve the problems
- ensuring whether the implemented policy leads to positive or negative impact

E.g. *Adolescent Sexual Health Policy 2015*

## Common Elements in These Decisions

Policy is made in the name of public.

Policy is made or initiated by government.

Policy is interpreted and implemented by public and private actors.

Policy is what the government intends to do.

Policy is what the government chooses not to do

## Key Aspects About Policy

1. Public Policies are goal oriented. They are formulated and implemented to attain the objectives the government has for the ultimate benefit of the masses in general. These policies clearly spell out the programmes of government.
2. Public policy is the outcome of the government's collective actions. It means that it is a pattern or course of activity or the governmental officials and actors in a collective sense than being termed as their discrete and segregated decisions.
3. Public policy is what the government actually decides or chooses to do. It is the relationship of the government units to the specific field of political environment in a given administrative system. It can take a variety of forms like law, ordinances, court decisions, executive orders, decisions etc.
4. Public policy is positive in the sense that it depicts the concern of the government 'and involves its action to a particular problem on which the policy is made. It has the sanction of law and authority behind it. Negatively, it involves a decisions by the governmental officials regarding not taking any action on a particular issue.

## Two Important Elements About Policy

- **Goal** - What is to be achieved by the policy in the long term.
- **Instrument** - Actions taken to achieve the targeted goal/goals of the policy. Includes plans, programs and strategies.

## Scope of Policy

**Specific issue policy:** Short-term decision which involves daily issues and administration.

Q: *Should women integration policy be concentrated only upon women in rural areas?*

A: Women integration policy should be concentrated upon women in rural areas, disabled ones as well as career women.

## Type of Policy

### Informal Policy

- A non-written policy applied at individual or small group level. We can also refer to it as norms or practice.
- It is a consistent practice which guide an individual or a small group on how to utilize their resources, such as time, knowledge, money, relationship etc.  
Examples: 'Love the Environment' etc.
- A written policy documented at organizational, judiciary or national level. It can be plan of actions, projects, acts, and various public policies.



## Small Group Activity

Form a group and discuss an informal policy

1. Why the Policy (Reason)
2. Goal of the Policy
3. The plan of actions/activities (How)?
4. Three interrelated components in a policy system:
  - a. Policy
  - b. Stakeholders
  - c. Policy environment (teaching of vernacular in schools)

- ✓ Individual
- ✓ Political parties
- ✓ Union
- ✓ Government agencies
- ✓ NGOs
- ✓ Stakeholders'

*Their actions and involvement could create a huge impact at all policy levels if they are very influential...*

## Policy Environment

- The context that revolve around certain policy.
- It is influenced by and influences the stakeholders and policy.
- It involves a consultation and bargaining process, where the objective scenario (reality) usually conflicts with the subjective scenario (needs, wills and opinion of various stakeholders)
- It is very much related to the issue of policy itself, in the sense that both policy issue and environment involves 'CONFLICT'.
- CONFLICT usually arise due to opinion, political, value, needs differences.

## Challenging Public Policy

- Public policy can often be controversial or passionately debated.
- Depending on a person's perspective or point of view, public policy can seem unfair, oppressive, or even inhumane.

## Analyzing Policies

We will look at the "what" of policy analysis and the tools that you can utilize to help in this process.

A policy analysis has three main elements:

1. the policy causes,
2. key actors that influence policies and their interests, and
3. the policy environment.

You may not always have time to analyse policies before advocating but a very useful exercise to help be precise and succinct.

- Identifying policy causes of poverty and discrimination, or policy issues.
- Identifying key actors and institutions that make decisions about policies, as well as those who can influence policy makers.
- Analysing the distribution of political power among key actors.
- Understanding formal and informal policy making processes.
- Understanding the social and political context.

## Key Elements of a Policy Analysis

Policy analysis provides a basis for choosing appropriate advocacy strategies.

Policy analysis include:





# Set goals and objectives

# 04.

## GENERAL DESCRIPTION

It covers the importance of goal setting in advocacy as well as the process of setting well-thought, evidence-based goals and SMART objectives.

## RESOURCES NEEDED

Projector and laptop.  
Flip chart with stand, markers and pens.

## TEACHING METHOD

Outline key concepts in the topic.  
Debrief participants and assess their understanding of the lesson and how they have responded to the overall lesson.

## Set goals and objectives

Once you've identified the problem you don't want to stop there, you want to do something about it. The next stage therefore is setting goal and objectives.

Aware of your role as a stakeholder in the advocacy process, you examine yourself, marshal your resources and attack the problem.

**Every campaign needs a clear, articulated issue and well-defined goal and objective, to give it a sense of direction and contribute to its success.**

Brainstorming of the causes and effects of your problem as well as the solutions should provide a starting point for this process. Given all the available possible policy solutions, you need to consider how your coalition, network or team want to do to make the change needed in the situation you want to advocate about.

The goal is very important because it helps you to be clear and specific about the action you want to take. Keep in mind you cannot solve the entire problem but you can engage one or two aspects of it and tackle other elements in your future plan. For example if the problem is prevalence of pregnancies in schools, there are many issues one can campaign on. For example, you could campaign to have counselling programs set up in school, or institute sex education at all levels of

schools or to provide contraception freely or to have tighter penalties regarding sexual offenses or instituting a program of cultural change in communities among other options. Often times it will not be possible to address all these aspects and more in a campaign. Having a goal therefore helps one focus the campaign the most pertinent or pressing issue of the social problem that has the potential to go farthest in addressing the problem. You can then ride on the success of this campaign to address other aspects of the social problem. When you are in advocacy, you are in it for the long haul.

Goals and objectives are critical because they help you narrow your focus and work on a project that is realistic. Without clear goal and objectives, it is easy to be overwhelmed by the kind of response required to solve your issue leading to feelings of helplessness and discouragement.

This project should be built around creating a solution, not just defining the problem. In Kenya, we are experts at defining problems and lodge critique after critique of failings of government and other institutions. It seems to be national pastime. But few bother to beyond identification and analysis of problems to articulate workable solutions. Thinking of how to deal with issues will move us towards an innovative, solutions-based society. That is what advocacy goals and objectives are – proposed solutions to pressing needs.

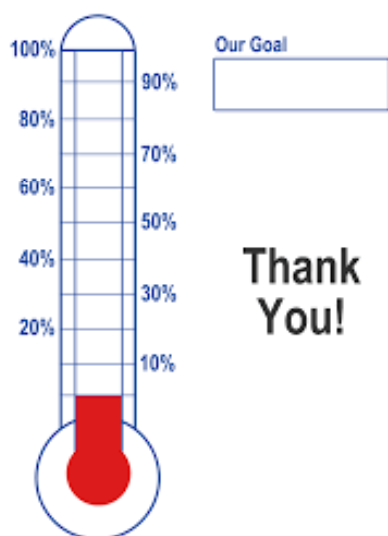
The goal should be big enough to matter to people, but focused enough that you can see

results in a reasonable amount of time. It should be interesting to everyone in your group, to other groups that you might want to work with, and to the public. It should also be something that will build to other projects your group can work on in the future.

## Purpose of goals

**A goal is like a road map.** We've become a society increasingly dependent on GPS-enabled devices to move from place to place. In these maps, you input the starting point and the end point and then the route(s) to follow is mapped for you and you carefully follow directions to get to your destination. A goal does that for you – mapping out endpoint where your campaign should take you. If you don't know where the finish line is, how will you know when you have finished the race?

**They motivate.** Think of the fundraising campaigns you have seen. Usually there will be a figure, usually the shape of a thermometer, showing progress towards an articulated goal. Every time more money comes in, the chart is up



dated encouraging people to see how far they have come and how much farther they need to go to reach their aim. As the red shading inches up towards the goal, more excitement is created at the prospect of reaching the goal and people want to do more to hit the target. Goals help us keep our eyes on the target. The same is true of an advocacy goal.

**They keep you accountable.** You are all aware of politicians who promise to “do something” about community problems but end up doing very little or nothing at all. It becomes hard to pin them down because they never made an actual commitment to do xyz. The objectives you set become a measuring yard for assessing progress in your project and you can quantify what is done and what's undone.

**They make our dreams seem achievable.** A goal is a dream with a deadline said Napoleon Hill. We all dream of going to Masai Mara, Zanzibar, the Maldives or some desirable other holiday spot and fantasize about our adventure there. Setting goals helps us to break our dreams into manageable steps that can help us ultimately make our dreams come true.

Though by now you have a pretty good idea what a goal is, this next section defines goals and distinguishes them from objectives and provides examples to help you see the difference.

## Defining a Goal

An advocacy goal is your vision of change. It is articulating what success will look like in your campaign. It describes the long-term change you want to see as a result of your advocacy efforts for example in the next 5 years. The advocacy goal can be general. Simply put, a goal is your long-term vision you want to achieve.

What must change for specific GBV violations to be addressed?

***When you are clear about what measures should be put in place to bring about the change, by who and by when you are ready to write down your goal.*** Always

keep in mind the results you anticipate as a result of the measures you are advocating for.



To come up with a clear goal, brainstorm about possible solution the social problem you want to address. A tool to help with this is a solution tree. After brainstorming as many solutions as possible, then choose one that you will focus your campaign on.

When it comes to policy advocacy, there is a number of outcomes social advocates seek.

Below is a list, not exhaustive, of some advocacy goals.

GOALS		
Policy development	Creating new policy proposal or policy guidelines	<ul style="list-style-type: none"> <li>• New proposals or guiding principles developed</li> </ul>
Placement on the policy agenda	Appearance of an issue or policy proposal on the list of issues that policymakers give serious attention	<ul style="list-style-type: none"> <li>• Policies formally introduced</li> </ul>
Policy adoption	Successful passing of a policy proposal through an ordinance, ballot measure, legislation or legal agreement	<ul style="list-style-type: none"> <li>• Policies formally established</li> </ul>
Policy blocking	Successful opposition to a policy proposal	<ul style="list-style-type: none"> <li>• Policies formally blocked</li> </ul>
Policy implementation	Proper implementation of a policy, along with the funding, resources or quality assurance to ensure it	<ul style="list-style-type: none"> <li>• Policies implemented or administered in accordance with requirements</li> </ul>
Policy M&E	Tracking a policy to ensure it is implemented properly and achieves its intended impacts	<ul style="list-style-type: none"> <li>• Funding levels sustained for policies or programmes</li> </ul>
Policy maintenance	Preventing cuts or other negative changes to a policy	<ul style="list-style-type: none"> <li>• Number of first-time donors</li> <li>• New donors offering financial versus in-kind support</li> </ul>
New donors	New public or private funders or individuals who contribute funds or other resources for a cause	<ul style="list-style-type: none"> <li>• Average dollars given by new donors</li> <li>• Number of overall donors</li> <li>• Types of donors (individuals, philanthropic, corporate)</li> </ul>
More or diversified funding	Among of dollars raised and variety of funding sources generated	<ul style="list-style-type: none"> <li>• Dollars donated to support advocacy efforts</li> <li>• Revenue earned to support advocacy efforts</li> </ul>

From UNICEF Toolkit



# What is an Advocacy Objective?

On the other hand, an advocacy objective is the specific change that helps you can accomplish that goal. **Objectives define the necessary steps to meet the goal.**

In other words, they contribute to reaching your goal. Objectives are SMART, that is specific, measurable, Attainable, Realistic and Time-bound. They define what you will accomplish, where, when, and with whom. While goals have a time frame of 5 years or more, objectives are based on 1 or 2 years. Customarily, it takes 2-3 objectives to accomplish one goal.

According to Sharma, “An advocacy objective aims to change the policies, programs or positions of governments, institutions or organizations”. While your goal is a longer-term vision, the advocacy objective is what you want to change, who will make the change, by how much and by when. Generally, the time frame for an advocacy objective will be 1-3 years.

An objective is an incremental and realistic step toward a larger goal or your vision; it is not a

general goal (increase family planning use among couples). Rather, the policy advocacy objective must focus on a specific action that an institution can take. An objective should be specific and measureable. This makes it easier to plan for actions that will support the realization of the objective.

Ask yourself “What do you want to change? Who will make the change? By how much and by when?”

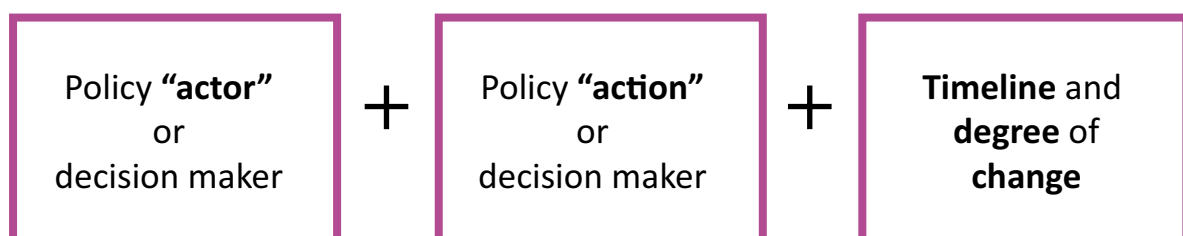
**Advocacy issue** – support for teen mothers to stay in school

**Advocacy goal** – Establishment of child-care centres in sub-counties in Kenya

**Advocacy objective** –

1. Secure a commitment from the County Government A that it will draw up a framework for developing child care centres by the end of June 2019.
2. Obtain funding from the County government to set up centres by mid-2020.
3. Bring together a coalition of business people to equip the centres by December 2020.

## Elements of an Advocacy Objective





Criteria	Objective 1	Objective 2
1. Is the objective achievable? Even with opposition?		
2. Will the objective gain the support of many people?		
3. Do people care about the objective deeply enough to take action?		
4. Will you be able to raise money or other resources to support your work on the objective?		
5. Can you clearly identify the target decision makers? What are their names or positions?		
6. Is the objective easy to understand?		
7. Does the advocacy objective have a clear timeframe that is realistic?		
8. Do you have the necessary alliances with key individuals or organizations to reach your advocacy objective? How will the objective help build alliances with other NGOs, leaders or stakeholders?		
9. Will working on the advocacy objective provide people with opportunities to learn about and become involved with the decision-making process?		

From SARA/AED Advocacy Training Guide p.37

# Seven Steps toward Developing Clear Advocacy Objectives

## 1. Define the Problem in the Most Basic Way

Example: No publicly funded counselling services exists for abuse victims

## 2. List out the Key Elements of the Problem

GBV has grave impacts on victims that affects their self-worth and productivity

The quality of private services varies since there's no standardization.

few counsellors trained in handling victims of abuse

Lack of public understanding about the effects of gender-based violence

## 3. Restate the problem in a more complete way

While GBV has lifelong negative impacts on victims' self-worth and productivity, no publicly available counselling services exist to support them because of lack of public services because there's little public understanding of the epidemic and few trained counsellors specialized in gender violence issues.

## 4. Lay out the policy or institutional factors behind the problem

- Lack of effective government leadership
- Lack of appropriate counselling programs
- Insufficient financing for gender-violence issues

## 5. Identity the long-term changes needed to address the problem

Shift responsibility for program development and planning to national level.

Develop gender violence counselling training programs.

Add budget support to allow to provide for counselling centres

## 6. Consider some key criteria for picking shorter-term advocacy objectives

What will help solve the problem?

What is politically achievable?

What kind of support will it generate?

What kind of opposition will it generate?

Does it build momentum toward bigger things?

## 7. Develop your advocacy objectives (example):

Development of UNICEF policy paper on access to pre-school

Formation of national working group to develop draft standards

Formation of government roundtable on reorganizing responsibility

Modest increase in coming year budget allocation for pre-school

## References

*An Introduction to Advocacy by Sharma*

*Networking for social change: An Advocacy Training Manual. The POLICY Project. 1999.*

# Stakeholder and power analysis, identifying targets and influentials

# 05.

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## GENERAL DESCRIPTION

Explaining how to identify stakeholders and targets and incorporate them in advocacy planning.

## RESOURCES NEEDED

Training space with comfortable U-shaped seating, and some extra space to move around and conduct energizers if needed.  
Flipcharts, markers and sticky tape.

## TEACHING METHOD

Lecture; learner exercises on stakeholder mapping and presentations.

## Stakeholder analysis

Once you have identified what changes are required to remedy the advocacy issue you are dealing with, the next critical step is to identify who has the power to facilitate the change you are seeking. You know what you want done, now you ask yourself, who can make it happen?

Now that we have our objectives, it's time to start to think about whom our campaign should target.

Remember advocacy is an upstream process, focused on those who have control over public resources and institutions. While advocacy involves empowering communities to add impetus to the change process, it is ultimately meant to influence policymakers to develop policies that promote equal rights and justice for all especially those disadvantaged in one way or the other. It aims at procuring changes in policies, practices and processes so that the rights of the disadvantaged are realized and challenging policies, practices and attitudes that leave certain groups or individuals disadvantaged.

For effective advocacy, it is important to understand the structures of power within the context within which one is advocating.

Whatever your cause, you must understand who has the most say in the cause you are promoting. Suppose you want to advocate for free menstrual pads to keep girls in school, who in government can make this happen? Notice the issue is who, not which department or ministry. These are important but more important is the person or persons mandated to make decisions on the advocacy issue you care about.

There are several tools that can be used to map the power of various stakeholders involved in your issue to make the campaign more effective.

When identifying allies and opponents, consider the degree of influence each stakeholder has over the problem. The people affected by our advocacy issue are certainly stakeholders but they often have little ability to directly change policy and whether they have a positive, neutral or negative view of our advocacy position.

Stakeholder mapping helps to identify these key players. There are tools available to make this process easier to manage. One way would be to brainstorm all possible stakeholders in the policy issue you are advocating for and list them. You can put all stakeholders in one list or you can categorize e.g. government, private sector and civil society. Whatever your approach, the first step is identifying all the possible stakeholders and narrowing them down according to their level of influence.

The purpose of a stakeholder analysis is to aid the identification of individuals or groups, (it is not enough to identify an institution!), that have a stake in your advocacy issue. Armed with this list, it is possible to identify allies and opponents and prioritise who you need to target.

## Stakeholder Definition

Stakeholders include people directly affected by the problem, for example women in northern Kenya complaining of being raped by British troops doing military exercises in that region; groups responsible for creating the problem, in this case the British soldiers, and groups interested in solving the problem e.g. human rights groups, women groups and so forth. The following definition covers it well:

**A stakeholder** has been defined as “a person or a group who has something to gain or lose through the outcomes of a planning process or project, and who may have a powerful bearing on it.”

The word stake here is important, in other words, it is a person who has a stake in the advocacy issue we want to campaign on.

**Constituents:** the people you work with and for; those who are expected benefit from your advocacy

**Allies:** those who share your aims and can help to influence or put pressure on the decision-makers

**Opponents:** those who are opposed to what you want to achieve and will try to block the changes you want to see

Once you have identified the main stakeholders, you need to understand how they are involved in the decision-making process. You must therefore have a good understanding of how decisions are made.<sup>1</sup> Where is policy done and who has influence over the process? If the issues at international or regional levels, where are binding commitments made on the welfare of women facing discrimination? Which organs at AU for example should be focus of our attention?

Where are policy decisions taken and who has influence over them? For example, is the focus on government policy and, if so, which ministries and departments are responsible?

## Mapping Stakeholders

People not organizations make policy. As such, it is imperative to identify who the players are and what their attitudes are towards the issues we are advocating. This will lead to more effectiveness in advocacy. When we know more about the stakeholders in the advocacy process and the way

### Stakeholder mapping matrix

Government	Private Sector	Civil society
Relevant ministers and/or principal secretaries County Executive Officers etc.	Professional associations Churches  etc.	Community-based organizations Trade unions etc.

<sup>1</sup> ACF Advocacy Toolkit, ACF International 2013

Allies	Neutrals	Opponents

decisions are made, we can begin to establish relationships with them and foster trust as a way of influencing policy decisions.

Below are tools that can you in mapping them. You may choose to classify them like in the table below or simply brainstorm and draw up a list without classifying them.

The next step is to plot their stance towards the issue. Are they supportive, opposed or neutral?

This mapping is important as it helps you determine who you should approach to support in your campaign, who to be wary of as opposing the measures you are proposing the neutral parties you can work to persuade to support you. You can also plan how to deal with opposing camps. For example if you are advocating for longer sentences for people accused of domestic violence, some groups will be in support while others will be vehemently opposed to such measures. These groups and individuals needs to be mapped out so you can strategize how to neutralize opposition and to convert the uncommitted to allies while mobilizing those in support of your cause. Advocacy works best when done in coalition with others to optimize impact.

## Choosing the Target

These come from the stakeholders you have but are distinct as explained below:

- i. **Identify** the person(s) who has the power to solve the problem. It is critically important to identify the correct person who has the mandate to effect the change we are seeking. The person with the wherewithal and legal power to authorize the change we want. Do not assume, do your homework and understand whose docket your matter lies. This will save time and energy.
- ii. **Analyze** what stands in the way of the target in safeguarding citizens from GBV. For example, why is it so hard for MPs to pass the two-thirds gender rule? What stops them? Do they have the capacity to fulfil the demands we have placed before them? For example, do they have a legal obligation to act? Is what we are asking their legal responsibility? If so, it gives us a firm standing to demand for the duty bearer to do their job.
- iii. **Motivation:** is the responsible authority slacking on their job? Why are they reluctant to carry out their obligation and how can we hold them to their responsibility?

- iv. **Authority:** the power to act. Does the responsible authority have the power to carry out their obligations? Is action by the responsible authority socially or legally acceptable?
- v. **Resources:** do they have the tools of the trade? The money, the people, facilities to meet this obligation? What is lacking? The children's department may not be able to rescue abused children because they lack shelters for example.

## Primary Target

A primary target is the person (or persons) with the most power to influence a decision. They can be a government leader, a business leader, a leader of an international global governance organization like the UN and so forth. For example if you want mediation introduced to the school curriculum as of a way of handling GBV, that would be cabinet secretary and principal secretary in the ministry of Education.

## Secondary Target

A secondary target is a person (or persons) who cannot solve the problem directly but has the ability to influence the primary target. If unable to reach the target directly, we can work with this person to access the target. There many people who play this role, sometimes referred to colloquially in Kenya as "brokers." These are well-connected individuals who know their way around the corridors of power or friends or business partners who are connected to the individuals we seek. They may be members of a professional association in which the business leader we need is a member of, for example.

## Power Analysis

Power analysis helps you map the relative power each stakeholder holds with reference to your policy issue so you can be strategic about how to employ them in your campaign. A useful tool is this endeavour is the power-interest matrix. This can be used to map your stakeholders to see where they fall. E.g. do they have a lot of power/ influence but are opposed? Is it the opposite, are they powerful and supportive of the policy issue

## Primary Target Table

Primary Target (Person) Institution	Institution	What do they know about the problem?	What is their attitude about the problem?	What is important to them?	Who has influence over them?
Minister of Health	Ministry of Health	Are aware but problem not a priority	It's a concern for gender ministry and gender activists	Improving primary health care	Donors Media Parliamentarians President

Adapted from ABCs of Advocacy, DanChurchAid, 2010.

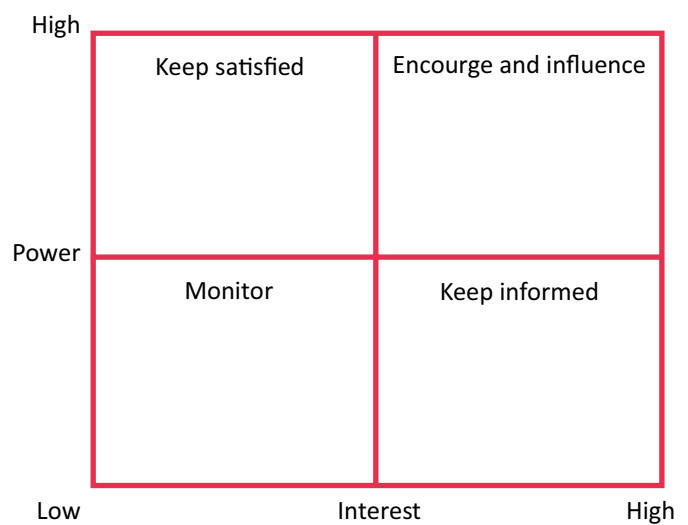


you espouse? How do you get them on board to support you? In other words, this exercise helps you to be strategic in your approach.

Most importantly, this exercise aids us to identify our targets. All stakeholders are not targets. Any stakeholders that have high influence over the advocacy issue automatically are listed as targets because we know they will play a major role and therefore we need to efficiently use our often limited resources to focus on those with the greatest capacity to bring about the change we need. Once we know who the powerful opponents to our cause are, we may be able to find a way of neutralizing their impact even though we may not win them over. Those people with high power and low interest may be neutral and are easier to persuade since they have not taken a position. Some stakeholders, for example, the disadvantaged communities may appear powerless but there is still potential if they are

mobilized and are able to utilize people power in pushing for their welfare. Female hawkers who face sexual harassment in the early hours of the morning as they make their way to the market to buy their produce may appear powerless but as a group can have voice and influence.

### Stakeholder power/interest matrix



## Exercise

### **Power mapping** (Venn diagram)<sup>1</sup>

(Also called systems mapping or Chapatti diagram)

This is a stakeholder-mapping tool that shows the key organisations and individuals involved in an advocacy issue, together with their relationships.

#### **Method**

1. Identify key organisations and individuals involved in the advocacy issue. Record them on a list.
2. Discuss how important each institution is.
3. Draw a circle for each organisation or individual, or cut out circles and stick them on the wall. Bigger circles indicate more important stakeholders.
4. Put the main target of your advocacy in the centre of the diagram. So if your issue is centred on government policy, then you make the relevant ministry a central block of the diagram.
5. Identify the degree of contact between each circle. For example, note where one institution can ask another to do something or if they have to cooperate in some way. Draw in arrows where you think there is influence.

Arrange as follows:

- isolated circle: no meaningful contact with other stakeholders
- thin arrow: limited contact (eg information passes between institutions)
- thick arrow: some cooperation in decision-making

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<sup>1</sup> Participatory Advocacy A toolkit for VSO staff, volunteers and partners

## Exercise

- major arrow: considerable influence.
- Draw the diagram first in pencil, so you can adjust the size or arrangement of circles until the representation is accurate.

*Generating a rich discussion within your group is important.*

Secondary sources, group interviews or key informants can be used to validate information.

- Afterwards, make a reproduction of the circles for a permanent record. When you write it up, you can add colour-coding to indicate allegiances or categories.

You may want to come back to this tool after you have been doing your advocacy for a year or so. By then you will have new insights and much greater knowledge.

# Publicity and Awareness Strategies/ Message Development

# 06.

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## GENERAL DESCRIPTION

How to effectively use the media to communicate your message.

## RESOURCES NEEDED

Training space with comfortable U-shaped seating, and some extra space to move around and conduct energizers if needed.

## TEACHING METHOD

Friendly, informal, participatory and enabling teaching style, welcoming comments or questions as the presentation is going on.

## Publicity & Awareness Strategies

For effective policy change, there must be public driven discourse about an issue for policy makers to pay attention to an issue and change policies. An organization has to go out of its way to create awareness about the societal issue and make the effects of the issues relevant to them through publicity.

This is why an organization and its stakeholders need to purpose to communicate to the public about these issues for increased social dialogue that will capture the attention of policy makers.

There are four reasons why we communicate;

1. **Create Awareness** - The main purpose that guides why we communicate is to share information and knowledge is to share risk factors that come along with a societal issue. In this process the aim is to communicate how environmental issues may influence social rules, values and norms. Risk factors can also highlight how issue affect and individual's self-esteem, self-control, life coping skills and mental health. Other issues shared focus on how a
- societal issue affects bonding and building relationships in one's circle. It is important to communicate protective factors that can be beneficial to raise the efficacy of individuals in changing their behaviour within a given environment.
2. **Motivate change of mindset** - Effective communication can influence an individual thinking about a societal issue.  
  
The purpose of communicating at this point, is to sensitize the public on the impact of a societal issue on the individual, family, friends and the community at large. By creating visibility to the societal problem and sub-problems, share the consequences that are brought about by the problem and the strains this has on relationships.
3. **Imparting expected behavior** - In order to reduce the risks of a societal problem, an organization needs to share the risk factors and the effects of the rise of the problem on society and recommend what needs change. This will help in protecting and promoting the well-being of the public. There is need to share prevention initiatives aim to avoid reckless living behaviour at the individual, high-risk groups, at the community and social level.
4. **Acknowledging Behaviour Change** - this is a promotional tactic that indicates to indicate that changes in behaviour has occurred

and accepted at the individual, social and environmental level. This indicates that the public can make healthy decisions and can also, in the process influence healthier decisions.

## Audience Analysis

Audiences are either consciously or unconsciously exposed to media texts on a daily basis. There is need to build and share information about issue with the complexity of the audiences in mind. There is need to consider the audience's needs, values and attitudes. Some of factors to consider include:

- **Importance of Audience** - there is need to know how audiences use the media, consume the content and the effects that media has on their lives. There is need to understand the following issues:
  - o **Demographics** - which includes age, language, family size, gender, marital status, political party, race/ethnicity, income, religion, education level, geographic location, ownership, occupation, mobility et cetera
  - o **Psychographics** - This includes their personality, attitude, lifestyle, hopes, fears, interests, beliefs, values
  - o **Sociographies** - These include behaviour issues that determine: covert power (as an individual entity); position(classified/unclassified); reputation (influencers, critics, loyalists...) organizational membership (interest groups) role in decision process.
- **Target audience** - group of people that the message is mainly targeted for a message.
- **Categories** - this is about the type, feature and genre of text. Decisions need to be made about whether to communicate to a target audience through narrowcasting or broadcasting for larger audiences.
- **Access** - There is need to understand how the audience access a channel and further understand their information seeking habits.



# Design advocacy strategies

# 07.

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## GENERAL DESCRIPTION

Strategic approaches to advocacy.

## RESOURCES NEEDED

Flipcharts, markers, projector and laptop.  
Time keeper  
Notepads and pens or pencils for participants.

## TEACHING METHOD

The lesson is delivered in a friendly, informal, participatory, and enabling manner.



## Selecting Social Influencers

Social influencers also known as celebrities are well personalities that help to give a product, service or idea prominence in the public eye. To achieve the objective of giving publicity to your product service or idea, the qualities of the social influencers matters in convincing audiences.

Social influencers are a powerful tool in persuasive communication. There must be obvious chemistry between the influencer and what is being sold. Their association with what is being sold needs to have a positive effect on the public. The social Influencers you choose to drive your agenda must be selected wisely based on the intimate connection they have with their followers. Influencers need to be picked based on the following factors:

1. Do they have global, regional or local reach off and online?
2. Who are his unique followers both on and offline?
3. How often is his/her content shared and is talked about off and online?
4. Does their personal brand appeal to the targeted audience in terms of language, appearance, activities and connection?
5. Who they collaborate with and what brands have they worked with before?
6. Did this increase the engagement rate of audiences with the product, service or idea?
7. Are there positive or negative sentiments about the product, service or ideas because of the association with the social influencer?
8. What are the clicks, conversions and links that are associated with influencer?

## Social Networks

A social network is a specific set of linkages among a defined set of persons that can be used to interpret their social behaviour. These people are linked by formal or informal patterns of communication either within or outside an environment. A good network has reference point or a point of connection referred to as a node. A node between two people is called a dyad and that between three, a triad. Anything more is a multiple connection.

A social network that changes is called transitive and those that are stable or balanced. This is dependent on whether the people are distant

or of the same attitude. Mutual relationships indicate some sense of agreement or equity while reciprocal relationships indicate give and take. There are types of networks:

1. The egocentric network revolves around one person. This is a relationship that is directly connected to individuals who symbolize a single mode
2. The socio-centric network is also referred to as a considered as a box because it includes people who share past experiences. The role of this closed network is exclusive and supportive and it is referred to as an old boys' association.
3. The open system network provides a chain of influences or to facilitate the adoption of a new practice.

The strength of ties in networks matter. The strong ties are relational and provide emotional support, while weak ties provide information and leads to resources and are referred to as mavens. There are those in the middle who play the 'betweenness' role who are also referred to as connector. Once you map out the relationship between nodes, you can establish what ties exist and if they are formal or informal.

## Community Mobilization

Community mobilization is the process of engaging communities to change the norms of their communities through learning. Community mobilization empowers communities through

a systemic effort to recognize and change societal norms. It involves recruiting community stakeholders, champions, and leaders into initiating and/or sustaining change efforts.

Community mobilization encourages stakeholders to develop and implement strategies that reflect the culture of the given community.

The people of the community become aware of a common need that they can work on to get shared benefits. They, then raise awareness of the large community about issue that can mobilize them to action in a sustainable manner. This builds the community's coalition and partnerships who speak about the issue in one voice and in union. Community mobilization must be guided by a theory of change. It should also go through the following stages of change:

1. Pre-contemplation is a stage where people do not see an issue as a problem
2. Contemplation is when the people can relate and are aware the effects of the problem
3. Preparation for Action is when they seek more information about an issue and this helps in developing an intention to act towards dealing with the problem
4. Action is when individuals try new ways of thinking and behaviour in taking action to intervene or assist with the problem
5. Maintenance is the stage when individuals recognize the benefits of behaviour change and maintain it.

## References

<http://www.endvawnow.org/en/articles/1283-key-issues-in-community-mobilization.html>

[http://learn.preventconnect.org/pluginfile.php/397/mod\\_resource/content/1/Community-Mobilization.pdf](http://learn.preventconnect.org/pluginfile.php/397/mod_resource/content/1/Community-Mobilization.pdf)

<https://www.cdc.gov/stopsyphilis/toolkit/Community/CommunityGuide.pdf>

# Develop and implement action plan

# 08.

## GENERAL DESCRIPTION

Covers areas of self-examination by an organization before embarking on advocacy.

## RESOURCES NEEDED

Notepads and pens or pencils for participants  
Laptop, projector, masking tape and manila paper.

## TEACHING METHOD

Workshops where learners design action plans.

## Action Planning

Action planning is the stage at which you plan and phase activities. Without a clear activities plan, it is possible to have haphazard activities that don't achieve much. The idea here is to have well-timed activities that have some cumulative effect in giving momentum to your campaign. This calls for careful planning and execution.

By this point you have decided on your strategy, whether it is coalition building, citizen mobilization, media advocacy among others. Strategies are broad, but the nuts and bolts of

these strategies need to be put in place through carefully planned activities.

These activities will also be determined by selected targets. You have to put into consideration the best activities to influence them. The actions chosen must be the best, in your considered opinion, to deliver on the selected strategies. This step needs to be as practical as possible. Once activities are selected for each strategy they should be placed in a table and timelines articulated. Thought must be put into how to organize each activity and who will carry that responsibility. The table below outlines one way of coming up with an activities table. This table outlines clearly what is to be done by who and by when so it is easy for everyone to hold each other accountable and to support each other. The plan is not cast in stone and can be adjusted in consultation with all the people involved depending on the circumstances. But the action plan is critical because it breaks down

Activities	By When?	Who's Responsible?	Resources Needed
Identify champions for GBV in Meru	October 2018	Mary	Staff time
Meet governor and CEC's	November 2018, Week 1	Juma, Lulu and local GBV activists	Transport, policy briefs and fact sheets to leave behind
Local radio station interview of Meru women rep	November 2018 Week 2	Jack and Rhoda	Transport

what appears to be a daunting task into a series of manageable activities.

Questions to ask yourself in the planning process,

- ✓ What actions or changes will occur-by when?
- ✓ Who will carry it out-by when (or for how long)?
- ✓ What resources are needed-by when?
- ✓ Communication (who should know what) - and when?
- ✓ What action or change will occur?
- ✓ Who will carry it out?
- ✓ By when (for how long)?
- ✓ What resources are needed?

Planning activities to support the objectives of your campaign should be done in a very thoughtful manner. It is important to look out for opportunities you can leverage on to increase the impact of your activities. Think of naturally occurring opportunities like the women's day in March, or 16 days of Activism. Can you build

some of your activities around those days to maximize visibility and attention? Timing is everything in advocacy. For example, you can release your survey on domestic violence to coincide with women's day celebrations. This will maximize impact because attention will already be on women.

For that reason, in your planning identify opportunities that you can link to your campaign for example the main political processes, key international meetings, submission of memoranda in a public participation forum dealing with our advocacy issue, decision-making moments, or any other local, national or global events that would be useful in promoting your cause. It may be useful to do a calendar. In Kenya a number of high profile meetings and conferences are held on a regular basis. Your organization or coalition should be in the habit of noting which ones would be useful in achieving your objectives.

In addition, a Gantt chart is useful in providing a visual representation of a timeline, activities and time frame.

Activities	January	February	March	April	May
Identification of GBV champions					
Development of materials for lobbying meeting					
Meeting with the governor and CECs					



# Monitoring and Evaluation 09.

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## GENERAL DESCRIPTION

This section explains how you will measure the success of your advocacy campaign.

## RESOURCES NEEDED

Training space with comfortable U-shaped seating.

Markers, flip charts, projector and laptop.

## TEACHING METHOD

Friendly, informal, participatory and enabling teaching style, welcoming comments or questions as the presentation is going on.



## Monitoring, Evaluation, Accountability and Learning (MEAL) Frameworks

Monitoring, Evaluation, Accountability and Learning (MEAL) Framework is based on the new concept that will ensure accountability, measurable progress and facilitates continuous and quality improvement in program activities.

A robust MEAL framework helps to ensure that the scope and purposes of activities selected are implemented as planned and scheduled.

Monitoring involves the routine data collection to measure progress toward a meeting a program's objectives. Monitoring measures processes and the effectively method are used in the program. Evaluation is the systematic investigation of the achievement of a program's results. This determines the degree to which the project's objectives are met and that there is measured good performance.

Accountability framework is an exercise in storytelling in recognition that the organization will be judged based on their performance.

Organization should make a strategic decision to incorporate the following rules:

1. The organization's objective remains relevant to the society
2. The organization remains useful to stakeholder by explain organizational initiatives
3. Decisions are made by all stakeholders
4. There is the culture of transparency to manage stakeholders' expectations
5. To ensure that information on key decisions is readily available to all to guide organization's action
6. Should be flexible to be responsive to the ever changing environment and context that is related in organizations activities.

Organizational Learning Framework guides change and continuous improvement in an organization based on knowledge gained through experience also known as tacit knowledge. Organization learning aims at enhancing an organization's capability; to acquire and develop new knowledge. Performance changes gained from organizational learning include accuracy in handling tasks, speed in performing various activities or change of behaviour.

Risk communication is an interactive process of exchange of information and opinion on risk among risk assessors, risk managers, and other interested parties. It is the process of involving

stakeholders in risk assessment that requires the full identification of hazards or risks that exist in the organizations operations. These risks are assessed to understand the kind of damage that may occur should the risk occur. It then involves anticipating The solutions that would prevent or correct the damages should they occur. This information is prepared and disseminated to the stakeholders.





# Fundraising and Grant Writing

# 10.

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## GENERAL DESCRIPTION

Ways of raising funds for advocacy initiatives.

## RESOURCES NEEDED

Training space with comfortable U-shaped seating.

Markers, flip charts, projector and laptop.

## TEACHING METHOD

Intersperse teaching with conversations during the session must be encourage to sharing real-life experiences.



## Fund Raising For Advocacy

Advocacy, like any other function, requires funding in addition to people and other resources. All activities must be budgeted for in the advocacy process, and plans must be made on raising the required money, people and other material resources to make the advocacy campaign work.

It is of course valuable to form have allies working with you in your advocacy campaign because you can then share skills and resources but you must together work on how the campaign will be financed. Volunteers are a great resource because they cut down on your staff time although one cannot always count on getting qualified skilled volunteers.

Your ability to raise money is sometimes constrained by the type of cause. Some advocacy issues are more popular or resonate with more people than others. One must be realistic about the prospects of raising money for their particular cause. For example, it is not easy to raise money to deal with male-related social issues and would be for women since women have historically been disadvantaged. But the bottom line is raising money for whatever issue is difficult as competition for funds gets steeper

every waking day.

Thus one should do the campaign aware that all the resources needed may not be raised and think creatively how to mount an effective advocacy action with limited funds. Money by the way, is not a guarantor of success but as the good book says, money answers all things. Having said that, how does one go about raising money?

## Raising money

Raising money for advocacy requires quite a bit of creativity. Raising money for service delivery is easier because you can demonstrate the need simply and how the intervention you will put in place will meet the need. For example pictures of healthy children after receiving polio vaccine. But advocacy is complicated and seeing impact of policy change not always easy to demonstrate. Building sustainability in your appeal for advocacy will help. Advocacy campaigns that have worked include the Kimberly certification process set up to stem the flow of blood diamonds from Africa to the rest of the world.

## Engaging supporters

It is a good strategy therefore to make it a practice to document success stories along the way to show the impact of your work as you seek more support showing the difference advocacy is

making in the area of your operation.

## Budget

It starts with developing a budget so it is clear how much the effort will cost. If advocacy is not core to an organization's programs, more money will be required than if it is. But as much as possible, separate operational costs from special appeals for specific campaigns. A budget can be divided into direct and indirect costs. These include:

### Direct costs

Personnel costs such as travel, per diem, volunteer allowances, air time, consultancy fee etc.

**Campaigning core costs:** Costs for meetings, campaign materials and events

#### Networking with policymakers at various levels

Attending conferences and events where policymakers are, travelling to international events where policy is discussed e.g. AU meetings

**General coalition costs:** Costs of being associated with coalitions and partnerships, coordination planning

**Resources for specific advocacy strategies:**  
Depending on your detailed advocacy plan, your budget headings might also include:

### Indirect Costs

**Overheads:** electricity and equipment use that could be paid as % of the project.

**Staffing costs:** Salaries and allowances for full time staff.

Other general costs such as administration.

## Raising Funds

So how do you go about raising funds?

- o participatory fundraising
- o mass fundraising
- o institutional fundraising

Participatory fundraising includes planning events to raise funds. Common methods used in Kenya is planning a fundraising dinner, sale of donated items etc.

Mass fundraising includes a fundraising appeal, e.g. fund raising marathons and walks for charity popular in Kenya as well as crowd-funding on platforms such as gofundme, and other fundraising appeals on social media.

## Planning a Successful Event

Events are a fun way not only raise funds to make friends for your organization or friend-raising as some would like to say. But they have to well-thought or they might not produce expected results. We all know people who have planned a harambee or pre-wedding party and done a lot of elaborate preparations and failed to recoup their investment let alone meet their fundraising objective. So before planning one, consider the following:

- Should we even have an event? Can we handle the logistics? Do we have enough people in place run with the event, or we likely to disappoint by not following through with everything?

- Who is our audience? Is this for existing supporters or new ones? Determine who your target audience is before you start planning the event itself.
- What do we want them to do? Have a clear call to action for attendees. Are you trying to educate people? Seeking action to support a cause? Raising money?
- Is an event the best solution? Is it the best approach for the amount we need? Events can be time-consuming and expensive so make sure that hosting one is the best way to reach your goal.
- How much money would we like to raise and what can we spend? If you know how much you're willing to put into your event, it'll be easier to stay on budget and raise a surplus.
  - Launch of book, web portal etc
  - Lecture or seminar
  - Play
  - Food and wine tasting
  - Car wash
  - Art fair
  - Music extravaganza
  - Fashion show
  - Open house
  - Sporting event
  - Comedy show
  - Milestone event or anniversary
  - Holiday social
  - Marathon, walk
  - Dinner
  - Special work-out routine
  - Dance night
- Once you are convinced you should have an event, plan carefully for it. Do not forget the first step which is establishing your goal – what is your fundraising target? Who will you invite to help you towards that goal? What is types of events are best suited for them?

## Institutional Fundraising

NGOs tend to do more of writing proposals to apply for funds. They may be responding to requests for proposals from funding agencies or may through personal contact be invited to submit a concept note. A concept note is a popular way of requiring applicants to send the idea but doing a full-fledged proposal.

### Concept note

It's a short expression of your need to the donor. Based on that they decide if they would be interesting in funding your project or not.

It has the following sections:

#### 1. Name of the Organization

**2. Title of the Proposed Project** – try to have a captivating title that will catch the donor's attention.

**3. Potential Donor** – don't misspell!

**4. Context** (not more than 300 words) – explain what is going on in the context you are working on that needs urgent attention. What is the problem? (In some cases it could be an opportunity, for example, women having access zero interest government loans but lacking the requisite business skills). Who is affected? How are they affected? What's the larger impact? Use evidence where possible so it is not just your thoughts or feelings.

**5. Rationale for the Proposed Project** – What is your proposed solution to the problem above? Why is the approach you are proposing best-suited for the circumstances you are dealing with?

**6. Project Goals and Objectives** – Goal is the long term result you anticipate and objectives are the shorter term results. Objectives are a

breakdown of the goal in smaller outcomes that total up to achieving the goal. While the goal is general objectives are Specific, Measurable, Achievable, Realistic and Time-bound (SMART). We have discussed about goals and objectives elsewhere in this manual, the same principles apply.

### **7. Project Strategy/ Listing of Project Activities**

What activities will you undertake to support each objective?

The elements of the concept note or even full proposal build on each other. There must a clear connection between the problem, objectives and activities. Everything must logically hold together.





## Exercise

You work as a Communications Officer for a human rights organization that will be 25 years old this year. The management have making noises about doing “something big” to mark this milestone by launching a campaign to set up a fund to provide free legal services to abused children.

Today you got an email from the Executive Director asking you to lead the effort.

1. Do a brief profile of the organization above (can be fictitious).
2. Brainstorm with your team about the kinds of events you might want to hold and note down the top 3 in order of priority
3. Clearly identify your target group
4. Agree on your goal
5. Prepare a 3 minute presentation for tomorrow’s meeting with the board

