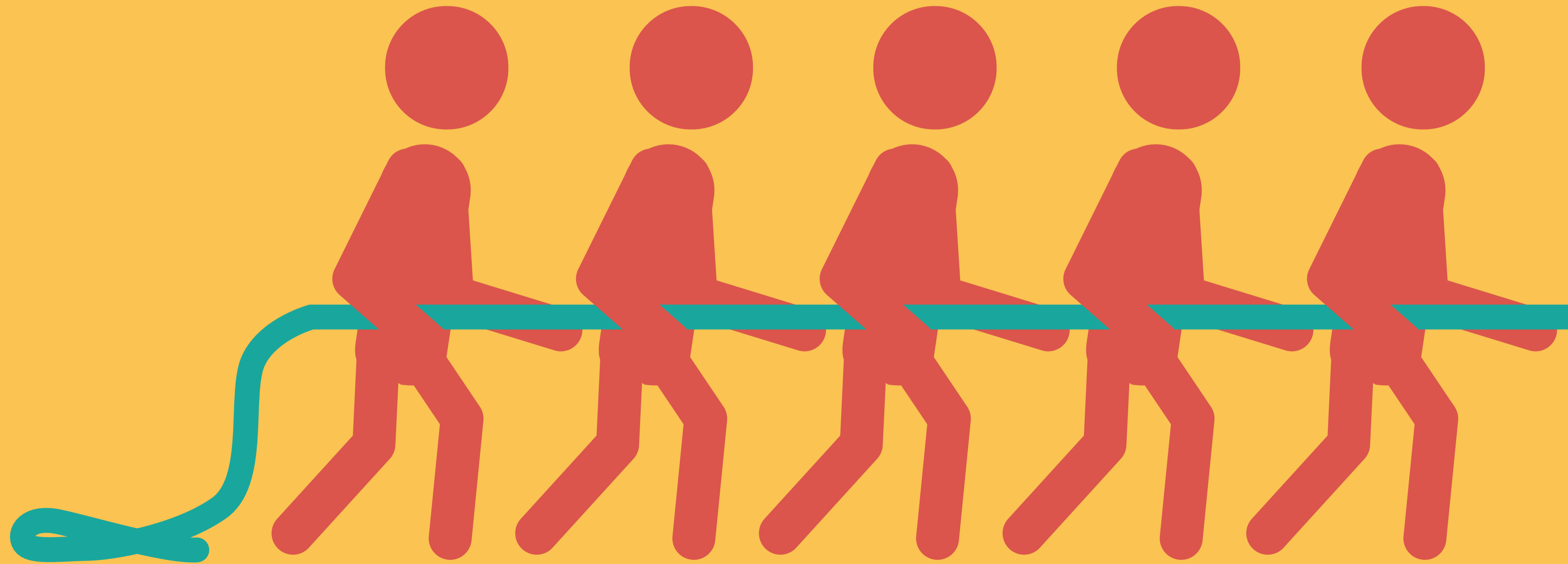




# COOPERATIVE ADVOCACY



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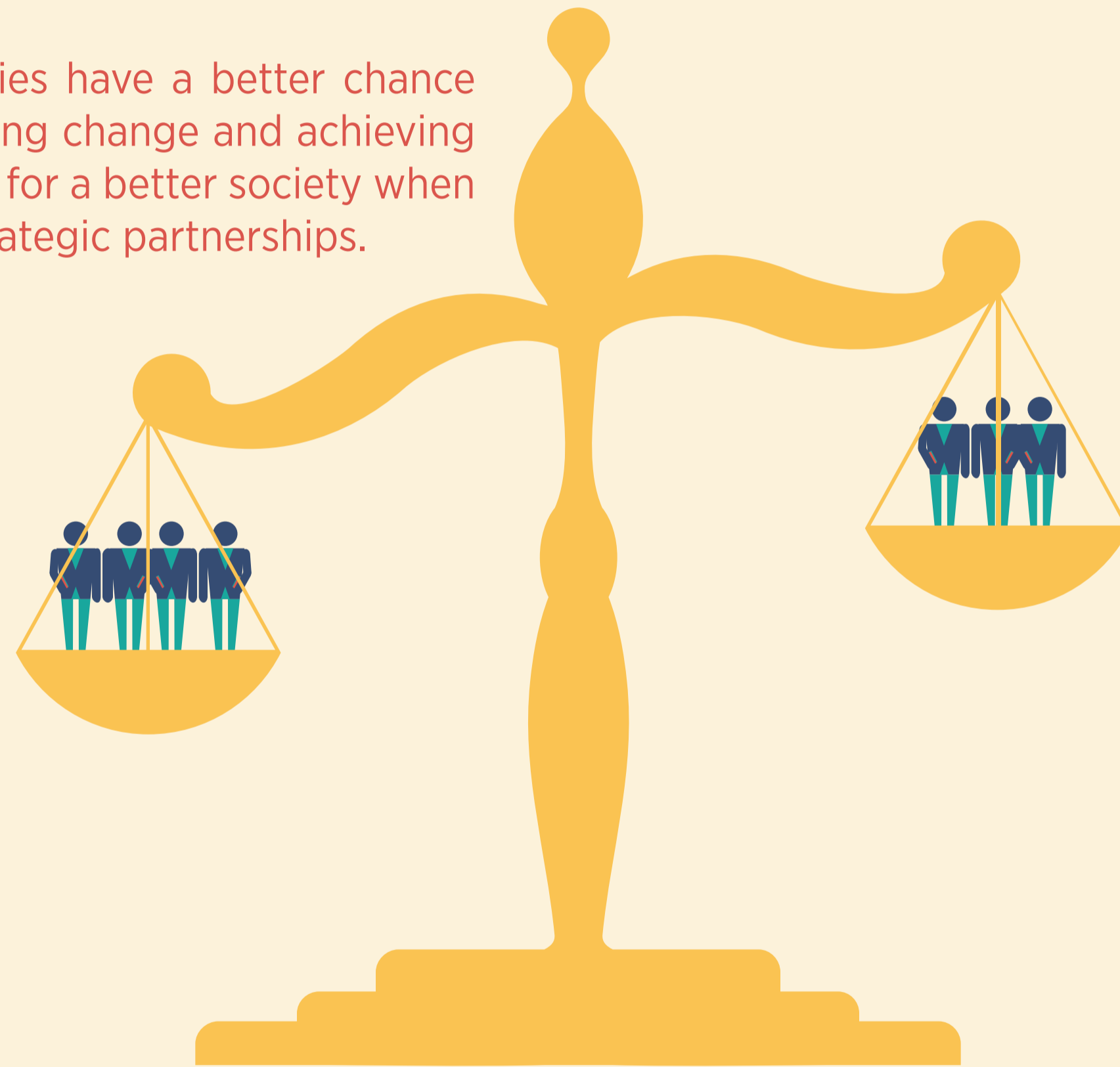


## DEFINITION OF ADVOCACY

**Advocacy describes a method or approach used to:**

- Change policies and practices
- Alter power relations
- Give project work a broader impact
- Reform institutions
- Change attitudes and behaviours

Civil societies have a better chance of advocating change and achieving their vision for a better society when forming strategic partnerships.

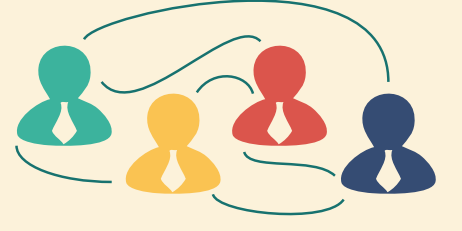


## DEFINITION OF COOPERATIVE ADVOCACY

Cooperative Advocacy differs significantly from more common approaches to advocacy, which uses confrontation to achieve advocacy goals. Traditional advocacy approaches, identify other stakeholders, such as government or business interests as adversaries and use confrontational strategies, leading to political polarization, gridlock, and inferior policy outcomes.

Through the Cooperative Advocacy process, civil society organizations build coalitions around a common cause. Coalitions then learn to engage with policy makers, business interests and other social sectors using collaboration and dialogue to create sustainable policy solutions, mutually beneficial social change and long-term partnerships across sectors.

# ADVOCACY IN RELATION TO OTHER CONCEPTS

CONCEPT	TARGETED AUDIENCE	OBJECTIVE	SUCCESS MEASUREMENT	RELEVANCY TO ADVOCACY
<b>Awareness Campaigns</b> 	Women, men, youth residents of a certain geographic area.	To raise awareness and trigger behavioural change.	e.g. Reduced number of smokers, or increase in number of family-planning method users.	Increase awareness about the issue and its impact among the public. Seek the support of, network with, organize and mobilize those influenced by the issue/ cause.
<b>Lobbying</b> 	Relevant persons / officials.	To influence decision-making.	Gaining support or prevention of opposition.	Complements an advocacy campaign by engaging with individuals significant in the decision-making process.
<b>Coalitions</b> 	Individuals as well as groups.	To assist in achieving a campaign's common goals.	Bolstering the strength of organizations in an advocacy program.	A key strategy used in an advocacy campaign through groups and/or forums.
<b>Networking</b> 	Individuals as well as groups.	To facilitate the achievement of goals.	Effectiveness of the network, its functioning and continuity.	A strategy used for the purpose of exchanging information and communication.
<b>Building Public Support</b> 	Individuals as well as groups.	Affected and concerned persons.		A focal strategy in an advocacy campaign. The public must be part of the process so that they accept its outcomes.
<b>Advocacy</b> 	Decision- and policy-makers.	To bring change to policies and/or programs.	Changes to policies or resolutions.	X

# ADVOCACY IN RELATION TO POLITICAL POWER

The group or forum working on an advocacy campaign needs to consider two elements while examining the external environment: political space and the cultural "redline", the crossing of which could spur a political conflict. In this context, political space translates into individuals' ability to express their views with regard to the political system and the political leadership, as well as influencing the political process. Some political systems and societies are more open to criticism than others. In some countries, for instance, it is possible that criticizing the prime minister or ministers is more acceptable than criticizing the President. In some other countries, criticizing certain ideologies might be a very sensitive issue.

Consequently, examining the political space goes beyond the official political arena to the unofficial or the cultural arenas. Political power enjoyed by public opinion leaders and those heading cultural institutions cannot be ignored. For instance, we find religious institutions and leaders in some countries inspiring the formation of dominant political cultural policies. In some parts of the world, cultural issues such as women's status are very sensitive and could incite a political conflict. Therefore, taking local sensitivities into account is crucial when relating to areas attached to culture, religion, HIV, birth control, etc. The forum taking the decision to criticize such establishments should be aware of the political risk resulting out of its decision.

It is necessary for the political space to expand if a campaign is to maneuver in such environments. In the event that such a space is not attainable at all, the existence of the campaign must be questioned.

The strategic planning team of an advocacy campaign should assist the group or the forum in identifying whether it seeks to engage with a "structural advocacy campaign" or a "domestic campaign".



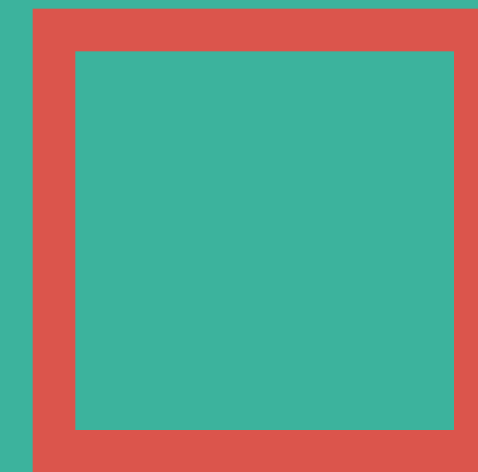
# STRUCTURAL ADVOCACY

Structural advocacy campaigning refers to the way the group/forum deals with the scope of the system's openness and acceptance of criticism in addition to how the system is structured. Groups/forums engaged in structural advocacy operate campaigns that are clearly seeking to bring change to the political system. There are many political systems in the world that criminalize those who criticize the way in which the system functions and/or the political leadership's stance.



# DOMESTIC CAMPAIGN

On the other hand, domestic advocacy campaigning provides more safety than the structural type of advocacy since it involves engaging with limited aspects of power structures compared to those encountered on the national level. In some countries where political space is very limited, advocacy groups/forums purposely bring down their activities to domestic advocacy in areas such as education, the environment and agriculture where change could notably be brought to relevant policies. Such limited engagement is built on anticipating future engagement with structural advocacy when individuals become more empowered to handle multiple power facades and enter the political arena at a later stage.



# FOUR TYPES OF POWER

When developing an advocacy campaign, activists should be aware of the primary players / stakeholders involved in the issue, and what type of power they exercise.

## POWER OVER:

This type of power works on the following negative principle: I have the power to deny you from having something. It implies humiliation and oppression.

- e.g. I have the power to put you in prison
- I have the power to fire you from your job
- I have the power to deprive you certain privileges



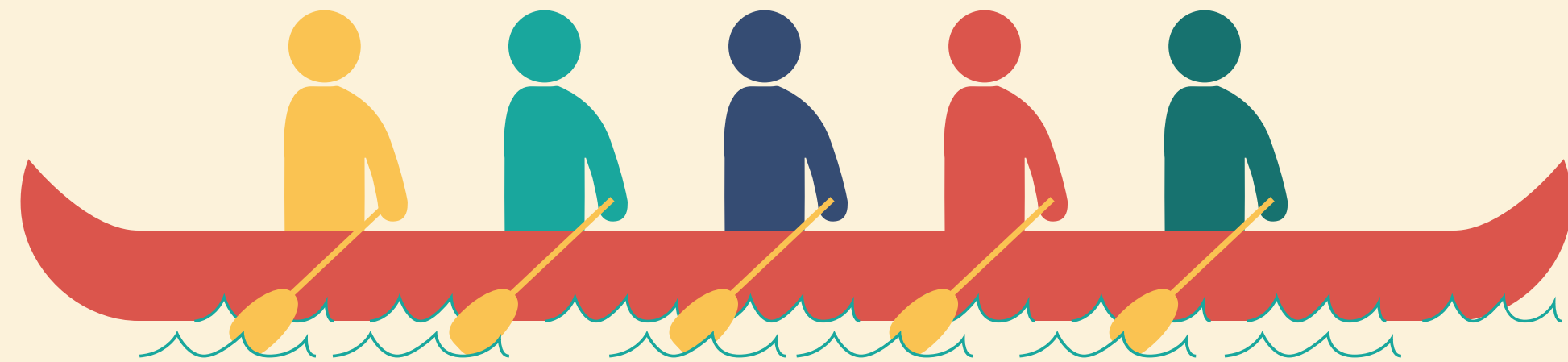
## POWER TO DO:

This type of power refers to learning existing skills. When engaging with societies at the lower levels of knowledge, we have to start first with what they do know and build on that to move to the next stage. This could involve education and similar activities. Empowering people, and instilling self-confidence in them, is the key to this kind of power.



## POWER WITH:

This kind of power operates on the principle: I am weak by myself but when I get together with others, I become stronger. This type of power is common but it's hard to apply.



## POWER WITHIN:

This type of power reflects faith and inner love. Personal success on the social level enables further influence with regard to such type of powers. There are people who are defeated from within based on social expectations. Socialization in this context means patterning and normalization resulting from mind formulation based on what others drive you to. For example: a father tells his son not to take part in the conversation when elders talk.



# TYPES OF POLITICAL POWER

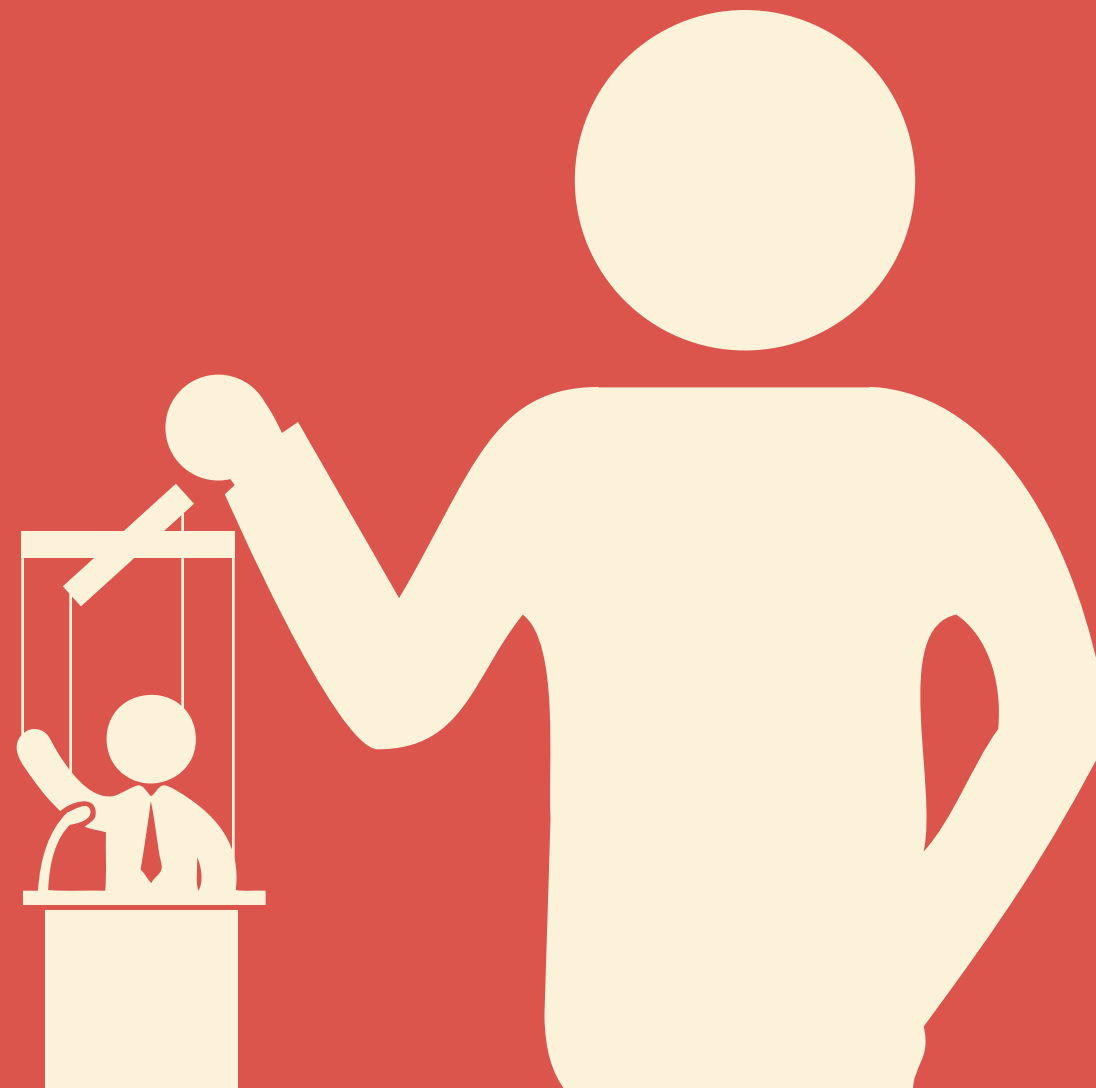
## VISIBLE POWER

This kind of power emanates from a known source. Manager/ chairman of an entity, who has a signatory's authority given by his/her position.



## CONCEALED POWER (SHADOW POWER)

The type of power we don't see but which drives the visible power to do certain things. For instance, somebody that is able to influence the chairman, even though he has no official authority.



## INVISIBLE POWER

This is the power vested in norms and traditions, in the collective culture and social inheritance. The source of power is not visible. Invisible power is one of the most perilous powers and has a great influence over politics.





# TRIANGULAR ANALYSIS

The Triangular Analysis is one of the most important strategic analysis tools to use in an advocacy campaign. When selecting an advocacy issue, you need to identify where the change needs to occur – at the level of policy, at the implementation level, or in the culture and behaviour of the people themselves. This is known as triangular analysis.

## 1: CONTENT

When your campaign faces a challenge, you first need to examine the regulations around this problem/issue. This content may include existing laws, policies, decisions, court sentences, international law, constitution, etc. Budget laws and allocation decisions come under this heading.

## 2: ENFORCEMENT STRUCTURE

Is the content being enforced? Policies may not be implemented or at least not as envisioned; laws may not be enforced. Are necessary resources, trained personnel or funds not available? Law enforcers are not always interested in, or held accountable for, their jobs.

## 3: CULTURE

Are citizens aware of the policies, the laws or their rights? This is a critical piece of the analysis that is often undermined. The culture dimension adds much depth to the advocacy process. Throughout your advocacy campaign, you need to be aware of cultural traditions, norms, religions, trends, and perception of the case at hand.



# SMART GOALS

Once you identify whether development needs to occur in the content, enforcement structure or culture, you must set a SMART goal for your advocacy campaign to achieve.



**SPECIFIC**

**MEASURABLE**

**ACHIEVABLE**

**REALISTIC**

**TIME BOUND**

# SPECTRUM OF ALLIES / STAKEHOLDER ANALYSIS

Analyzing your spectrum of allies can help you to identify and mobilize the networks around you.

**ACTIVE ALLIES:** People who agree with you and are active towards your goal

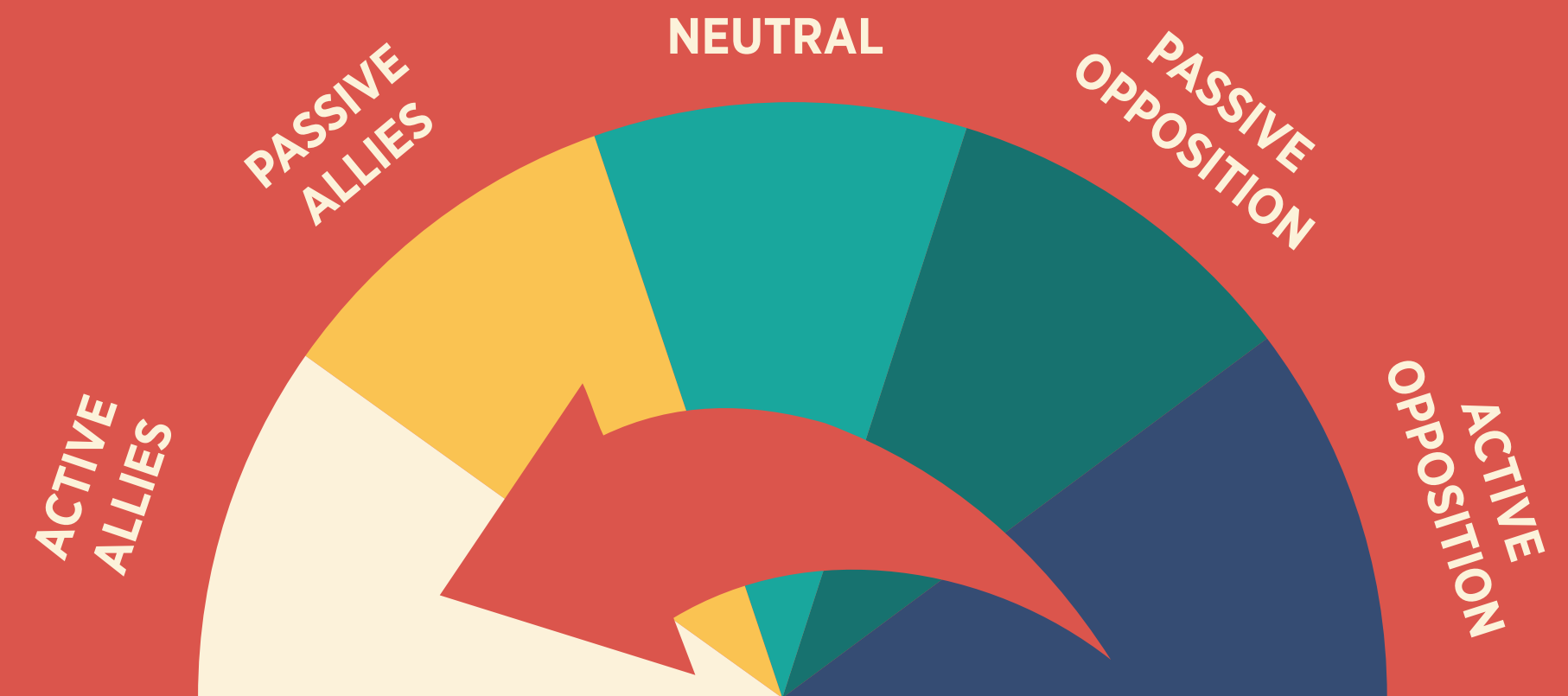
**PASSIVE ALLIES:** People who agree but aren't doing anything about it

**NEUTRALS:** People who aren't sure, or are unengaged

**PASSIVE OPPONENTS:** People who disagree, but aren't trying to stop you

**ACTIVE OPPONENTS:** People who have done something to prevent you from reaching your goal

While it is unrealistic to think that you will be able to turn everybody into an active ally, you should develop a strategy to try to move stakeholders one step closer to your position (for example, turning an active opponent, into a passive opponent, a passive opponent into neutral, a neutral person into a passive ally, and a passive ally into an active ally).



## TAKING ACTION | ACTIVE ALLIES

Identify, contact, and deepen relationships. Learn about their skills, interests, motivations and personal goals.

What opportunities can you provide these leaders to deepen their connections to each other and the campaign?

Are there active allies who have relationships with people elsewhere in the spectrum that you don't know? How can you create opportunities for your allies to bring these folks deeper into the campaign?

## TAKING ACTION | NEUTRAL

Do they even know about you and your campaign? How could you creatively engage them? How can you take advantage of existing opportunities to build relationships? What opportunities can you create yourself?

You don't need 100% of a campus to support you. Brainstorm tactics that build buzz, and flush out the people who are supportive but haven't connected yet.

You might do something that draws out conflict and disagreement -- this is ok. It's important to discover conflicts that your campaign needs to address.

## TAKING ACTION | ACTIVE OPPONENTS

Build a relationship; separate the person from the problem.

Discover their motives for opposing you - research them, and consider how to reveal them.

Utilize your power map. Who do they care about - who influences them? How can you mobilize that person to support you, and bring your opponent along?



# STRATEGIES

We could break down advocacy campaign strategies and empowerment to the following major types based on their objectives and primary activities.

## **BUILDING THE BASE OF CHANGE; A CORE STRATEGY**

This is a focal strategy for advocacy. Building a public constituency involves mobilizing public opinion as well as assisting people to realize the power they possess and thus bringing about the change they desire. Advocacy campaign organizers make themselves accountable to their constituency while the latter helps make the government as well as decision-makers accountable to the public audience. Public constituencies can be built through raising political awareness in addition to mobilizing those who are affected by the cause/issue or even those who are concerned and interested in taking part. Since this strategy is a focal one, it must be implemented simultaneously with any other chosen strategy.

## **EDUCATION STRATEGY**

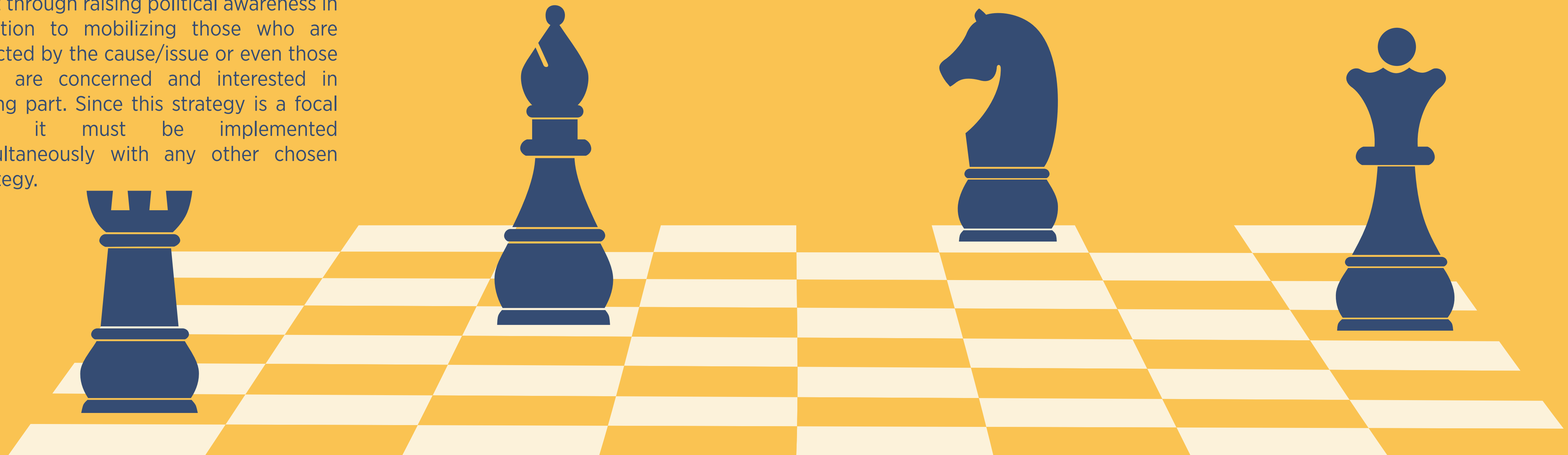
The main goal is promoting education and a critical consciousness by empowering non-governmental entities as well as public institutions. It involves providing information or offering to collaborate on collecting information, analysis and development of alternative policies.

## **COOPERATION STRATEGY**

The main goal is to build collaboration among groups within society and the government or the business sector to advance innovation, provide state services or improve the local basic infrastructure.

## **PERSUASION STRATEGY**

The main goal is to use information as well as analysis and public mobilization to exert pressure to bring about change. This strategy often includes lobbying groups and utilizing the media to influence decision makers and public opinion.





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