The Art of Advocacy

Practical Strategies for a More Effective Campaign
• Office of Transition Initiatives:
  – Support U.S. foreign policy objectives
  – Seize critical windows of opportunity
  – Fast, flexible, short-term assistance
  – Create and foster political space

• Lebanon Civic Support Initiative:
  – Catalyze youth activism in marginalized areas
  – Enhance civil society organizations’ capacity to advocate for local or national issues
• USAID/PPL Office of Learning, Evaluation and Research

• Catalyze Agency learning by sharing lessons from innovative projects

• Promising approaches replicated and scaled up for greater impact
Goals for the Webinar

• OTI/Lebanon insights and lessons learned

• Facilitate a conversation with field practitioners

• Launch the Advocacy Resource Center and The Art of Advocacy Self-Paced Training
Advocacy Resource Center

- A website to enhance access to advocacy resources developed by USAID and others
- Accessible to the public
- Encourage networking and sharing of best practices and lessons learned across organizations and sectors
• Highlights from the Advocacy Resource Center

• Resource for local level advocacy efforts

• Goals:
  – Key components of the advocacy process
  – Advocacy assessment tool
  – Integrate into your programming context
Panel Presentations

Nebojsa Radic
LCSI Advocacy Component Team Leader

Oriana Wuerth
LCSI Chief of Party

Cedric Choukeir
World Youth Alliance
• Presentation Schedule

• Panel Discussion

• Post questions

• Poll
Lebanon Civic Support Initiative

Advocacy Component

OTI/PPL Webinar
September 2013
2009 USAID Mission/OTI CS Assessment Recommendations

- Focus on sub-national advocacy efforts – community, village
- Develop goals for capacity building rather than policy change

Rationale

- OTI experience and linkages
- Difficulties of national level change
- Other donors’ focus on national level
- Sensitivity to USG funding

Component Objective

“Enhance civil society organizations’ capacity to advocate for local or national issues”

Between February 2010 and December 2012, OTI cleared 40 advocacy grants totaling over $3,000,000
Operational Challenge

- Short grant cycle (6-10 months) makes policy change difficult

Opportunity: Numerous grants

- Learning opportunities: “learn by doing”
- Fast re-adjustment (feedback into new grant design)

To do so, we need:

- To capture progress in capacity building
- In-depth analysis of lessons learned
- Platforms to bring lessons back into the system
- Fast and flexible evaluation tools to measure results
Processes

- Small in-kind grants, rolling application deadline
- Specialized advocacy trainer/coach for each grantee
- Skills training by experienced practitioners
  - On-camera interviewing
  - Media relations
  - Focus groups
  - Photography and one-minute movies
  - Policy brief writing
  - Public speaking
- Horizontal learning, knowledge sharing
To capture lessons learned and bring them back into system

- After Action Review
- Advocacy Trainers Network
- Case Studies
- “How To” sheets

To foster horizontal exchange of lessons learned

- Advocacy Booth Camp

To measure and plan capacity building

- Advocacy Index
Advocacy Index - Purpose

- To focus capacity building efforts
- Assess CSO’s capacity before the grant and determine training needs
- Capture the change of CSO capacity to advocate achieved during the grant – for M&E and reporting purposes
- Assess CSO’s capacity after the grant and determine further capacity building needs at grantee debrief
Advocacy Index - What

Five Competency Areas

- NGO Linkages and Coalition Building
- Engagement with Decision Makers
- Outreach
- Data Research and Analysis
- Policy Development
Advocacy Index - How

Competence: NGO Linkages and Coalition Building

0. **No** other groups (CSOs, business or government) nor individuals with interest concerning the issue identified and/or contacted

1. Other interest groups and individuals were identified and approached to discuss possible engagement (note: project recruitment does not count here)

2. CSO joined and participated in an ongoing national/regional coalition (defined as any type of joint working group)

3. CSO has implemented activities in its region/town/village as part of a national/regional coalition

4. CSO has decision-making power inside a national/regional coalition

5. CSO has initiated a coalition that has met and planned joint activities

6. CSO has initiated a local/regional/national coalition that has implemented jointly planned activities

**BASELINE SCORE:** 2

**END of GRANT SCORE:** 3
Implementation

- CSO representatives fill in the questionnaire with mark (0-6) that best describes their capacity
- Interviewers go through the questionnaire with the CSO
- Interviewers give final mark for each competency area
- Results analyzed with trainer and Advocacy Team

Management

- Grant specialist and M&E specialist conduct interviews as a team
- Each interview lasts approximately 1.5 hours
- The tool is constantly being refined
## Advocacy Index Results

### Advocacy Groups

<table>
<thead>
<tr>
<th>Advocacy Groups</th>
<th>Baseline</th>
<th>Post Grant</th>
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<tbody>
<tr>
<td>Nahnou</td>
<td>1.3</td>
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<td>Delta</td>
<td>2.1</td>
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<td>Shu’oun Janoubiya</td>
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<td>Siddiqine Youth Group</td>
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<tr>
<td>YNCA- Youth Group</td>
<td>2.3</td>
<td>3.8</td>
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<tr>
<td><strong>Average</strong></td>
<td><strong>2.1</strong></td>
<td><strong>3.47</strong></td>
</tr>
</tbody>
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### Analysis

Until January 2012, average 65% or 1.35 index points increase in capacity to advocate
Delta Advocacy Index Progress

Scores

Competency Area

Coalition Building and NGO Linkages
Engagement with Decision Makers
Outreach
Research
Policy Development
Average

Baseline
End of Grant

Baseline results informed Delta's trainer of the need to focus on areas where further capacity building is needed.
Civic Activism Toolkit
FaceBook Page Manual
Public Policy Manual

Effective Public Policy Engagement
A Guide for Civil Society Organizations in Lebanon
Thank you!
LCSI Advocacy Index: Context and Other Uses
Contextual Challenges

- Limited access to data in Lebanon
- Fragmented civil society
- Detached decision makers
- Propensity to “single case solving”
Index Competency Areas

Contextual Challenge | Competency Area
---|---
Fragmented Civil Society | NGO Linkages and Coalition Building
Detached Decision Makers | Engagement with Decision Makers, Outreach
Limited Access to Data | Data Research and Analysis
Propensity to “single case solving” | Policy Development
Adaptation to Other Contexts

- USAID Jordan Civil Society Project
  - Advocacy Impact Index

- Eurasia Foundation
  - Stakeholder Analysis Tool
Know more about your stakeholders’ positions

- Review the literature
  - Polls
  - Academic articles
  - NGO’s relevant publications
  - Reports of previous projects

- Monitor the media
  - TV
  - Radio
  - Newspapers
  - Social media

If you can’t find the information you’re looking for:
- Don’t assume; ask!
  - Send them emails, call them if possible,
  - respect organizational roles and hierarchy,
  - Arrange public meetings and discussions
  - Ask your networks about them.

ANALYSE STAKEHOLDERS

You now want to categorize your stakeholders according to their positioning. Their position is made by their:

- **Will:** agreement, interest, and readiness.
- **Awareness:** attitudes, Knowledge, expertise, etc.
- **Networks:** established relationships, informal connections, visibility opportunities.
- **Authority:** people power, economic power, decision making power, etc.
Stakeholder Analysis Continued

**Influence**

*Influence = the power to negatively or positively affect people’s attitudes, important decisions, or the course of your campaign*

- Are they directly involved in the issue? [1 2 3 4 5]
- Do they have any previous interventions in the issue? [1 2 3 4 5]
- Does their position affect the attitudes of influential groups or individuals? [1 2 3 4 5]

**Credibility**

*Credibility = the trustworthiness and reliability of actions and intentions*

- Do they make serious and honest promises? [1 2 3 4 5]
- Is their reputation tarnished by cases of fraud, bribery, or corruption? [-1 -2 -3 -4 -5]
- Do they make fake or deceptive promises?
  - With no intention to harm the course of your campaign: [1 2 3]
  - With the intention of harming the course of your campaign: [4 5]
- Do they respond with quality interventions and quick actions?
  - By doing what you ask them for: [1 2 3]
  - By taking initiatives: [4 5]

*Based on the total score, locate each stakeholder on the Y-axis of the graph:*

10-1 LOW; 15-10 MEDIUM; 20-15 HIGH.
• Index can be adapted to non D&G programs
• Measure and quantify capacity for:
  – Governmental actors (Ministries, municipalities, water establishments, environmental regulatory bodies)
  – Non-governmental organizations (agricultural cooperatives, education boards, health clinics)
  – Private sector (businesses, microfinance institutions)
Benefits of Index

- Quantifying changes in capacity
- Monitoring and evaluation
- Reporting
- Planning
- Self-evaluation
Average Baseline Scores in the Five Competencies

Compared to other competency areas after pretesting 20 partners, Policy Development was the area in which most partners demonstrated capacity building needs.
The Use of Public Policy Skills in Advocacy

Cedric Choukeir
Youth Economic Forum, Vice President
World Youth Alliance Middle East, Regional Director
Advocacy is often directed towards decision makers.

Decision makers usually take on the form of local or national governments.

Government decisions are directed by chosen public policies.
The Reality We Faced

Youth activists in developing countries have barely heard of public policy.

They cannot differentiate between public policy, legislation, strategic goals, plans, and projects?

Instead of positively affecting policy, NGOs end up with awareness campaigns aimed at the general public.
Building Capacities on Policy Development

- Workshops for **293 youth** around the country
- 45 Coaching sessions to **19 youth groups**
- **33 Policy Briefs** covering **11 Socioeconomic Sectors**
The Reformists Platform Booklet Launching
Advocacy Example – Pocket Gardens

Support the emergence of pocket gardens in urban areas, support YEF: yef-lb.org
Advocacy Example – Tobacco Tax

**IS THE SMOKING BAN ENOUGH?**

- **How cigarette packs look now in Lebanon**
  - Welcome, I'm cheap!

- **How they should look like for a better health (and economy)**
  - Touch at your own risk
  - 1,500 LL
  - 8,000 LL

Complement Law 174, support a tax increase on tobacco, support YEF: yef-lb.org
Policy Brief Examples

Increasing

Lebanese adults are heavy cigarette smokers accumulating to nearly 7.8 billion cigarettes/year.

Almost 60% of Lebanese youth between 13 & 15 smoke waterpipes.

The high consumption rates place a heavy toll on Lebanon’s public health.

58% of current and past smokers have heart disease.

Medical costs related to heart disease aggregates to $146.7 million / year in 2008.

Market Shares

Being a net importer of tobacco, Lebanon is at a trade deficit of $130 million.

Moreover, local tobacco brands control 21% of the Lebanese market, whilst imported brands take up to 79%.

Annual indirect costs due to death of 2,701 individuals in 2007: $65 million.

Annual environmental cost due to forest fires caused by cigarettes and street disposal of cigarettes: $13.6 million.
Policy-making Process

1. Problem Definition \ Agenda Setting
2. Constructing the Policy Alternatives
3. Selection of Preferred Policy Option
4. Policy Design
5. Policy Implementation and Monitoring
6. Evaluation
Where does Civil Society Come in?

- “Support” Policy Studies
- Influence Policy Analysis
- Putting Issues on Political Agendas
- Monitor Implementation
- Shape Public Opinion

CSO’s
Resources

A Youth Economic Forum Project
The Reformists Platform
33 IDEAS TO MODERNIZE LEBANON

EFFECTIVE PUBLIC POLICY ENGAGEMENT
A GUIDE FOR CIVIL SOCIETY ORGANIZATIONS IN LEBANON
Check out our resources

Please take a moment to visit our event page to post comments & questions and review materials mentioned today.

Visit: The Advocacy Resource Center

Stay In Touch

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