

Emergence cycle of an advocacy strategy

1st part : The approach framework + Definitions and characteristics



+ Political impact

Evolution of citizen's involvement in political impact approach

It's in continuity of this evolution that for a decade, citizen's involvement in the definition of public policies became one of the development world priorities, and on a broader level, of global governance

This new approach aims at **influencing, orienting policies**

+ Different strategies

Claiming, combating : Construction of a balance of power with depositories of the political authorities to compel them to make a decision they don't wish but that will seem necessary to solve the conflict, construction of a balance of power that may lead to power takeover.

Advocating and lobbying : Convince political decision-makers to adopt the position we uphold, not through force, but as the one which best serves their interests and thus to lead them to make the political decisions in this direction.

+ Characterization of the advocacy approach

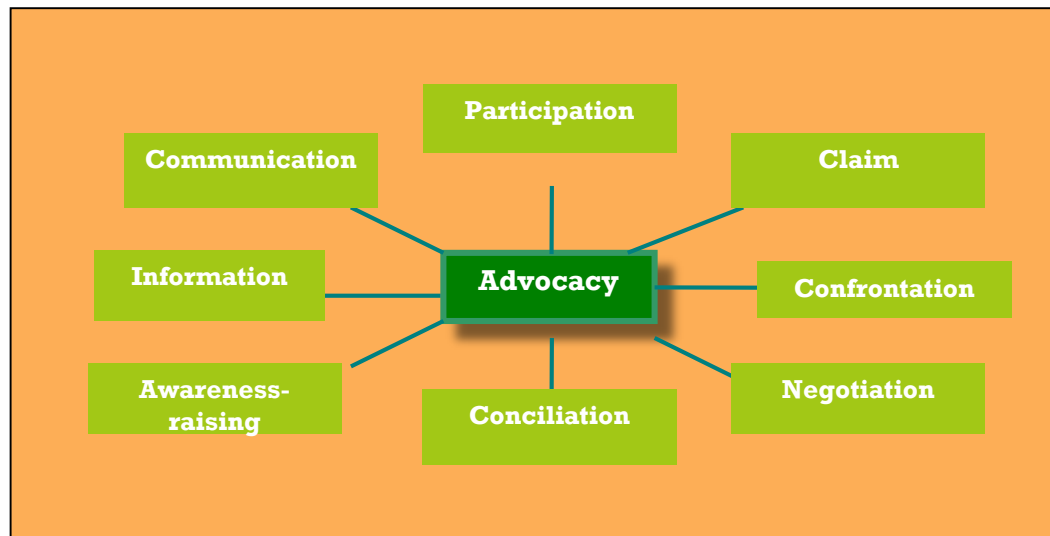
Process through which, on a specific theme, a collection of actors persuades decision-makers to join, adopt and implement a decision serving the general interest.

Advocacy relates to a common or of general interest matter, in an area where we are legitimate, it aims at impacting on public policies, pushing decision-makers for decisions, in order to get a result contributing to social change

Advocacy is a **collective process** of agents, a transparent one.

+ Advocacy, a plural approach

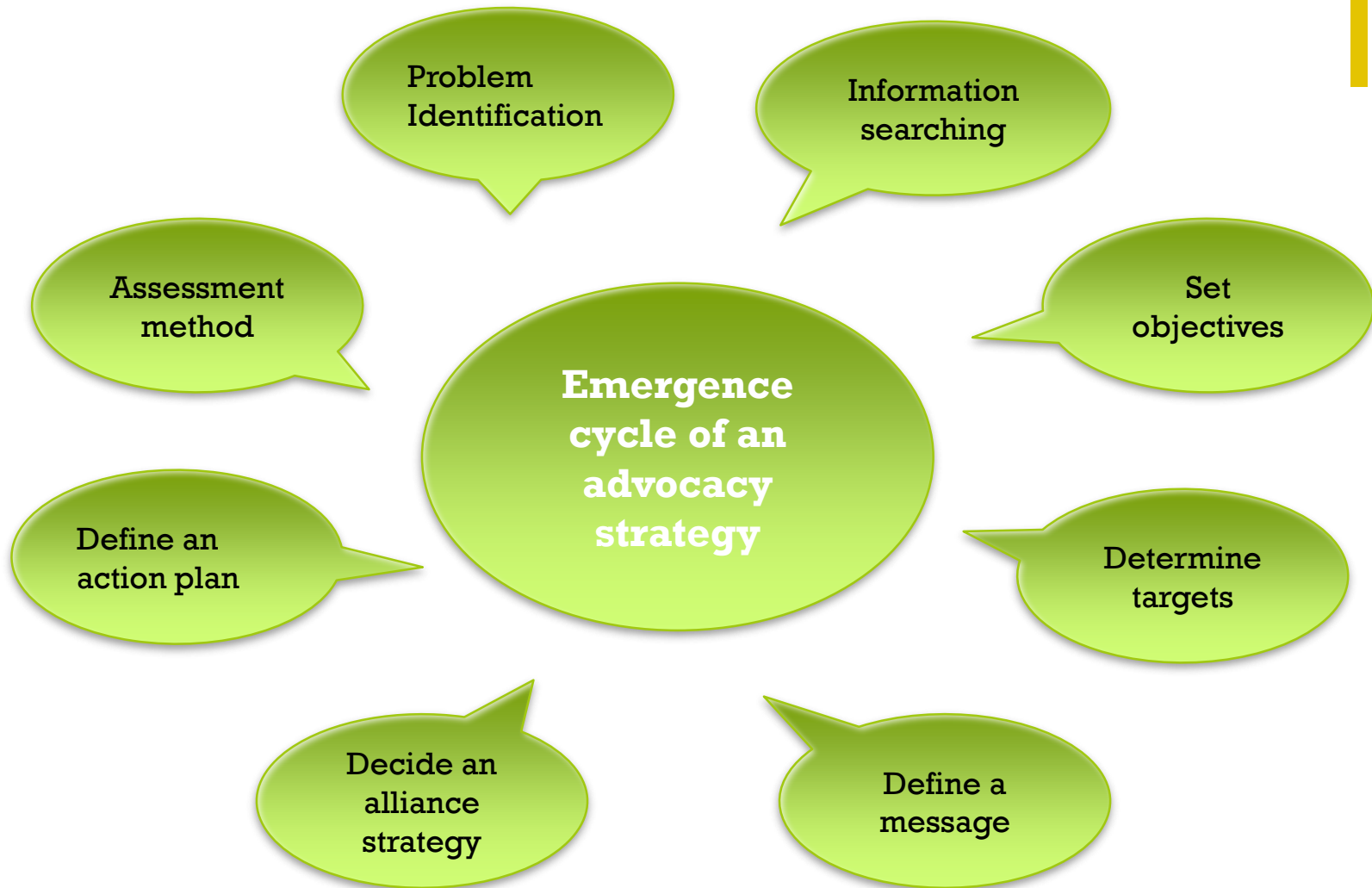
Advocacy is an approach which stands at the confluence of a **collection of practices**, aiming at impacting on public policies in a tension between collaboration (dialogue, cooperation...) and confrontation (question, claim) with public decision-makers.



2d part : Emergence cycle of + and advocacy strategy



+ 8 sequential steps



+ Identification phase of a problem

Ask the right questions:

Will the fact to work on this issue:

- lead to a genuine improvement of people's life?
- be experienced in a large and deep way?
- forge sustainable organizations and alliances?
- offer opportunities to women, for instance, learning to better know politics field and get involved in it?
- promote rights awareness and respect?
- link local concerns and broader issues, perhaps even at a global scale?
- offer fundraising possibilities?
- have a chance to succeed? Does a precise target exist, a set timetable and a clear political solution?



Problems tree/ Solutions tree

- Once acted that the question is relevant, it deserves an analysis as a whole, thus trying to depict causes and effects tree which will allow to identify the issue, and possibly solutions. To that extent, the tandem problems tree/ solutions tree should be used, of which is here an example adapted to advocacy matter:



Figure 5: Problems tree according to communal representatives and MEGAH

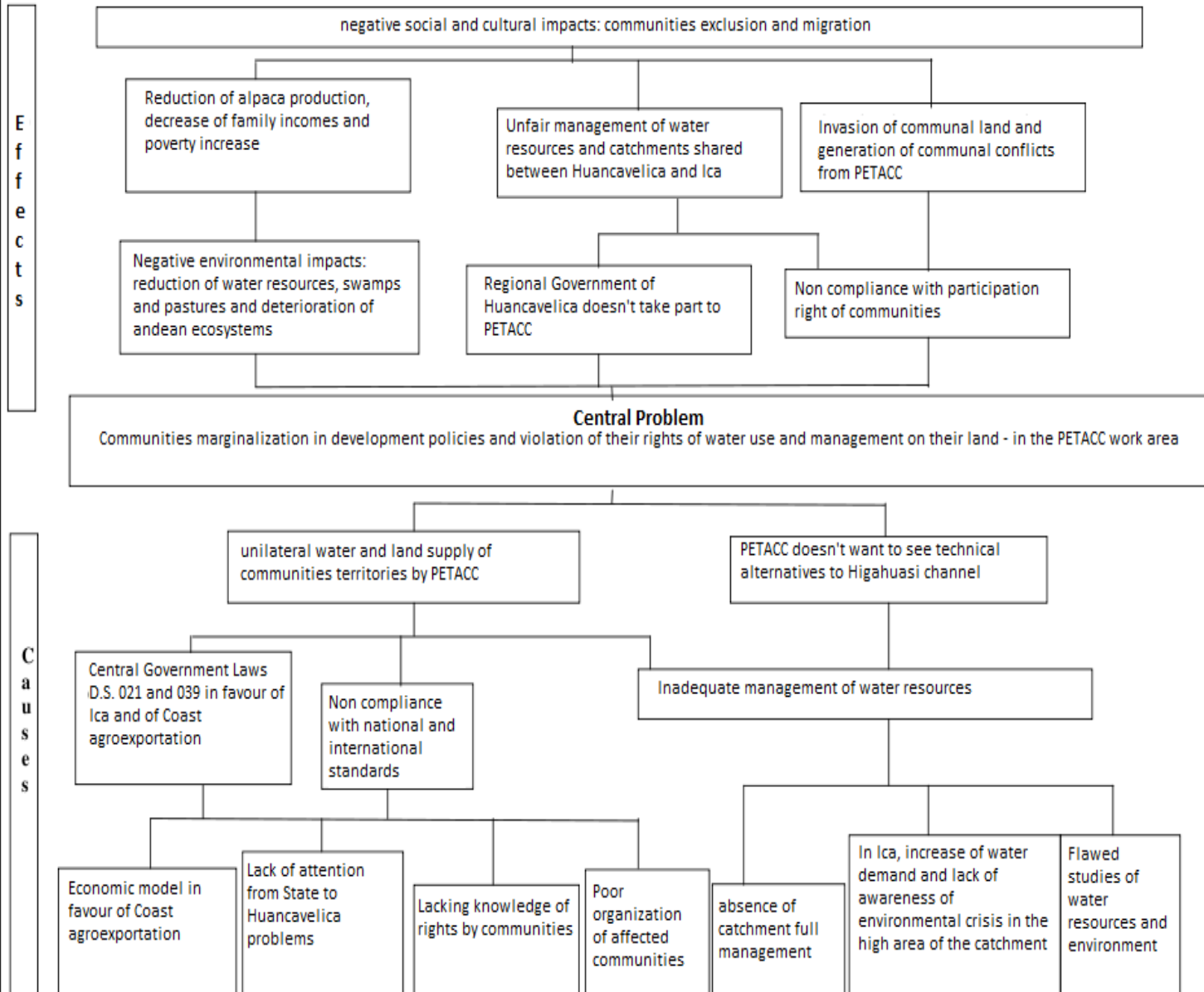
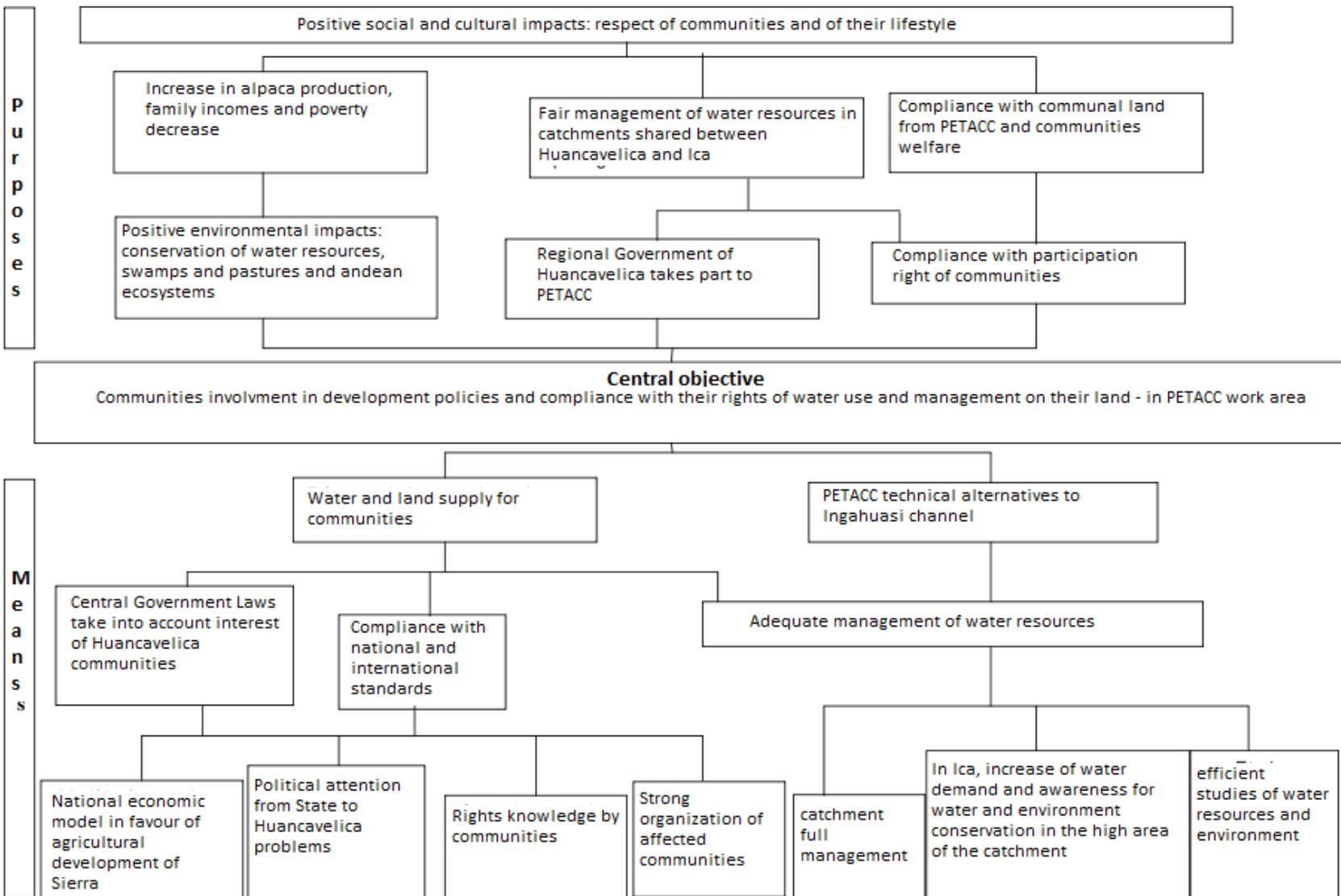


Figure 6: Objectives tree





Exercise : problems tree

Arbre des problèmes

Étape 3



Étape 1: Question

Étape 2



Arbre des solutions

Étape 5



Étape 6: Vision

Étape 4



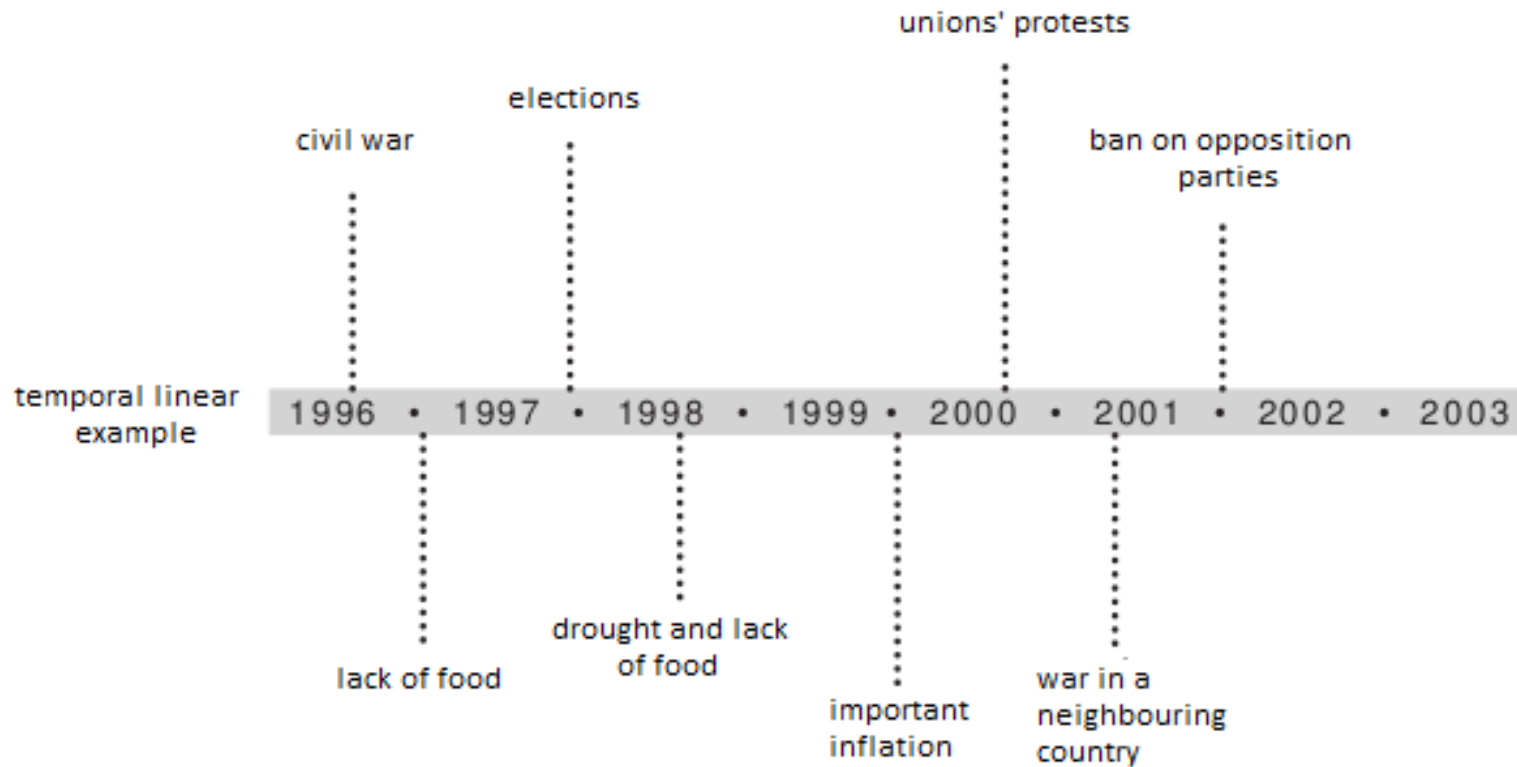
+ Information searching/data mobilization

Information searching and analysis should ensure:

- An effective understanding of the context in which we intervene (political decision-making mechanisms, political schedule at local and national scale, agents impacting in this field scale...)
- More globally, a good understanding of political, economic, religious and ethnic issues that could impact on the problem at hand.

+

Set a timetable of important events



+ Stakeholders analysis

Stakeholder	Interest in the action	Influence as agent	Attitude towards the PO	Strategy to implement to get its support
1 st level				
PO				
Communities				
Women				
2 ^d level				
Government				
Civil society				
Funders				
Private sector				
Media				
Agri-food groups				



Sources and documents assessment useful for searching

SOURCES OR TYPES OF INFORMATION	POTENTIALLY FAVORABLE FACTORS, ACCORDING TO OTHERS	POTENTIALLY UNFAVORABLE FACTORS, ACCORDING TO OTHERS
Administrative reports	Good search Access to relevant information Good to use to exert pressure on the government	Biased in favor of the party in power or of a particular policy Not much self-criticism
Eye-witness testimonies	Give legal testimonies and new facts	Subjective and unilateral
Media	In the public domain, easily accessible, read by all Television and radio usually held in high esteem	Politically biased. Might only report parts of the story
Legal evidence	Secure and reliable information	Might be difficult to understand
Other NGO reports	Independent evidence, sided with the poor	Follow a particular idea (anti-government/business world), amateur
Unions	Represent their members, personal evidence	Political and antagonist
International Institutes	Specific, reliable and comprehensive information	Biased approach in favor of its own institutional mandates, such as business liberalization
Universities	Independent and credible	Difficult to understand



An argument

- Based on your actual experiences (case studies)
- Convincing, clear, illustrated, relying upon real experiences, sufficiently substantiated and analysed.
- Present potentials/assets of your practices and methods, constraints you are facing and solutions you are offering.
- Demonstrate in what way applications you make are a matter of general interest (both for other types of agents and for decision-makers)



Set objectives

- **Be sure to well differentiate objectives and goal. The goal is the problem we contribute to solve by our action. The objectives are a collection of specific actions that contribute in reaching the goal stated.**

Contribute to poverty decrease in the world or supporting family farming are goals; sending 10 tonnes of rice to beneficiaries or helping producers to organize themselves within a cooperative, are specific objectives.

+ SMART indicator

Specific, Measurable, Acceptable, Realistic, Time bound

- **Specific** : What are we exactly willing to do?
- **Measurable** : Is there a way to know if objective is reached?
- **Acceptable**: Is the proposed solution relevant regarding the problem, acceptable for all populations we are trying to help?
- **Realistic** : Can we reach our objectives, given constraints and time available?
- **Time bound** : When will objectives have to be reached?

+ Advocacy targets

*If the direct target of advocacy actions is of **political matter**, so we could :*

- Try to **directly discuss** with while relying for instance on an **attractive speech**, highlighting advantages that might come with satisfying demands, or at the contrary the possible disadvantages that may come with ignoring them.
- Preferring an **indirect approach** by advocacy actions targeting the « **general public** » by **more media-covered actions** (awareness-raising/denunciation, strikes), highlighting **symbolic aspects of the problem** (injustice, illegitimacy, human rights infringement, non-fulfilment of the commitments...).

+ Advocacy targets

*If the direct target is an **economic agent**, it will often be **difficult perhaps even impossible to directly discuss**, and even more to win acceptance of revendications. Someone will in most of the cases have to foster an indirect approach such as:*

- **Drawing attention of authorities** relevant in case of **illegal** methods.
- **Drawing attention of general public** and calling for militant measures (boycott) in case of methods deemed **illegitimate**.

+ Target identification table

Objective of the advocacy	Direct target	Position towards the question	Assumed interest of the target	Influence of the target on the question	Indirect target (assumed as impacting on the target)
	Local authorities, provincial decision-makers...				Media, general public...
	National authorities, Ministries, members of Parliament...				Advisors, policy officers...
	Targets of economic nature (enterprises...)				Consumers ...

+ Message framing

Three advices to frame and present messages:

- Present a constant to targeted public through various channels over an **extended period**. Constancy is also very important because you can't change the underlying message until your public "absorbed" it.
- Make sure that the message is carried through a **credible source in the eyes of the targeted public**. The messenger often is as important as the message in itself.
- **Create a message that public will understand**. In other words, use the « language » of the targeted public. Avoid technical terms or jargon. Use words and sentences that have positive and striking images and not terms that might have negative connotations.



Policy brief

DIJENEN DIE VETERINAIRES ZIJN
TOEKOMST GEBEVEN | DANS LE FUTUR
S'ENGAGER

JUN 2014

VSF Policy Brief

N°2

SUR LA VOIE LACTÉE DANS LE SUD

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- Un milliard de personnes dans les pays du Sud vivent de l'élevage laitier dans des petites exploitations, ou sont des paysans sans terre élevant quelques animaux (FAO, 2013). 85 % des éleveurs paysans possèdent des vaches laitières, des chèvres ou des moutons. La production laitière à petite échelle est un moyen de subsistance et contribue de manière significative à la sécurité alimentaire.
- Pour maximiser le potentiel de la petite production laitière:
 - Les gouvernements (inter)nationaux doivent créer un environnement propice au développement de la filière lait des petits exploitants pour accroître la souveraineté alimentaire.
 - Les capacités des producteurs laitiers, des organisations de transformateurs et des coopératives doivent être renforcées et les acteurs de la filière doivent être inclus dans l'élaboration des politiques qui les concernent.
 - La collecte locale, le stockage et les infrastructures de transformation doivent être développés.
 - Les unités de transformation locales et internationales doivent être encouragées afin d'augmenter l'utilisation du lait local dans le processus de production des produits laitiers.

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PRAXY BRIEF
#15
Novembre 2013

Les systèmes pastoraux au Niger, enjeux et viabilité ¹

L'élevage, un secteur primordial

L'élevage, en particulier le pastoralisme, est un enjeu de taille au Niger, dans un contexte où les ressources agricoles sont de plus en plus précaires. La diversité des systèmes (formes diverses de mobilité) et la place de l'élevage dans l'économie des régions nigériennes impliquent non seulement une connaissance fine mais aussi une prise de conscience des enjeux et de l'évolution de ces systèmes pastoraux. La complexification des dynamiques et (chez certaines) déchéances, grâce des ressources naturelles et humaines, (notamment éleveurs et agriculteurs) est nécessaire pour adapter les stratégies d'appui au secteur. Il paraît en conséquence qu'aujourd'hui, il est largement reconnu que ces populations développent des stratégies (différentes) innovatrices aux défis spécifiques à leur milieu qu'il est important de bien saisir. Cette vision amène à considérer les pasteurs « en action », comme des individus et des familles vivant dans une configuration particulière de risques et de protections individuelles et collectives plutôt qu'il s'agit de les classer « en voie de disparition » ou « pas viables adaptés ».²

Nord du Niger se caractérisent par une mobilité plus ou moins forte, en temps et en distance. La mobilité est principalement dictée par la disponibilité des pâturages et l'accès à l'eau. Pour trouver les meilleurs pâturages, il faut aller dans des zones éloignées (séchères, etc.) ainsi qu'une mobilité saisonnière (migrations, transhumance, etc.), les éleveurs se déplacent en s'appuyant sur de vastes réseaux sociaux et sur la collecte rapide d'informations précieuses sur les lieux et la concentration d'herbage de qualité ou de points d'eau appropriés.³

De nombreux chercheurs aujourd'hui remettent en doute la plus-value de la mobilité de l'élevage extensif. Ils y voient un processus qui permet « une meilleure productivité par animal en système broutant que dans le cas d'un élevage extensif ».⁴ La mobilité permet l'utilisation optimale des pâturages et génère la faible production fourragère. Le pastoralisme génère également des produits à haute valeur marchande comme la viande, le lait, le beurre, le fromage, les œufs et les peaux. Il est vu comme un facteur de résilience et de stabilisation sociale entre des populations vivant dans des zones marginales, souvent éloignées les unes des autres. De plus, ce système d'élevage permet de faire un profit et de la viande destinée en partie à l'exportation. Il contribue également à l'équilibre de la balance des paiements, mais également de manière significative à la sécurité alimentaire. Sans inconvénients, certains marchés manquent d'approvisionnement, car ils se déplacent autour de la route de transit. Enfin, on attribue à la mobilité des bénéfices certains dans le gestion écologique des milieux environnements (fertilisation naturelle des sols, dissémination de graines, accroissant la biodiversité végétale, etc.). Toutefois, les conditions d'un élevage extensif et durable doivent être prises en compte dans les zones marginales, même avec le soutien de l'État et l'aide extérieure qui restent insuffisants au regard de l'évolution des conditions

La mobilité, un atout économique et social central



Policy brief

- « The policy brief defines an urgent political challenge, identifies and evaluates policy options and makes recommendations for alternative policies » (FAO 2008)
- It is limited to the objective it wants to achieve, is based on a precise and concrete argument, is not too long, is easy to understand, accessible, practical, illustrated.
- It allows wide dissemination of ideas and proposals.



The template of the policy brief

- The visual identity !
- *First page*: Title, authors (logo), abstract (main conclusions, most important arguments, recommendations related to the arguments), general recommendations.
- The corpus:
 - **The description of the issue**: political / historical context, case studies, figures... → Goal : Provide a framework for the proposed recommendations.
 - **Solutions options** (= Proposals for policy measures) → Goal: Clarifies how each option can solve a specific issue.
 - **Conclusions and recommendations**



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POLICY BRIEF

N°08/14 JUIN 2014 | AGRICULTURE

Les transformations des modèles agricoles dans l'agenda du développement après 2015 : implications pour l'aide publique au développement (APD)

Sébastien Treyer (Iddri), Tancrede Voituriez (Iddri-Cirad), Thierry Giordano, Jean-Jacques Gabas, Vincent Ribier (Cirad), Matthieu Boussichas (Ferdri)

Après une éclipse de trois décennies, l'agriculture a été replacée dans les priorités de l'agenda multilatéral du développement. À moins de deux ans de la clôture des négociations des objectifs du développement durable (ODD), qui incarneront les priorités de l'agenda global du développement à l'horizon 2030, la « promotion d'une agriculture durable » apparaît parmi les objectifs retenus par le groupe de travail ouvert sous l'égide duquel se préparent les négociations. Le relatif consensus sur les objectifs masque cependant des controverses profondes sur les moyens. Différentes visions s'affrontent aujourd'hui sur les transformations des modèles agricoles requises par l'objectif ultime et général d'une agriculture durable à l'horizon 2030. Quelle transformation du secteur agricole ? Pour quelle transformation de l'économie ? L'ambition de ce *policy brief* est d'explorer les conséquences, pour les acteurs de l'aide publique au développement (APD), de cette question universelle soulevée dans chaque pays par l'agenda post-2015.

RECOMMANDATIONS

- Construire des visions prospectives de la transformation du secteur agricole et des contributions de l'agriculture à diverses trajectoires nationales et régionales de développement, en réponse aux défis structurels (économiques, sociaux et environnementaux) auxquels font face les économies et les sociétés. Ces exercices de prospectives n'ont de sens que contextualisés et territorialisés dans un cadre pertinent de participation et de dialogue avec les acteurs nationaux.
- Soutenir les dispositifs de coopération décentralisée axés sur les trajectoires de développement des territoires, laquelle coopération offre l'opportunité de repenser les structures intermédiaires de développement comme relais de politiques nationales et de financement.
- Renforcer les capacités européennes et françaises d'appui aux dialogues de politiques entre pays et à l'intérieur des pays bénéficiaires de l'aide, afin de favoriser l'expérimentation et l'apprentissage. Les opérateurs de l'aide, en France comme en Europe, ne sont pas ou plus équipés pour les activités de coopération que ces dialogues impliquent.
- Impliquer et solliciter davantage les dispositifs de recherche dans la conception et la mise en œuvre de méthodes d'évaluation des performances des politiques d'aide au développement du secteur agricole plus à même de renseigner les opérateurs sur les conditions de succès de leurs interventions, leurs effets, et de favoriser l'apprentissage, en synergie avec d'autres dispositifs de coopération.



Dissemination of the policy brief

- During meetings in the presence of public authorities and donors.
- During seminars and symposia
- On the website of the campaign
- The monitoring: list of contacts and sending, number of printed copies ...



Others proposed forms for the message

- Solicitation letter for a meeting with leaders and/or advisors of the targeted organizations.
- Background information, in the form of fact sheets easy to use.
- Postcards or petitions sent by general public to the target.
- Posters, flyers, TV spots...

+ Set an alliance strategy

Characteristics at the external level :

- It strengthens the change process : skills pooling among the group at different times
- It gives greater weight to demands and causes defended in the advocacy campaign : those demands are expressed by a great number of organizations
- It adds credibility to your campaign since demands are not received as emanating from narrow interests of one association only
- It provides more opportunities for mobilization of wider support and human and financial resources

+ Set an alliance strategy

Internally :

- In contrast to traditional organizations, network can be flexible, participatory, non-directive and fast acting;
- Coalition allows to reinforce the capacities of its members through exchange and mutual learning;
- It allows pooling from organizations and people sharing common objective and missions;
- It allows strengthening of values of pluralism and solidarity management;
- It allows costs decrease, since resources are pooled



Steps for coalition building

Step 1 : Identify ally(ies): farmers organizations, NGO, unions, institutions, research centers, personality...

Step 2 : Study them to find out about them (functioning, positions, activity fields, experiences etc.)

Step 3 : Get ally(ies) interested in advocacy objective

Step 4 : Set responsibilities and roles of each ally(ies): who will do what?

Step 5 : Create a steering committee comprised of at least one representative of each organization member of the coalition.

+ Set an action plan

Activities	Deadline	Total cost	Manager
Concertation of agents	March	500 €	Campaign launcher
Study making	June	3 000 €	1 of the coalition members
Fora organization	October	2 000 €	1 of the coalition members

+ Actions timetable (GANTT table)

Actions	Apr.	Mai	June	July.	Aug	Sept.	Oct.	Nov.
Concertation of agents	■							
Study making		■	■	■	■			
Creation of tools					■	■		
Organization of fora						■	■	
Meetings with decision-makers								■

+ Budget implementation

Activities	Costs
Service provision for study making	3 000 €
Campaign documents (visual creation, modelling, printing...) 30 000 copies	15 000 €
Video spot making	10 000 €
CampaignWebsite	8 000 €
Public mobilization (Launching event...)	6 000 €
TOTAL	42 000 €

+ Set a monitoring and assessment method

- Assessment and monitoring are two processes aiming at comparing reached results with initial objectives, as well as estimating likely evolution of advocacy action over time
- In advocacy actions, monitoring/assessment processes have less to focus on material aspects (inputs, logistics..) than on **impacts** (difficult to measure given the slowness of change that we are trying to bring, and by the changing nature of political activities)

+ Define a monitoring and assessment method

	Monitoring	Assessment
Time situation	Continuous, ongoing throughout project	Periodic review at an important step in project operation - project end, half-way, phase change
Scope	Daily activities, results, progress and change indicators	Measures overall results and progress towards goals and objectives completion
Main participants	Project staff, project users	External evaluators/facilitators, project users, project staff, funders
Processes	Periodic meetings, interviews, monthly reports, quarterly reports	Specific meetings, supplement data gathering exercise, etc.
Written results	Records and regular updates with project users, leadership and funders	Written report with project adjustment recommendations - presented at workshops with different stakeholders

+ Questions to wonder about regarding monitoring and assessment.

- Does your advocacy **objective** advance properly or did you face obstacles? What are these obstacles and how can it be overcome?
- If your **objective** doesn't seem achievable, should you modify it? Would it be achievable?
- Did your **message** reach your key public? If not, how could you facilitate a better reach of your public?
- Did you get **coverage in media or press**? Did it help your efforts? How could you improve your media relations?
- Were **data** presented in a clear and convincing way? How could you improve your presentation?

+ Exercises in sub-groups

Now to practice!