

The development of this training package was made possible by generous funding from the Good Governance Programme of New Zealand Official Development Assistance.

Objectives

After attending this workshop, participants will be able to:

- Define and understand the concepts of advocacy and lobbying;
- Understand and explain the importance of advocacy in strengthening democracy and promoting social justice;
- Identify and assess the context within which they are / will be engaging in advocacy;
- Identify the advocacy tools; and
- Plan and implement an advocacy campaign.

Programme

Day 1

08:30 – 09:30	Introductions
09:30 – 10:30	What is advocacy and lobbying?
10:30 – 11:00	Tea
11:00 – 12:00	The importance of advocacy for democracy
12:00 – 13:00	How government works
13:00 – 14:00	Lunch
14:00 – 14:30	How government works (continued)
14:30 – 15:00	Running a campaign: Defining the issue
15:00 – 15:30	Running a campaign: Defining the objective
15:30 – 16:00	Tea
16:00 – 16:30	Running a campaign: Using research
16:30 – 17:00	Running a campaign: Identifying key players

Day 2

08:30 – 09:30	Running a campaign: Developing a campaign strategy and using advocacy tools
09:30 – 10:00	Running a campaign: Using the media
10:00 – 10:30	Practice: The advocacy game
10:30 – 11:00	Tea
11:00 – 13:00	Practice: The advocacy game (continued)
13:00 – 14:00	Lunch
14:00 – 15:00	Practice: The advocacy game (continued)
15:00 – 15:20	Closure and evaluation

Everyday persuasion scenarios

Scenario 1

Volunteer 1: You are an employee trying to persuade your employer to let the office close at lunchtime before the long weekend.

Volunteer 2: You are the employer and not very eager to let the office close early. All these public holidays are already affecting the productivity of the company.

Scenario 2

Volunteer 1: You are a parent who wants your teenage child to spend more time studying before the exams, rather than doing sports.

Volunteer 2: You are a teenager who believes that, if you practice very hard, you will be selected for the school's 1st or A team. Anyway, playing sports is nicer than studying!

Scenario 3

Volunteer 1: You want to convince your friend that Bafana Bafana needs a foreign, internationally experienced coach if they want to win the next African Nations Cup.

Volunteer 2: You believe only South African coaches understand our player's style and we have never done well because we normally have foreign coaches.

Scenario 4

Volunteer 1: You would like to borrow R20 from your friend until the end of the month.

Volunteer 2: You are not sure you want to lend the money to your friend – you planned to do something else with it.

What is advocacy?

Advocacy means any action geared towards changing the policies, positions or programmes of any type of institution. Advocacy is about identifying a problem in a community, coming up with a solution to that problem, establishing strong support for that solution and providing an effective implementation plan. Lobbying influential people for support is part of the advocacy process.

What is lobbying?

Lobbying comes from the verb “to lobby”, which means an attempt by citizens to influence *public officials* at a high level. Lobbying is one of the most common methods used by citizens to influence public policy. It is used to put pressure on politicians and government officials to take up the interests of the people and to support their cause.

In most democracies lobbying is recognised as a legitimate way for citizens to have their voice heard. However, critics of lobbying say that wealthy people and business are better able to spend time on and pay for various lobbying activities and therefore gain greater influence with public officials than other citizens.

CASE STUDY: RAPCAN and Closure of the Child Protection Units

(RAPCAN = Resources Aimed at the Prevention of Child Abuse and Neglect)

Introduction

Resources And Prevention of Child Abuse and Neglect (RAPCAN) was involved in a campaign to stop the Child Protection Units (CPUs) from closing down.

History

RAPCAN first heard of the threat of CPUs being closed down from a television reporter, in February 2001. The SA Police Service was attempting to rationalise their special units to improve communication, make better use of resources and curb duplication of work. RAPCAN and others in the sector felt that the CPUs were among the specialised units that were, in fact, extremely stretched and under-resourced. They also felt that child abuse cases required conditions and staff training, as well as provision of child-friendly environments; and a generalised special unit would not deal that with. RAPCAN believed that closure of the CPUs would be in contravention of international and our own constitutional obligations towards children.

For six weeks, RAPCAN was involved in this campaign to convince policy makers in the police sector to withdraw the decision to close the Child Protection Units.

Defining Aims and Process

Television exposure created awareness of the issue. Thereafter organisations held a sectoral meeting with others to decide what to do; trying to clarify issues and information. This group formulated questions amongst themselves in the meeting, to ask the SAPS for clarity; and agreed to try and set up a meeting with SAPS. Other meetings of interested NGOs were held in Gauteng and KZN. These three meetings exchanged their ideas on questions to be asked of SAPS, and decisions around campaign strategy were made by consensus and through discussion. There were 10 organisations from around the country that contributed to writing specific questions to be asked of the SAPS.

Organisations tried to see the Minister of Social Development, but to no avail. They also sent him a letter but had no response. A parliamentary monitor in the group noticed that the NCOP was meeting with SAPS, and asked to be involved. They discovered that this particular NCOP committee seemed much more in touch with people on the ground, and they had a positive meeting with the committee chairperson.

Partnerships

RAPCAN is part of the children and violence forum, comprised of national and provincial government representatives, NGOs, welfare organisations,

university linked organisations. All of these stakeholders were informed about the issues from the inception of the campaign - this was made easier using email. Each centre (Cape Town, Jo'burg and Kwazulu-Natal) had one person responsible for communication; this helped a lot to keep everyone informed and committed.

Strengths / Opportunities

The issue was clear and easily identifiable. An individual who knew the parliamentary process was closely involved in the campaign and found out about relevant committee meetings on the issue, which allowed for intervention. Email strengthened the campaign's capacity to keep stakeholders informed.

Barriers / Challenges

The campaign group found that the chair of the portfolio committee was unwilling to meet, the minister did not respond to their letters or requests, so they had to be persistent in finding other options for intervention.

Tools

RAPCAN and others used television media to publicise the issues; electronic media to keep stakeholders informed; networking with other organisations to raise appropriate questions to the SAPS; lobbying the chairperson and submissions to the NCOP committee; as well as the SAPS. These were the successful tools used. Others that were not so successful, but also tried, were letters to the Minister, and an attempt to meet with him, as well as trying to meet with the chairperson of the Portfolio Committee.

Budget

This campaign had no budget, and relied on individuals and organisations to volunteer their time, or use existing work time for the campaign (which fitted with organisational mandates).

Lessons Learned

RAPCAN learned that cross-sectoral and strong advocacy from networks made a critical difference to their argument. Also, their issue was clearly identifiable and had a defined time limit. They learned to use email effectively, and also gained some understanding of parliament (and how to approach parliamentarians), citing that this was vital knowledge when embarking on such a campaign.

Impact

The impact of the campaign on RAPCAN was that they, and others in the sector felt that they could make a difference and their voice could be heard, to ensure that children's rights would be protected. This also strengthened the network that RAPCAN works in, showing that success is a boost for morale.

The ultimate impact of the campaign was that the CPUs were NOT closed down, so the campaign could have been said to be successful. The SAPS made a public statement at Human Rights Commission hearings that CPUs would not be closed.

QUESTIONS: RAPCAN and Closure of the Child Protection Units

(RAPCAN = Resources Aimed at the Prevention of Child Abuse and Neglect)

1. What role did advocacy groups play in keeping the Child Protection Units open?
2. What would have happened if the advocacy groups were not able to influence the process?
3. Can your group come up with other examples of advocacy groups influencing government policy?
4. Why is advocacy important in democracies?

Where power lies

Stakeholders	Sources of power
Government	
Civil society organisations	
Union federations	
Business	
Religious organisations	
The media	

How government works

Branches	Executive	Legislative	Judicial
Spheres			
<p style="text-align: center;">↓</p> National			
Provincial			
Local			

The Constitution

The Constitution is the supreme law of the country. No one, not even the President, can act against the Constitution, and all laws passed must be consistent with the Constitution to be valid. Amongst other things, the Constitution states that South Africa must have a multi-party system of democratic government.

The three spheres or levels of government

The Constitution provides for three spheres or levels of government, namely: national, provincial and local. Each of these have legislative power over certain areas of policy and implementation responsibility for others. According to the Constitution the three levels are “distinctive, interdependent and interrelated”.

Policy and law

Each sphere or level of government is responsible for some types of legislation (law) and for policy development and implementation.

Laws are rules enacted to prescribe or prohibit certain actions, enforced by the imposition of penalties. Laws are sometimes enacted to put policy into action.

Policy refers to a course or principle of action adopted or proposed by government. Policy states what government aims to do to realise the rights enshrined in the Constitution or to address certain problems.

Separation of power in government

The Constitution entrenches the separation of power in government by providing for three separate branches of government: the Executive, the Legislature and the Judiciary. Each of these branches has its own specific powers and responsibilities. These powers and responsibilities complement and also provide checks and balances on each other so that effective governance is possible.

When planning an advocacy campaign it is important to remember this separation. Each branch, with its own set of functions, operates in different ways and at different times. An effective campaign requires a specific targeted approach.

The Executive branch

The Executive branch includes the President, the Deputy President, Cabinet Ministers and their departments. Each department is headed by a Director-General and staffed by civil servants. Cabinet (including the President and Deputy President) is individually and collectively accountable to Parliament.

The Executive has the following responsibilities:

- Implementation of national legislation;
- Development and implementation of national policy;
- Preparation and initiation of legislation; and
- Coordination of the functions of state departments and administrators.

The key structures of the Executive include:

- Policy Task forces;
- Departmental Advisory Committees;
- Inter-departmental Committees;
- Inter-ministerial Committees or Cabinet Sub-Committees;
- The Coordination and Implementation Unit (CIU);
- Other policy specific structures;
- Technical Committees; and
- MinMEC.

The key players in the Executive are:

- The President;
- The Deputy President;
- The National Minister;
- The Provincial Premiers;
- The MEC's;
- Ministerial and MEC Advisors;
- Departmental Civil Servants; and
- State Law Advisors.

Power may be located in different places in the various ministries and departments. In some departments, the Minister is very strong and involves him or herself in every policy matter. In other ministries, the Minister may tend to leave the detail to his or her special advisors or senior civil servants. Invariably, especially on important policy matters, the president's office is involved and needs, therefore, to be lobbied. It is important to find out how things work in the ministries and departments that affect the particular issue you are concerned about, so that you can target the right people.

Key points of intervention with the Executive

1. **Prior to policy formulation:** "Put an idea into the mind of the Minister." Meet with the Minister and/or his/her advisors and senior civil servants.
2. **During the policy formulation phase:** "Help Government make up its mind in the direction you want." Meet with the Minister and his/her advisors and senior civil servants, as well as the policy task team (if there is one) or technical committee (if there is one).
3. Comment on the **Green Paper** (if there is one).
4. Get the Parliamentary Portfolio Committee involved as early as possible (see below).
5. Engage with the Deputy President's **Co-ordination and Implementation Unit** (CIU) prior to Cabinet ratification of the draft bill or policy.
6. Comment on the **White Paper** (if there is one).

7. During the Parliamentary stage (see below).

Green Paper: When government publishes a Green Paper it is presenting its preliminary thinking to the public and all interested stakeholders. At this point, it has not necessarily made up its mind. After it has received written or oral submissions from the public and consulted with relevant stakeholders, the government will go back and revise or elaborate on the Green Paper.

White Paper: The result of this revision or elaboration is the publication of a White Paper which is, in effect, a statement of intent. It is a detailed policy plan which often forms the basis of legislation.

Government is not required to use the Green and White Paper process. Sometimes, for example, government will draft a policy document, and then leap from that to a draft bill. Sometimes the government will simply publish a bill or announce a new policy.

Government can decide what process it wishes to follow in each case. As a result, advocacy organisations have to be alert, constantly listening and looking out for signs that government is planning to introduce a new policy. Forming links with people in the departments is vital to create an early warning system.

The Legislative branch

Parliament

Parliament is the National Legislature. It consists two chambers: the National Assembly and the National Council of Provinces (NCOP).

Schedule 5 of the Constitution establishes the powers vested in Parliament. It may:

- ❑ amend the Constitution;
- ❑ pass legislation, including laws where both national and provincial government have responsibility, including health, education, housing, welfare and transport (see schedule 4 of the Constitution);
- ❑ delegate its legislative power, except the power to amend the Constitution;
- ❑ pass laws in areas of policy where provinces have exclusive responsibility, only under certain circumstances.

The main roles of the National Assembly are:

- ❑ providing a forum for public consideration of issues;
- ❑ scrutinising and passing legislation;
- ❑ electing the President,
- ❑ overseeing the Executive branch, including the Cabinet and all of the departments, and holding them accountable.

The **National Council of Provinces** is made up of nine provincial delegations, each consisting of 10 delegates. Thus, each province is represented equally. Each delegation is generally proportionally representative of the political parties that were elected to the legislature in that province. Each delegation consist of:

- four special delegates consisting of the Premier of the province or, if the Premier is not available, any member of the provincial legislature designated by the Premier either generally or for any specific business, and three other special delegates;
- six permanent delegates appointed by the provincial legislature.

The NCOP ensures that provincial interests are represented at national level and is a way of maintaining links between provinces and central government. It has the power to initiate, amend or reject national legislation, especially in those areas where provinces have overlapping legislative and executive authority. However, while it can often delay the passing of bills, it cannot block national bills that do not affect the provinces.

Parliament is the most accessible branch of government, where organisations and individuals involved in advocacy may impact decision-making in relation to law and policy.

The role of political parties

At this point in time it is not easy to say how much influence each of the political parties has on policy-making. It probably depends on the area of policy. Each party has its own internal structures, such as the ANC's National Executive Committee (NEC), which play an important role in determining the positions that party will take on key issues. These structures can be useful targets of advocacy campaigns.

What are the parliamentary committees?

Parliamentary committees are where much of the real work of Parliament takes place. They serve a number of purposes:

- increase the amount of work that can be done;
- ensure that issues are debated more fully than is possible in plenary sessions;
- enable MPs to develop expertise and in-depth knowledge of the committee's area of work;
- allow members of the public to make submissions on specific matters, which is not possible in full parliamentary session;
- provide a forum where people have to give evidence or produce documents relevant to the committee's work.

Each portfolio committee is responsible for monitoring the department it oversees, scrutinising what it does, investigating and making

recommendations on any aspect of the legislative programme and the budget, rationalisation of the department, restructuring, functioning, organisation, structure, personnel, policy formulation and any other relevant matter.

Each committee elects its own chairperson, although the majority party caucus effectively determines who is chairperson. Nonetheless, some minority party members were selected by the ANC to chair committees on the basis of their individual expertise.

A committee may make enquiries and hear evidence, and it must debate, amend and put forward proposals for legislation. Committee meetings are generally open to the public, although committees may decide to close their meetings to the press and public if they have good reason to do so.

A parliamentary committee can summon anybody, including the President, a Minister or any department official, to appear before it to supply information. It provides a forum where ordinary citizens or their organisations can make formal representations to government on new laws or policy during the parliamentary process. **The committees are therefore key structures to utilise for advocacy.**

There are four types of parliamentary committee:

- ❑ Portfolio Committees
- ❑ Select Committees
- ❑ Ad Hoc Committees
- ❑ Joint Standing Committees

Key players in Parliament

- ❑ Speaker of the National Assembly and the Leader of the NCOP
- ❑ Leader of Government Business
- ❑ Committee Chairpersons
- ❑ The “Inner Circle” on committees
- ❑ Political party structures
 - ❑ Chief Whips
 - ❑ Caucuses
 - ❑ Study groups

Key points of intervention in the parliamentary processes

- ❑ Parliamentary questions and interpellations
- ❑ Portfolio Committee public hearing/submission

- ❑ Audience with the study group prior to committee decision-making and report-making
- ❑ Opposition briefing prior to first reading
- ❑ The Provincial Loop (for section 76 bills)
- ❑ Snap debates

Public access to Parliament

The Constitution says that there must be public access and involvement in Parliament. Members of the public have the right to attend the meetings of Parliamentary Committees and all sittings of the National Assembly and the NCOP. You can stay informed regarding parliamentary agendas through the media, by contacting the Public Participation Information Section at Parliament, or through a political party. Members of the public also have the right to contact any MP or member of the NCOP to inform them of their views. This can be done through constituency offices or directly to the offices of Parliament in Cape Town.

The types of bills that can be introduced in Parliament

There are four types of bills that come before Parliament with different procedures for each.

1. Bills that do not affect the provinces (Section 75 of the Constitution)
2. Bills that affect the provinces (Section 76 of the Constitution)
3. Amendments to the Constitution (Section 74 of the Constitution)
4. Money bills (by which Parliament allocates money to the various departments; these are introduced into the National Assembly by the Minister of Finance – Sections 77 and 75 of the Constitution).

Who can submit bills in Parliament?

Bills may be submitted by:

- ❑ Ministers
- ❑ MPs
- ❑ Parliamentary Committees

How does a bill become law?

A bill is proposed legislation that has been introduced in parliament. Parliament must either accept (pass), reject or amend a bill. All bills must be considered and voted on by both chambers -- the National Assembly and the National Council of Provinces. If they pass a bill, amended or unamended, the bill is sent to the President for his assent and signature and it then becomes law. Once a bill becomes law we refer to it as an *Act of Parliament*.

The judicial branch

The judiciary is the third branch of government. The Constitution vests the judicial authority in the courts. Their role is to enforce the law, with respect to

all individuals, companies and the government. The courts are independent and subject only to the Constitution and the law which they are to apply impartially, and without fear, favour or prejudice. The courts include (in order of their hierarchy):

- ❑ the Constitutional Court,
- ❑ the Supreme Court of Appeal,
- ❑ the High Courts,
- ❑ the Magistrates' Courts,
- ❑ the Small Claims Courts.

Why is the Constitutional Court important in advocacy?

The Constitutional Court is the highest court and decides only constitutional matters. It can determine whether a policy, a law, an amendment to a law, or even an amendment to the Constitution itself is consistent with the Constitution. It can hear any matter involving the interpretation, protection or enforcement of the Constitution.

Provincial government structures

Executive

The Premier of the province together with the Executive Council carries out provincial executive functions. The Premier is elected by the Provincial Legislature. The Executive Council consists of the Premier and no fewer than five and no more than 10 members appointed by the Premier from the members of the Provincial Legislature.

Legislative

South Africa's nine provinces are governed by Provincial Legislatures that may pass their own provincial constitutions and pass legislation dealing with matters that fall within their jurisdiction, as determined in the national Constitution. The Provincial Legislatures also consider national bills which affect the provinces and give a mandate to their representatives on the National Council of Provinces. In the "provincial loop", the four-week legislative cycle of laws affecting the provinces, bills are discussed in provincial parliamentary committees. These committees may hold hearings on such bills, and these hearings would provide an opportunity for advocacy organisations to lobby at the provincial level.

Local government structures

Section 151 (1) of the Constitution states that "the local sphere of government consists of municipalities, which must be established for the whole territory of the Republic." The Constitution further states that a municipality has "the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided in the Constitution." This provision further elaborates the relative independence of local

municipalities in governing the affairs of communities in their areas of jurisdiction.

What are the objects of local government?

Municipalities are charged by the Constitution to strive to achieve the following objects, within their financial and administrative capacities. Section 152 of the Constitution set the objects as follows:

- ❑ To provide democratic and accountable government for local communities;
- ❑ To ensure the provision of services to communities in a sustainable way;
- ❑ To promote social and economic development;
- ❑ To promote a safe and healthy environment; and
- ❑ To encourage the involvement of communities and community organisations in the matters of local government.

How can local government structures be used in advocacy?

Through the councillors, the committees, and the staff of local government, CSOs can advance their advocacy positions. Local ratepayers associations are also valuable structures through which local issues can be addressed.

Running a campaign: Defining the issue

You are a member of a women's group concerned about primary health care issues in your area. At recent meeting you have identified the absence of a nearby clinic as a serious problem. Read through the following article and, from your perspective, identify what the issue is.

Council undecided on allocation of R 3m	
<p>23 May – According to the Mayor of Maluti Municipal Council, Mr. Enoch Seilane, the council has yet to decide how it will use the 3 million rand it received from the Department of Provincial and Local Government for the improvement of facilities in the area. Mr. Seilane said on Tuesday that the Municipal Council was still debating whether the funds would go towards the construction of a new sports stadium or the extension of street lighting to previously unserviced areas. He said that a decision was expected within the next two months, since the funds have to be allocated during this budget cycle.</p> <p>Speaking at the annual Mayors Ball, the Mayor also categorically denied that there were truth in the rumours that he is in favour of the construction of the sports stadium because one of his relations owns a construction company, and stated that these rumours were part of a campaign to discredit him. The Mayor has faced stiff opposition from members of his own party and some community groups since his inauguration.</p> <p>An anonymous source within the majority party has recently told this publication that there is widespread dissatisfaction within the caucus and at grassroots level with the authoritarian management style of the mayor. According to the source, many community groups would like to</p>	<p>make more input on how the funds are spent.</p> <p>Meanwhile, Superintendent Wendy Oberholzer, the spokesperson for the local police station, has welcomed the possibility of more street lighting, citing decision of the Community Police Forum (CPF) decision last year to advocate for this. The SAPS believe that street lighting will go a long way towards bringing down crime in crime ridden areas. She dismissed as a temporary hitch the recent withdrawal of the Youth Club from the CPF, saying that they discussions are under way to get the team on board again. The soccer team withdrew in protest at the what it perceived as the “the lack of prioritisation of alternative leisure options for the youth”.</p> <p>In a separate development, Ms. Mpho Monnyaneng, announced on Friday that a mass meeting will be held in Ward 4 on Saturday 7 June. At his meeting a new Ward Committee will be elected. Cllr. Monnyaneng said she regretted the <i>en masse</i> resignation of the previous Ward Committee, but that the Council does not always have to pander to the wims of Ward Committee members. She stated that there are no independent studies that show that other facilities should take precedence over the proposed new developments. – <i>Staff reporter</i></p>

Running a campaign: Defining the objective

An objective is a statement that says what you want to achieve with the campaign. Objectives should be:

S pecific
M easurable
A chievable
R ealistic
T ime - specific

An advocacy objective aims to *change* the policies, programmes or positions of governments, institutions or organisations.

Your advocacy objective is *what* you want to change, *who* will make the change, by *how much* and by *when*.

Running a campaign: Defining the objective

Define objectives for the following scenarios:

Scenario 1

The local police station is completely understaffed compared with other stations in the province. You want this to change.

Scenario 2

The Municipal Council wants to apply for a permit to allow 4x4 vehicles on the beach. You think they should not because these vehicles caused too much damage in the past.

Scenario 3

The Municipal Council wants to build a market for hawkers, but this will mean hawkers may not trade anywhere else. As a member of the Hawkers Association you are against this.

Scenario 4

You are concerned that some Stokvels do not manage their financial affairs well. Sometimes people lose large amounts of money.

Scenario 5

Government is considering hosting bidding to host the Olympic Games again. You believe the last time was a huge waste of money and effort, and do not want that to happen again.

Running a campaign: Using research

No campaign will succeed without detailed, compelling facts and figures.

Research can be used to:

- ❑ Affect what is considered changeable in a policy process;
- ❑ Choose an advocacy goal;
- ❑ Directly influence decision-makers – the primary audience of an advocacy programme;
- ❑ Inform the media, public or others – the secondary audience, who indirectly influence decision-makers;
- ❑ Support an existing advocacy position;
- ❑ Counter opposition positions or arguments;
- ❑ Alter the perceptions about an issue or a problem;
- ❑ Challenge myths or assumptions;
- ❑ Confirm policy actions and programmes that work; and
- ❑ Reconsider strategies that are not working.

Running a campaign: Identifying the key players

Key players are the people who have to be persuaded for the campaign to be successful. These key players can be divided into primary and secondary audiences.

The **primary audience** includes decision-makers with the authority to influence the outcome of your objective directly. These are the individuals who must actively approve the policy change. These decision-makers are the primary targets of an advocacy strategy. **These are the people to lobby!**

The **secondary audience** comprises individuals and groups that can influence the decision-makers (or primary audience). The opinions and actions of these influential people are important in achieving the advocacy objective in so far as they affect the opinions and actions of the decision-makers. Your secondary audience may contain opposition forces to your objective, and **will include potential partners**. If so, it is important to include these groups on your list, learn about them and address them as part of your strategy.

Running a campaign: Identifying the key players

Advocacy objective:	
Primary audience “Targets or people to lobby”	Secondary audience “Influential people or potential partners”

Running a campaign: Developing a campaign strategy

Possible campaign strategies:

Writing to an MP or your local councillor	
Producing a campaign newsletter	
Going on a hunger strike	
Organising a mass picket or boycott	
Doing media interviews	
Sending out press releases	
Having lunch with the editor of a local newspaper	
Persuading an opposition party MP to ask a parliamentary question	
Civil disobedience – breaking the law in order to attract attention to your cause	
Paying for a newspaper advertisement	
Attracting the interest of an international NGO (like Amnesty International)	
Asking for a public hearing at Parliament	
Sending a written submission to Parliament	
Organising a one-day strike in support of the campaign	
Selling T-shirts supporting the campaign	
Producing a newsletter setting out the various options government has	
Asking for a private meeting with the relevant minister	
Getting the support of the NGO coalition	
Forming an alliance with a network of community organisations	
Monitoring the Provincial Legislature	

Running a campaign: Developing a campaign strategy

The advocacy tools:

- **Information:** Gathering, managing and disseminating information lays the basis for determining the direction of an advocacy campaign. Research is one way of gathering information.
- **Research:** Conducting research and policy analysis uses the information from various sources and develops it into policy options which become the key content of an advocacy campaign.
- **Media:** Various media are used to communicate the campaign message to the different stakeholders.
- **Social mobilisation:** Mobilising the broadest support from a range of stakeholders, including the public at large, is essential to building the influence of the campaign.
- **Lobbying:** Convincing the decision-makers who have the power to make the desired changes involves a set of special knowledge and skills.
- **Litigation:** Sometimes, using the court system to challenge a policy or law can reinforce an advocacy campaign.
- **Networks, alliances and coalitions:** Sharing of information and resources, and strength in unity and commonality of purpose are key to the success of advocacy work.

Workshop evaluation

Please answer the following questions as well as you can. You do not have to write your name on these pages.

Name of the workshop:

Date:

Place:

Name of trainers:

What was the most useful part of the workshop?

Which sections of the workshop do you think can be improved? How?

Do you have any suggestions on how the trainers can improve?

Do you have any other comments about the workshop?

Thank you