Module 5: Advocacy & Accountability Campaign

Lesson 1: Awareness Raising, Advocacy and Accountability in a Participatory Democracy

Awareness Raising, Advocacy and Accountability in a Participatory Democracy

Lesson Objective: To learn the importance and impact of informed and active citizen engagement in a participatory democracy.

In this session we will learn about why advocacy and accountability is a critical part of a deliberative and participatory democracy, including the concepts of:

- How an informed citizenry is necessary for a participatory democracy
- How citizens become informed
- How awareness raising, advocacy and accountability initiative increase citizen involvement
- Diversity and inclusion in advocacy and accountability initiatives
- Developing public awareness campaigns

Participatory Democracy

A participatory democracy has components, such as political pluralism, regularly scheduled elections, and the rule of law, in addition to a civil society, citizens, media or academia that can also:

- Raise public awareness,
- Advocate for issues, and
- Hold decision makers accountable

The Importance of an Informed Citizenry

For a democracy to be functional, its citizens must be informed and be able to engage in both civic and political life.

How can citizens become informed?

Citizens can become more informed through three specific types of activities:

- **Awareness raising** is to spread knowledge of a particular problem or cause.
- **Advocacy** is an action directed at changing the policies, positions or programs..
- **Accountability** is when a decision maker is obligated to explain, justify, and take responsibility for one's actions, and to answer to someone.

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How do these activities increase citizen participation?

When citizens are more informed they are…

- More apt to make decisions that are informed.
- Better informed to vote for elected officials that better respond to their needs.
- More likely to support or join an advocacy campaign they care about or join in efforts demanding more government accountability
- Able to become more engaged to learn about government decisions, decisions that affect their lives.

Diversity and inclusion in advocacy and accountability initiatives

- Creating safe space for a plurality of different voices and perspectives can help us create more informed arguments for our debates and dialogues with decision makers.

- The same is true when we think about raising awareness, advocating on issues of common concern and holding decision makers accountable.

Civic Participation

Public Awareness Raising

There are a number of key steps in developing an awareness campaign -- many of these steps will seem familiar to you from our previous modules and lessons:

- **Messaging**
- **Outreach**
- **Communication Strategy**

Create Your Public Awareness Toolbox

➔ Plan grassroots organizing/outreach
➔ Leverage community leaders or "grasstops"
➔ Develop champions
➔ Engage with government
➔ Create a media relations strategy
➔ Develop a comprehensive implementation plan
➔ Create collateral materials

Module 5: Advocacy & Accountability Campaign

Lesson 2: Introduction to Advocacy

Introduction to Advocacy

Lesson Objective: To understand the core concepts of advocacy and when advocacy may be a smart strategy to utilize.

In this session we will learn about advocacy. We will be introduced to the concepts of:

- What is advocacy,
- Types of advocacy,
- Nine steps of an advocacy campaign,
- When to use advocacy as a tool, and
- How advocacy can explicitly and implicit amplify diverse voices.

What is advocacy?

Advocacy is...

- An action directed at changing the policies, positions or programs of any type of institution.
- Is pleading for, defending or recommending an idea before other people.
- Is speaking up, drawing a community's attention to an important issue, and directing decision makers toward a solution.
- Is working with other people and organizations to make a difference.
- Is putting a problem on the agenda providing a solution to that problem and building support for acting on both the problem and solution.

Advocacy is...

- May involve many specific, short-term activities to reach a long-term vision of change
- Consists of different strategies aimed at influencing decision-making at the organizations, local, provincial, national and international levels.
- Can include lobbying, social media or other information and communication technologies, community organizing or other activities.
- Is the process of people participating in decision-making which affects their lives.

Why is advocacy important?

- It provides a way to directly interact with government/others.
- It allows us to tell other what we want and why it is important.
- It provides a way to get others on board with our ideas and support our work.
- It shows that many people want the same things we want.
- It allows you to include many different voices and perspectives on the same issue

Advocacy, Diversity, and Inclusion

Advocacy activities can be a means to achieving equity and social justice through the **empowerment of disadvantaged groups, including women, youth, people with disabilities or LGBTI**, so they actively participate and are directly included in decision making processes affecting their lives.

Types of Advocacy

- **Issue advocacy** is a comprehensive communications campaign strategy and tactics that advocate for, against or to neutralize a policy issue that is designed to impact a business, association or individual.

- **Policy advocacy** is defined as support of or against (such as through abolishment or reform) of a particular **policy** or class of **policies**. A policy advocacy campaign is designed to bring awareness on a policy or set of policies that are in need of reform - such as domestic violence legislation or government procurement procedures.

What is policy?

At its core, politics and governing are meant to be a competition of ideas:

- How should the country be run?
- How should the economy be developed?
- How should relations with other countries be managed?
- What should the state of health care be?
- What should the education system look like?
- What should the rights and responsibilities of citizens be?
- What quality of life should citizens expect?

Policies are therefore clear plans about how a social, political or economic vision will be achieved and how ideas will be implemented as actions.

What is an advocacy campaign?

- The purpose of advocacy campaigns is to increase the knowledge and understanding of definitions, concepts and strategies in policy-making so that a desired change can occur.
- Most importantly, advocacy campaigns intend to persuade as they are focused on a specific **change of policy, attitude, or behavior.**
- There are also different types of campaigns:
  - Mobilizing and involving people
  - Pressuring decision makers
  - Informing and educating the public
  - Changing behavior and attitudes
  - Persuading people to support something

Nine Components to an Advocacy Campaign

1. Select a limited issue
2. Define the goal
3. Develop a power analysis
4. Increase power and influence
5. Build strategic alliances
6. Select objectives
7. Design activities
8. Research
9. Evaluation

Nine Components to an Advocacy Campaign

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Power Mapping
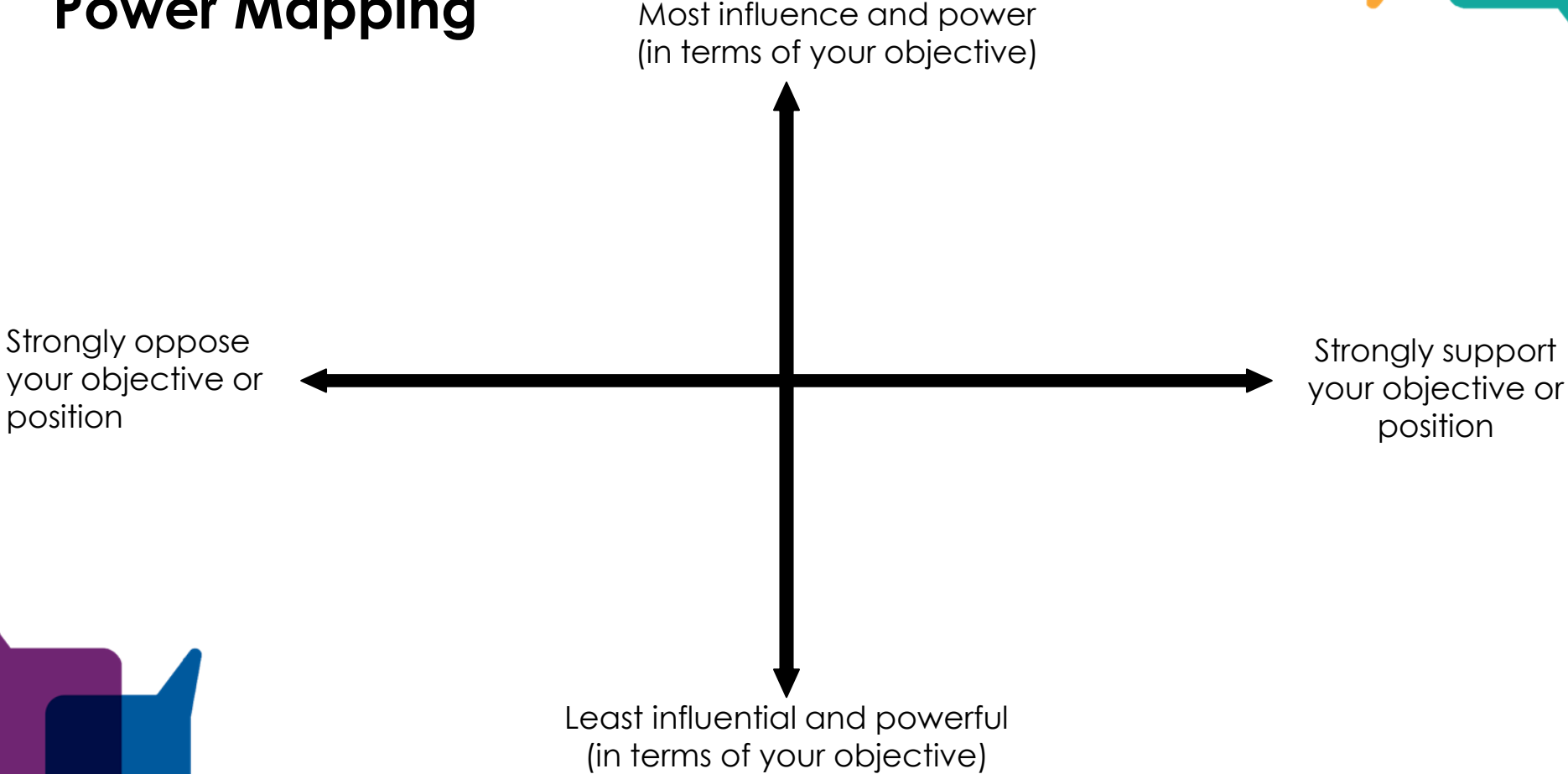
Most influence and power
(in terms of your objective)

Strongly oppose
your objective or
position

Strongly support
your objective or
position

Least influential and powerful
(in terms of your objective)

Module 5: Advocacy & Accountability Campaign

Lesson 3: Developing an Advocacy Plan

Developing an Advocacy Plan

Lesson Objective: To think through details needed to design an effective advocacy campaign.

In this session we will learn about how to develop an advocacy campaign. We will be introduced to the concepts of:

- Issue identification
- Setting objectives (SMART objectives)
- Importance of data/evidence driven campaigns
- Types of advocacy activities
- Identification of stakeholders and targets or campaign components

Developing an Advocacy Plan

Thinking of advocacy campaigns you are aware of:
- What stood out about them?
- Was the argument compelling?
- What was the campaign about? Was it on a specific issue or was it more general?
- Was the campaign inclusive of different voices?
- We learned about issue and policy advocacy campaigns in the last lesson - is the campaign you are thinking of an issue advocacy campaign or a policy campaign?

Choosing a Topic and Developing Objectives

- Your topic can be broad
- But your outcomes that you want to achieve for your advocacy campaign should be **SMART**
- You may have more than one advocacy campaign for your topic
- Will you focus on issue advocacy or policy advocacy?
- Identify short, medium and long term 'WINS'

S M A R T

| Specific | Measurable | Attainable | Relevant | Time Based |

Topic and Objectives

The narrower the topic and objective, the more likely it can be obtained. Feel free to revise the examples for the Lebanese constitution or other timely topics.

Here's an example:

- *Ensure the Equal Rights of all Lebanese Women (Goal/Issue)*
  - *30% quota for women in all government offices, including elected office by 2024.*
  - *Ensure all Lebanese girls have equal access to educational opportunities.*

Research Your Topic

- Always make sure you do any necessary research first.
- Make sure you are aware of any other projects, initiatives or campaigns that are related to your selected topic.
- Be aware of their successes and pitfalls
- Research can help you better understand your constituent or community needs
- Research also helps you identify new stakeholders
- Just like in a debate or dialogue, you want to be sure you know the arguments to your advocacy campaign.

Designing Your Campaign

- What are your goals and objectives?
- Who are your: Stakeholders, Influencers, Allies?
  - What relationships do you have with them and do you need to do any relationship building/strengthening before you launch your campaign? Do you need to build consensus before you develop or launch your campaign?
- Preparatory Activities:
  - Research - community surveys, government documents/information
  - Resource Needs - human resources, financial resources
  - Message Development - soundbites and catch-phrases, elevator pitch
  - Outreach Strategy - media strategy, stakeholder strategy, community/citizen outreach, coalition/civil society outreach

Inclusive Advocacy

- What does an inclusive advocacy campaign look like?
- Are there any examples here in Lebanon?
- How can advocacy campaigns in Lebanon be more inclusive?

Advocacy: A positive or negative approach?

- Often, civil society organizations decide to advocate for change because they are unhappy with how things currently are.
- This often leads them to creating an advocacy campaign that comes across as negative and antagonistic to those they are targeting for change.
- That is ok – **sometimes shame and blame tactics are just what you need to create change**.
- But sometimes **advocacy campaigns can have a positive tone and be as equally, if not more effective**.

Homework: Developing an Advocacy Campaign

Issue: Goal:					
Objective:					
ASKs	**Target Audience**	**Activities**	**Resources**	**Time**	**Responsible Party**
Short Term Ask #1: To have a meeting with appropriate committee in the CDA	Committee Chairman	• Research • Send letter/phone call • Follow-up • Attend meeting	Time Prepared materials about advocacy campaign (e.g. pamphlet)	Before campaign officially launches, within one month, etc.	Coalition Organizations Executive Directors (maybe no more than 3)
Short Term Ask #2:					
Middle Term Ask:					
Long Term Ask:					

Module 5: Advocacy & Accountability Campaign

Lesson 4: Presenting Your Advocacy Plan

Presenting Your Advocacy Plan

Lesson Objective: To practice delivering your advocacy plan.

● In this session each group will present their advocacy plans.
● We will use the time together today to have each group present their plans, then discuss each, identifying strengths, weaknesses and areas for improvements.
● This lesson is more about discussion, feedback and learning from each other.

Presentation Time!

- The presentations should include:
  - Asks – short, medium and long term
  - Target Audience
  - Activities
  - Resources
  - Time
  - Responsible Party

Feedback

- Hard skills:
  - Are the action plans SMART?
  - Are stakeholders and targets clearly articulated?
  - Are asks concrete and specific?
  - Are asks tied to articulated goals and desired outcomes?

- Soft skills:
  - Were the presentations of the action plans inclusive?
  - Are the targets and responsible parties inclusive?
  - Did presenters use any of the skills learned on public speaking?

Common Weaknesses in Advocacy Plans

Can you think of common weaknesses?
- Didn't have clear asks
- No possible targets
- Didn't anticipate counterarguments
- Didn't have enough resources
- Underestimated time needed
- Didn't assess mistakes along the way

Can you think of ways to overcome these weaknesses?
- **Plan, Plan, Plan!**
- Allow plenty of time to plan, implement, and review your actions
- Seek outside input – make sure you have diverse perspectives informing your plan. Tweak as necessary, their inputs are important!

Module 5: Advocacy & Accountability Campaign

Lesson 5: Civil Society as Watchdogs

Civil Society as Watchdogs

Lesson Objective: To understand why accountability initiatives are important in a democratic society

- In this session we will learn about how civil society can serve as watchdogs. We will be introduced to the concepts of:
  - What is a Watchdog?
  - What are we trying to achieve?
  - When to use as an intervention?
  - Eight key steps
  - Activities and Follow-up
  - Lessons Learned -- Challenges and Risks

What is a watchdog?

Watchdog activities usually are done by activists, organizations or even academics to help shed light on something that the government or companies are doing.

What change are you seeking to achieve?

- Increase **citizen awareness** of government activities

- Increase **sustained citizen involvement** in political processes

- Collect information to **support advocacy, organizing or awareness campaigns**

- Increase government **transparency, accountability and answerability**

Watchdog Activities and Democratic Governance

Space = avenues, opportunities and entry points

Voice = citizens ability to express, aggregate and engage
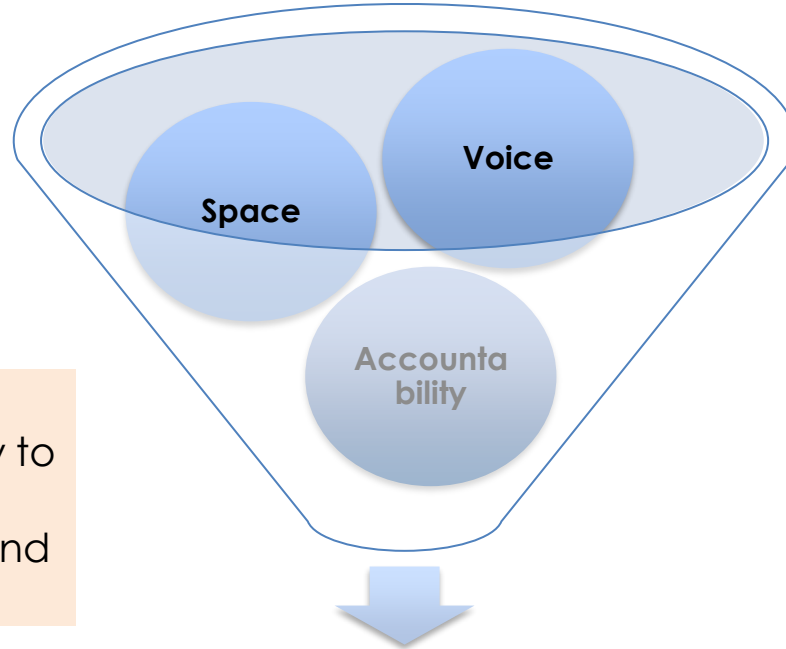
Accountability = those with the authority to make and enforce rules are answerable to those who live by the rules.
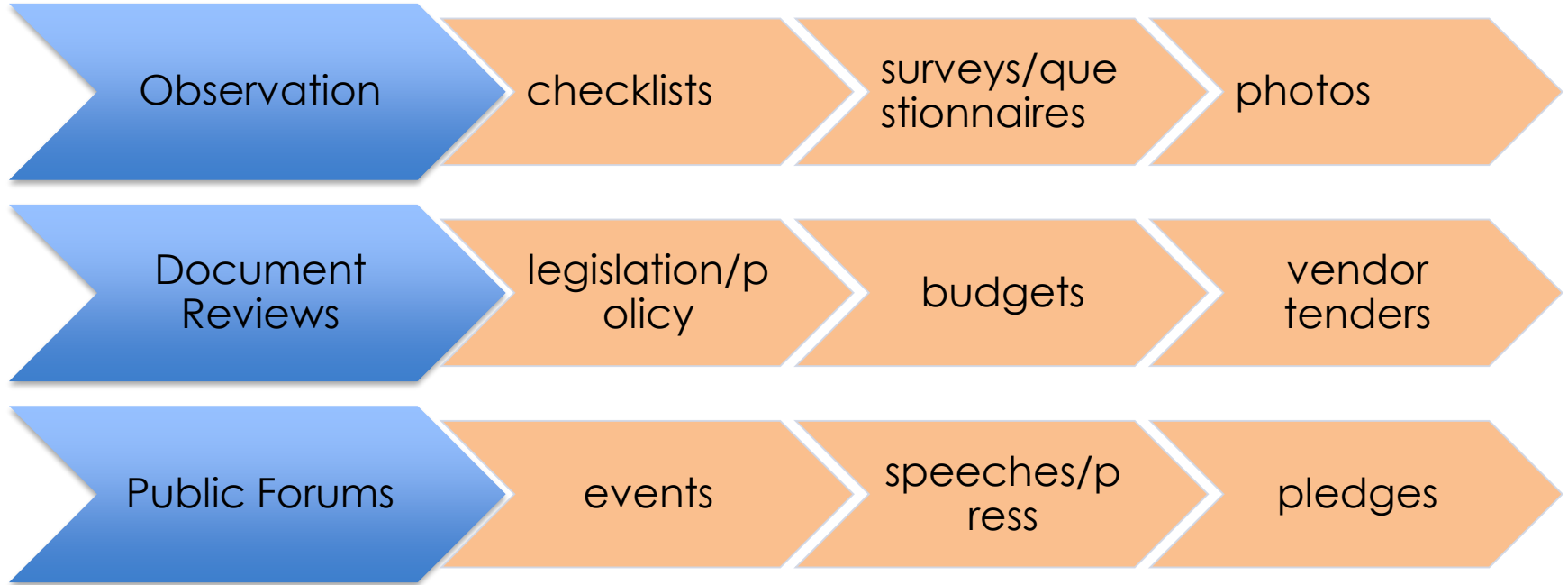
Space

Voice

Accountability

Democratic Governance

Eight Key Steps to Successful Oversight

1. Determine what the <u>desired outcomes</u> and <u>goals</u> are and what impact is expected from oversight activities
2. Determine what type of oversight activity is appropriate
3. Identify entry points and barriers
4. Determine Timeline
5. Identify needed resources
6. Collect data
7. Analyze data collected
8. Turn data into action

Data Collection and Watchdog Activities

| Observation | checklists | surveys/questionnaires | photos |

| Document Reviews | legislation/policy | budgets | vendor tenders |

| Public Forums | events | speeches/press | pledges |

Watchdog Activities as a Means to an End

Each 'watchdog' activity should lead to the next action

When Oversight Activities Might <u>Not</u> Be Helpful

Be aware there are times when oversight may be <u>not be helpful</u>

- It does not DIRECTLY contribute to organizational goals

- Political space is too narrow

- Institutional Infrastructure

Challenges and Risks

- **Stakeholders**. There are stakeholders that you know, and there are stakeholders that you may not be aware of.

- **Process versus Performance.** Depending on the operating environment, putting out analysis or findings on performance may create waves and discomfort.

- **Relationships**. Oversight activities can both strengthen and potentially damage relationships.

- **Development timelines versus reality**

YALA!

YOUTH ACTIVISM FOR
LEBANESE ACCOUNTABILITY

Module 5: Advocacy & Accountability Campaign

Lesson 6: Legislative Monitoring, Campaign Monitoring and Shadow Reports

Legislative Monitoring, Campaign Monitoring and Shadow Reports

Lesson Objective: To learn more about political process monitoring initiatives and how it can be used to increase government accountability

In this session we will learn about several types of political process monitoring. We will be introduced to the concepts of:
- Legislative Monitoring;
- Campaign Monitoring; and
- Shadow Reports

Political Process Monitoring

- Watchdog and oversight activities
- Seeks to hold government officials accountable
- Primary types of process monitoring activities include:

  - Election monitoring
  - Legislative Monitoring
  - Campaign Monitoring
  - Shadow Reports
  - Budget Monitoring
  - Policy Implementation Follow Through

Why conduct political process monitoring activities?

- To increase **citizen awareness** of government activities
- To increase **sustained citizen involvement** in political processes
- To collect information to **support advocacy, organizing or awareness campaigns**
- To increase government **transparency, accountability and answerability**

What might be some good issues that we could create a political process monitoring project around?

Legislative Monitoring

- **Legislative monitoring** is a process to evaluate and comment on legislators' work and performance,
- **Performance monitoring** is a process to assess member of parliament or a city council attendance
- Monitoring the national parliament to see if it is following rules and procedures is **process monitoring**.

Examples of Legislative Monitoring

Campaign Monitoring

- **Campaign Monitoring** is a two-part process that uses electoral processes as an entry point for civil society groups to establish and enhance the accountability of public officials to the electorate.

    - Part I: campaign period
    - Part II: post-election period

Examples of Campaign Monitoring

- **Voter Guides**
  - Information about candidates and their positions
  - Information on citizen priorities

- **Community Platforms**
  - Includes a set of policy priorities
  - Presented to candidates and political parties

- **Pledge Campaigns**
  - When CSOs ask candidates and political parties to commit to a set of principles

Shadow Reports

- **Shadow reporting** is a means of monitoring and raising awareness of government compliance with signed international treaties, conventions and declarations
- A CSO creates an **independent report** to the United Nations.

How to Create a Shadow Reports

1. Identify your expertise
2. Identify Allies
3. Identify the relevant rights
4. Review the process to date
5. Clarify your role:
6. Set goals
7. Make and implement a workplan
8. Write a report
9. Finalize and submit your report
10. Advocate for your issue

Examples of a Shadow Reports

Module 5: Advocacy & Accountability Campaign

Lesson 7: Budget Monitoring and Policy Implementation Monitoring

Budget Monitoring and Policy Implementation Monitoring

Lesson Objective: To learn more about political process monitoring initiatives and how it can be used to increase government accountability

In this session we will learn about several types of political process monitoring. We will be introduced to the concepts of:
- Budget Monitoring
- Policy Implementation Monitoring

Budget Monitoring

Budget monitoring is when you examine documents during the budget formulation and approval stages of the budget cycle.

With budget monitoring you can:
- Determine how public funding is allocated
- Determine whether citizen priorities are in the budget
- Raise awareness of how public funding is allocated

Expenditure tracking is when you monitor government resource allocations, spending and publicly funded projects to see if budgeted funds are spent as intended

With expenditure tracking you can:
- Ensure the government is transparent and honest about public expenditures
- See if spending is aligned with the official budget

Examples of Budget Monitoring
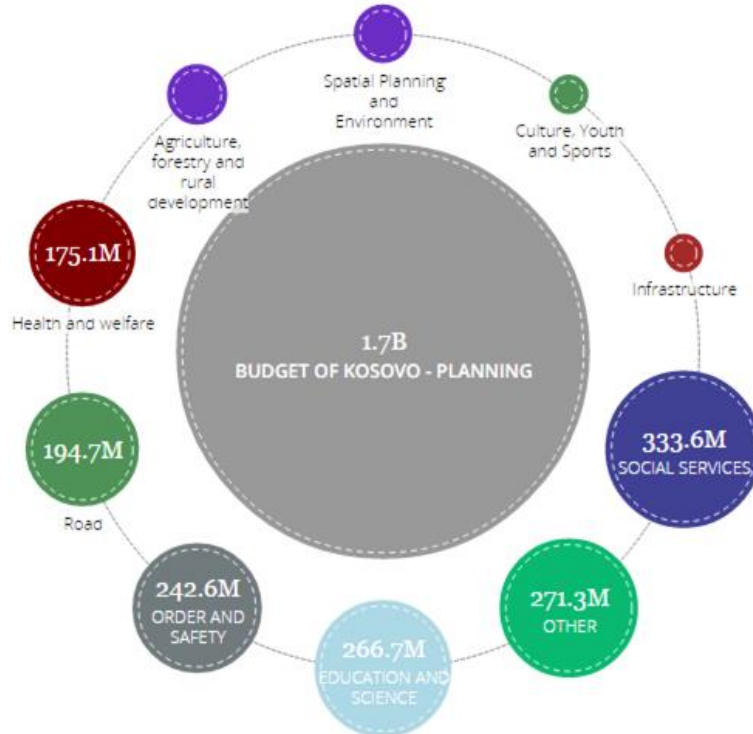
Budget of Kosovo - Planning

■ Social services	333,600,937.00 €	19.83%
■ Other	271,338,865.00 €	16.13%
■ Education and Science	266,730,372.00 €	15.85%
■ Order and Safety	242,647,610.00 €	14.42%
■ Road	194,725,837.00 €	11.57%
■ Health and welfare	175,118,255.00 €	10.41%
■ Agriculture, forestry and rural development	68,161,225.00 €	4.05%
■ Spatial Planning and Environment	64,558,950.00 €	3.84%
■ Culture, Youth and Sports	33,424,460.00 €	1.99%
■ Infrastructure	32,180,354.00 €	1.91%

Policy Implementation Monitoring

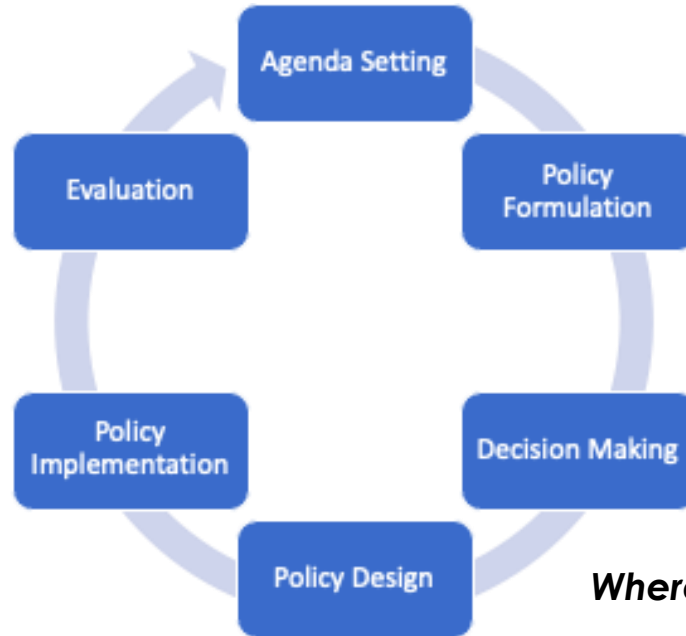**Policy implementation monitoring** is when CSOs monitor how well governments implement official decisions

Why should we consider policy implementation monitoring?
- To increase government accountability
- To enhance government follow-through
- To help uphold peaceful political transitions
- To help uphold good governance practices
- To spur on the implementation and enforcement of more democratic, economically-sound or anti-discriminatory practices

Examples of Policy Implementation Monitoring

You can choose to monitor a policy from when it is being formulated, to its structure and design, to the actual implementation and when it is being evaluated. You can monitor all or part – depending on the issue you chose,

Agenda Setting

Policy Formulation

Evaluation

Decision Making

Policy Implementation

Policy Design

2. Implementing the chosen solution

1. Choosing a strategic solution

Where do you want to be involved?

Homework! Developing a Political Processing Monitoring Initiative

Objective:						
Desired Outcome	**Type of Monitoring**	**Who/What Will You Monitor?**	**Data Collection Sources**	**Activities**	**Resources**	**Time**
To monitor local expenditures related to new road construction projects	*Budget Monitoring and Expenditure Tracking*	*Local Municipal Budget*	*-official budgets -procurement documents -interviews with local government officials, road construction vendors, citizens*	*-Reviewing documents -Observing road construction projects -tracking known/estimated Expenses -report writing -developing after actions – advocacy or awareness actions*	*-Data collection teams -analysis teams -accountant -report writers*	*Before, during and after budget cycle*

Module 5: Advocacy & Accountability Campaign

Lesson 8: Presenting Your Political Process Monitoring Plan

Presenting Your Political Process Monitoring Plan

Lesson Objective: To practice delivering your political process monitoring plan.

- In this session each group will present their political process monitoring plans.
- We will use the time together today to have each group present their plans, then discuss each, identifying strengths, weaknesses and areas for improvements.
- This lesson is more about discussion, feedback and learning from each other.

Presentation Time!

- The presentations should include:
  - The desired outcomes
  - The type of monitoring the want to do
  - Who or what is the target of the monitoring activity
  - Data collection sources
  - Activities
  - Resources Needed
  - Timeframe

Feedback

- Hard skills:
  - Are the action plans SMART?
  - Are targets clearly articulated?
  - Are the desired outcomes realistic and reasonably achievable in the stated time frame?

- Soft skills:
  - Were the presentations of the action plans inclusive?
  - Are the targets and responsible parties inclusive?
  - Did presenters use any of the skills learned on public speaking?

Common Weaknesses in Advocacy Plans

Can you think of ways to overcome these weaknesses?

- **Plan, Plan, Plan!**
- Be realistic in what you can monitor.
- Allow plenty of time to plan, implement, and review.
- Seek outside input – make sure you have diverse perspectives informing your plan. Tweak as necessary, their inputs are important!

Can you think of common weaknesses?

- Didn't have a SMART outcome
- Didn't identify all possible data collection sources.
- Didn't have enough resources.
- Didn't have a clear plan for what you would do with the analysis and results of your monitoring initiative.
- Underestimated time needed.
- Didn't analyze mistakes along the way

Advocacy and Accountability for Action

In this session we will reflect on what we have learned about advocacy and accountability can be used to create actionable change. We will look back on the following concepts that we covered as well, as a few new ones:

- Why advocacy and accountability are important for participatory democracy
- How advocacy and accountability initiatives can spur social change
- Intersectionality and advocacy and accountability initiatives

Participatory Democracy

Advocacy and Accountability in a Participatory Democracy

- When people have information, from different perspectives, with different arguments, they are able to make more informed decisions.

- We spoke about this earlier. An informed citizenry is better equipped to participate in civic and political life.

Toolkit to Create Change

The four YALA modules that you have just completed introduced you to a range of tools that you can use to start building your movements and creating real meaningful change in your communities.

So in our toolkit we have:

- Vision, goals and objectives
- Evidence gathering
- Argumentation
- Discussion, dialogue and debate
- Importance of perspectives

- Power relationship
- Stakeholders
- Allies, networks and coalitions
- Communication strategies
- Advocacy
- Watchdog and oversight

Inclusivity and Intersectionality in Advocacy and Accountability

As a reminder…

Intersectionality is defined as the **interconnected nature of social categorizations** such as race, class, and gender as they apply to a given individual or group

Intentionality is also important when it comes to addressing the ways **unconscious bias** can compromise your efforts to be inclusive and response to diverse voices.