



Engaging Media, Policy Makers, Private Sector and CSO Networks for Policy Dialogue

Guiding notes for Advocacy practitioners



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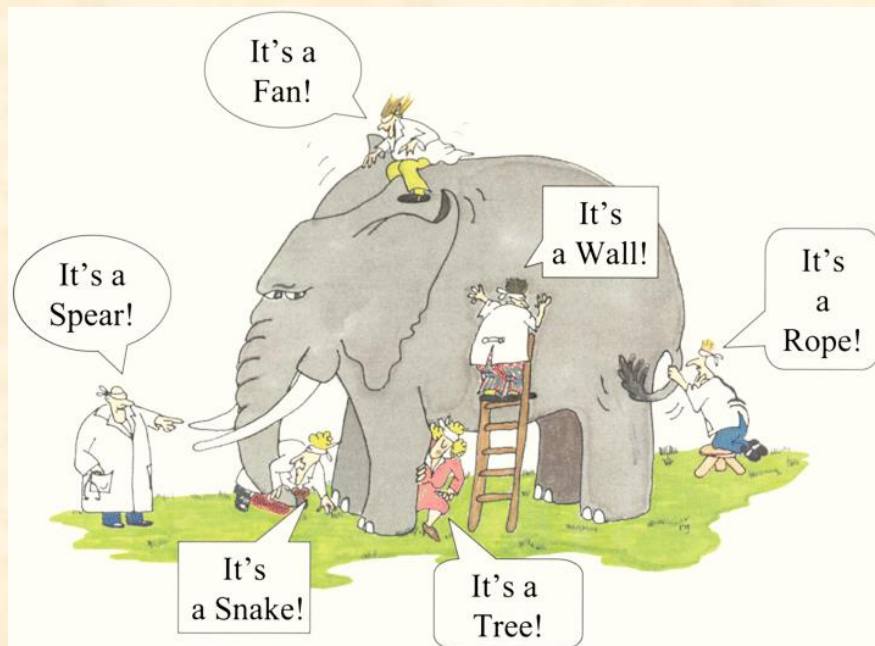
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SESSION 1: WHAT IS A POLICY DIALOGUE?

Policy dialogue comprises activities of direct or indirect communication that can mediate interactions among stakeholders in a constructive manner, giving voice to and optimizing outcomes for all parties engaged. Policy Dialogue involves people from different interest groups focusing on and discussing an issue in which they have a mutual – but not necessarily common – interest.

Different people in different positions tend to have different perspectives on the same problem. These include, but are not limited to: forums, newspaper columns, mass media, informal conversations, research, online social media, legislative hearings, and lobbying.



NB: There is no one model of a Policy Dialogue as various methodologies exist with varying degrees of success

Dialogue is not the same as debate, where sides have a clear intent to win. It is also not political maneuvering, where stakeholders may be deliberately excluded by one or more parties to achieve an advantage. Dialogue is about talking through the issues and finding areas of agreement and is more of a process.

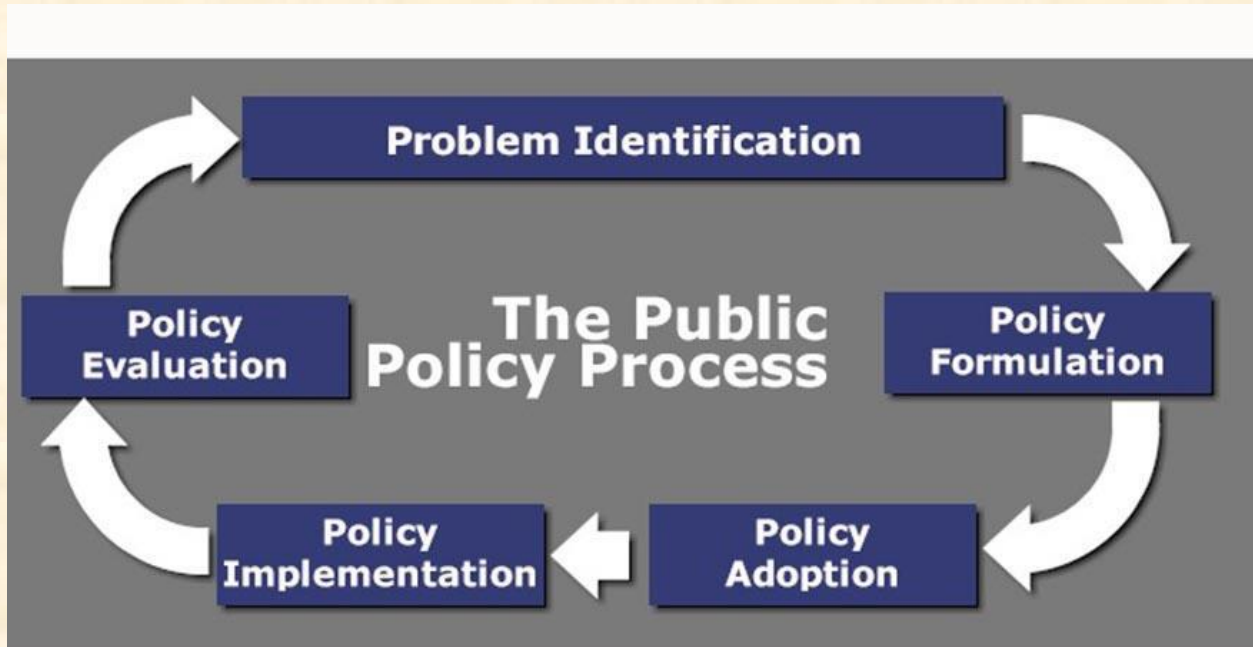
A Policy Dialogue is NOT...¹

- A one off meeting

¹ http://www.wiego.org/sites/default/files/resources/files/WIEGO_Policy_Dialogue_Guide_English.pdf

- An event controlled by only one interest group
- An event dominated by formalities and protocols
- A seminar or lecture
- An event for sharing re-search results with the general public
- An occasion to present pre-prepared resolutions or deliver an ultimatum
- A spur of the moment meeting

The Policy Cycle



Why policy dialogue?

The ultimate goal of Policy dialogue is influencing policy, with a specific outcome. It must have a precise purpose as well as effective leadership and follow up. Policy Dialogue can help people to see problems from each other's' perspectives and can also improve a policy or programme. **Power** differences between different stakeholders are acknowledged. The Policy Dialogue tries to identify areas and spaces where it is in the best interests of all to make improvements and reforms (win-win).

NB: There is no one model of a Policy Dialogue as various methodologies exist with varying degrees of success.

<http://www.wiego.org/wiego/policy-dialogues>

<https://www.who.int/alliance-hpsr/news/2014/PolicyDialogueNote.pdf?ua=1>

SESSION 2: WHAT IS ADVOCACY?

Advocacy is a strategic series of actions *designed to influence those who hold governmental, political, economic or private power* to implement public policies and practices that benefit those with less political power and fewer economic resources (the affected group).

An **advocacy campaign** is a long-term set of activities that includes research, planning, acting, monitoring, and evaluating our advocacy efforts. Challenging injustice, or supporting sustainable development are some common themes of advocacy campaigns.

Characteristics of successful advocacy campaigns

STRATEGIC -We must research and plan our campaign carefully.

SERIES OF ACTIONS - Advocacy is not simply one phone call, one petition, or one march but a set of coordinated activities.

DESIGNED TO PERSUADE -We must use ideas or provide arguments that convince people that the desired change is important and they will support it.

TARGETED - We must aim our persuasion efforts at specific people who have the power to make our advocacy campaign successful.

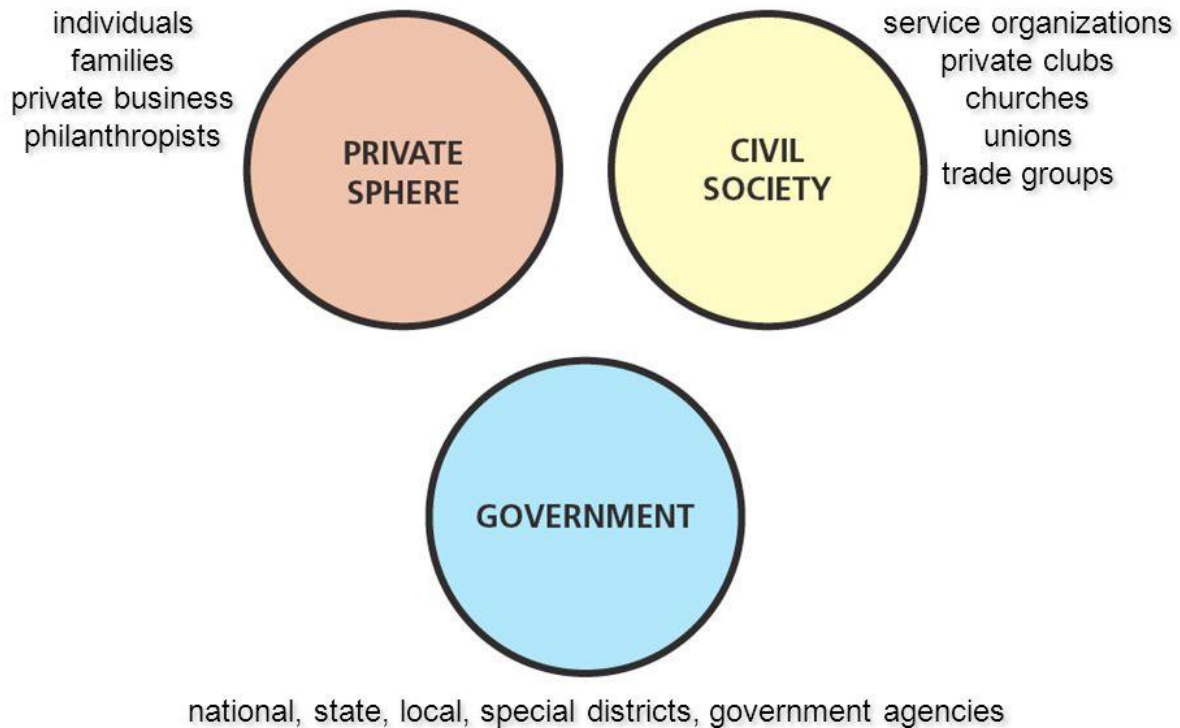
BUILD ALLIANCES -We must work with many stakeholders to increase the impact of our campaign.

RESULTS IN CHANGE - Our advocacy campaign must result in positive change in the lives of the people affected by the problem. For our advocacy to be effective we must persuade the targets of our advocacy campaign that *what we want is what they want*

In the list below, only one statement describes part of what advocacy is. Mark that statement and explain why you have chosen it.

1. *Advocacy is being a friend or counsellor.*
2. *Advocacy is persuading other people to agree with your views.*
3. *Advocacy is deciding what is in another person's best interests.*
4. *Advocacy is about influencing others to gain support for particular measures, or to influence or change legislation that affects those issues.*
5. *Advocacy is an alternative complaints procedure.*
6. *Advocacy is about providing social and financial support.*

Spheres of Society



Good Advocacy Practices

Encourage **participation** to give the affected group a sense of ownership over the process and ultimately increase the likelihood of success.

Ensure **legitimacy** by earning the trust of the people and communities you represent. This is done by respecting the variety of opinions and experiences of the individuals in the affected group.

We are **accountable** when we openly and honestly discuss the campaign's progress (and problems) with the affected group. This process will also reduce temptations we face to abuse power and will help avoid corruption in our advocacy campaign.

Act **peacefully** to achieve your advocacy goals as violence is never a sustainable, long-term solution. Peaceful advocacy will earn the trust and respect of both your supporters and your opponents.

Represent the affected group. Listen to the affected group, develop a strategy with them, inform them of any risks. When advocating for an affected group there are many different roles we can play to help us achieve our goal. It is important that we are sensitive to the needs and desires of the affected group so that we can select a role that best fits the situation.

Roles of an Advocate

NEGOTIATE Bargain for something

ACCOMPANY Speak with the people

EMPOWER Enable the people to speak for themselves

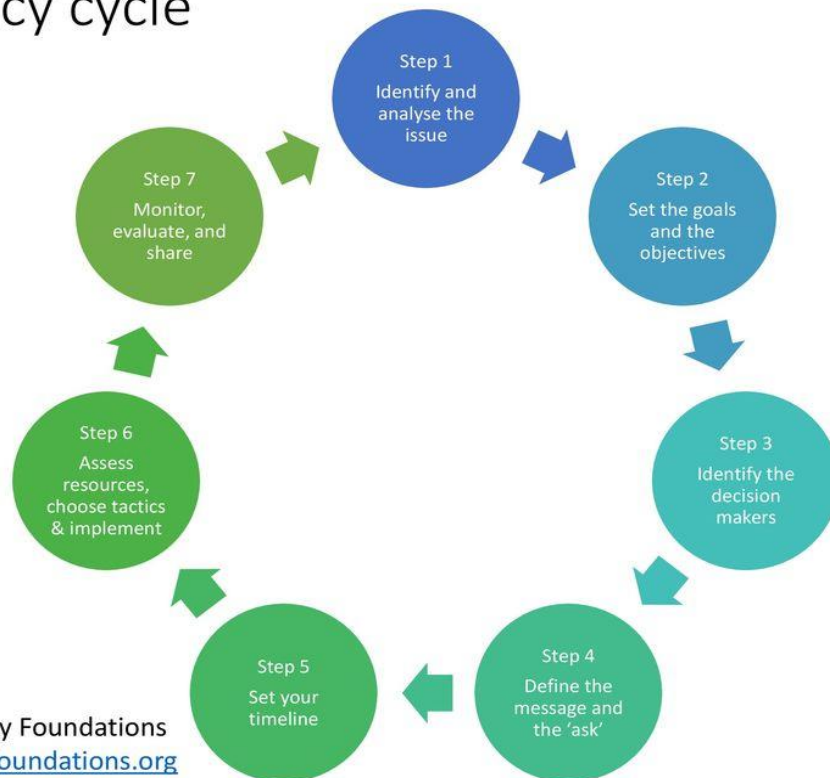
REPRESENT Speak for the people

MEDIATE Facilitate communication between people

MODEL Demonstrate behavior to people or policy makers

NETWORK Build coalitions

The advocacy cycle



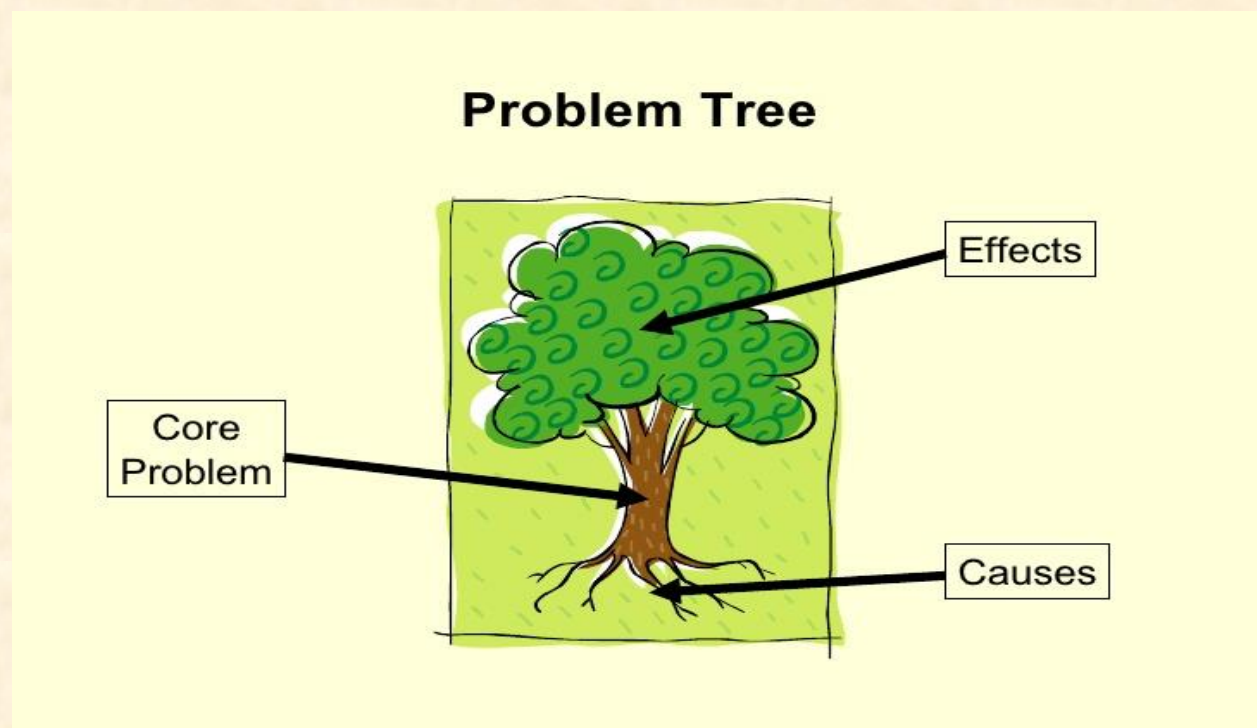
Adapted from Open Society Foundations
<https://www.opensocietyfoundations.org>

Identifying and analyzing the issue

Research is important in preparing for advocacy and some of the tool that may be used to gather much needed information include:

- Surveys and questionnaires
- Monitoring and Evaluation reports
- Informal interviews
- Desk reviews
- Observation
- Focus Group Discussions

Identifying the main issue isn't always straightforward and problem trees can provide help in generating discussions about what the problem is and its manifestations.



The goals and objectives of advocacy

It is vital to know what you are trying to do before you start your advocacy work. This involves developing a goal that applies to the situation that needs to change.

GOALS

Goals articulate the desired change in policies or practices that we want to achieve over a set period of time. An advocacy goal will usually be a long-term result, and it may take three to five years of advocacy work to bring about the desired result. It is unlikely that your organisation or advocacy network can achieve a goal on its own. It will probably require other allies to bring about the required change.

Important points to note about goals are as follows:

- A goal is the overall purpose of a project. It is a broad statement of what you are trying to do.
- A goal often refers to the benefit that will be felt by those affected by an issue.
- A goal is long term and gives direction — it helps you know where you are going. It needs an accompanying route map or strategy to show you how to get there.
- Without a goal, it is possible to lose sight of what you are trying to do.

Consider which of the following could be considered health advocacy goals:

1. Significant reduction of malaria in this district
2. Reduction of infant mortality in this community
3. Washing hands after using the latrine is helpful in combating stomach upsets and other infections
4. Improvement in literacy in this district

3 and 5 are health is an education message, but not a goal. However, it could be turned into goals. All the other statements are goals, and you can probably recognise them as the overall purpose of the sort of health education work that community health workers are frequently involved in.

- A goal needs to be linked to the mission and vision of your organisation.

Advocacy Objectives

Objectives define what will be accomplished, with whom, how, and in what period of time. They should yield a significant and measurable behavioral change in people. Advocacy strategies usually have more than one objective that guides different activities. Good objectives should be

SMART

SPECIFIC:	Is it clear about what must change?
MEASURABLE:	Is it clear by how much the behavior must change?
ACHIEVABLE:	Will you be able to raise money or other resources to support our work on the objective? Does our organization have the internal resources to achieve this objective?
REALISTIC:	Considering the current social and political conditions, can we achieve our objective?
TIME-BOUND:	Does the objective have a clear and realistic time-frame or deadline?

SMART objective: To increase the number of women taking contraceptives in a specific health post by 20% in two years.

The objective is SMART for the following reasons:

- It is *specific* because the proposed increase is 20%.
- It is *measurable* because the number of women who are taking contraceptives can easily be measured.
- It is *achievable* because a 20% increase means a change from the existing 20 women to about 24 or 25 women. This should be possible.
- It is *relevant* because the current uptake of contraceptive services is low.
- It is *time-bound* because the objective should be accomplished within the next two years.

Indicators

Indicators are signs that let us know that we are making progress toward our objectives. All good indicators should be **direct, discrete, practical** and **reliable**.




DIRECT	DISTINCT	PRACTICAL	RELIABLE
A direct indicator measures only one thing at a time. We could collect a direct indicator like household income over a specific period of time. Occasionally, however, a direct indicator is not available. Instead, we could look at the percentage of village households with radios or bicycles as a substitute. These substitute indicators are called <i>proxy</i> indicators.	Sometimes we may need to separate information about our activities into categories. These categories, divided by gender, age, location or some other characteristic, are called distinct indicators. Distinct indicators show us exactly who is benefiting and participating in our advocacy activities.	An indicator is practical if data can be obtained easily and at a reasonable cost. Both cheap and readily available, the number of newspaper stories published about our advocacy campaign is a good example of a practical indicator.	A reliable indicator provides dependable information for confident decision-making.

Many indicators are based on numbers, like household income figures, which means they are easy to understand and evaluate. There are many that are based on peoples' personal experiences or opinions and therefore less clear and sometimes less reliable eg. using "feelings about an issue." If there is no consensus within the group it can be very difficult to find a indicator that represents the progress towards our objectives.

It is not always possible to find indicators, both based on numbers and on experiences that fit all four characteristics. We should search for as many of these four characteristics as possible. Although it is ideal to define SMART indicators, this is often more difficult in advocacy initiatives, where the pathway to change is less certain. Therefore, you should choose indicators that reflect the broad areas of change that you are working towards. You will also need to consider whether you will be able to collect information on an indicator and when this data will be available. Further resources on advocacy indicators can be found at end of this document.

SESSION 3: STAKEHOLDERS

Anyone who has a direct interest in the outcome of our advocacy campaign is called a “**stakeholder.**” Stakeholders include the people directly affected by the problem, groups responsible for creating the problem, and groups interested in solving the problem. Stakeholders can be separated in three groups: **allies**, **neutrals** and **opponents**.

 <p>ALLIES</p>	 <p>NEUTRALS</p>	 <p>OPPONENTS</p>
<p>Allies are people and organizations that support our advocacy campaign. Typically they are individuals and institutions sympathetic to our cause. They will contribute time, technical expertise, financial and material resources and influence to our advocacy campaign.</p>	<p>Neutral stakeholders are people and organizations who have not yet formed a strong opinion on an issue. Neutrals are important to our advocacy campaign because they can often quickly become allies or opponents.</p>	<p>Opponents are people and organizations who oppose our advocacy campaign. Advocacy often challenges existing imbalances of power in a society and such a challenge often provokes a negative reaction from those currently in power or people with different values. (Refer to Marriage and Divorce Bill)</p>

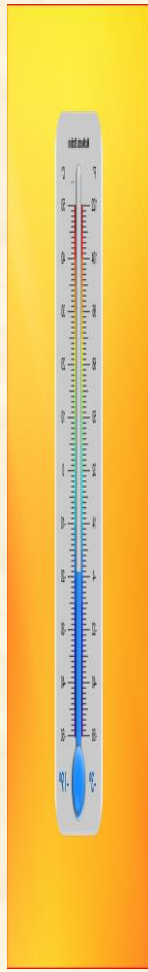
Stakeholders will have different degrees of influence or control over the problem in the affected group. Understanding their **power** over the problem is a critical part of the planning process. All societies (and institutions) have three dimensions of power: **open**, **closed**, **invisible**. Over the course of an advocacy campaign, advocates will engage with all three dimensions.



Analysing Allies and Opponents (Handout)

'Never bring a *knife* to a *gun fight*' – Indiana Jones

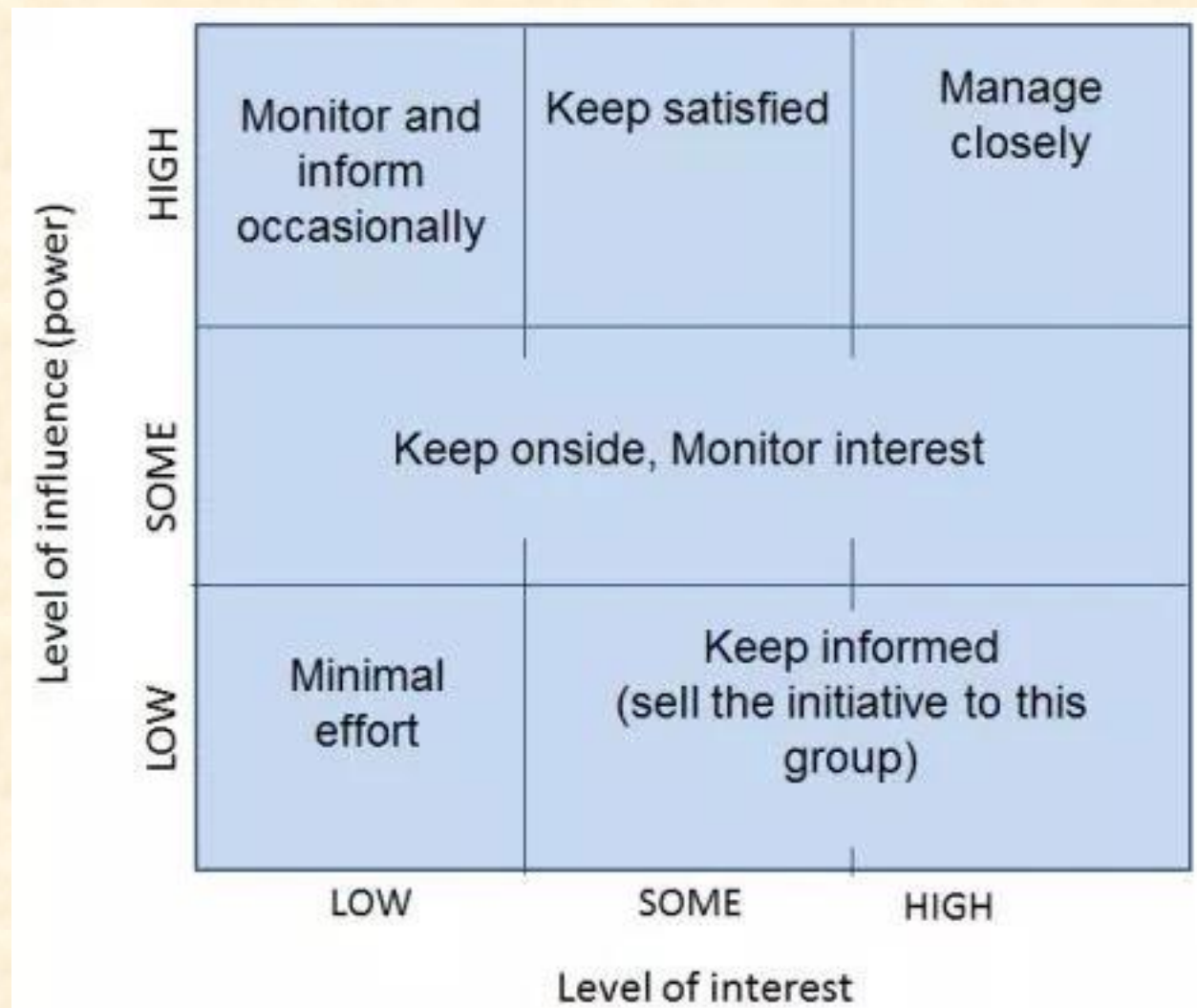
There are high teenage pregnancy rates in Busia district and your organisation wants to address the situation through the introduction of sexuality education for young people in and out of school. You are interested in policy dialogue around this issue and must identify allies, neutrals and opponent. Please fill in the table indicating specific names (there may be more than one individual or organisation in a box -give reasons).



High			
Medium			
Low			
	Allies	Neutral	Opponents

When identifying allies and opponents, we should consider the degree of influence each stakeholder has over the problem. The people affected by the focus of our advocacy campaign are certainly stakeholders but they often have little ability to directly change policy. Any stakeholder listed with **high influence over the problem**, regardless of their level of agreement with our position, is a target. **For effective negotiations, we must understand the different stakeholders and their interests.**

Stakeholder power analysis



<https://requirementstechniques.wordpress.com/stakeholder-analysis/stakeholder-powerinterest-analysis/>

Targets

Targets are key individuals who are in a position or have the power to bring about change and fall into the categories of Primary and Secondary. Primary targets are people with the most power to directly address our problem. However, we may not have access to them or there may be too great a political risk for them to openly support us.

Secondary targets are those who cannot solve the problem directly but have the ability to influence the primary target eg. Community members. If we can influence them, they can influence the primary target.

Target analysis table

	Target 1	Target 2	Target 3
Target name			
What is their level of knowledge of the issue?			
What is their interest and attitude to the problem?			
What is the target's level of support or opposition to the issue? (Low, medium, high?)			
Who has influence over them and who are they accountable to?			
What is important to them?			
What is the existing level of access to the target (high, medium or low?)			

Sample advocacy activities

Sample Advocacy Activities

Policy research	Press Conference	Workshop
Lobbying	Strike	Training
Demonstrations	Poetry Contest	TV or Radio Drama
Watchdog activities	Marches	Door to Door
Flyers	Pamphlets	Letter writing
Website	Surveys	Interviews
Networking	Theater	Public forum
Meetings	Court cases	Press Release
Newsletter	Poster Campaign	Mediation
Petitions	Talk Show	Exposure Tour
Negotiations	Round Table	Press Briefing

NOTE: The best activities for our campaign will have the greatest impact at the lowest cost.

Taking Action

After understanding the different elements, it helps to put together a plan which should be easy to follow for all involved (keep it simple). Below is a sample advocacy plan that can be adapted for the convenience of advocacy actors.

OBJECTIVES	INDICATORS	MEANS OF MEASUREMENT	TARGET	ALLIES	ACTIVITIES	TIMEFRAME
Within two years, the National Assembly adopts a policy to provide greater protection to the poor and vulnerable affected by resettlement.	The National Assembly adopts 50% of NGO's recommended changes to their national resettlement policy.	Copy of National Assembly policy Letter from National Assembly detailing the policy Media report giving details of the National Assembly policy	National Assembly International Humanitarian / Relief Organizations Donors Media	NGO network members World Bank Asian Development Bank	Develop strategy among coalition members Lobby National Assembly Members through direct meetings & workshops Media campaign to mobilize public	Year 1-2
A clear resettlement plan will be integrated in the 5 year plans of the local authority.	The national development plan will have a resettlement plan.	Existence of resettlement plan in National development plan	Minister of Planning	NGO network members Local authorities National Poverty Reduction Strategic Plan Working Group (NPRSPWG)	Research resettlement plan options Develop & present message to NPRSPWG & local authority	Year 2
Complaints of the poor or vulnerable are submitted to the appropriate authority, recognized, and action is taken.	At least 50% of cases handled by the Resettlement Action Network result in some documented improvement in resettled people's situation.	Length of response time from government Number of cases solved	International Humanitarian / Relief Organizations	NGO network members World Bank Asian Development Bank Affected communities	Survey affected group and issue report through press conference Gather potential legal cases from affected group	Year 3

Source: PACT Cambodia (2004), Book 1: Advocacy Campaign Management

Monitoring and Evaluation²

All successful advocacy campaigns have a strong commitment to regularly monitoring and evaluating their efforts. It is through monitoring and evaluating that we can adjust our action plan to reflect lessons we have learned mid-campaign. When we monitor regularly we can tell if our activities are helping us achieve our objectives.

Evaluations will help us think critically about our strengths and weaknesses. Using the indicators from our advocacy campaign action plan, we can assess what has been accomplished and how well our resources have been used. Our monitoring data might also indicate changes in power structures, allies and opponents, or even the problem itself. We must be prepared to adjust our

² PACT Cambodia (2004), Book 1: Advocacy Campaign Management

advocacy campaign action plan, even while the campaign is underway, to reflect the results of our evaluation.

SESSION 4: NETWORKING



Networking is simply a process for initiating and maintaining contact with individuals demands to government (USAID | Health Policy Initiative, 2008).

Forming supportive relationships that extend beyond short-term initiatives can facilitate your work, strengthen civil society, and lead toward the formation of lasting networks and coalitions. When developing relationships, look for like-minded groups and individuals—those working on related issues and/or with similar philosophies.

Key terms:

Coalition involves a group of organizations that get together, share responsibilities and work towards, a common goal. Coalitions exist to bring broader attention and action to a large goal that affects many stakeholders. Coalitions are groups of people or organizations working together to pursue a single goal. In coalitions, all members make a longterm commitment to share responsibilities and resources.

Alliances are based on short-term relationships between people or organizations to achieve narrowly focused objectives. Limits on time and responsibilities make alliances less demanding than coalitions on their members. A Consortium is a types of Alliances.

A **network** is a set of organizations with diverse relationships, strengths of relationships and trust between them, having similar interests/ concerns and share information and ideas. Each person or organization remains independent.

NB: these terms tend to be used interchangeably.

Key points to consider in networking³:

1. **Explore the landscape:** Who is doing what? Who has similar goals? What are their interests and what is their potential impact on your issue?
2. **Join existing networks or coalitions:** Do not reinvent the wheel! Find out what you might gain from participating in the coalition and discuss what you can offer. This can be more cost effective than struggling on your own.
3. **Build relationships with decision makers:** Reach out to them and, ideally, bring them on board with your advocacy plan.

What is needed to succeed?

- Brainstorm and choose potential members
- Look for opportunities to bring together people from different sectors that do not normally work together. Sometimes, in differences lie the strengths.
- Agree on a shared vision, decide on the group's priorities, and determine how they will work together.
- Build strong leadership. Successful networks and coalitions require strong leadership. The most effective leaders are those committed to the issue and skilled in communication, facilitation, and consensus building (International HIV/AIDS Alliance, 2007; CEDPA, 2000).

BATNAS (Best Alternative to a Negotiated Agreement)

In negotiation theory, the best alternative to a negotiated agreement or BATNA is the most advantageous alternative course of action a party can take if negotiations fail and an agreement cannot be reached.

BATNAs are critical to negotiation because you cannot make a wise decision about whether to accept a negotiated agreement unless you know what your alternatives are. If you are offered a used car for \$7,500, but there's an even better one at another dealer for \$6,500--the \$6,500 car is your BATNA. Another term for the same thing is your "walk away point." If the seller doesn't drop her price below \$6,500, you will WALK AWAY and buy the other car. ⁴

Negotiation Skills for Effective Public Policy Advocacy Activity⁵

The development of open democratic procedures in government naturally encourages the emergence and participation of many interest groups, both within and outside of government in public policy decision making. While on the one hand, the involvement of these interests can produce balanced solutions to policy questions that represent the perspectives of many

³ The Health Policy Project (2013) *Networking and Coalition Building for Health Advocacy- Advancing Country Ownership*

⁴ <https://www.beyondintractability.org/essay/batna>

⁵ <http://www.aalep.eu/negotiation-skills-effective-public-policy-advocacy-activity>

stakeholders, they can also incite battles among interest groups that feel threatened and can engender conflicts between government agencies and ministries, the executive and legislative branches, government and the public, and government and external organizations, such as advocacy groups. These conflicts can escalate if stakeholders perceive that their interests are at grave risk. In the worst of cases, stalemate on important policy issues can result.

Because of these tendencies, conflict resolution approaches have also become an integral element of democratic decision making procedures. The most frequently used of these conflict resolution mechanisms are negotiation practices. Formal or informal negotiation among stakeholders provides an outlet for conflicts of interest and opinion to be voiced, for these differences to be contrasted and debated, for common ground among the stakeholders to be sought, and for practical solutions to be found that accommodate the interests of all parties.

Negotiation is a mechanism that promotes the coordination of differing stakeholder interests in a constructive way. If practiced effectively, negotiation can help disputing parties find mutually acceptable agreements where the priority interests of each party are creatively moulded together so that all perceive themselves as winners in the process.

Ultimately, negotiation is a process of democratic decision making that facilitates the practical imperative of “getting things done.” If the stakeholders have the political willingness to seek a solution to their differences, the negotiation process provides a mechanism for coordinating interests, resolving conflicts, and averting deadlock, thereby promoting more inclusive policy formulation and more effective policy implementation.

Negotiation is the essence of democratic decision making in government. Making public policy, requires compromise between the desires of all stakeholders. Government decision making is not a process that can tolerate rigid or inflexible positions; responsible legislators and government managers in a democratic system must practice flexibility, the willingness to adjust and modify positions to find mutual accommodation among stakeholders in a pluralistic society.

This is not to say that government decision makers or public policy advocates must abandon their principles, values and beliefs. It is just that the “art” of getting things accomplished within democratic procedures requires that a way be found for multiple perspectives and interests to be represented and balanced, rather than having one interest overpower all alternative positions. Mutual concessions through the give-and-take of the negotiation process are the way this can be achieved.

What does it take to get disputing parties to the negotiating table? Two factors are influential – the willingness of stakeholders to negotiate based on their perceptions that the issue is ripe for resolution and the capacity of the stakeholders to negotiate. Together, these factors combine to create a level of “negotiation readiness.” Negotiation readiness is defined as the motivation to

resolve conflicts, as well as the ability to do so through negotiation processes. If any of the principal parties are not ready to negotiate, policy formulation or implementation may come to a halt and conflict may emerge.

Willingness and capacity are equally important in generating the decision to negotiate. Parties must believe that it is in their best interest to negotiate an agreement rather than to continue the conflict. If the disputing parties lack a sufficient level of capacity, they are not likely to decide to negotiate their differences, fearing a concessionary, or worse, an exploitative, interaction, even if they are motivated and the conflict seems ripe.

Proposals offered by advocacy groups must be persuasive and demonstrate that government interests, as well as the public's interests, will be well-served if they are accepted and implemented. Thus, the willingness to negotiate is influenced by this cost-benefit calculation. The willingness to negotiate is also determined by the relative power of the parties. *Government authorities are usually viewed as possessing the power of the state, but they can be convinced to join in negotiations with advocacy groups if these groups can demonstrate that they have broad and committed public support, public opinion is on their side, the law is on their side or their position is upheld by the facts.*

In addition, the parties must have sufficient capacity to negotiate, which depends on their skills, experience, and resources to perform adequately in the negotiation process -- to be able to identify, defend and promote their own interests effectively. They must be able to plan, strategize, persuade, advocate and lobby on their own behalf.

Perceptions that benefits do not currently outweigh the costs or sensing asymmetry in capacity among the disputing parties can dissuade them from coming to the table to negotiate. On the other hand, better information and more realistic cost-benefit assessments, along with capacity building activities to enhance the negotiating skills of stakeholder groups, will increase the readiness of parties for negotiation and encourage them to come to the table.

Once parties decide to negotiate, the process moves forward through various activities. The prominent activities change over time across several stages - from the prenegotiation period, to the negotiations themselves, and finally to post-agreement negotiations.

In the prenegotiation stage, the parties prepare, plan and strategize for the upcoming talks. Activities include the following:

- Conducting fact-finding
- Identifying their own interests
- Establishing goals
- Identifying acceptable fallback positions

- Assessing the interests and goals of the other parties
- Assessing the implications of differential power positions
- Developing strategies and tactics
- Testing alternative demands and proposals
- Preparing or influencing the structure and context of the upcoming talks
- Initiating confidence building measures with the other side
- Building coalitions.

In the negotiation stage itself, the parties seek accommodation on the issues that have kept them apart through direct interaction. Many of the pre-negotiation activities to develop and evaluate the effectiveness of strategies, tactics, demands, and proposals still continue into the negotiation phase.

New activities in the negotiation stage include:

- Presenting positions and interests to the other side
- Employing and modifying strategies and tactics to encourage the other parties to see benefit in your proposals
- Defending and promoting your interests
- Finding general principles of justice and fairness upon which all parties can agree (these are called “formulas”)
- Searching for acceptable provisions that add detail to the agreed principles
- Overcoming objections and impasses
- Conducting problem solving and finding creative approaches to find mutually acceptable solutions
- Working within coalitions to further your interests.

The post-agreement negotiation stage is important in solidifying the ongoing relationship between parties. No matter how detailed the negotiated agreement, its implementation will always require additional interpretation and give-and-take to resolve differences or make adjustments. Post-agreement negotiations can be viewed as a process of sustaining relationships between advocacy groups and government authorities that need to work together but which may have conflicting interests. These negotiations provide a mechanism for them to resolve their differences through compromise and creative solutions.

Post agreement activities include:

- Establishing and participating in an ongoing forum in which the parties to an agreement can continue to dialogue and negotiate details, adjustments and extensions
- Monitoring and evaluating compliance with negotiated provisions
- Finding ways to improve existing agreements

- Working with existing coalitions and developing new coalitions to implement agreements.

Across each of these stages, negotiation strategies and tactics are devised and employed by all parties. This bargaining behavior can be classified into a few basic categories, including: issuing threats and warnings, offering promises and predictions, making commitments, feigning incapacity, making concessions, and bluffing, among others. Closely related to these strategies and tactics is negotiation style -- whether the negotiator is tough (tendency to hold out for more) or soft (tendency to give in).

What needs to be done to regularize negotiations between advocates and government agencies? The readiness of the parties to negotiate must be developed and the institutional framework within which negotiation takes place must be established.

Building Negotiation Readiness. Advocacy groups and government agencies that need to work with one another must develop a perspective that the only way things can get accomplished and deadlock avoided is through continuing negotiation and compromise. There must be a mindset that greater benefits can accrue for the public good if advocates and government agencies work together to develop procedures to resolve their differences and get on with their work. The other part of the equation is to develop the abilities and skills at negotiation of their managers. This can be done through training, practice exercises, and observation.

Building Negotiation Institutions. Ongoing fora in which representatives of advocacy groups and government agencies can meet to negotiate their differences and find mutually acceptable solutions are essential. These can take the form of policy dialogue workshops or task forces. If these institutions have regularly scheduled meetings, negotiation norms and activities will likely become the favored approach over time to push progress on public policy issues.

Anticipated Outcomes

The anticipated benefits of promoting negotiation with government are threefold:

- Deadlocks in policy formulation or implementation can be averted.
- Better policy solutions can be designed by including the perspectives of all stakeholders.
- Policy formulation and implementation can be made more efficient through regularized processes of interaction between government agencies, the legislature, and the public.

Developing a culture of negotiation with government is an acquired skill, one that can be easily institutionalized where there is a desire to make government decision making the art of the possible. As policy issues increasingly require various government agencies, the legislature, and the public to interact and work in coordination with one another to get things done, each stakeholder must find a way to see beyond its own parochial organizational interests to avoid

stalemate and find common ground that moves policy issues forward. Negotiation is the principal mechanism to resolve such conflicts of interest in an inclusive participatory fashion.

Basic forms of negotiation:

1. The power play is an authoritarian approach that's considerably less than true negotiation. The side that's “higher” on the authority scale might pay lip service to cooperation, but is usually prepared to steamroll over all objections and ignore others' contributions.
2. The fixed positions approach is a “take-it-or-leave-it” approach in which both parties adopt rigid positions and are reluctant to compromise. Most of their energy goes into defending their individual positions.
3. The haggling approach takes place when bargainers ask for more than they expect to get. They offer options favorable to themselves only, and they try to create an obligation by giving the other party a little something.
4. **The collaborative or value-adding approach is always more likely to result in win-win outcomes. You achieve your objectives while helping others achieve theirs.**

Stages of Negotiation

In order to achieve a desirable outcome, it may be useful to follow a structured approach to negotiation. The process of negotiation includes the following stages:

1. Preparation: Before any negotiation takes place, a decision needs to be taken as to when and where a meeting will take place to discuss the problem and who will attend. Setting a limited time-scale can also be helpful to prevent the disagreement continuing. This stage involves ensuring all the pertinent facts of the situation are known in order to clarify your own position. Undertaking preparation before discussing the disagreement will help to avoid further conflict and unnecessarily wasting time during the meeting.

2. Discussion: During this stage, individuals or members of each side put forward the case as they see it, i.e. their understanding of the situation. Key skills during this stage are questioning, listening and clarifying. Sometimes it is helpful to take notes during the discussion stage to record all points put forward in case there is need for further clarification. It is extremely important to listen, as when disagreement takes place it is easy to make the mistake of saying too much and listening too little. Each side should have an equal opportunity to present their case.

3. Clarifying Goals: From the discussion, the goals, interests and viewpoints of both sides of the disagreement need to be clarified. It is helpful to list these in order of priority. Through this clarification it is often possible to identify or establish common ground.

4. Negotiate Towards a Win-Win Outcome: This stage focuses on what is termed a Win-Win outcome where both sides feel they have gained something positive through the process of negotiation and both sides feel their point of view has been taken into consideration. A Win-Win outcome is usually the best result. Although this may not always be possible, through negotiation, it should be the ultimate goal. Suggestions of alternative strategies and compromises need to be considered at this point. Compromises are often positive alternatives which can often achieve greater benefit for all concerned compared to holding to the original positions.

5. Agreement: Agreement can be achieved once understanding of both sides' viewpoints and interests have been considered. It is essential to keep an open mind in order to achieve a solution. Any agreement needs to be made perfectly clear so that both sides know what has been decided.

6. Implementing a Course of Action: From the agreement, a course of action has to be implemented to carry through the decision.

7. Failure to Agree: If the process of negotiation breaks down and agreement cannot be reached, then re-scheduling a further meeting is called for. This avoids all parties becoming embroiled in heated discussion or argument, which not only wastes time but can also damage future relationships. At the subsequent meeting, the stages of negotiation should be repeated. Any new ideas or interests should be taken into account and the situation looked at afresh. At this stage it may also be helpful to look at other alternative solutions and/or bring in another person to mediate.

In any negotiation, the following three elements are important and likely to affect the ultimate outcome of the negotiation: Attitudes, Knowledge, and Interpersonal Skills

Attitudes: All negotiation is strongly influenced by the underlying attitudes to the process itself, for example attitudes to the issues and personalities involved in the particular case or attitudes linked to personal needs for recognition. Negotiation is not an arena for the realization of individual achievements. There can be resentment of the need to negotiate by those in authority. Certain features of negotiation may influence a person's behaviour, for example some people may become defensive.

Knowledge: The more knowledge you possess of the issues in question, the greater your participation in the process of negotiation. In other words, good preparation is essential. Doing your homework and gathering as much information about the issues is critical. Furthermore, the way issues are negotiated must be understood as negotiating will require different methods in different situations.

Interpersonal Skills: There are many interpersonal skills in the process of negotiation which are useful in both formal settings and in less formal one-to-one situations. These skills include:

Effective verbal and oral communication; Listening and Active Listening; Reducing misunderstandings through reflection and clarification; Building working relationships based on mutual respect; Problem-solving; Decision-making; Assertiveness; Dealing with difficult situations through the art of tact and diplomacy, Communication in difficult situation, dealing with criticism.

<http://www.aalep.eu/negotiation-skills-effective-public-policy-advocacy-activity>

Group work: After reading the article, answer the following questions in groups:

- Come up with a simple definition of “negotiation”
- Is it important in the work of your organisation? Please explain your answer
- Using a case study from your organisation’s work, share an example of negotiation success or fail. What factors were responsible for this outcome. Name key factors necessary for successful negotiations (not more than 5 – prioritise).

SESSION 5: WORKING WITH THE MEDIA

What is Media Advocacy?

Media advocacy is the strategic use of news making through TV, radio and newspapers to promote public debate, and generate community support for changes in community norms and policies.

Members of the general public are the ultimate decision-makers and opinion leaders in our society. Community attitudes, beliefs, norms, and practices are shaped by the dialogues that take place within families and the social networks we experience in our everyday lives.

The manner in which policy makers and the public understand and resolve the challenges faced by communities in today's world, is guided by the quality of information available to them. The news media, as a primary source of information, play a very powerful role in shaping the public dialogues that eventually form community rules and standards.

http://www.alcoholpolicymd.com/take_action/what_is_ma.htm

Why should our NGO work with the media?

There are many reasons why we need to develop a strong relationship with the media. In addition to helping us communicate information about our advocacy campaign, working with the media can:

- Give our advocacy campaign and organization increased credibility and exposure
- Encourage public discussion or debate on our issue
- Improve our fundraising potential

There are two types of media that we can use for our advocacy campaign:

- **Paid media:** Money is exchanged for publicity. Advertisements, for example, are "paid" media.
- **Earned media** means we have convinced the media that the information is important or relevant enough to justify free publicity.

Our advocacy should seek "earned" media attention for two important reasons:

1. Experienced consumers of the media can distinguish paid and earned media quickly. Over time they learn to trust earned media sources for reliable information and objective analysis of issues that they care about.
2. It's FREE! However, it comes with investments in time, labor and resources from our organization.

Attracting the media

Most media sources are interested in two things: **finding "newsworthy" information** and **increasing profits**.

What is Newsworthy?

Newsworthy information is anything that can be considered unique, mysterious, ironic, dramatic or humorous. Newsworthy stories are often about:

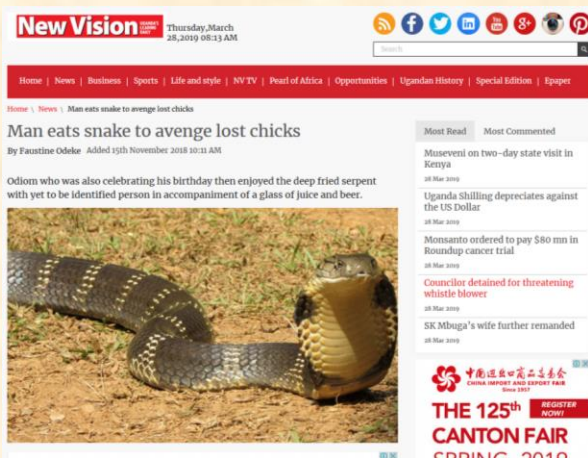
- Controversy and conflict
- Injustice, deception, corruption, and exploitation
- Issues or events that involve a large number of people
- Issues that might make us rethink our positions or beliefs
- Personal stories that give a human face to a larger issue
- Celebrities who are personally affected by an issue
- Holidays and anniversaries of important events
- Local impact of national stories

NB: Due to their interest in increasing their profits, the media can be easily influenced by the preferences of audiences, their owners, and the government. These influences affect what is considered "newsworthy" and may bias reporting on issues.

How can we make our advocacy campaign newsworthy?

A newsworthy story must attract a large audience and answer the questions, "who? what? when? where? why? how?" clearly and quickly.

One way to make our advocacy campaign newsworthy is to use a **"hook"** to interest the reader. A "hook" is a statement designed to attract the reader quickly and convince them to continue reading. For example, holding a rally for children's rights on International Children's Day (June 1) can increase the newsworthiness of our rally.



Nigerian Singer Burna Boy Coming to Uganda, See Dates

by David Mojimi — February 12, 2019 in News 0 0 0



Tracking the Media

One of the most important activities in our advocacy campaign is to regularly watch, read, and listen to the media. This process, called "**tracking the media**", helps us evaluate how the media is describing the problem we are trying to solve, how people perceive the problem, and how the problem is changing over time.

To track the media effectively we must create a **media file** and **media database**. It is often difficult to track many different kinds of media at the same. Instead, focus on the ones that are most important, influential, or relevant to our campaign.

Creating relationships with the media

To communicate information about our advocacy campaign through the media, we must cultivate personal relationships with the people who work in the media. The media can be the best friend or worst enemy of health promotion and community development workers. Reporters' backgrounds vary, and, as much as journalists try to be objective, they have biases like everyone else.⁶

When working with the media:

⁶ <https://ctb.ku.edu/en/table-of-contents/advocacy/media-advocacy>

Be **honest,**
accessible and
professional

.....
Journalists and Reporters will continue to contact us for information and updates if we are a reliable source of information.

Respect their
deadlines and
objectivity

.....
Answer their phone calls or emails promptly. Honor the differences between what we think is important about our advocacy campaign and what they think is newsworthy.

Speak **confidently** and
knowledgeably
about the problem

.....
Educate them about our advocacy campaign but also actively listen to their responses. Offer them contact information for other experts who can support our research.

Educate ourselves
about their
opinions and **style**

.....
Read, watch, and evaluate the opinion and style of journalists and reporters whose stories are in our media file. How can we focus and design our advocacy messages to match their interests?

Any contact we have with members of the media should be recorded in a media database which is built over time.

What is a Media Plan?

A media plan describes the activities we will conduct to attract media attention to our advocacy campaign. The activities chosen for our media plan will depend upon the advocacy messages we are trying to transmit and the targets we are trying to reach. When creating the plan, we need to know:

What types of media influence our target audience? What types of media do they use to gather information?

If we are targeting farmers, for example, we would most likely use the radio because newspapers, magazines, TV, and the Internet are not readily available in rural locations. School teachers, on the other hand, might read a trade magazine, like a newsletter from their union, to stay informed of issues relating to their work.

What activities are appropriate for attracting those types of media?

Hosting public rallies, forums, marches, or other demonstrations will create compelling visual and audio material for radio and TV but may demand too much time, energy, and financial resources to be practical. Letters to the Editor and Opinion Editorials are common ways to communicate to the print media but they will only reach our target audience if published and read.

Sample media plan

Goal: Media coverage encourages an adoption and implementation of a Domestic Violence Law within five years.

TARGET AUDIENCE	MESSAGE	MESSENGERS	ACTIVITIES	TARGETED MEMBERS OF THE MEDIA	TIME LINE
Ministry of Women's and Veteran's Affairs	Draft the new law and start the legislation process	Ms. Mu Sochua, Minister of Women's and Veteran's Affairs	Write draft law and meet with Ms. Mu Sochua to discuss Rally in front of the Ministry of Women's Affairs	Sam Perkins, Cambodia Daily Sarah Jones, Phnom Penh Post	Month 1-6
Police	Enforce the existing law	Local Chief of Police	Public Forums Train police	Billy Jones, Channel 7 CNTV Man Ungh, Ramsei Kampuchea newspaper	Month 1-12
Women	Know the law so they know their rights	Ms. Mu Sochua, Minister of Women's and Veteran's Affairs	Public Forums	Sam Perkins, Cambodia Daily Sarah Jones, Phnom Penh Post	Month 1-12
Adult men	Domestic Violence is against the law!	Neay Koy – popular Cambodian comedian	Public events featuring Neay Koy	March Sut, Ramsei Kampuchea newspaper	Month 6-12

We will use the media file to identify five important things:

1. The impact of our media campaign efforts.
2. Incorrect statements or factual errors that require correction (usually through a Letter to the Editor.)
3. Members of the media who are most interested in our issue.
4. Issues, information, or advocacy messages that need more media coverage.
5. How the problem is changing or how our work transforming public opinion.

Communication in a crisis

Sometimes the media publishes negative information about our advocacy campaign, our allies, supporters, or our organization. Even if the information is untrue, we need to respond quickly in order to restore our credibility. A smart organization can prepare before a crisis in a few ways:

1. **Select and train our spokesperson early** in the advocacy campaign process.
2. **Develop strong advocacy messages** that anticipate how opponents might react.
3. **Screen, train, and monitor staff properly.** Have a policy in place that states what our NGO will do if a staff member is accused of inappropriate or illegal behavior.
4. **Don't Lie.** If we've made a mistake, apologize, state how we will fix the problem, and then quickly return to our advocacy messages. By creating strong relationships with the media we will hopefully ensure that false information about our organization will not be

published or that, in the event of a crisis, the media will contact us before publishing negative information.

Checklist: Common Media Opportunity Pitfalls — Source: The Advocacy Institute, Washington, DC

Unfortunately, no one can guarantee that if you include every element suggested you will be assured a perfect media campaign. However, if you recognize some common pitfalls, you can prevent your advocacy efforts from becoming a lost opportunity. Here is a checklist of common pitfalls when working with the media:

■ "Column inches envy"

All too often, staff or volunteers within an organization, or in allied organizations, resent the success of a spokesperson who is called upon time and again to speak for the cause. While it may be inevitable that the media will continue to turn to the most informed and most persuasive. Resist the pressures to subdue an effective voice simply because others are envious.

■ Wrong Spokesperson

Your best spokesperson may or may not be you — or the boss. Your organizational culture may encourage volunteers to speak for the organization while professional staff members are expected to remain in the background. That may be a fine practice for many occasions — but not necessarily for handling a professionally trained adversarial spokesperson. The head of your organization may be the right name on a press release, or the named author of an op-ed article, but not an effective broadcast presence. Of course, choosing the right spokesperson sometimes requires exquisite tact, and considerable courage.

■ "Ghettoizing" media responsibility within your organization

It is not uncommon for organizations to relegate media work to the press or public affairs office. Because media advocacy is critical to the goals of the entire organization, those responsibilities should be spread more broadly within the organization.

■ Debating (even winning) the wrong fight

Alcohol industry advocates can be maddeningly provocative. Their claims and accusations may sting so sharply that the alcohol policy advocate is drawn into elaborate denials or quibbling over tangential issues. Ignore the attacks and return to your strong themes and high ground.

■ Passivity

Don't be intimidated by a famous host or a sweet talking industry spokesperson. Don't mistake passivity for civility. If you don't like the way a question is framed, restate the issue, and proceed to answer the question that should have been asked.

■ Wordiness/jargon/mouthfuls

You're trying to persuade a general audience, not impress a group of experts. Don't ramble. Stay with one or two clear points at a time. Speak simple, plain English (or the language of the show). Use short, recognizable words. Don't filibuster; come up for air. Let your opponent get a few words in edgewise, but don't allow him or her to pass off misleading information as truth. Challenge falsehood tactfully.

■ Wasting opportunities/getting drawn off track

There's a danger in getting too comfortable with a charming and gracious host and being drawn off into an interesting side issue that does not advance your policy goals. You may think you've got all the time in the world, but even an hour-long talk show can pass by so quickly (if you're having fun) that you lose the opportunity to hammer home your main points. Don't allow the show to stray far from your program goals, if you can help it.

■ **Losing with your face and body language what you win with your hands**

Scowling doesn't win many friends, nor does looking bored and distracted when you're not talking but remain on camera. Tension and anger can also be conveyed by your unconscious body language. A small, sad smile and a gently but clearly noticeable shaking of the head can effectively convey to an audience that you know what they know — that this fellow is a paid mouthpiece and is talking nonsense. A subtle gesture may be much more effective than a scowl or a laugh — and more effective than interrupting

■ **Being Unprepared**

Needs no explanation

■ **Being Overprepared**

If your words and mannerisms sound memorized or rehearsed, they lose much of their punch. Your arguments and main points should be thoroughly and comfortably worked out in advance but not rigid formulas committed to memory.

■ **Relying on one's status or credentials**

If you think that a skeptical host or an industry spokesperson will treat you respectfully because you have impressive curriculum vitae or are a high-ranking executive of a prestigious organization, think again. Television and radio programming does not favor status or credentials alone.

■ **Bullying, lecturing**

Don't lecture or appear to speak down to you host or adversary. It makes the audience feel that you're lecturing or attacking them, and that is no way to win friends and influence people.

■ **Mistaking cuteness and cleverness for wit and humor**

Wit and humor are wonderful weapons to disarm a skeptical host or hostile adversary, but not every would-be humorist is good at it. Don't reach for humor or sardonic slogans or labels, unless unbiased friends or colleagues confirm that you're good at it. Otherwise, be serious and straight. It's safer.

Parliamentary Service⁷

Article 87 (2) of the Constitution provides that there shall be such other members of staff as may be necessary for the efficient discharge of the functions of Parliament. The members of staff are public officers who are appointed by the Parliamentary Commission.

Section 9 (1) of the Administration of Parliament Act establishes the Parliamentary Service, which is headed by the Clerk to Parliament and is composed of the following departments and offices:

PARLIAMENTARY AFFAIRS DIRECTORATE

1. Parliamentary Budget Office
2. Department of Clerks
3. Department of Legal and Legislative Services
4. Department of Official Report
5. Department of Research Services

CORPORATE AFFAIRS DIRECTORATE

1. Department of Administration and Transport Logistics
2. Department of Communication and Public Affairs
3. Department of Corporate Planning and Strategy
4. Department of Finance
5. Department of Human Resource
6. Department of Information and Communication Technology
7. Department of Library Services
8. Department of Sergeant at Arms

OFFICES / SECRETARIATS

1. The Offices of the Speaker and Deputy Speaker
2. The Office of the Leader of Government Business
3. The Office of the Leader of the Opposition
4. The Commission Secretariat
5. The Institute of Parliamentary Studies
6. Internal Audit

THE BUDGET CYCLE IN UGANDA

<http://csbag.org/wp-content/uploads/2016/02/A-guide-to-engaging-National-Budget-process.pdf>

<https://www.newtimes.co.rw/opinions/why-public-policy-management-remains-challenge-africa>

⁷ This information can be accessed at <https://www.parliament.go.ug/page/parliamentary-service>