



3rd Workshop:

The Art of Advocacy

October 2024

Summary

- 1) Types and Modalities of Lobby and Advocacy
- 2) Challenges and Opportunities
- 3) Negotiating Change
- 4) Advocacy 101: a Practical Guide



Bonus Opportunity

By the end of the 4th workshop, we'll leave you with an **Advocacy Plan Template**.

10 organizations will receive a 1-hour mentoring session to review its **COP Advocacy Plan** based on the template.

Eligible criteria:

- Being a member of VCA
- Filling in the complete template in English, Portuguese, French or Spanish
- Being able to do the mentoring session in English or Portuguese
- Preferably having participated online during the 2 advocacy sessions
- Working with minority groups.

Let's warm up!

How prepared do you feel your organization is for advocating at the upcoming COP?

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Types and Modalities of Lobby and Advocacy

What is Advocacy?

The **lack of a clear definition for advocacy** causes confusion about the term and its use.

Many of us advocate in our daily work, but few of us stop to think about it.

So let's reflect on this...

[VIDEO]

Defining advocacy

Advocacy generally has **three broad fields of definition**:

- 1) It refers to the range of actions taken to **influence decision-making** and bring about **policy change**. These actions can be diverse, but they must all contribute to the desired transformation of a specific policy.
- 2) It goes beyond just policy change, including **shifts in behaviors and practices**, as well as increased **public support** for a cause.
- 3) It is not about its end goal, but the **journey**. As it can involve anything from building coalitions to lobbying to media outreach, the sheer **variety of activities** makes conceptualization a complex task.

Source: Imaflora (2019)

Defining advocacy

Examples of definitions

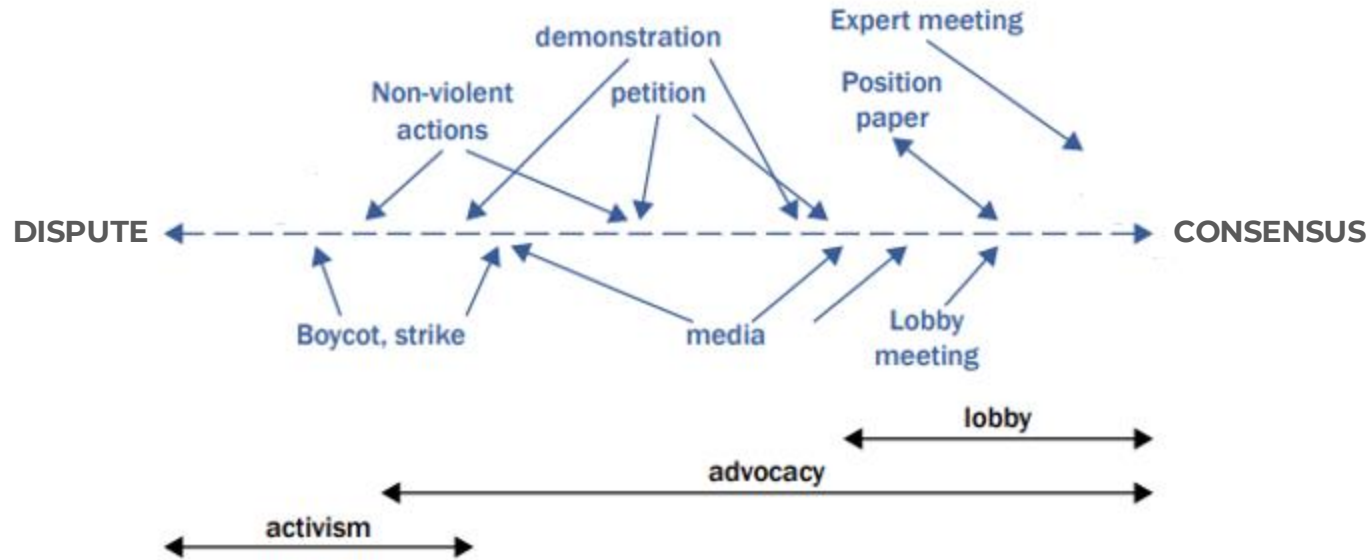
- *Advocacy is an organized attempt to change policy, practice, and/or attitudes by presenting evidence and arguments for how and why change should happen (Open Society Foundation)*
- *Advocacy refers to non-violent activities aimed at influencing policies, practices, and behaviors (TACSO)*
- *Advocacy is the deliberate, evidence-based process of directly and indirectly influencing decision-makers, stakeholders, and other relevant audiences to support and implement actions that contribute to the fulfillment of the rights of children and women (UNICEF)*
- *Advocacy is the set of strategically defined and oriented actions that seeks to promote changes in local, regional, national, or international public policies, aiming to achieve the mission, vision, and strategic objectives of an organization or coalition of organizations (Imaflora)*

Advocacy, lobbying or activism?

Considering the strategies most frequently associated with the terms, we can understand that:

- **Lobbying** is more focused on negotiation and dialogue processes that occur **directly with decision-makers** and do not necessarily have to be public
- **Activism** presupposes public actions that seek to **attract the attention** of society and decision-makers and **uses the confrontation of ideas** and conflict as a strategy of political dispute
- **Advocacy** is the most comprehensive term, as it can encompass different actions, whether public or private, and with a greater or lesser degree of conflict.

Advocacy, lobbying or activism?



Policy Influencing Continuum

Source: TACSO (2011)

Advocacy tactics

DIRECT ENGAGEMENT

- Meeting with decision-makers
- Participation in events
- Sending letters and emails
- Phone calls
- Informal meetings
- Sending research results and policy papers
- Participation in public hearings
- Sending positions/statements

POLITICAL MANIFESTATIONS

- Marches / Demonstrations
- Litigation
- Boycotts
- Public letters / Open letters
- Occupations / Sit-ins
- Public assemblies / Town hall meetings
- Cultural activities
- Symbolic plebiscites and referendums

COMMUNICATIONS


- Interviews and press releases for the media
- Opinion articles / Op-eds
- Communication through social media / Social media outreach
- Public letters with positions / Open letters with statements
- Use of emails, websites, petitions, and social networks to inform and mobilize society
- Paid advertising in traditional media or social media
- Petitions / Signature-gathering campaigns

COALITIONS

- Formation and maintenance of coalitions and partnerships
- Capacity building and training in advocacy
- Fundraising / Resource mobilization
- Public policy analysis and research
- Meetings and planning activities

Advocacy tactics

- **Direct meetings** and outreach with policy- and decision-makers (lobbying)
- Participation in **formal decision-making and consulting mechanisms** that include civil society
- Building **partnerships** and **coalitions**
- **Litigation** to exercise citizens' rights, defend or oppose policies
- **Issue campaigning**, petitions, letter writing
- **Communications** to frame debate (e.g., letters to the editor, newspaper insertions, press conferences)
- **Media and social media** advocacy (e.g., awareness campaigns)
- **Public mobilization** through street or online demonstrations (direct action)
- **Capacity building**



**How often does your organization carry out
the following advocacy activities?**

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Advocacy tactics: coalitions

Advantages

- Increase **access, credibility, and legitimacy** with decision-makers and other key actors
- Increase the **reach of the message** and influence public opinion
- Create a **space for sharing** information, knowledge, skills, and experiences
- Coordinate activities, enhancing **joint actions** and reducing the duplication of efforts
- Reduce vulnerability and increase **security**, since any retaliation will be diluted within the group
- Enhance **fundraising capacity** with funders.

Disadvantages

- Spending excessive **time and resources** on promoting communication, relationships, and decision-making
- Consequently, **slowing down progress** due to time spent within the group, instead of investing that time with decision-makers
- **Limiting the strategy** and positions to the "lowest common denominator" in order to ensure consensus
- Creating **reputational damage** due to public association with certain organizations and positions of the coalition
- Concentrating **responsibilities and power** in organizations with more resources or those that initiated the coalition's formation

Types and Modalities of Lobby and Advocacy

Questions so far?





Challenges and Opportunities

Historic Moment

“There is no such thing as public opinion. There is only published opinion.”

— **Winston Churchill**



**Digital
revolution**



**Greater inclusion
and
representation**



Opportunities of international advocacy

- **Global reach:** International advocacy can amplify your message and reach a wider audience, increasing the potential for impact
- **Cross-border collaboration:** Building alliances and partnerships with organizations and individuals from different countries can strengthen your advocacy efforts and create a unified voice
- **Sharing best practices:** Learning from successful advocacy campaigns in other countries can provide valuable insights and strategies for your own work
- **Leveraging international frameworks:** Utilizing international agreements, conventions, and institutions can provide a framework for advocacy and hold governments accountable

Challenges of international advocacy

- **Diverse cultural and political landscapes:** Navigating different legal systems, social norms, and political priorities across nations requires sensitivity and adaptability
- **Competing priorities:** International agendas are crowded, making it challenging to get your issue to the top of the agenda and secure attention and resources
- **Building consensus:** Reaching agreement among diverse stakeholders with varying interests and power dynamics requires strong negotiation and diplomacy skills
- **Resource constraints:** Securing funding, personnel, and logistical support for international advocacy can be difficult, especially for smaller organizations
- **Measuring impact:** Demonstrating the effectiveness of advocacy efforts on a global scale can be challenging, requiring sophisticated monitoring and evaluation frameworks
- **FAKE NEWS**



Negotiating Change

Advocacy: Art + Science

ART

Advocates need to be creative, innovative, use their imagination and intuition to leverage available resources to reach their objectives and demonstrate flexibility on rapidly changing policy environments

Soft skills



**Based on what we
discussed so far, what
ideas and keywords come
to mind when you think of
advocacy now?**

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The art of advocacy

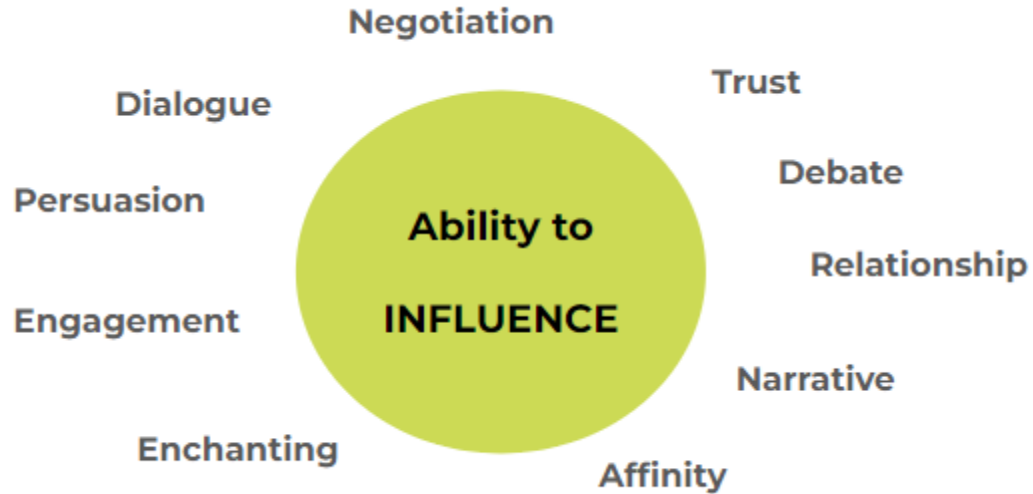
**Ability to
INFLUENCE:**

Shape public policies / regulations

Impact decision making processes

Create political pressure (build awareness)

The art of advocacy



Bilateral Negotiations

How does a **good negotiation** start?

- Curiosity
- Open state of mind
- Understanding this is a win-win conversation

IMPORTANT DISCLAIMER: NEGOTIATIONS MUST BE ETHICAL. IF YOU ARE CAUGHT IN A NEGOTIATION THAT IS NOT COMPLIANT WITH YOUR COUNTRY'S LEGAL SYSTEM OR IS OUT OF YOUR ORGANIZATION CODE OF CONDUCT. STOP THE NEGOTIATION AND IF NEEDED LEAVE THE ROOM.

Bilateral Negotiations

One very important question must be on the back of your mind:

What is important for the other person?

Even if you are negotiating the survival of humanity, take into consideration the person you are negotiating with may have different priorities

Bilateral Negotiations



If I know what is importante for the Other I can offer, if I offer I have more chances of getting what I need.

Bilateral Negotiations

People's interests vary greatly, so it is important to know what they value the most:

- **Visibility**
- **Access to information**
- **Access to network**
- **Human/ emotional engagement**
- **Technical support**

Negotiating Change

Questions so far?





Advocacy 101: a Practical Guide

Planning: the Science of advocacy

In order to influence a public policy an organization must have a very **well-defined strategy**. Thus it is key to plan in advance.

Planning: the Science of advocacy

Why planning?

Planning is essential to make advocacy actions effective. It helps to:

- ❑ Align advocacy actions between different areas and with the strategic objectives of the organization in the long and short term
- ❑ Allocate existing resources (time, financial resources, and skills) in the most effective way possible
- ❑ Minimize risks and maximize opportunities
- ❑ Identify opportunities for coordination and collaboration, minimizing the duplication of efforts
- ❑ Navigate the complex, dynamic and diverse environments in which public policies are developed and implemented
- ❑ Define intermediate results, while maintaining a long-term vision

A 7 step practical guide



1. Choose priorities and set goals



2. Understand decision-making



3. Identify stakeholders



4. Create your advocacy narrative



5. Define activities and timeline



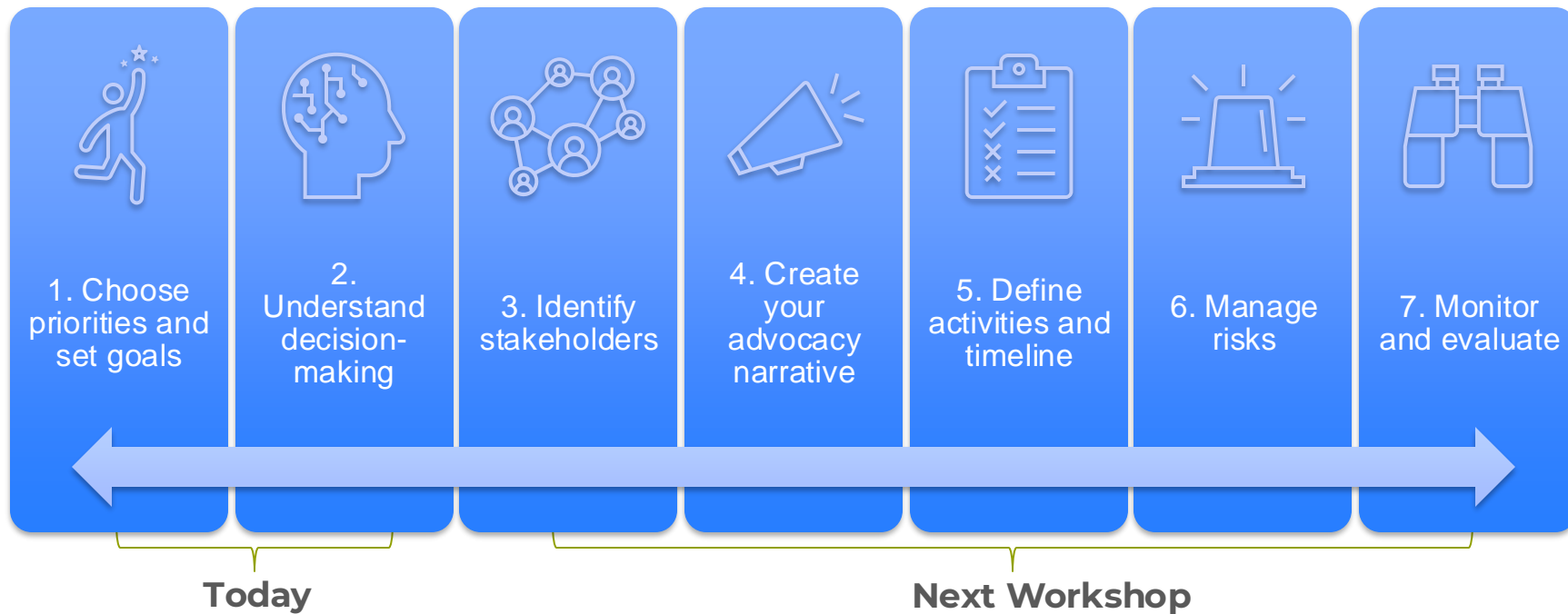
6. Manage risks



7. Monitor and evaluate



A 7 step practical guide



1. Choose priorities and set goals

Any advocacy effort must begin by defining the **problem to be solved** and the **impact your organization want to achieve**.

REMEMBER: Changing a policy is not an end in itself, but a means to an end: we want to move from the current situation, considered inadequate, to another, closer to the ideal, and we understand that certain policies will contribute to this.



1. Choose priorities and set goals

Choosing the number of policies to target depends on an analysis of available resources.

The fact is that to execute an effective advocacy strategy, the organization must focus on only one or a few policies at the same time.



[Image or
Eisenhower
matrix]

1. Choose priorities and set goals

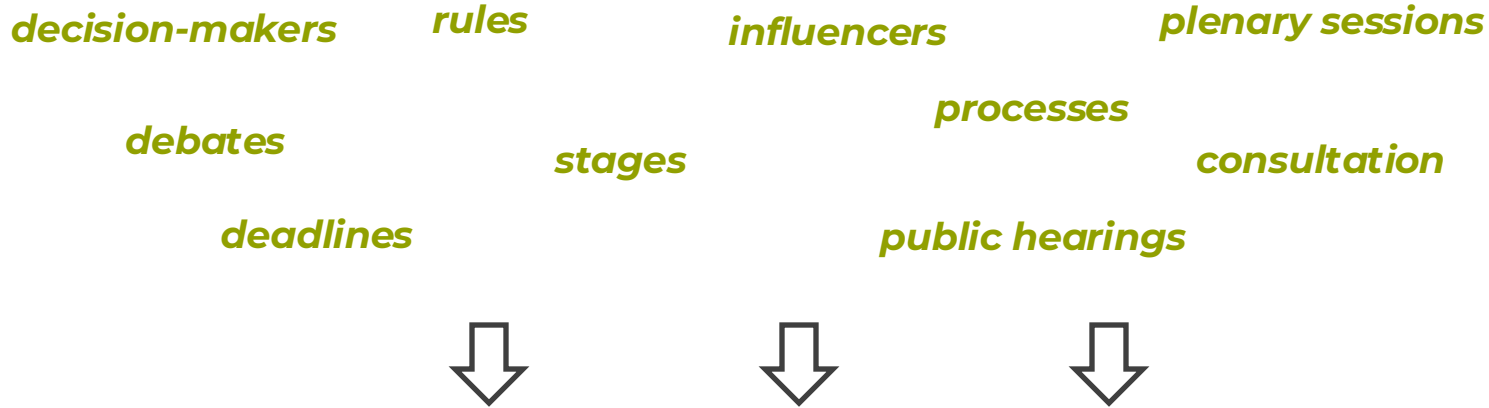
At first, the policies your organization prioritize will likely be conceived in a broad and vague manner.

The next step, therefore, is to specify them as much as possible, transforming them into your **advocacy objective**.

The advocacy objective must be measurable!

2. Understand decision-making

Delve into the public policy arena you want to impact!



Map potential opportunities for engagement and influence

Advocacy 101: a Practical Guide

Questions so far?



For the next workshop:

1) Prioritize and choose 1 or 2 goals for you participation at COP 29 or 30

Remember the goal should be measurable. Examples:

“Identify 3 partner to fund 75% of the costs of my organization’s project on mapping locally led climate solutions in central Africa by the end of COP 29”.

“Present my organization’s position paper on water management to at least 2 influencers of my country’s diplomatic body”.

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