

# ADVOCACY GUIDE FOR CIVIL SOCIETY ON CONSTITUTION REFORM





**ADVOCACY GUIDE FOR CIVIL SOCIETY ON CONSTITUTION  
REVIEW**

**PLAC:** Policy and Legal Advocacy Centre (PLAC) is a non-governmental organisation committed to strengthening democratic governance and citizens' participation in Nigeria. PLAC works to enhance citizens' engagement with state institutions, and to promote transparency and accountability in policy and decision-making processes. The main focus of PLAC's intervention in the democratic governance process is on building the capacity of the legislature and reforming the electoral process. Since its establishment, PLAC has grown into a leading institution with capacity to deliver cutting-edge research, policy analysis and advocacy.

**Acknowledgements:** PLAC wishes to acknowledge the support of the British Department for International Development (DFID) in the production of this guide. PLAC also acknowledges Amb. (Dr.) Jerry Ugokwe, for his contribution to the production of this guide and its civil society partners for their engagement with the Constitution Review process.



**ISBN:** 13-978 -55466-2-0.

© PLAC, 2016.

The contents of this publication may be freely used and copied for education and other non-commercial purposes, provided that any such reproduction is accompanied by an acknowledgement of PLAC as the source.

## TABLE OF CONTENTS

Preface	
Introduction	
About this Guide	
<b>Part 1: Background on Constitution Reform in Nigeria</b>	<b>9</b>
1.1 Historical Analysis of Constitution Review in Nigeria	9
1.2 Provisions in the 1999 Constitution on Constitutional Alteration	13
<b>Part 2: Assessing Stakeholders in Constitution Amendment</b>	<b>15</b>
2.1 Stakeholders in Constitution amendment	15
2.2 Analysis of Stakeholders Roles in Constitutional Amendment	16
2.3 Power Mapping: Analysis of Key Stakeholders in Constitution & Electoral Amendment and their Role and Influence on the Process	20
<b>Part 3: Developing an Advocacy Strategy</b>	<b>25</b>
3.1 the concept of advocacy	25
3.2 Core skills required for advocacy	25
3.3 Developing advocacy strategy	32
3.4 Advocacy Cycle	36
3.5 Setting SMART goals	41
3.6 SWOT Analysis	41
3.7 Deciding on an Advocacy approach	44
3.8 Monitoring and Evaluation (Measuring Advocacy Results)	45
3.9 Engaging With the Media/Effective Communication Strategy	46
3.10 Using Communication Tools to Support Advocacy Activities	48
3.11 Developing Key Messages For Target Audience on Constitution Reform	52

3.12 Things to Avoid in Advocacy	55
<b>Part 4:</b>	56
<b>Conclusion</b>	<b>57</b>
Appendix	58
Glossary	61
References	

---

## INTRODUCTION

---

In the Constitution alteration exercise led by the 7th National Assembly between 2011 and 2015, there were efforts by civil society to participate in defining issues for reform through submission of memoranda and participation at the various public hearings that took place across the six geo-political zones in the country and the "People's Public Sessions" that occurred in the 360 federal constituencies. Unfortunately, after these elaborate and extensive activities, the Constitution Alteration Bill failed to receive the assent of President Goodluck Jonathan even though most of its provisions were approved by two-thirds of the States.

It is important to note that while some key alterations were passed at the time by the National Assembly such as reducing the items on the exclusive legislative list of the Constitution and devolving power to the States, some other crucial amendments such as establishing local governments as an independent third tier of government, failed to pass. It has been suggested that awareness and advocacy to push for some of these key issues were insufficient. Furthermore, the late timing of the passage of the amendments - close to the elections - made it difficult for citizens to remain focused on the process. Now that the 8th National Assembly has begun to carry out further reforms to the Constitution and revived most of the 7th Assembly amendments, there is need for civil society to step up

advocacy by adopting more effective techniques to ensure that the current round of constitution reform process is pro-poor, pro-people and completed timeously. This is even more imperative in light of the asserted inability by the 8th National Assembly to conduct further public hearings following the huge amount of resources expended during the last amendment exercise.

Following this, PLAC has developed this Guide as a reference material for Civil Society Organisations (CSOs) working on or interested in engaging the Constitution reform process to enable them develop and implement an advocacy strategy on effectively engaging the process. This Guide suggest methods for purposeful engagement and identifies key stakeholders and decision-makers, and their relative influence at national, state and local government levels. Most of the ideas contained herein are common, frequently used methods. However, it is important for the users of this guide to note that the most important factor is their personal experience and commitment to make a difference in this very important national process.



# PART 1: BACKGROUND ON CONSTITUTION REFORM IN NIGERIA

---

## 1.1 Brief History of Nigeria's Constitutions

---

The Constitution of the Federal Republic of Nigeria is the Supreme Law of the Land. The current constitution was enacted on 29 May 1999, inaugurating the Fourth Republic of the Federal Republic of Nigeria. Before 1999 however, Nigeria has had a series of Constitutions.

### **Colonial Era (1914–1960)**

Nigeria's first Constitutions were enacted by an order in council during the colonial era, when the country was administered as a Crown Colony of the British Government. The Constitutions enacted during this period were those of 1913 (which came into effect on 1 January 1914), 1922, 1946, 1951 and 1954.

In 1946 a new Constitution was approved by Westminster and promulgated in Nigeria. Although it reserved effective power in the hands of the Governor-General and his appointed Executive Council, the so-called **Richards Constitution** (after Governor-General Sir Arthur Richards, who was responsible for its formulation) provided for expanded Legislative Council empowered to deliberate on matters affecting the whole country. Separate legislative bodies, the houses of assembly, were established in each of the three regions to consider local questions and to advise the lieutenant governors. The introduction of the federal principle, with deliberative authority devolved on the regions, signaled recognition of the country's diversity. Although realistic in its assessment of the situation in Nigeria, the Richards Constitution undoubtedly intensified regionalism as an alternative to political unification.

The pace of constitutional change accelerated after the promulgation of the Richards Constitution. It was suspended in 1950 against a call for greater autonomy, which resulted in an inter-parliamentary conference at Ibadan in 1950. The conference drafted the terms of a new constitution. The so-called **Macpherson Constitution**, after the incumbent Governor-General, John Stuart Macpherson, went into effect the following year.

The most important innovations in the new charter reinforced the dual course of constitutional evolution, allowing for both regional autonomy and federal union. By extending the elective principle and by providing for a central government with a Council of Ministers, the Macpherson Constitution gave renewed impetus to party activity

and to political participation at the national level. But by providing for comparable regional governments exercising broad legislative powers, which could not be overridden by the newly established 185-seat federal House of Representatives, the Macpherson Constitution also gave a significant boost to regionalism. Subsequent revisions contained in the Lyttleton Constitution, named for Oliver Lyttleton, 1st Viscount Chandos and enacted in 1954, firmly established the federal principle and paved the way for independence.

### **Independence Constitution (1960)**

Nigeria's first constitution as a sovereign state was enacted by a British order in council so as to come into force immediately upon independence, on 1 October 1960. Under this constitution, Nigeria retained Queen Elizabeth II as titular head of state.

### **1963 Constitution (First Republic)**

Independent Nigeria's second Constitution established the country as a Federal Republic. It came into force on 1 October 1963 (Nigeria's third anniversary as an independent nation). The 1963 Constitution, which was based on the Westminster System, continued in operation until a military coup in 1966 overthrew Nigeria's democratic institutions.

### **1979 Constitution (Second Republic)**

The 1979 Constitution, which brought in the Second Republic, abandoned the Westminster system in favour of an American-style Presidential System, with a directly elected executive. To avoid the pitfalls of the First Republic, the Constitution mandated that political parties and cabinet positions reflect the "federal character" of the

nation: political parties were required to be registered in at least two-thirds of the states, and each state had to have at least one member of the cabinet representing it.

### **1993 Constitution (Third Republic)**

The 1993 Constitution was intended to see the return of democratic rule to Nigeria with the establishment of a Third Republic, but was never fully implemented, and the military resumed power until 1999.

### **1999 Constitution (Fourth Republic)**

The 1999 Constitution restored democratic rule to Nigeria, and remains in force today. Two amendments to the 1999 Constitution were signed into law by President Goodluck Ebele Jonathan in 2011, resulting in the first modifications since the Constitution came into force in 1999. In the 7th National Assembly, efforts were made to carry out further modifications to the Constitution, unfortunately, the Constitution Amendment Bill failed to get President Goodluck Jonathan's assent before the end of his administration, although most of its provisions were approved by two-thirds of the States as required by law.

For a Constitution to be considered truly democratic, the choice of rules as well as the process by which the Constitution is adopted must conform to democratic principles. That is, it must rest on the approval or consent of the people. Considering this principle required of a democratic Constitution, it can be said that Nigeria had never had a truly democratic Constitution through the years of the 1960, 1963, 1979 and even with the 1999 Constitution of the 4th Republic. The 1999 Constitution, which was adopted on May 29, 1999, is in many ways, a revival of the 1979 Constitution, and

in spite of its imperfections, Nigeria has been able to gradually but not totally move away from imposed colonial Constitutions to a near “people fashioned constitution.”

---

## 1.2 Provisions in the 1999 Constitution on Constitutional Alteration

---

The Constitution stipulates that any amendment to the Constitution has to come by way of an Act of the National Assembly. In other words, it has to go through a legislative process. Section 9 of the 1999 Constitution contains the requirement for amending the provisions of the Constitution.

### Section 9

- (1) The National Assembly may, subject to the provision of this section, alter any of the provisions of the Constitution.
- (2) An Act of the National Assembly for the alteration of this Constitution, not being an Act to which section 8 of this Constitution applies, shall not be passed in either House of the National Assembly unless the proposal is supported by the **votes of not less than two-thirds majority of all members** of the house and approved by **resolution of the house of assembly of not less than two-thirds of all the states**.

### Exceptional Provisions In 1999 Constitution

The 1999 Constitution provides slightly more cumbersome provisions for the amendment of two crucial areas of the Constitution that deals with the Creation of States and inalienable Rights.

**Section 8:** Creation of States;

**Chapter IV, Sections 33 - 46:** Right to Life; Right to Dignity of Human Person; Right to Personal Liberty; Right to Fair Hearing; Right to Private and Family Life; Right to Freedom of Thought, Conscience and Religion; Right to Freedom of Expression and Press; Right to Peaceful Assembly and Association; Right to Freedom of Movement; Right to Freedom from Discrimination; Right to Acquire and Own Immovable Property Anywhere in Nigeria; Compulsory Acquisition of Property; Restriction on Derogation from Fundamental Rights; Special Jurisdiction of High Court and Legal Aid.

Constitutional Reference to Exceptional Provisions for Altering the Constitution

### **Section 9**

- (3) An Act of the National Assembly for the purpose of altering the provisions of this section, section 8, or Chapter IV of this Constitution shall not be passed by either House of the National Assembly unless the proposal is approved by the **votes of not less than four-fifths majority of all members of each house**, and also **approved by a resolution of the House of Assembly of not less than two-thirds of all the states**.

# PART 2: ASSESSING STAKEHOLDERS IN CONSTITUTION AMENDMENT

While the 1999 Constitution clearly spells out the process of Constitution Amendment in its relevant sections and the parties responsible for same (i.e. the Federal and State Legislatures, the President), the process of amendment also involves other actors that play various roles in the process. This section discusses the various stakeholders involved in carrying out reforms to the Constitution.

## 2.1 Stakeholders In Constitutional Amendment

- Federal Legislature
- State Legislatures
- President
- Governors
- Media
- Civil Society Organizations
- General Public

## 2.2 Analysis Of Stakeholders Roles In Constitutional Amendment

### **Federal Legislature – Proposal, Debate & Passage**

The National Assembly comprising of the Senate and the House of Representatives are constitutionally empowered to PROPOSE Amendment/s to the Constitution of the Federal Republic of Nigeria. When this is done either as individual Member Bills or Executive Bills they go through debate and passage on the floors of the Senate and the House of Representatives in accordance with the rules of debate and passage. When passed they are collated and sent to the State Houses of Assembly for Ratification.

### **State Legislatures – Ratification When Passed by the National Assembly**

After Constitutional Amendment Bills are duly passed by the House of Representatives and the Senate of the Federal Republic of Nigeria, they are forwarded to the State Houses of Assembly for Ratification. Ratification in the State Houses of Assembly requires that the Bill be presented as a RESOLUTION on the floor of the Houses. At that point the Bill is not open for debate. What is required of Members of the State Houses of Assembly is to vote YES or NO.

### **Ratification Requires 24 out of 36 State Legislatures**

When a Yes or No vote is taken in the 36 State Houses of Assembly on the Bill for any Constitutional Amendment, if two-thirds of the 36 State Houses of Assembly, i.e. 24 vote YES, the Bill becomes legitimately ratified and ready to go to the next level.

The Constitution however provides an exception to this process in



**Section 8 (creation of new States and boundary adjustment) and Chapter IV of the 1999 Constitution (Fundamental Human Rights Provisions).** These sections require a four-fifths majority vote of each chamber of the National Assembly to carry it through to the next amendment stage.

### **President**

While the Constitution requires an assent from the President for ordinary bills to pass, it is silent on constitution amendment bills. The 7th Assembly attempted to make an amendment that would dispense with the assent of the President once the bill is passed by the National Assembly and ratified by two-thirds of the State Houses of Assembly; however, this amendment was vetoed by President Goodluck Jonathan.

### **Governors**

Governors are not assigned a direct role in the Constitution Amendment process. However, Governors are usually in firm grip of their State Legislatures and most times when Governors are not fully taken into account in the process they can easily scuttle the process of ratification of their State Assembly. Furthermore, some Governors also tend to have influence over their legislators in the House of Representatives and the Senate, and therefore can influence the legislator's position on issues. Ideally, State Legislatures should be completely independent from the executive, however current realities in Nigeria have shown that this not the case. It is therefore instructive to note that Governors should be taken into consideration and engaged to support the amendment process.

## Media

The Media is a social sphere where ideas and information are shared and exchanged. Though not assigned a Constitutional role in any Constitutional Alteration, they are an agenda setter and therefore key to any effective and successful amendment to the Constitution. The media usually engages the constitution amendment process through reporting, information dissemination and public enlightenment of the issues at stake. Some of the methods adopted by the media include interview of experts and stakeholders, special reports, features, news analysis, news commentary, editorials and columns.

With past Nigerian Constitutions, the media was able to create some level of awareness in spite of the fact that there was no social media and few newspapers, state-run radio and television stations. Awareness at the time was largely attributed to other actors such as political parties, labour unions, activists, nationalist and regional groups etc. With the advent of social media and more advanced technology, there is so much the media can do. It is however important that in reporting constitution amendment issues, there is fairness, balance, and impartiality.

## Civil Society Organizations

Civil Society Organizations (CSOs) have no directly assigned role to play in Constitutional Alteration by the 1999 Constitution. However, civil society groups often mobilise public participation and create awareness of the amendment process. This is considered to be key to inclusive constitution making. It is widely believed that the

outcome of any reform process that is not inclusive or transparent, particularly in a country as diverse as Nigeria, runs the risk of being rejected by citizens. As a result, CSOs are usually at the forefront of mobilizing action by members of the public in support or against amendment proposals pertaining to their interests. This can be through submission of memoranda on a subject matter or even through public protests.

### **General Public/Special Interest Groups**

The General Public though the beneficiary of Constitutional Alteration is not assigned any role in any Constitutional Amendment. However, Public Hearing is sometimes conducted by the legislature as part of the process of Constitutional Alteration, in which case submissions and memoranda are received from the public.

· **Judges, Lawyers, Political Parties** can also submit amendment proposals to the National Assembly even though they have no directly assigned role to play in Constitutional Alteration by the Constitution. The Independent National Electoral Commission (INEC) as an election management body can also submit amendment proposals on elections relating to Constitutional provisions on electoral matters.

## 2.3 POWER MAPPING: Analysis Of Key Stakeholders In Constitution & Electoral Amendment and Their Role And Influence On The Process”

**Table 1: Stakeholders & Their Roles In Constitution & Electoral Amendment**

S/N	STAKEHOLDERS	ROLE
1	SENATE	LEGISLATION
2	HOUSE OF REPRESENTATIVES	LEGISLATION
3	HOUSE OF ASSEMBLY	LEGISLATION
4	PRESIDENT & COMMANDER-IN-CHIEF	ASSENT TO LEGISLATION/ EXECUTION
5	GOVERNORS	INFLUENCE ON HOUSE OF ASSEMBLY IN CONSTITUTION AMENDMENT
6	INEC	INITIATION OF PROPOSALS ON ELECTORAL REFORM/ IMPLEMENTATION
7	CSO's	INFLUENCE ON PASSAGE OF BILLS INTO LAW
8	JUDGES	JUDGEMENT BASED ON LEGISLATION
9	LAWYERS	USE OF LEGISLATION IN PRACTICE OF LAW

10	NIGERIAN PUBLIC	PUBLIC HEARING/ CONTRIBUTION TO BILLS
----	-----------------	--

### What Is Power Mapping?

- A framework for problem solving through relationship building

### A Visual Tool Used:

- To figure out who you need to influence, how to influence them, and who can do the influencing in order to reach a specific goal
- To identify best individuals to target
- To promote social change
- To identify whom you need to influence
- To identify who can influence your target
- To know what can be done to influence identified person(s)
- To influence political decisions
- To persuade decision makers
- To convince an organization to take a stand
- To persuade a donor to give a grant
- To compel a newspaper to write a favourable article

### PRELUDE TO POWER MAPPING

#### Before Power Mapping You Must:

- Identify target problem
- Get familiar with the problem
- Identify major players
- Get familiar with major players

## STEPS TO POWER MAPPING

- **STEP 1: DETERMINE TARGET**
  - Draw the visual
  - Place decision maker in the center
  - List desired changes to address identified social problem
  
- **STEP 2: MAP INFLUENCE TO TARGET**
  - Associations with relationships & can possibly influence target
  - People with relationships & can possibly influence target
  - Institutions with relationships & can possibly influence target
  - Examples of influences: family, religion, politics, neighbourhood, past coworkers, sponsors, godfathers
  
- **STEP 3: DETERMINE RELATIONAL POWER LINES**
  - Review network you created
  - Determine any connection between target and people and institutions
  - Take indirect connections into consideration
  
- **STEP 4: TARGET PRIORITY RELATIONSHIPS**
  - Circle people with most power relational lines
  - Identify critical relational power lines with a lot of influence
  - If no one has a clear relationship, dig deeper
  
- **STEP 5: MAKE A PLAN**
  - Create steps for moving forward
  - Determine best ways to access the individuals through relationships determined

## SAMPLE POWER MAPPING IN CONSTITUTION & ELECTORAL AMENDMENT

**Identified Target Problem:** Constitutional Amendment and Electoral Reform

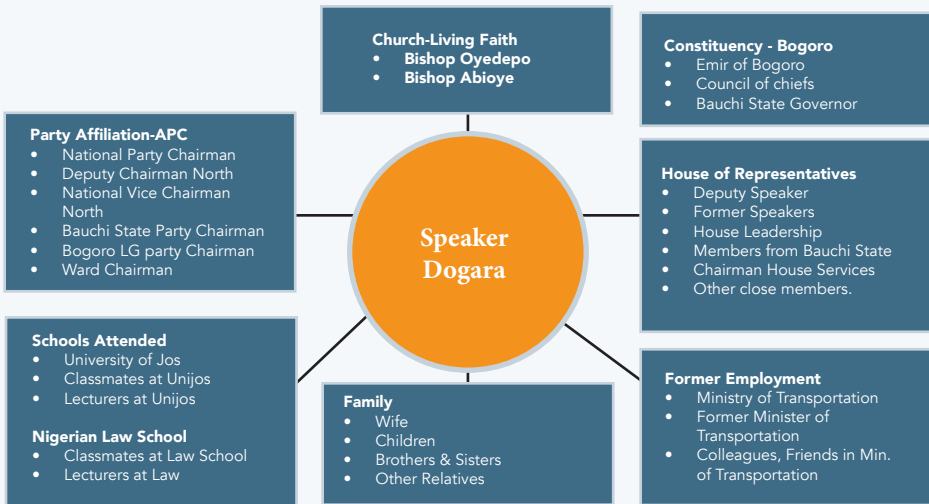
- **Possible Influence:**
  - Speakers/Houses of Assembly
  - Speaker/ Members of House of Representatives
  - Senate President/ Senators

## Box 1: Sample Power Mapping

### EXAMPLE OF AN IDENTIFIED POWER MAPPING TARGET USING THE SPEAKER-DOGARA

Identified Target- Speaker, Yakubu Dogara

INFLUENCE	WHO CAN INFLUENCE IDENTIFIED TARGET
<b>CHURCH</b> (Living Faith)	Bishop Oyedepo, Bishop Abioye
<b>CONSTITUENCY</b> (Bogoro/ Dass/Tafawa Balewa)	Emir of Bogoro, Council of Chiefs, State Governor
<b>FAMILY</b>	Wife, Children, Brothers, Sister, Other Relatives
<b>PARTY AFFILIATION</b>	National Chairman, APC Deputy National Chairman, North National Vice Chairman, North East Bauchi State Chairman; Bogoro LGA Party Chairman , Ward Chairman



### Who has Power to Decide- **The Speaker**

Who are the powerful players that influence the Speaker?- Bishop Oyedepo, Bishop Abioye, National Party Chairman, State Party Chairman, Wife, Children, Emir of Bogoro, State Governor, etc. Who do we have access to?-

Whom do we know that has access to and can influence those identified or the Speaker directly?



# PART 3: DEVELOPING AN ADVOCACY STRATEGY

---

## 3.1 THE CONCEPT OF ADVOCACY

---

In the social and economic development context, the aims of advocacy are to create or change policies, laws, regulations, distribution of resources or other decisions that affect people's lives and to ensure that such decisions lead to implementation. Advocacy is also process of supporting and enabling people to:

- Express their views and concerns.
- Access information and services.
- Defend and promote their rights and responsibilities.
- Explore choices and options.
- Address discrimination
- Make public officers and politicians accountable
- Address inequality in service provision

---

## 3.2 CORE SKILLS REQUIRED FOR ADVOCACY

---

### i. Knowledge

A good advocate should understand the laws and the issues

surrounding the subject matter in question. An advocate must take time to research the history of the cause and what others have done in regards to the issue. Qualities like patience and being organized allow advocates to present a clear and precise case without wasting time and effort. Direct personal or professional experience gives an advocate the necessary background needed to execute the plans and make the desired changes. A good advocate takes time to find out who the players are and what role each has in the decisions that affect the subject matter. A good advocate goes to battle armed with all the facts needed for success.

## ii. **Self Development**

Successful advocates invest in personal development. A strong learning culture has the potential to transform your advocacy into a high-impact learning organization. Personal development is a lifelong process. It is a way for people to assess their skills and qualities, consider their aims in life and set goals in order to realize and maximize their potential. Personal development includes, but is not limited to the following activities:

- Improving self-awareness
- Improving self-knowledge
- Improving skills or learning new ones
- Building or renewing identify/self esteem
- Developing strengths or talents
- Improving wealth
- Spiritual development
- Identifying or improving potential
- Building employability or (alternatively) human capital

- Enhancing lifestyles or the quality of life
- Improving health
- Fulfilling aspirations
- Initiating a life enterprise or (alternatively) personal autonomy
- Defining and executing personal development plans
- Improving social abilities

### iii. **Good Record Keeping**

Records tell the advocate what, where and when something was done and why a decision was made. They provide evidence of government and individual activity and promote accountability and transparency. Comprehensive records and good record keeping are essential tools for good advocacy.

Keeping good records is very important for advocacy. Good records will help an advocate do the following:

- Monitor the progress of the advocacy
- Prepare financial statements for the advocacy
- Identify sources of funding for the advocacy
- Keep track of expenses of the advocacy
- Prepare and pay appropriate taxes
- Work more efficiently
- Protect the interests of the government and the advocacy
- Enable review of processes and decisions
- Retain the corporate memory of the advocacy
- Research and development activities
- Enable consistency and continuity of the advocacy

#### **iv. Pro-activeness**

A good advocate takes proactive action, one step at a time, to make ensure that the set goal is achieved in the best interest of all concerned. Pro-activeness is about initiating change rather than reacting to events. A good advocate is proactive and initiates a change rather than reacting to events when they happen. A good and proactive advocate anticipates the future and takes actions that will ensure success rather than wait for failure before reacting.

#### **v. Good Listening Ear**

Listening for accuracy takes concentration and requires you to give your full attention to what the other is saying. It is easier to listen for accuracy when you feel relaxed. A good advocate should be a good listener to be able to make the right decisions that will achieve the desired result for advocacy for the benefit of the target beneficiary.

#### **vi. Influence**

To facilitate change or solve an issue, the advocate must be able to influence others to action. Influence is the ability to alter or sway an individual's or group's thoughts, beliefs, or actions; it is essential to the advocacy process (Merriman-Webster, 2009b). Influence is built on competence, credibility, and trustworthiness. Keeping the best interests of those involved in the situation builds trust and credibility. An effective advocate influences decision makers by building a case for the desired change, backing the case with facts and data, and putting a human face on the issue using a compelling visual image.

#### **vii. Team Playing**

A good advocate must be a team player that will establish positive,

collaborative relationships with others to garner the support necessary to address the issue. Team Playing requires working with other individuals or groups to achieve a common goal. In Team Playing otherwise called collaboration, the individuals or groups involved develop common goals, along with common strategies and activities that will achieve that goal. Collaboration is built on trust, mutual respect, and credibility. The end result of groups collaborating to achieve a common goal can be greater than that which each group could accomplish independently. Successful Team Playing requires careful communication with the groups involved in the process, seeking input when appropriate, and providing ongoing reports related to progress on achieving the goal. It is necessary, during the advocacy process, to work with the stakeholders who are affected by the issue. In addition, the advocate may collaborate with others in the organization interested in achieving the set goal.

#### **viii. Good Negotiation Skill**

People often say that "Negotiating is everything", and there is sense in the saying. Negotiation is a method by which people settle differences. It is a process by which compromise or agreement is reached while avoiding argument and dispute. The principles of fairness, seeking mutual benefit and maintaining a relationship are the keys to a successful outcome. Effective negotiating skills involve:

- a) Effective verbal communication
- b) Listening
- c) Reducing misunderstandings
- d) Building Rapport
- e) Problem Solving

- f) Decision Making
- g) Assertiveness
- h) Managing Difficult Situations.

#### **ix. Good Communication Skill**

A good advocate communicates clearly and with confidence. Being able to communicate effectively is the most important of all life skills. Communication can be described as the act of transferring information from one place to another, whether vocally (using voice), written (using printed or digital media such as books, magazines, websites or emails), visually (using logos, maps, charts or graphs) or non-verbally (using body language, gestures and the tone and pitch of voice). The ability to communicate information accurately, clearly and as intended, is a vital tool to successful advocacy. A well articulated set of communication skills is expected to include: personal skills (for keeping healthy, self esteem and confidence), presentation skills (delivering the message clearly, effectively and precisely with confidence), and writing skills (writing clearly and effectively, which is key to communication).

#### **x. Problem Solving**

A good advocate should be an effective problem solver. An effective problem solver must possess a controlled mixture of analytical and creative thinking skills. Having good strong problem solving skills can make a huge difference in advocacy. Problems are at the core of what many people do everyday at work and the problems faced can be large or small, simple or complex, and easy or difficult. A fundamental part of every advocate's role is finding ways to solve problems. Thus being a confident problem solver is really important

to the success of any advocacy. That confidence is usually derived from having a good process to use when approaching the problem. If there is an established process problems can be solved quickly and effectively. In the absence of established processes solutions to problems become ineffective.

Generally solving a problem involves the use of four basic steps, namely:

1. Definition of the problem.
2. Generation of alternatives to the problem.
3. Evaluation and selection of alternatives.
4. Implementation of the solutions.

The use of carefully established techniques and tools certainly help in solving problems and by so doing more success is achieved and that results in the establishment of a good reputation as a good advocate.

#### **xi. Positive Attitude**

The attitude of an advocate goes a long way in determining the resulting attitude of the target audience towards the advocacy. Positive attitude begets a positive response, while negative attitude begets failure. A Positive attitude is therefore a vital key to the success of an advocate and thus the achievement of positive results of an advocacy.

#### **xii. Assertiveness**

Assertiveness is a way of thinking and behaving that allows a person to stand up for his or her rights while respecting the rights of others. Assertive attitudes and behaviors are at the heart of effective

advocacy. A person with an assertive attitude recognizes that each individual has rights. These rights include not only legal rights but also rights to individuality, to have and express personal preferences, feelings and opinions. The assertive individual not only believes in his or her rights, but also is committed to preserving those rights. An assertive attitude is important in recognizing that rights are being violated. A good advocate is assertive, but respectful and polite.

#### **xiii. Persistence & Perseverance**

A good advocate operates on the principle that “winners never quit and quitters never win.” A good advocate persists, perseveres and keeps the eyes on the ball. A good advocate does not take no for an answer.

#### **xiv. Passion**

It helps when an advocate is passionate about the cause. The energy and enthusiasm come through when the advocate makes the case. An advocate often encounters barriers and challenges that require dedication and persistence to overcome. Passion and a strong belief in the cause or issue being advocated for will help the advocate to overcome obstacles. Organizational leaders and decision-makers recognize passion in an advocate and often listen closer when an argument is presented forcefully with compassion and care.

---

### **3.3 Developing an Advocacy Strategy**

---

Policy change rarely happens overnight and is often linked to broader change in the political environment. Effective advocacy requires long-term as well as short-term thinking, an understanding of the



points of resistance and the means to gain traction, the readiness to form alliances, and the flexibility to seize windows of opportunity. Advocacy efforts must be both logical and flexible to achieve the desired result. Engaging stakeholders and coalition members in early conversations about objectives and goals achieves buy-in for the advocacy effort and assists the group in articulating those goals and objectives. Advocates should:

- Clearly define objectives, demands, and target who has the power to make the change;
- Organize activities aimed at achieving the objectives and building towards the final goal; and,
- Plan the action and schedule for the effort recognizing that this plan may need to change after each step based on outcomes and feedback along the way.

The following key questions are to be considered for developing an advocacy strategy:

- What do we want? (Strategic objectives)
- Who can deliver it? (Identify the key player/s)
- What does the audience want to hear? (Message development)
- Who do they want to hear? (Messenger / expert/ leader)
- How can we get them to hear? (Means of delivery)
- What kinds of resource are required? (Manpower/financial/ knowledge, etc.)
- What have we got? (Resources)
- What do we need to develop? (Gap in resources)
- How do we begin? (First effort)

- How do we tell if it is working or not? (Evaluation)
- How do we modify if it is not working? (Strategic planning)

### Strategy Questions to Resolve

Advocates should seek answers to the following questions when the advocacy goal involves new or amending laws. Understanding the legal obligations will assist advocates in making arguments for such legal reforms.

- Has the government signed any relevant international treaties? Are there any monitoring mechanisms in those treaties?
- Are there any government policy statements (i.e. national plans) on the issue?
- Are there any government bodies that monitor or are responsible for the issue? If not, could there be?
- Are any Members of Parliament interested in the issue? Is there a sub-committee or committee in the legislature that is responsible for the issue?
- Are there any government officials interested in the issue? Is there a government ministry or department responsible for the issue?
- Have the political parties taken a position on the issue?
- How can policy makers be accessed? Are there any formal mechanisms of access? Are there any informal mechanisms of access?
- What or who influences government position on this issue i.e. businesses, other countries, financial institutions?

- Is the media influential on this issue? Which media is most influential? Are there particular journalists who cover this issue? Will the media care about this issue?
- How important is public opinion in the political process? Will working on this issue strengthen the role of the public in determining policy?
- Are there particular individuals who could influence this issue, such as academics, retired government officials, religious or community leaders?

### **Articulating the Strategy to be Undertaken**

Advocates should clearly articulate both the inside and outside strategies. The inside strategy is directed at those inside the legislature or parliament using arguments based on those who will either benefit or be opposed to the goal. The outside strategy is directed at those outside of the legislature or parliament who may influence those within the legislative body.

**INSIDE STRATEGY:** Focuses on directly influencing decision makers

- Who are the constituents?
  - Who will benefit when the goal is reached?
  - Why will these individuals benefit?
- Who are the allies?
  - Who are the organized groups that will benefit?
  - What influence do they have that you don't have?
  - Can the allies endorse the goal, offer financial support and/or get the message out?
- Who are the opponents?
  - Who will be opposed to the goal?
  - Are there organized groups of opponents?
  - Why are they opposed?
  - What are their arguments?

**OUTSIDE STRATEGY:** Focuses on creating public awareness and mobilizing those outside the legislature that can influence decision makers

### 3.4 Advocacy Cycle/Stages

The advocacy cycle is a useful way of visualizing what needs to be done in our advocacy work. Advocacy cycle enables us to be systematic, strategic and analytical, so that we avoid getting sidetracked. The reason it is referred to as a *cycle* is because developing, planning, implementing and reviewing an advocacy strategy is a *repetitive* and *flexible* process. Sometimes, the stages need to be followed

in order but sometimes the stages are best run in parallel with each other. It is important to adapt as circumstances change rather than seeing the cycle as fixed. An important stage of advocacy requires a thorough understanding of the effect of activities on the target group well beyond the months immediately before and during the advocacy. Organizing advocacy in advocacy cycle or stages helps ensure communication, engagement, and action on the issue year-round.

### **Therefore Advocacy Cycles therefore entails:**

#### **i. Planning**

The cycle is initiated in the planning phase. In the planning phase, objectives for the year are identified, ability to engage is assessed and resources available are reviewed.

- Past efforts are reviewed and obstacles identified.
- Inventory of resources are taken—lists, potential volunteers, events, communication vehicles, etc.
- A plan is developed with timelines and benchmarks.
- Intersection of advocacy and electoral objectives are explored.
- Target areas where efforts will be focused are identified and prioritized.
- Internal and external messages are developed.



Source: Bolder Advocacy: An Initiative of Alliance for Justice

## ii. **Recruitment**

The recruitment phase enlists people or allied institutions to advocate for the cause. Through volunteer recruitment potential volunteers can be converted to actual grassroots advocates. Recruitment phase is very germane to the success of any advocacy. In recruiting the following should be taken into consideration:

- Recruitment cannot just be carried out for the sake of recruitment.
- The audience must be known and what will motivate them

must be identified.

- Messages developed must be such that will inspire those being recruited to get involved.
- The advocacy must be properly market to people who are expected to be involved.
- Requests must be adequately prioritized, to avoid overwhelming volunteers by multiplicity of activities.

### iii. Leadership Development and Engagement

Volunteers and allied institutions must be engaged in advocacy efforts on a continuous basis. Ongoing systematic communications, training, issue education, and leadership must be ongoing to keep volunteers interestingly engaged.

- Victories must be celebrated whether they are big or small.
- Engage in constant and continuous communication.
- Never stop providing opportunities for training. Offer more advanced training, but beyond that, support leadership development to volunteers and involve them in future recruitment.
- Provide opportunities for volunteers to progress and mature to become leaders.
- Find ways to leverage on existing volunteer advocates to recruit many more.

### iv. Mobilizing

This is the phase to activate and mobilize volunteers in support of the cause. Mobilization is the melting point of planning, recruitment, and engagement efforts. This is the action part of the cycle and it

requires a variety of tools and tactics. At this stage, it is important to do a few things well rather than many things.

#### **v. Celebration and Evaluation**

Celebration and Evaluation is a mixture of recognizing and celebrating victories as well as evaluating efforts on a regular and timely manner. It is a phase of post-activity that entails measurement of accomplishments against organizing plan and further links the cycle with planning of the next cycle. At this stage, it is important to express appreciation to volunteers and thank them for job well done. It is also important to ask and answer the following questions regarding the advocacy:

- What was accomplished?
- Were the targets right?
- What were the unexpected roadblocks? How can these be overcome in future?
- What were unexpected successes? What can be learned from these surprises? Report these findings.
- How can these accomplishments be built on? Develop a follow-up mechanism to inform planning of the next cycle.

#### **Key Questions to Ask on Constitution Reform**

- How successful was advocacy on constitution review and electoral reform in NASS?
- Did CSOs influence their target i.e. legislators?
- Did legislators adopt CSOs decisions or policies or at least adjust their decisions based on committees or CSOs recommendations?



### 3.5 Setting SMART Constitution Advocacy Goals, Objectives and Indicators

Advocacy Strategy should be designed to be **SMART**:

- **S** – Specific – It must be specifically targeted at achieving a certain goal.
- **M** – Measurable – The goal to be achieved must be measurable
- **A** – Achievable – The goal must be an achievable one otherwise there will be a need for change
- **R** – Relevant – The goal must be relevant and not frivolous
- **T** – Time bound – Time must be set for the achievement of the set goals.

### 3.6 SWOT Analysis

The SWOT Analysis was devised by Albert S. Humphrey in the 1960s. SWOT Analysis is a simple tool used for analyzing the strengths and weaknesses of an organization. It also identifies the opportunities and threats that may be in the way of success. It assists in focusing on strengths, minimizing threats, and taking advantage of available opportunities. It is a useful instrument for understanding Strengths and Weaknesses, and for identifying both the opportunities available and imminent threats.

The basic elements of a SWOT Analysis are identified as follows:

- **Strengths:** characteristics of the organization that gives it

an advantage over others

- **Weaknesses:** characteristics of the organization that places it at a disadvantage relative to others
- **Opportunities:** elements that the organization could exploit to its advantage
- **Threats:** elements in the environment that could cause trouble for the organization

The aim of SWOT analysis is to identify the key internal and external factors important to achieving the set objective. SWOT analysis groups key information into two main categories:

1. Internal Factors – Strengths and Weaknesses internal to the organization.
2. External Factors – Opportunities and Threats Presented by the Environment which is external to the organization

## **Box 2: SWOT Analysis**

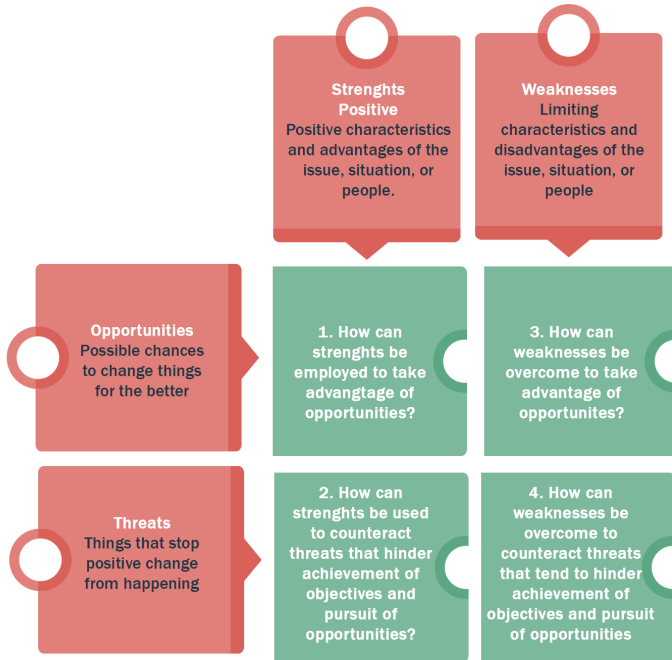
### **When to Use SWOT Analysis**

SWOT analysis can be used by a community organization to organize information, provide insight into barriers and issues that may be present while engaging in social change processes, and identify strengths available that can be activated to counter the barriers.

SWOT analysis *can be used to:*

- Explore new solutions to problems
- Identify barriers that will limit goals/objectives
- Take a decide on direction that will be most effective
- Unravel possibilities and limitations for change
- Revise action plans to best navigate systems, communities, and organizations

- Brainstorm and record means of communication
- Enhance credibility of presentation to leaders or key supporters



### Benefits of SWOT Analysis

SWOT analysis can be beneficial because it helps organizations decipher their capability and likelihood of achieving a set objective. It consequently enables organizations to set achievable goals, objectives, and steps to further the targeted social change. It further enables organizers to produce practical outcomes that are efficient and that can effect long-lasting change. SWOT analysis helps organizations gather meaningful information necessary for the maximization of their potential.

### 3.7 Deciding On an Advocacy Approach

Analysis of the policy and political context coupled with the analysis of who has the power to bring about change and who has a stake in it, are key in determining the approach to take in and advocacy activities to be undertaken to achieve the target objectives. The pertinent question to address would be: *What approach is most likely to bring about the change being advocated for, taking into consideration political, traditional, behavioral idiosyncrasies of the environment?* Alternative approaches that can shape the decision on which approach to adopt are as follows:

**i. Adversarial Approach:** This approach aims at shaming the advocacy target. More like naming and shaming the target. It is usually employed in an outsider strategy and public campaigns and media are massively employed.

Advantages: Here the advocacy target may exhibit a hostile reaction but may be compelled to bow to public pressure.

Disadvantages/Risks: one of the disadvantages here may be that the target of the advocacy may be alienated and the advocate may be denied invitation to the negotiating table. It may also result in a backlash from target and may even result in harassment or attempts to silence further advocacies.

**ii. Private Approach/Insider Strategy:** Private Approach or Insider Strategy involves lobbying behind closed doors, constructive dialogue, and emphasis on policy analysis. It commonly involves insiders and employing a collaborative approach.

Advantages: Advantages of this approach is possible increase of influence with policy-makers. It may also turn the advocate into a

trusted ally through this relationship.

Disadvantages/Risks: Disadvantages and risks that may be involved in this approach tendency that policy makers may instead attempt to coopt the advocate.

**3. Hybrid Approach:** A hybrid approach will involve the use of a combination of the Adversarial Approach and the Private Approach/ Insider Strategy. This can be done with different organizations playing different significant roles all at once. Applying another method could involve starting with the private/insider approach and then switch to a more public/ adversarial approach if the insider approach is failing.

---

### 3.8 Monitoring and Evaluation (Measuring Advocacy Results)

---

Monitoring and Evaluation of any advocacy effort requires a well-articulated framework to guide it. A framework explains how the advocacy was designed to work; lays out all components of the initiative, steps needed to achieve the desired results and the order it will follow. It further clearly defines the relationships between key implementation factors, and articulates the internal and external elements that could affect the success or failure of the advocacy effort.

Considerations For Developing Monitoring and Evaluation Framework

- Objectives of the monitoring activities
- Specific questions to establish the progress of the intervention
- Information needed ascertain that activities implemented according to plan

- Identified objectives of the evaluation
- Assessment of the impact of success of the Advocacy
- Information needed to determine the accomplishment expected objectives and outcomes

It is important to underline that the framework should be developed before the implementation of activities. It is also important to determine the best framework to use for the specific advocacy in question.

---

### 3.9 Engaging With the Media & Developing an Effective Communication Strategy

---

The powers and influence of the media has never been more experienced than it has been in today's world whether in advocacy or other issues. The media can positively influence advocacy outcomes. It also has the potential of having a damaging effect on advocacy messages- even when it is well articulated. If the Media is not properly engaged and effective communication strategy developed and implemented, the ensuing effect might be counterproductive.

#### **Guide To Media Engagement**

1. Identify Engagement Goals
2. Use personalities that portray desired engagement levels
3. Identify target traditional media and social media channels
4. Develop content segmentation strategies that add value
5. Employ appropriate calls to action
6. Track, Measure and Correct

The initial action to take in an advocacy campaign is to generate awareness of the policy in question. If the policy issue is not clear

and understood by the public, it may be difficult for the advocacy to gain traction. Consequently, the need to raise awareness on an issue requires the engagement of the general public by the media.

This involves the following:

### **Development of a Media Strategy**

Early in the advocacy a media strategy should be developed. The strategy should involve the establishment of a plan that is capable of attracting maximum media frenzy. A long term plan that will grow and evolve with the time is the best way to go.

### **Press Release**

In order to alert journalists and media world an advocate may employ the use of well-articulated Press Releases. These releases can be distributed as far and wide as the advocacy intends to cover. The better articulated and interesting a press release is, the better chances of the advocacy would be covered both in print and electronic media. The Press Release must be concise and straight to the point, with the important issues of the advocacy sticking out like a sore thumb.

### **Media Contacts**

For a successful advocacy, an advocate should establish a cordial relationship with a good number of journalists and medial houses. These relationships come in very handy in prosecuting a good advocacy campaign as it could provide opportunities for the advocate to speak about issues on a wide platform.

### Media Stunt

Media Stunt is an attention grabber for Advocacy. Good advocates often organize media public media event such as WALK or RUN or RALLY for a cause they are advocating for. Such stunts stir public attention and media frenzy in favour of the advocacy.

It is important to mention that media stunts must be very carefully handled otherwise it may turn into a disadvantage and be hijacked by even hoodlums. For stunts, it is very crucial that the media is made aware, probably through a press release, so that they can be on the spot when it happens.

### Spokesman/Spokeswoman

A well-organized advocacy group must have someone who speaks for the organization, and who is the main contact person for information from the organization. In most instances people with strong media background are best suited to handle this position. The media person must also be well briefed at all times to be able to answer sensitive questions concerning the group's advocacy effort at all times.

---

## 3.10 Using Communication Tools To Support Advocacy

---

### Presentations

**Advantages:** Slides and presentations are excellent resources and tools used in advocacy, because in a short presentation the whole story can be told.

**Disadvantages:** **Sometimes** audiences are carried away by actual



slides and the real message is lost in the midst. If the presentation becomes long the audience may be lost.

**Types of messages that can be delivered:** Messages with statistics, graphs, and photos are excellent for slide presentation.

**Types of audiences to use with:** Managers, technical specialists, CSOs, general public – but presentations should be developed in different ways suited to each group.

### Documentation

**Advantages:** Advocacy supported by documents is easier to understand and support. Documentation could be in form of published articles, specific proposals, concept notes, or even promotional brochures or leaflets.

**Disadvantages:** People will need to take time and read through the documents before they can make any meaningful input.

**Types of messages that can be delivered:** Documents can offer an opportunity for relevant facts, arguments and images to be delivered.

**Types of audiences to use with:** CSOs and indeed many agencies will expect or respond well to documents that present the advocacy case, the proposal, and supporting evidence.

### Images

**Advantages:** There is a popular saying that ‘A picture is worth a thousand words’. Images of all kinds, including photographs, graphics and other forms, can convey messages, facts and situations in ways that influence people.

**Disadvantages:** Images if not accompanied by text and spoken word may open channels for different interpretations.

**Types of messages that can be delivered:** Slide presentations can be very useful in presenting messages, which have accompanying evidence in the form of numbers or images. Graphs, photos can also be presented as part of the message.

**Types of audiences to use with:** Images are best used with audiences in face-to-face presentations, when they can be projected and context explained. Images are very convincing to any audience and works particularly well with people who may not have the time or wish to read content. Photographs will work well with any audience, but scientific graphs may require some technical understanding to interpret properly.

### Videos

**Advantages:** Video is a great advocacy tool. Videos can be made available online through video sharing channels or through website, blogs and other online platforms. Video can also be used as part of presentations or even video conferencing.

**Disadvantages:** Videos may fail to capture a well-balanced argument depending on their quality. Videos can also be very expensive to make in a quality high enough to have the desired effect.

### Social Media

**Advantages:** Social media are web-based and mobile-based technologies which are used to turn communication into interactive dialogue. They offer a number of different channels to reach a wide variety of target groups. They are also multi-directional so can allow 'conversations' rather than just broadcast of information and ideas.

**Disadvantages:** Some target groups cannot yet be reached by social media because it is not readily accessible to them. Moreover,

effective use of social media requires investment of time and energy.

**Types of messages that can be delivered:** Depending on the type of social media tool that is used, a variety of messages can be delivered. In the case of blogs, longer more substantial messages can be developed and delivered, whereas with Twitter only shorter messages or links to other resources can be shared.

**Types of audiences to use with:** Particular target groups are directly or sometimes indirectly reachable by social media tools that the advocate uses. Social media can be used for reaching certain parts of the general public and for technical people such as information and communication professionals.

### Demonstrations and Training

**Advantages:** Demonstrations and Training offer chances for hands-on and direct experience. Demonstrations and Training may also help to make people feel more comfortable with concepts, understand the benefits, be influenced in their own behaviours, and be able to influence others.

**Disadvantages:** Demonstrations and training opportunities can make people feel less comfortable with particular tools and make them feel that they are too difficult, time-consuming or irrelevant. This underscores the fact that the right people must be selected to participate in such events, which can be time consuming and even costly to organize.

**Types of messages that can be delivered:** Demonstrations and training opportunities allows for information about the practical benefits and results of opening access and provide direct experience on how to use particular tools and services.

**Types of audiences to use with:** Works best with audience with education. Demonstrations can be used with more senior management to reinforce the advocacy by show casing certain tools and methods in action in other climes and could also help dispel any myths.

List of Basic Advocacy Techniques and Strategies Commonly Used by CSOs.

- a. Awareness Creation
- b. Mobilization
- c. Media
- d. Engaging with corporations
- e. Building alliances – partnerships, networks and coalitions
- f. Lobbying and influencing
- g. Campaigning

---

### 3.11 Developing Key Messages For Target Audience on Constitution Reform

---

A good advocate must invest time and effort in creating strong, effective messages that will convince decision-makers or influence change policies. Advocates must create compelling messages that include a call to action.

For a constitutional review process a good advocate should:

- Have a clear understanding of the Constitution and the changes to be made that can be explained simply and in a way that will resonate with the public as well as policy-makers.
- Articulate clearly the impact those constitutional reforms, particularly on the lives the ordinary people.

- Demonstrate concretely what is being accomplished with optimization of resources and what will be addressed if additional resources are provided in the future, for such reforms.
- Be specific about outcomes and results.
- Have a unified message that crosses regional and geo-political boundaries, brings together disparate stakeholders, and tells a nationwide story in addition to the local one.
- Define, measure and deliver tangible results to show how the constitutional reform or change in electoral law will make a real difference in peoples' lives.

It is important for the advocate to consider the audience and be prepared to answer specific questions such as:

- What will motivate the target audience to act?
- What benefits will constitutional reform bring them?
- What attitudes will prevent them from supporting constitutional reform?

Ensure that all messages are tailored to the target audience's level of understanding and awareness. Cultural and political feelings and sensitivities must be factored in. It is important to connect to the audience's values and political views. There may be a need to dispel common myths or misunderstandings within the society. Avoid telling people they are wrong; rather try to reframe the issue with information that will gain their interest.

After defining the objectives and identifying the target audience, the next thing to do is to **develop specific messages**. These messages will determine how the target audience perceives the advocate, and the arguments for developing or reinforcing the advocacy. These messages need to demonstrate both the problem and an evidence-

based solution. Above all, messages need to be:

- credible, clear, compelling, concise, consistent and convincing;
- simple and persuasive, incorporating a direct call to action;
- rational, moral and appealing to hearts and minds;
- repetitive and reinforced;
- consistent in visual style.

It is generally recommended to have one primary message supported by two or three secondary messages.

The **primary message** is the main message. It is broad, appealing to all audiences, simple and direct. It is the theme that holds the whole advocacy campaign together.

The **secondary messages** play the role of supporting the core message and to explain how it can be achieved. Secondary messages should be targeted to the needs, perceptions and preferences of the target audiences.

For effectiveness it is important to:

- choose effective spokespeople who are credible, eloquent and convincing communicators;
- articulate the problem and the desired actions clearly;
- emphasize the urgency and high priority of the recommended actions;
- incorporate human interest and anecdotes into the messages.

Real-life stories can make great impact, particularly if they are brought to life with photographs or videos.

### 3.12 Things to Avoid in Advocacy

---

- Taking on too many issues
- Limited role for members in prioritising issues and participating in campaigns
- Lack of actionable advocacy strategies and work plans
- Inadequate technical understanding of the issues
- Policy papers not sufficiently grounded in evidence (emotional)
- Lack of Secretariat capacity – staff turnover; resource limitations; advocacy not a core function of many organisations
- Unclear and inconsistent presentation of message
- Unrealistic recommendations

## Part 4

A systematic approach to influencing change cannot be overemphasized. Years of research and advisory work conducted by the Overseas Development Institute (ODI) revealed some overarching lessons in advocacy and policymaking, one of which is that “policy processes are complex and rarely linear or logical. Simply presenting information to policy-makers and expecting them to act upon it is unlikely to work. While many policy processes do involve sequential stages – from agenda setting through to decision-making, and implementation and evaluation – some stages take longer than others, and several may occur more or less simultaneously. Many actors are involved.” Recognising this complexity is essential for anyone attempting to engage and advocate for policy or legal change.

### Concluding Words

- Define advocacy priorities/goal
- Map out strategy and tactics to implement advocacy and achieve results
- Network with stakeholders and champions
- Assess effort on best lessons towards effectiveness: Measuring results should focus on empowering stakeholders to own or drive ‘change processes’ needed to make them effective and efficient



- Failure to succeed does not necessarily mean that best efforts were not made. Therefore, device mechanisms to restart efforts for change, where necessary (**Advocacy is cyclical**).

## APPENDICES

---

### Appendix 1:

#### SAMPLE LETTER OF ADVOCACY TO A LEGISLATOR

[Your Name]

[Your Address]

[Your City/State]

[Insert Date]

The Honorable [Full Name]

[Insert Address]

NASS, Abuja

Dear [Senator/Representative/Last Name]:

[Tell Your Story! Introduce yourself as a constituent a Youth. Tell Mention any personal connection you may have to the elected official and how as a youth you assisted in his election.

As a youth, I am writing to urge your support for a Constitutional Amendment that will allow those of us under the age of 30 years to stand and be voted in the National Assembly Elections as you and other members of the legislature continue your work on the Constitutional Reform.

As an elected leader you will be facing numerous challenging issues and decisions this session. However, it is critical that young people in Nigeria are given the opportunity to be voted for just as many other political climes.

I ask for any positive actions you may be able to take on behalf of us young Nigerians during this session and into the future. I hope you recognize—as I certainly do—that your vote for the youth is a vote for a better Nigeria.

Thank you for your support for the youth and representing the aspirations of the young people of Nigeria.

Sincerely,  
[Your Name]

---

## Appendix 2:

---

### SAMPLE LETTER OF APPRECIATION TO A LEGISLATOR

[Your Name]

[Your Address]

[Your City/State]

[Insert Date]

The Honorable [Full Name]

[Insert Address]

Dear [Senator/Representative/Last Name]:

I appreciate you for taking the time to [respond to my message] about the forth coming Constitutional Amendment, and for listening to all the reasons that I believe the youth are some of the nation's most valuable assets.

[Re-state your position on the issue you discussed].

Your support for the youth can help move Nigeria forward. I look forward to corresponding with you again in the near future.

Thank you for serving the people of [Insert State] in the Senate.

Sincerely,

[Your Name]

---

## GLOSSARY OF WORDS

---

**Action:** Rallies, picketing, and large-audience events, often with people in authority invited as guests from whom requests and demands are made.

**Activate:** Engage others in advocacy or community organizing activities.

**Administrative Advocacy and Organizing:** Efforts to influence actions of the Executive Branch.

**Administrative/Executive Order:** An action, order or directive by the president, governor that directs the operations of executive offices.

**Advocacy:** Advocacy is any action that speaks in favor of, recommends, argues for a cause, supports or defends, or pleads on behalf of others.

**Advocacy Capacity:** The organizational skills, resources, knowledge, and practices that lead to effective advocacy over time.

**Agenda:** A short or long description of advocacy goals of an Advocacy.

**Allies:** A group of more than two organizations, governments, corporations or individuals that have a common advocacy.

**Assets:** Skills, talents, and capacities, both institutional and individual, which are identified within a community and can be mobilized to strengthen the community.

**Advocacy Avenues:** The four paths of advocacy, namely administrative advocacy, litigation advocacy, legislative advocacy and electoral advocacy.

**Capacity Building:** The process of growing the ability to act effectively.

**Change Avenues:** The five targets for community organizing for obtaining change, namely administrative, legislative, electoral, litigation, and corporate.

**Coalition:** A group of two or more organizations that are working together jointly on a specific issue or cause.

**Coalition Partners:** Partners who share the burden of major mobilization, strategic decisions and policy advocacy.

**Community Building:** The process by which community members come together to enhance their environment and create meaningful connections to one another.

**Community Consensus-Building:** The process of establishing common ground between constituents on how to address needs and problems of the community.

**Community Development:** The process by which community members and/or outside groups working together improve the quality of life, including economic growth, in a given area.

**Community Organizing:** The process by which individuals in a given community come together to promote a common interest or cause.

**Constituent Base:** This includes, but is not limited to, the numbers of members in an organizing group identifiable with the goals of the organizing group.

**Constituents:** The members served by an organization and/or those who will be impacted by a particular advocacy.

**Corporate:** In advocacy context this is usually for-profit business.

**CSO:** Civil Society Organization

**Database:** A place where information, such as names and voter

registration information, is stored.

**Decision-makers:** Individuals in positions of power to make policy related changes.

**Electoral Advocacy:** Efforts to educate voters on the importance of an issue through educational materials directed to the electorate.

**Empowerment:** The process of increasing the capacity of individuals or groups to make choices and to transform those choices into desired actions and outcomes.

**Entity:** An individual, group, organization, coalition, or company that organizers either address in their organizing efforts or partner with in order to gain more power.

**Executive branch:** The branch of government with administrative authority.

**Facilitate:** The process of guiding a group through conversation and problem solving.

**Focus groups:** A method of qualitative research in which a small group of individuals are asked about their beliefs and opinions regarding an advocacy agenda item.

**Funders/donors:** Foundations, organizations, individuals and governments that provide financial support to organizations that may engage in advocacy and.

**Governing Structure:** The board of directors/trustees with fiduciary responsibility for a non-profit organization

**Indicators:** Advocacy Capacity Tool, each contains 4 basic measures and 1-3 advanced measures.

**Leaders:** Key people who emerge from an organization's membership, distinct from paid organizers and staff.

**Leadership:** Those responsible for the primary decision-making

within an organization.

**Legislative Advocacy:** Efforts to change policy through the legislative branch of government.

**Legislative process:** The rules, ethics and customs that constitute the law making process in the legislature.

**Litigation:** A lawsuit, judicial contest, or any dispute brought to court to enforce a particular right.

**Lobbying: An act of attempting to influence decisions by officials in government most often legislators**

**Measures:** Tool used to assess the degree to which an organization possesses to engage and be successful in advocacy.

**Media:** A person, organization or corporation whose main goal is to share information with the public, whether through traditional media and social networking sites.

**Members/Membership:** Individuals or organizations belonging to a group.

**Message/messaging:** A clear concise definition of an advocacy goal.

**Mobilize:** To engage others in activity to obtain a solution.

**M & E-** Monitoring and Evaluation

**Network:** A group of organizations, and individuals including organizational members and constituents with a shared interest.

**Non-Traditional Allies:** A group of two or more organizations or individuals that work together for a common advocacy goal who may not share a similar mission or service-provision agenda.

**Opponents:** Organizations, corporations, governments and individuals that work against each other's advocacy.

**Organizing Staff:** A paid employee of the organization who serves



as a convener, listener, motivator, and coach.

**Participatory Process:** Where everyone who has a stake in the intervention has a voice.

**Power:** The ability to act, especially the ability to act collectively to achieve purpose.

**Power Analysis:** A process for creating a “map” showing who has authority in a particular area and must be converted in order to make an improvement, along with strategies on how to get to them.

**Public:** All persons who are not members of the organization in question.

**Regulation:** A rule or order that has the force of law that originates from the executive branch and deals with the specifics of a program.

**Spokespeople:** Individuals who speak on behalf of a group when addressing media or outside groups.

**Stakeholders:** A person, group, organization, or system who affects or can be affected by an advocacy or organizing action.

**Strategic Plan:** A campaign plan that describes the goals, organizational considerations, support and opposition, targets and tactics to achieve one or more specific goals.

**Targets/Target Audience:** Person or people to whom an organization is advocating or trying to address through their organizing campaign.

**Track:** The process of monitoring progress through data collection.

**Voter education:** The process of informing the public of their right to vote, and sometimes providing voters with information about candidates and issues.

**Win:** A major accomplishment of the organization.

---

## REFERENCES

---

Adigun, H. A. (2016, June) Effective Advocacy. Paper presented at a CSO Workshop on Engaging the Constitution Amendment Process, Abuja, FCT.

Aminu, U. (2016, May) Implementation and Measuring Advocacy Results. Paper presented at a technical experts meeting on Developing an Advocacy Road Map for CSOs on Engaging the Constitutional and Electoral Reform Process, Abuja, FCT.

Amnesty International (1997): Amnesty International Campaigning Manual. London.

Anil, K.S. (n. d)Concept, Theory and Practice of Advocacy: Community Toolbox : Section 14.SWOT Analysis. Retrieved from 2014-02 22.

Armstrong, M. (1996) Managing Process and Functions. London.

Armstrong, M. (2006) Handbook of Human Resource Management Practice (10th ed.). Kogan Page : London.

AusAid. (2000) The logical framework approach: Stakeholders Analysis. Retrieved from [www.ausaid.gov.au/ausguide/ausguidelines/1-2-6.html](http://www.ausaid.gov.au/ausguide/ausguidelines/1-2-6.html)

Bendell, J. (2000) *Terms of Endearment: Business, NGOs and Sustainable Development*. Greenfield Publishing : Sheffield.

Blake, M., Wijetilaka, S. (2015, February) *5 tips to grow your start-up using SWOT Analysis*. Sydney.

Cable, V. (2003, May) *The Political Context: Does Evidence Matter Meeting Series*. ODI: London.

CIFOR, Centre for International Forestry Research. *CIFOR Working Paper, No.7.*, Bogor.

Colfer, C.J.P. (1995) *Who Counts Most in Sustainable Forest Management?*

Eden, C., Ackermann, F. (1998) *Strategic Planning for Public and Non-profit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement (Bryson on Strategic Planning)*.

Grindle, M. (2004) *Basic Stakeholder Analysis : Stakeholder expectations, quick wins long term issues/concerns*.

Grindle, M. (2004) *The TOWS Matrix- A Tool for Situational Analysis. Heinz Wehrich Tools for the Political Analysis Reform Initiatives* .

Hearn, S. (2010) *Strategic Planning to Influence Change in Policy, Practice and Power Relations. (Unpublished); Guidance Note for the DFID Funded Accountability Project in Tanzania* .

Hovland, I. (2007) Making a difference: M&E of Policy Research. Working Paper 281. ODI: London. CIPD ISBN 0-85292-438-0.

Humphery, A. (2005,December) SRI Alumni Newsletter: SWOT Analysis for Management Consulting. SRI International.

Hyden, G.(2006) Tools for the Political Analysis of Reform Initiatives.

IFEX, (2005) Campaigning for Free Expression : A handbook for Advocates. Toronto.

International Journal of Innovative and Applied Research (2014). 23.32: Retrieved (2016, March).

Legislative Advocacy Resource Guide: Promoting Human Rights in Bosnia and Herzegovina (2005). Global Human Rights. 11-12.

Making Rights a Reality: Campaigning to Stop Violence Against Women(2004). Amnesty International. 11-12.

Mendel, T. (n.d) Freedom of Information, A Comparative Legal Survey. (2nd ed.). Paris : UNESCO, 2008.

Mendizabel, E. (2010) The Alignment, Interest and Influence Matrix (AIIM). ODI : London.

Narayan, D. (n.d) Voices of the Poor: Can Anyone Hear Us?. Volume, 1. World Bank : Washington.

Nash, R., Hudson, A. & Luttrell, C. (2006) Mapping Political Context: A Toolkit for Civil Society Organizations. ODI: London.

Now Hear This: The Nine Laws of Successful Advocacy Communication. Wolf & Kirsten Fenton Communications: Washington. 2001.

Nunberg, B. (2004) Beyond Governance : Bringing Power into Policy Analysis. Forum for Development Studies, 2(33).

Obeng, E. (1995) Managing successful programmes.

OCG, Office of the Government of Commerce, Managing successful programmes (2007) Making Strategy: The Journey of Strategic Management . (Latest ed.), 51. Sage Publications : London.

ODI Briefing Paper 1 : An Analytical and Practical Framework, ODI: London.

Ommani, A. (2011, September) African Journal of Business Management: SWOT Analysis for Business Management. 5 (22). 9448-9454. Retrieved (2016, March).

Operationalizing Political Analysis: The Expected Utility Stakeholder Model and Governance Reforms. No. 95. World Bank : Washington DC.

Pavarala, V., Kachan, K., & Malik, S. (2007) Other Voices: The Struggle

for Community Radio in India, New Delhi.

Stakeholdersmap.com(online). Available at: <http://www.stakeholdermap.com/stakeholder-analysis.html> [Accessed 19 September. 2017]

Rose, C. (2001) How to win campaigns:100 Steps to success. Earthscan : London.

Shaxson, L. (2005) Evidence and Policy: Is your evidence robust enough? Questions for policy makers and practitioners. A Journal of Research, Debate and Practice. Vol. 1, No.1, 101-111.

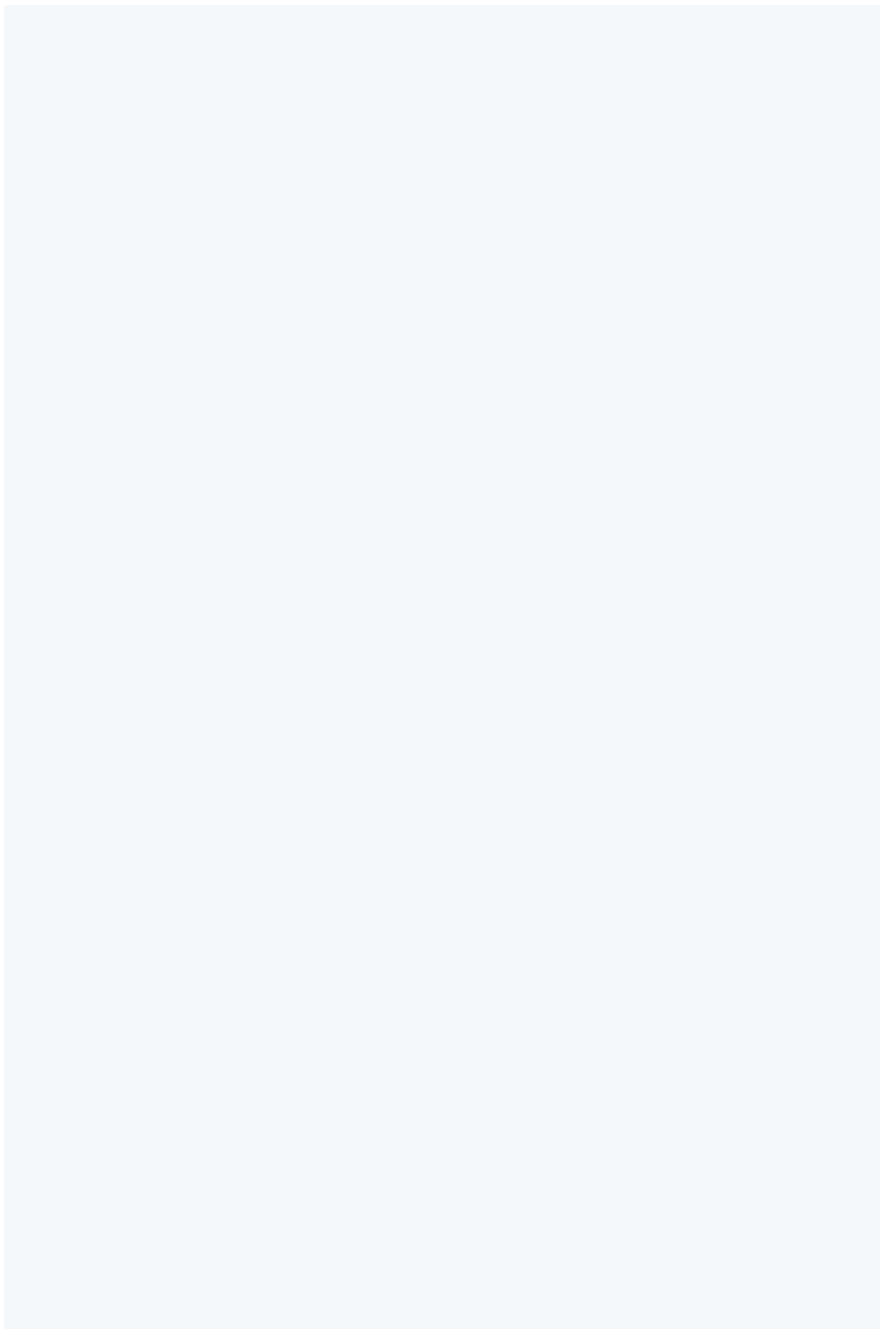
Sprechman, S., Emily, P. (2001) Advocacy Tools and Guidelines, Promoting Policy Change Atlanta. CARE.

Stachowiak, S. (2007) Pathway for change: Six theories about how policy change happens. Organizational Research Services.

The Australian Government's Overseas Aid Program. AusAid Stakeholder Analysis: What is it and how is it applied?. Australia National University.

Young, J., Court, J. (2004) Bridging Research and Policy in International Development.

Young, J., Mendizabal, E. (2009) Helping researchers become policy entrepreneurs. ODI Briefing Paper. 53. ODI: London.



## ABOUT PLAC:

Policy and Legal Advocacy Centre (PLAC) is a non-governmental organisation committed to strengthening democratic governance and citizens' participation in Nigeria. PLAC works to enhance citizens' engagement with state institutions, and to promote transparency and accountability in policy and decision-making processes. The main focus of PLAC's intervention in the democratic governance process is on building the capacity of the legislature and reforming the electoral process. Since its establishment, PLAC has grown into a leading institution with capacity to deliver