Advocacy for Change: Our Struggle for Peace

SCP/EED Peace Work Africa

Building the Peace

Civil Peace Services (CPS) / EED
Mano River Region and Great Lakes Region of Africa

Flaubert Djateng • Christiane Kayser • Marie José Mavinga

The vision of the Partners of Civil Peace Services (CPS) – Mano River Region / Church Development Service,
an Association of the Protestant Churches of Germany (EED)

- *A sub-region characterized by a culture of peace, equality, justice, fair play and responsible citizens;*
- *A transparent and accountable governance system at all levels, capable of providing services for the citizens;*
- *Effective and efficient control of the economy and other state resources, utilized for the good of all;*
- *A sub-region free of ethnic and religious bigotry and where everyone enjoys equal rights, opportunities and protection;*
- *Providing the necessary enabling environment through advocacy and other peaceful means, for women and youth to fully realize their potentials;*
- *A vibrant and proactive Mano River Union (MRU) functioning in harmony with the Economic Community of West African States (ECOWAS), to facilitate the unimpeded movement of people, goods and services within the region;*
- *Effective networking and cooperation among CPS Partner Organisations within the Mano River Region.*

Vision Statement of CPS – Great Lakes/EED Partners

- *A culture of peace and citizenship emerges and puts an end to the culture of violence and impunity.*
- *The strengthening of institutions expedites the establishment of the rule of law.*
- *The country's resources are no longer looted, but used to better the living conditions of its people.*
- *The DRC develops an identity shared by all citizens and finds its place in the sub-region and in the world.*

The accomplishment of this vision requires everyone's participation, taking into account cross-sectional areas of operation such as gender, human rights and education.

Building the peace

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Civil Peace Services (CPS)/EED
(Great Lakes Region of Africa, Mano River Region)

Flaubert Djateng – Christiane Kayser – Marie José Mavinga

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1. Introduction

In recent years, advocacy has become a key word in development work and peace building initiatives. We have decided to move beyond the 'buzz words' and instead pull together some case studies and lessons learned from various advocacy initiatives of the "Civil Peace Service, EED".

We will present some of the main concepts of this work and outline some of the fundamental tools that have been developed by other actors and stakeholders as well as by ourselves in the hope that they will bring added value and increased efficiency to your advocacy initiatives.

The first step is to define advocacy.

For the purpose of this study, we have identified some central characteristics of advocacy, as well as what advocacy is or what it could be:

- Action against injustice and exclusion
- Action towards mobilisation and empowerment
- Action around negotiation and dialogue
- Action of stakeholders becoming actors instead of remaining victims

With the economic crisis and the climate change debate high on the global agenda, we are witnessing a far greater awareness and realisation of globalisation and the interconnectedness of the world.

As the Football World Cup in South Africa in June 2010 draws near, the eyes of the world will be on Africa. For once, this focus will not be solely on war or famine. It is imperative that this opportunity is seized at national and international level to show the world a more realistic view of the African continent, and use this potential for collaboration to instigate sustainable change.

This change can only come about if it is initiated by the African people and done in participation with them. Advocacy work and peace ini-

tiatives do not relate only to the activists and decision makers involved in the activities, but equally to the millions of people directly affected by poverty, social injustice, wars and natural disasters

We must use our skills and play our role with mutual respect for the big task that lies ahead.

Flaubert Djateng, Christiane Kayser, Marie José Mavinga
(Civil Peace Service Team/EED)

2. Definitions

There are several different and sometimes complementary definitions of advocacy; all of which can useful in developing the most appropriate response considering the context.

Find here several examples:

Advocacy is **an undertaking** as well as a commitment by civil society to initiate a process of positive change for a particular group of people.

Advocacy seeks to influence individuals, policies and power structures and induce change. It can either be carried out by people who are experiencing a threat, who are suffering from injustice, or by others on their behalf or else by a combination of both groups. Advocacy is not a specialist activity done exclusively by experts, but something anyone can learn to do.

The advocacy process involves utilising actions and tools in a certain situation identified by a group of individuals or organisations with common interests or a common cause. These activities aim at influencing the design, implementation, suppression or change of a policy, legislation, programme or project in the public sphere.

Advocacy encourages increased awareness and contributes to common understanding of issues and the search for solutions. It can aid in the creation of alliances and networks, which can in turn, lead to effective collaboration and cooperation at national and international level.

> **Advocacy** is different from **lobbying**. Contrary to lobbying, advocacy is done to change the situation of discriminated or marginalised groups, and not in self interest.

Awareness Raising is not Advocacy	
Advocacy	*Awareness Raising (sometimes called sensitizing)*
Advocacy consists of working in collaboration with other people/organisations to mobilise the support necessary to achieve the desired change.	To raise awareness is not to advocate.
Advocacy incorporates awareness raising but is a more extensive process that goes beyond sensitisation on a certain issue.	**Awareness raising** is an action that aims to address a particular question or problem with a specific group of people.
Advocacy certainly includes awareness raising, but is more focused on the end result, which is the change.	**Awareness raising is not necessarily aimed at achieving a specific change** in a given situation.

Source: Advocacy Techniques, Summary of a Justice and Peace Workshop in Bukavu (DRC), November 2009

ANOTHER TAKE ON LOBBYING: it becomes part of advocacy seen as an empowerment process including campaigning and lobbying

In recent discussions in Europe concerning advocacy for the disabled, lobbying is seen as a component of advocacy. Advocacy is seen as a process; a means to an end which has broadened to include empowerment and not simply a set of actions that are time bound – through articulating their needs and desires, people gain confidence and the ability to influence decisions affecting their own future. Within this process there is campaigning and lobbying which are direct actions to policy makers and can use media involvement and mass public interest, etc.

(Culled from discussions with Nadine Lusi in Goma, see also Christoffel Blinden Mission – CBM)

Advocacy definitions

There are numerous definitions of advocacy.
Below we offer Tearfund's definition as well as some other ones.

'Seeking with, and on behalf of, the poor to address underlying causes of poverty, bring justice and support good development through influencing the policies and practices of the powerful. Tearfund views advocacy as part of its mission to bring good news to the poor, motivated by the compassion of Christ.'

Tearfund

'The promotion of a specific message and/or course of action in order to influence or contribute to the development and implementation of public policies which will alleviate the causes and consequences of poverty.
OXFAM GB

'The process of influencing key decision-makers and opinion-formers (individuals and organisations) for changes to policies and practices that will work in poor people's favour.'
ACTION AID

'What the process involves is not defined, but it must include education of either the powerful or the powerless.'
WORLD VISION INTERNATIONAL

Source: Understanding Advocacy, www.tearfund.org

Advocacy is an action or actions aimed at changing the policies, positions or programmes of an institution or a group of decision makers

Advocacy is to recommend or to defend an idea or viewpoint to other people

Advocacy is to speak out and draw the attention of a community to an important issue and work with decision makers towards a solution

Advocacy is working with other people in partnership and collaboration to make a difference

Advocacy consists of varying strategies to influence decision making at differents levels: local, provincial, national and international

Adapted from *Introduction to Advocacy*, Ritu R. Sharma, Usaid, 1997

Advocacy: people gaining the ability to influence decisions affecting their future

The following definitions and thoughts come from the disability advocacy mouvement in Europe. They are adapted from Nadine Lusi's work for the Christoffel Blinden Mission (CBM) in the UK. We consider they give us yet another perspective on advocacy, lobbying and campaigning.

Advocacy –

- *A process; a means to an end – through articulating their needs and desires, people gain confidence and the ability to influence decisions affecting their future.*
- *main aspects; Lobbying, Campaigning, Education*

I'm trying to define it but there is no one definition! **No one right way.**

All these definitions of advocacy – but in fact, I believe it's undefinable. It was made very clinical and academic, probably in an attempt to document it. I believe it's being taken back out of that realm.

Lobbying – gently gently approach. Talking quietly and persistently to policy makers

Campaigning – mass media to attract public attention behind an issue

Educating – applies to both of the above. Building understanding of issues so that context for change is more receptive

Traditionally – the early "charity" definition of advocacy was "voice for the voiceless" – so many questions around this being the framework within which we approach the process/concept of advocacy.

- **Legitimacy** *– does any group have the "right" to talk about another group's issues? Beyond "right", is it actually effective? When you are identifying the change objective, have you been asked? Is it a self appointed change objective? Have you spotted what YOU think is a problem? And these are big philosophical questions around power, control, equality that we can't get into now ... but it's like a great big slippery fish! As far as I can see from my own experience of working in the sector,* **Advocacy is levering change through a sphere of influence***.*

- *Or on the flip side, trying to CREATE a sphere of influence through an amalgamation of small random processes and small victories. You are steering processes to achieve a change of some kind. Letters, leafleting, raising awareness. Influencing people's agendas. So for example as a disability advocacy officer, I am trying, in CBM to* **widen the scope of development politics to reach more people with disabilities***.*

We have presented several definitions and clarifications in the hope that you can develop your own understanding of advocacy.

It is important not to get stuck in a debate about whether definitions are "right" or "wrong" but instead, to focus on, with the other stakeholders, collectively developing an approach within which all those concerned are represented and have ownership. Advocacy will not be efficient if participants are following an agenda developed elsewhere. That is not advocacy, but manipulation.
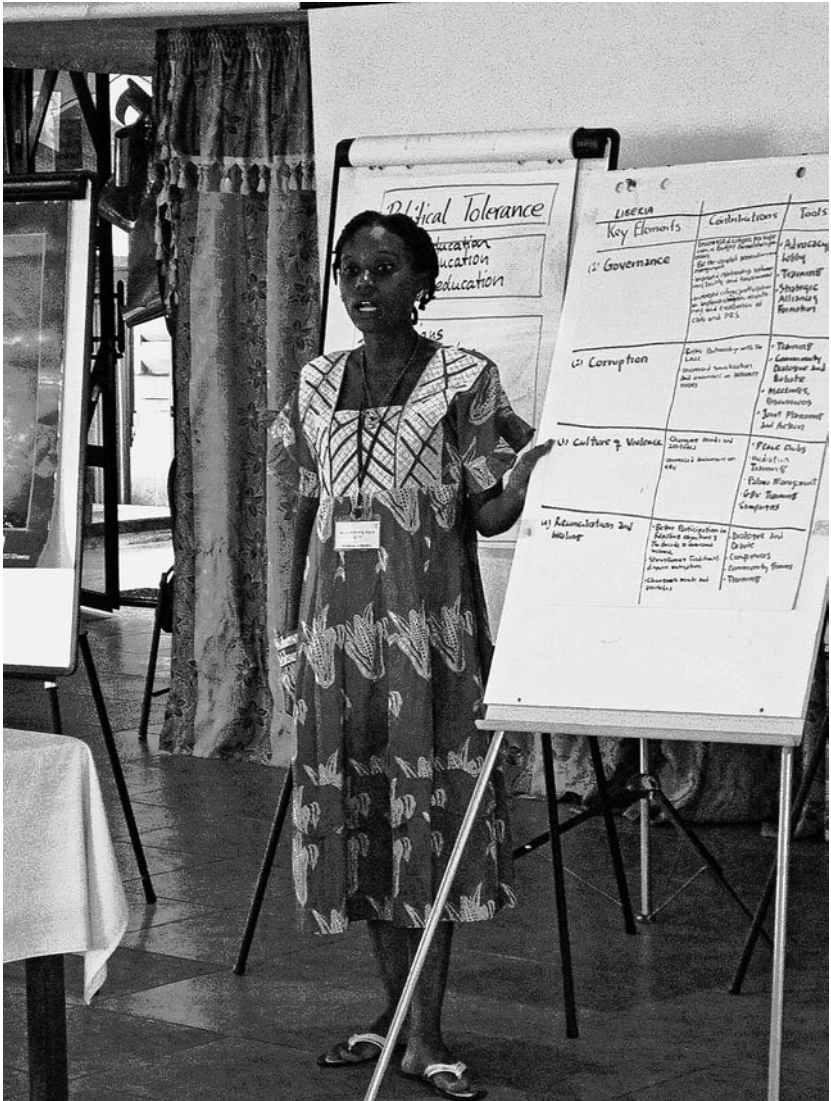
3. Three Approaches to Advocacy

Tear Fund, the British Non Governmental organisation has developed a toolkit on advocacy which can be downloaded from the internet (www. tearfund.org). They define three approaches to advocacy:

Three approaches to advocacy			
Approach to advocacy	**Advocacy *for* those affected by a situation**	**Advocacy *with* those affected by a situation**	**Advocacy *by* those affected by a situation**
Advocacy work done by	Professionals, NGOs, church leaders	A mixture of professionals, NGOs and local community groups	Local community, workers
Main objectives for intervention	Change in law, policy or practice	Increased access to decision-making Change in law, policy or practice Build advocacy capacity of those affected by situation	Increase in awareness of advocacy possibilities and capacity to do advocacy ►

Approach to advocacy	Advocacy *for* those affected by a situation	Advocacy *with* those affected by a situation	Advocacy *by* those affected by a situation
Characteristics	Issues often identified by outsiders Usually targeted at official decision-makers	Issues identified by community Shared planning, resources and action Outside organisers mobilise capacity	Issues identified by community Learning by involvement May have significant outside input at start
Advantages	Quick access to decisionmakers Good access to information about wider context	Increase access of poor to decision-makers Advocacy skills and capacity developed	Empowering – poor see themselves as agents of change Sustainable Can correct power imbalance
Disadvantages	Could strengthen existing power structures May not increase the capacity of local groups to act	NGO often in control and sets agenda Slower due to need for agreement between all parties	Access to fewer resources and information Risk of revenge Policy change may take longer

Adapted from *Three Approaches to Advocacy Mode* of Siobhan Calthrop, World Vision International (2002), inspired by the power model of Vene, Klasen & Miller

Depending on the situation, it is possible to combine the three approaches into one process. However, it is vital that the main objective remains to increase the capacity of, and empower those involved to be self advocates. In this way they will gain the confidence and the desire to be agents of change in their own contexts. The first approach (advocating **for** those concerned) is justified only as a last resort if the second and third approaches can not be employed because of situations where the risks for those concerned and/or the consequences of their involvement does not allow them to actively and openly be involved. It remains that the main objective must still be to empower those concerned to become the key and central stakeholders in the process.
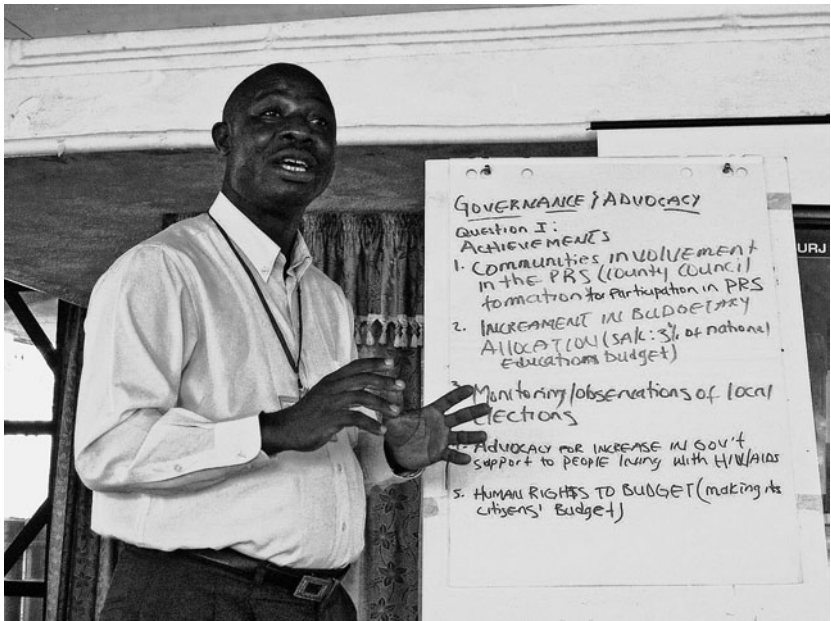
4. Principles Developed through Work in the Democratic Republic of Congo

In our work on advocacy with partners of the CPS/EED in DRC, and in particular with HEAL Africa and the CPS professional, Desiree Zwanck in their advocacy with and for survivors of sexual violence, we have developed the following principles

■ Advocacy does not equal powerlessness

Advocacy which is limited only to providing a space within which to complain about situation that people find unbearable is not effective. It contributes to a perception of those concerned – for example, African women – as passive victims who are not in control of their destiny. It is disempowering, reducing them to a level where they are perceived as waiting to be saved by an external and benevolent force, upon whom they are dependent for survival.

We should instead be inspired by the courage and initiative of the groups in question, for example the women, who after having survived rape have decided to no longer be seen as victims.

■ Our advocacy must be based on clearly defined strategies with distinctly delineated objectives and priorities.

These strategies and objectives may differ according to situations and contexts. It is important to clarify our **role** and how we identify our legitimacy in this work. Who are we and whom are we representing? Instead of speaking for the victims/survivors we must work and speak **with and through** them.

Steps
of Advocacy

Based on experiences of Tear Fund, USAID and ACDIC the advocacy process can be divided into several steps, some of which may overlap. The length of the process will vary according to the urgency and the nature of the problem to solve.

1 Identification of the Problem

After analysing the context together, identify the problem, to be solved. A problem, which is related to policies and programmes.

2 Research and Analysis

Collect all the necessary data. Make sure that the causes and consequences of the problem are well understood and that facts and figures are available on request.

3 Strategic Planning

If advocacy is considered the most appropriate method to resolve the issue, a strategy must then be designed. It should include the overall objective, indicators, a framework for monitoring and evaluation, the identification of stakeholders and possible allies, a methodology, a list of activities, a risk assessment, a timetable and a list of roles and responsabilities.

4 Beginning of Implementation

Begin operations using the range of methods and activities available. The execution of activities asks for cooperation with as many stakeholders as possible.

5 Monitoring and Evaluation

At the beginning of the advocacy process, a monitoring system enables the activities to be followed and also allows appropriate decisions to be taken to ensure the success of the next steps. A final evaluation identifies lessons learned which will inform future advocacy activities.

■ Advocacy must be based on proper analysis of the problem, the actors involved and the major obstacles to change

The explanations concerning for instance the extent to which the culture of violence has become entrenched in the DRC are numerous and very complex. Humans have the tendency to look for a scape-goat or to try and find explanations or justification. This attitude however, is counter-productive. Instead we should **identify what it is that hinders us from changing the situation**.

War, conflict, the small arms trade, marginalisation of populations, bias interpretation of traditional customs and certain religious passages in the Bible and the Qu'oran have resulted in the justification of degrading behaviour towards women in some countries: all these factors contribute to the culture of violence. However, in each of these situations, it must also be examined what are the main obstacles to lasting and sustainable change.

■ Our advocacy must take into account all the stakeholders and engage with people who have a common goal

To achieve this, we must examine the roles of the different actors and prioritise who will be the target of the advocacy activities. It is also important to define who the stakeholders are, who the main partners are and who is indifferent or even opposed to the initiative.

■ It is important to clarify the different concepts and theories being utilised

We use various approaches (awareness raising, conscientisation, mobilisation, etc.) to achieve our objectives. We are only beginning to use other approaches such as lobbying, campaigning and advocacy).

- **Raising awareness** enables the transfer of information to a population regarding an issue, problem or event. Here, the moderator holds the information and the people play a passive role.
- **Conscientisation** aims at making people aware of certain facts and above all of the causes and effects of their own situation. In this approach the moderator still brings in information, but pays particular attention to people's thoughts and perceptions. He listens to them, reacts and like a midwife helps them develop their own "conscience" of their place in life and in society. This is the way for them to become agents of change of their own destiny. (Conscientisation was developed by Paole Freire in relation to literacy work with the poor in Latin America. It has since been used in many countries in many different ways.)
- **Mobilisation** allows people to work together to address a social issue or a problem in the community

On the other hand:

- **Lobbying** traditionally is a technique used by interest groups who start a "lobby" (initially an antechamber, "To wait in the antechamber".) to push for legislative and/or administrative change in their favor.
- **Advocacy** is to represent and defend a cause before a particular group (decision and/or opinion makers) to change attitudes and perceptions and encourage the creation of a positive environment within which to mobilise resources (human resources, material resources and financial resources) which in turn will facilitate work for social change.

While awareness raising and conscientisation facilitate the transfer of knowledge and information to the population and in some cases, provides the space for them to make their views heard, lobbying and advocacy focus mainly on **influencing** the **stakeholders**, meaning those

people or groups of people who have **positions of power**. As aforementioned, the main objective of our advocacy or lobbying initiatives must be clarified on the basis of a situational analysis and an analysis of the challenges that are likely to be faced.

We must identify the central issues and decide at what level it will be addressed (local, regional, national or international).

■ We must be aware of the image we are projecting as an organisation or a pressure group and try to control it as much as possible instead of leaving that to outside media people

Explore what other people think of our initiative. Avoid anonymous statements and position papers. Anonymity diminishes responsibility and does not encourage or allow debate which in turn reduces the scope of activities.

■ Base the advocacy work on fact, not on rumours or hearsay

Whether we are producing large elaborate studies or small and simple case-studies: the central premise and foundation of our argument must remain transparent. Prohibit unsubstantiated claims and diffamation. Only criticise on the basis of facts that have been properly analysed. **Instead of looking for a scapegoat, focus on finding a solution.**

■ Define the margin of action and the priority areas

Compare the possible results with the resources needed before beginning the activities. For instance work around law and the justice system will only be valid if there is a functioning justice system. If not, there is a risk of wasting resources.

■ Prepare ourselves for opposition, resistance and change

The work will no doubt solicit some resistance to change. It is therefore important to remain flexible and prepare ourselves for new situations; new challenges, adjustments to strategies and operations, and possible changes to networks and partners as situations develop.
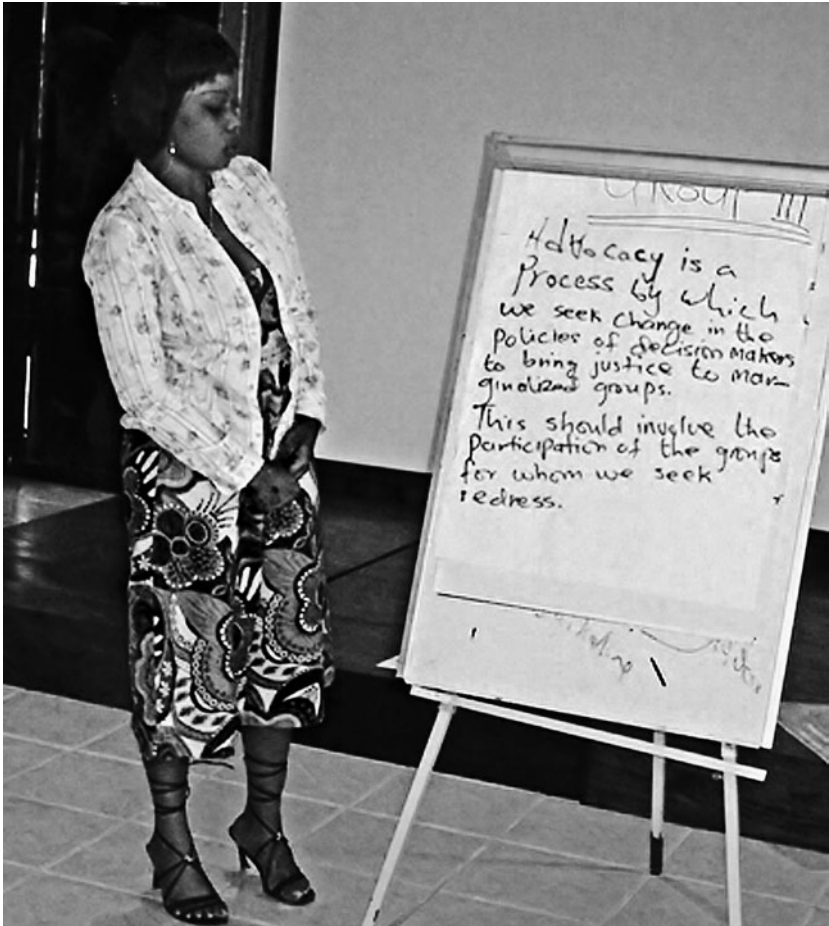
A poem written during the advocacy work
by and for African Women

«Because you are a woman»

by Sister Deodata Bunzibiye,
Alpha Ujuvi, Pole Institute, Goma, DR Congo, 2009

Because you are a Woman
Because you are a Woman
You can change mentalities
From left to right, from right
* to left*
As you are the Heart

Because you are a Woman
Because you are a Woman
You can by your own strength
* reduce to fine sand*
The rock that blocks the road
To open the way for posterity
As you are the Channel

Because you are a Woman
Because you are a Woman
You can from a dry and hard
* place give birth*
To an overflowing fountain
Carrying hope
As you carry Life

Because you are a Woman
Because you are a Woman
You can from green and sappy
* wood create*
Brilliant flames of peace,
* joy, love*
As you are Warmth

Because you are a Woman
Because you are a Woman
You can to a suffering and
* bitter heart give back*
The will to live
As you are Tenderness

Because you are a Woman
Because you are a Woman
You can from a cloudy suicidal
* town develop*
Newborn life
You can give life
As you are a Mother!

5. Advocacy and Power

All advocacy is a commitment against injustice and exclusion. It is seeking to change or restore the balance in relationships within a community or society and affects groups, structures or individuals. If it is a success, it will no doubt result in changes to the distribution of power. People in power are often not easily persuaded to give up that control, to share. People who engage with and work in peacebuilding activities often neglect this aspect of the politics of change. Sometimes they see themselves as "angels of peace", who want to bring joy and happiness to all. Unfortunately violent conflict always serves the interests of some particular individuals and groups. The first step in a situational analysis and a mapping of key actors is always to analyse the interests of the different actors and stakeholders.

Change is unlikely to happen without influencing a significant faction in power. One can reason with them and try to convince them, but often the solution is to apply pressure either directly or indirectly; the important thing is to assert enough influence so that they change their mind with regards to the issue that has been identified.

At the same time, it is often those who are the most affected who lack the power to change their situation.

In this context it is essential to analyse the various kinds of power in place, the power brokers and the most appropriate means to address the problem.

Here we distinguish between three faces, or dimensions of power:
- Open face
- Closed face
- Hidden/Invisible face.

There is often a tendency to only acknowledge the first face and to neglect the others.

Depending on the power dynamic, the advocacy strategy must be adapted accordingly.

Following is a tool developed by Tear Fund. It is a guide to developing advocacy strategies taking into account the dynamics of power.

	The three faces or dimensions of power		
	Open face	**Closed face**	**Invisible face**
Power operates through	Open political system Clear process of decision-making	A more closed political system where certain groups are excluded or discriminated against	Preventing conflict arising through secrecy and information control Blaming others to legitimise inequality
Powerless-ness is due to	Lack of resources to compete effectively Non-participation due to choice	Barriers such as gender or race keeping certain groups away Disorganisation Lack of information	Lack of awareness of issues Belief that poverty is one's own fault and that nothing can be done
The aim of advocacy is	Correct use of power Accountability for use of power	Access to power Change of power relations	Awareness of own power and ability to use it Awareness of issue and causes
Advocacy tape	**For**, **with** or **by** the people	**With** or **by** the people	**By** the people ▶

5. Advocacy and Power

	Open face	Closed face	Invisible face
Characteristics of advocacy include	Issue-based lobbying Led by professionals Play by the rules of the game Going for winnable issues	Issues identified by community Powerful grass roots organisations that challenge structures Outside organisers building local capacity	Grass roots leadership Education to develop political awareness, confidence and understanding Learning by involvement
Dangers and limitations	May not build participation, organisation or awareness at grass roots Does not challenge unjust systems and structures	Does not challenge the imbalance of power for the most marginalised Relies on outside organiser Little increase in awareness of broader power system	May fail to engage community in formal political change process May overlook importance of organising selves May fail to use links to other groups

Source: Understanding Advocacy, 2002, www.tearfund.org

An advocacy campaign can address all three dimensions of power. However some campaigns assume that all power dynamics are open and transparent. Their goal is political change and to speak for those affected by the problem. In doing so, they do not address the lack of power and marginalisation of the concerned population.
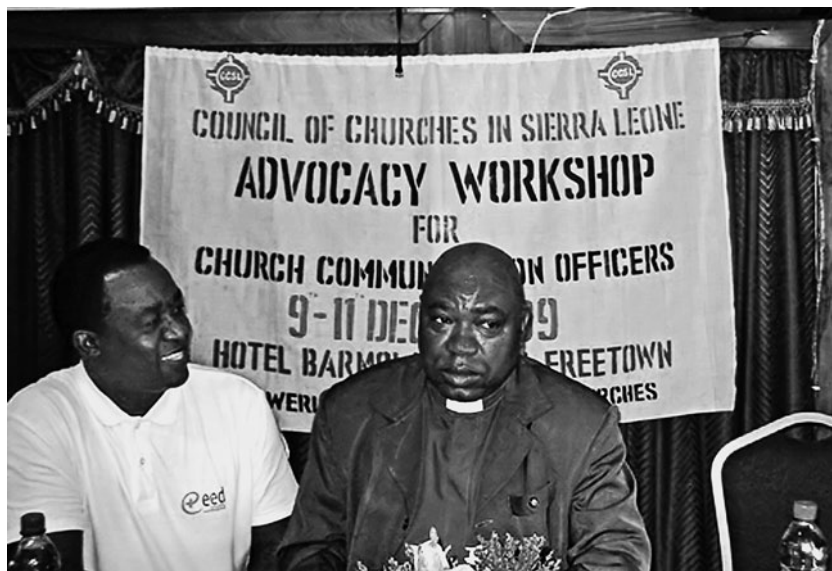
6. Why and When to Engage in Advocacy: Experience from the Council of Churches in Sierra Leone

In September 2009, EED responded to a request from the Council of Churches in Sierra Leone (CCSL) and sent Iris Liethmann as a CPS professional to support the CCSL in communications and advocacy.

To demonstrate its commitment to advocacy and to plan how to address it further in the future, CCSL organised a workshop in Freetown in December 2009.

These are the findings of the workshop:

Advocacy Workshop: An Important Starting Point

How can we advocate for the voiceless, the marginalised and oppressed? The workshop brought together 23 communications officers from the CCSL members and affiliates to look at this question and to increase their capacity around effective strategic advocacy planning.

Challenges in Postwar Sierra Leone

Even though Sierra Leone is now in a post conflict stage, it remains a fragile state with many problems and our members and affiliates are determined to tackle their root causes. The country is extremely poor with huge disparities regarding the distribution of resources and income. Sierra Leone is ranking as the seven lowest on the Human Development Index. The country has one of the highest infant mortality rates in the world, and one of the lowest life expec-

tancies; one of the contributing factors is poor living conditions. A huge number of Sierra Leoneans have no access to healthcare or schooling. Two thirds of the adult population are illiterate. The consequences of such high illiteracy rates mean that many people are excluded from their basic social and political rights.

What does Advocacy mean to us?

We had some very productive discussions about how to define advocacy. We agreed that social transformation in our country can only happen if communities and people who are directly affected become involved in advocacy work themselves. We are very committed to working towards increasing the capacity of those directly affected to act and advocate for themselves. We believe that work at the grassroot level lends credibility to our advocacy work and facilitates the achievement of our goals: we are going to redouble our efforts to advocate and work with the marginalised and oppressed in the belief and hope that they will be able to change their situations. We consider advocacy to be a vital tool for finding solutions to the most basic needs the people in our country are lacking, and also a very strong support for those who have nothing else.

Cooperation – not Confrontation

For us, advocacy is a way to address issues in a participatory manner. We want to work in partnership with one another and create alliances to overcome the big challenges the country faces.

This is why we are trying to collaborate with the decision makers at national level to ensure that those who are poor and marginalised can improve their living conditions and have their voices heard in regards to decisions that affect their lives.

We are willing to cooperate with like-minded people and organisations, because we are aware that strength roots in unity.

Key Role of CCSL
The CCSL brings together sixteen ecumenical member churches and eight affiliated institutions. Our strength comes from being deeply rooted in our society. This gives us the strategic advantage of having local knowledge and good relationships with the community.. We know the needs and concerns of Sierra Leoneans. At the same time we are linked to regional, national and international structures. We can therefore play an important role in advocating for the improvement of the situation in Sierra Leone and for the population of the country. As Churches we have a key role in speaking out for justice and promoting peace.

Against all Odds
The workshop was a starting point from which we can intensify our advocacy efforts. We are aware of the difficulties and sometimes the weight of the issues which we are faced with in our country and in our lives, threatens to crush us. As a result of the workshop, we all are more determined than ever to work together as a united Church on behalf of the country. We know that we have the energy and the potential and opportunity to redouble our efforts towards advocacy.

7. Check Points

The following points must be checked during the advocacy process:

Core Issue: What is the central issue? How urgently does it need to be addressed?

Effect/Impact: What are the effects of this issue on the vulnerable sector of the population, on society in general, on the existing conflicts and on violent conflict?

Root Causes: What are the main causes of the problem? What are the barriers to finding a solution? Who are the stakeholders and what role do they play? What is the role of civil society? Do any specific cultural factors influence the issue?

Context Analysis: Can you analyse the context within which you live and place the issue within? What political, economic and cultural aspects will influence the actors and factors regarding the political, cultural and economic dimensions?

Possible Solutions: In your opinion, what needs to be done? What are the advantages and disadvantages of the proposed activity? How are you defending your point of view? Are your proposals realistic? Do you have a clearly defined strategy and a pragmatic plan of action? How do you make sure that changes are recognized and monitored?

Stakeholders: Who has the power to change the situation? Do you have access to these actors? Have they accepted their responsibilities? Are they open and willing to listen? What could compel them to react?

Potential Allies: Who shares your interest in this issue? Could you work with these actors? Are they efficient? In what ways could you identify and strengthen your mutual interest? Are there any potential actors who are not yet aware of the issue and who could be won over to the cause?

Risks: What are you and your allies risking by getting involved in the problem? How could you anticipate and reduce these risks? What do you risk by not advocating the problem? Is your analysis of the situation and the actors up to date?

Methodology: Which methodology will you use? What could you develop and think up in the given situation and with your specific potential?

Adapted and added to from Tear Fund, Advocacy Toolkit, 2002, Co Handout, pg. 14
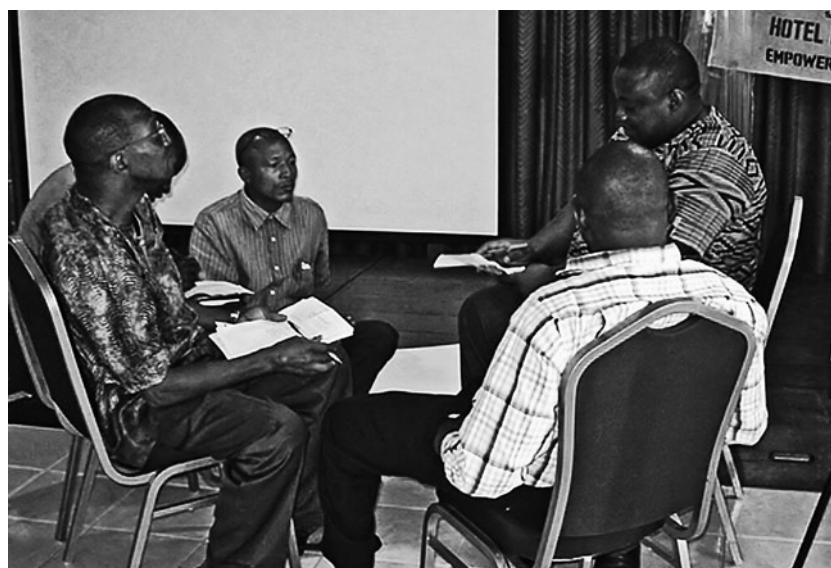
8. Experiences and Obstacles: Examples from the Civil Peace Service/EED in the Great Lakes Region

To ensure that peace workers are efficient, they have to acquire skills, develop sound strategies and prove that they are able to organise efficient action and have the skills to initiate durable and useful empowerment processes. Advocacy is at the heart of promoting peace. It is a specific competency which all actors seeking positive change through influencing politics and decision making processes for the welfare of the population need to develop.

More and more local organisations working in the promotion of peace are realising that if they wish to represent certain causes, they must "advocate". However, very few have the knowledge or the appropriate training in advocacy. Aside from the issue of training, the leadership teams in these organisations need to be confident and ready to take some calculated risks to ensure the success of their mission.

During the CPS/EED network workshop in the Greats Lake Region (Bukavu 2009), all the partners in the DRC and the CPS professionals, who work alongside them, have drafted their experiences and what they feel are the obstacles to effective advocacy.

a) Advocacy and the Economy

Experience	Obstacles
Developing a "Think Tank" of Stakeholders (SADRI) ■ Local development plan ■ Steering committee of actors ■ Civil Society Platform ■ Committee with equal representation at the provincial ministry of mines ■ Collaboration with other organisations *Advocacy by MEU/Germany against war economy (KRIEGSÖKONOMIE)* ■ Mobilisation of German parishes to display solidarity with people living in war zones (CJPSC) *Education system to illustrate the value of the natural resources (CEFORMAD with SADRI and CRAFOD)* ■ FoLVaReN ■ Development of the national training curricula based on the realities of every day life	■ The complexity of the mining sector poses serious problems regarding personal security for the actors in advocacy ■ Ownership of the process by the concerned population is not often given ■ Some decision makers are implicated ñ they are both judge and jury ■ Lack of grasp of the essential issues by some main actors ■ Lack of commitment by some actors (church) ■ Lack of presence at decision making forums ■ How can our work inform and support the Churches?

►

b) Advocacy and the Education System

Experiences	Obstacles
To make it work	■ Unreliable government officials (ministers ...)
■ Command of the subject matter	■ Indecisive actors
– idea for module (see that the authorities accept the idea)	■ Not enough funds, very demanding and difficult people in positions of responsability
– Teacher training	■ Time
– Design and print of manual	■ The distance between where the decision was taken and where the practical work is carried out.
– Experts confirm	
– School inspectors, first official launch	■ Individuals have not accepted and internalised the project
■ Advertising, visibility and demonstrations	■ Frustration
– Keep in contact with those responsible at all levels (introduction of provincial finance division)	■ Political climate not conducive to progress.
– What is the objective of our advocacy?	
■ Operational Plan	
– Invitation of key representatives and ministries to Goma	

c) Advocacy and Sexual Violence

Experiences from the struggle against sexual violence –
Heal Africa, North Kivu and Maniema

Objective: Support and emergency help to the most vulnerable people
■ Be very aware of the central issue
■ Collect data in the field and analyse it
■ Publish the report about the situation and the ensuing contributions by a consultant
■ Treat and support the victims and the communities   ►

- Create a media department
- Campaign for the application of Resolution 1325 at the Congolese CNDP negtiations in Nairobi

Work with associations and partners
- Share experiences
- Draft messages for targeted releases
- Streamline messaging; make messages consistent with strategies
- Organise conferences and public debates
- Headhunt people who will be useful and relevant, targeted networking

"Stop the water running from the tap"
- Organise a march in front of the ìStade de L'uniteî in Goma
- Upload podcasts
- Get media coverage and raise the profile by organising high profile visits (Ban Ki Moon, Mrs. Navanathem Pillay)
- Distribution of medicines and medical equipment
- Launch and distribution of the film "Méfaits de la Guerre"

Expectations
- Maintain credibility with the population and in the eyes of the development aid partners
- Collect comprehensive and infallible data
- Mutual understanding of partners and target groups i.e – beneficiaries
- Work in a way that promotes the vision of unity and working alongside all the actors

Constraints and Obstacles

There are many other people (journalists, observers, visitors, NGO staff, etc.) speaking on behalf of victims of violence.
At the same time, however, it is more beneficial to address the issue than to ignore it. The battle against sexual violence has become a very marketable issue in the development world.
- For fear of trivialising the issue, we must "encourage the women to speak for themselves and not to allow the journalists to do it for them".

9. The North – South Dilemma: Committment to Women's Rights and Obstacles to Efficient Advocacy

In advocacy work it is almost impossible to function without partnerships and sometimes these relationships are not always easy, efficient or sustainable. For example organisational partnerships between the majority and minority world, from Africa to Europe are faced with some very complex barriers; however, when these partnerships succeed the results and the change that is made possible by this kind of collaboration is particularly powerful. Inter and pan – African partnerships are equally still not fully developed making these sorts of partnerships very promising to invest in.

We will present some lessons learned which were gathered in a very up front and honest way by activists working for women's rights and against sexual abuse. This was a unique occasion that saw the West and Central Africans meeting together with Europeans and Americans. They did not beat around the bush and this allowed them to outline various ways to solve essential problems.

In Goma, (DRC), on the 20 & 21 November 2009, HEAL Africa organised a workshop facilitated by Mrs Seynabou Male Cissé, peace activist and coordinator of CRSFPC/USOFORAL, a network based in Casamance (Senegal). This "South – South" meeting was organised in collaboration with the Civil Peace Service and its German partners, EED and WFD.

The aim of the workshop was to share and exchange views and opinions surrounding this question: "How can women's organisa-

tions develop and move forward in fighting for women's rights in spite of armed conflicts?" The fifteen participants included both men an women from HEAL Africa and other Congolese and international partner organisations, all working together in the fight to stop violence against women and girls in North Kivu, South Kivu and Ituri. Julia Ziegler working in Casamance took part as CPS/WFD, Jessie Bohr, working for RIO in South Kivu (DRC), and Désirée Zwanck, working for HEAL Africa in North Kivu and Maniema (DRC) are from the CPS/EED network.

Women's movements, networks and synergies: strategies and challenges

→ How can a women's movement be established at local, national and regional level in the DRC? What difficulties do women's organisations face when establishing networks and synergies?

Problems

Women's networks, synergies and platforms do exist in theory at local national and international level. However often they do not do effective work or they are somewhat like a façade; they have a coordinator who supports the network alone, but the structure is not robust and their members and projects are not active.

Government organisations (GOs) and non government organisation (NGOs) are often not interested in cooperation with local NGOs. The cooperation is often limited to subcontracting and tertiary service provision. These subcontracts do not treat the local agents as partners and this is often represented in the pay scales. International organisations often only sign contracts with other international organisations with no verification needed to ensure credibility or proof expertise. This is one of the reasons why local

organisations state that there is not enough transparency in the dealings of international government and non government organisations.

This situation can also be seen from the other side. International organisations accuse certain local organisations of being incompetent, and this is sometimes the case. Women's organisations often have problems with professional and long term strategy:

- Lacking skills (amateurism)
- Nepotism (favouring family members or tribal ties)
- Bad Management (stifling, aggressive, irresponsible)
- Jealousy (everybody wants to be in a management position)
- Fictitious organisations ("selling" victims as their property)
- Absence of constructive leadership
- Duplication of activities
- Lack of specialisation in organisations to be able to allow for referral and complementation of work.

Solutions

It could be an idea to examine the terms of references and mission statements of particular international organisations. Most international organisations have mainstreamed (or are in the process of doing so) the idea of local participation in their development programming. Local NGOs could insist that it becomes a right to have participatory and transparent work practices. The international organisations already support field work, they can cooperate with activists and local NGO's and build their capacity.

The local organisations must become more active and they should demand good cooperation. For example UN-OCHA could alert the local organisations to which international organisations are looking for help or new partnerships.

Most importantly, local organisations must refuse to become entangled in corruption; they must fight it at all levels. They have to denounce unacceptable behavior by donors and by civil servants. There are examples from several local NGOs that have shown that it requires much courage and perseverence, but it is possible.

Concerning the professionalism, it will be necessary to make training in organisational development available.

Resist the temptation to work with people that are known to you. Organisations should work with people who are not family members and make it a priority to look for people who are the most competent and fit the job description. Our own organisations should develop a clear vision and insist on professional accounting. If our own organisations are transparent and efficient, there will be no justification in questionsing methods and practices. We must show all those involved with us what we are capable of, and that we can succeed.

Furthermore, strategies need to be developed beyond simply intervention at field level. There needs to be advocacy surrounding the issue of women and a real collaboration with authorities at local and national level. Above all, we must develop a better and realistic way of working in networks and exchange ideas.

Terms of reference for a brainstorming meeting looking at women's forums.

It is necessary to:

- Look at where we are now as regards space for women – is it necessary to create something new or would it be sufficient to improve the existing structure?
- Define a vision, principles and a philosophy
- Main focal point becomes a moderator for a certain time
- There is no salary for the main focal point

- Help each other in case of shortage of material
- Stop paying per diems and let us think together and find a solution to pay for extra costs
- Internal and External transparency
- Remember how important it is to re-build these women's organisations. Work with representatives from other organisations who will be obligated to help rebuild as well.
- Make an effort to reach women's organisations and associations at the grassroot level
- Establish a quality control to integrate women's organisations
- Maintain contact with other organisations and men so as not to become isolated.

For the complete version of the meeting report in French see www.healafrica.org

In any advocacy process
legitimacy of stakeholders is to be
negotiated and becomes sustainable
through empowering
the affected population

*Advocacy is not
a one-time action but
a challenging process*

10. Challenges of Advocacy

Advocacy is aimed at influencing people, policies, structures and systems to bring about change. It is aimed at changing the attitudes and positions of those in power and as a result make them behave in a manner that is more fair, or more just. Advocacy work becomes more effective when done in conjunction with actions such as community mobilisation, conscientisation, research, and networking. It can be spontaneous and unplanned or meticulously planned, it can be on for a unique issue or part of an ongoing movement. Advocacy is an integral core part of any organisation who wishes to denounce injustice, support the poor, make those in positions of power and leadership face their responsibilities as part of the system that cements such inequality, and provide a space and facilitate a way for people to make their voices heard about issues that affect their lives. Advocacy facilitates collaboration between individuals and groups around a common issue and a universal objective, but it also is a way for people who have the same ideas about sustainable development and peace to come together. Advocacy implies:

- Ensuring that people in positions of power are confronted by their responsibilities to society
- Trying to change the way power is used
- Trying to obtain access to power structures for people who are marginalised and excluded
- Help people to recognise the kind of power they do hold (first step to responsibility)

Characteristics of Advocacy
- Advocacy projects and -programmes must promote sustainable and long term change
- Efficient advocacy must be rooted in the lived experience of the

population; Advocacy has to start from their perceptions and experiences and must help people to engage in the process of influencing policies, attitudes and behavior

- Advocacy must be based on facts and an analysis of the situation that can be argued and shared
- Look for constructive dialogue with the target group using all tools at your disposal, for example interest groups, the media, networks, campaigns.
- Advocacy must be based on solidarity; create and make links function between allies and organisations in the field
- Capacity building of the personnel of the organisations in charge of advocacy, and of partners and supporters, who are part of advocacy activities

Adapted from Advocacy Guide, Mary O'Connell, Gideon Burrows and Libby Plumb, WaterAid, Great Britain, September 2007

1. What are the issues and how to bring about change?

To carry out advocacy efficiently the organisations in charge have to identify the root cause properly. They have to understand the relationship of power in peace building as well as the process of taking decisions.

Draft and execute an advocacy strategy which contributes to:
- Broadening the actors' horizon, reinforce their capacity to identify sources of information and to analyse the context;
- Open up to parties involved, recognise coalitions and synergies despite of discrepancies/rivalries of actors involved;
- Get to know their organisations and listen to them;
- Link local events to national and international issues if possible, and encourage exchange on the micro level (local level: challenges on the

level of households and the community quarters, village etc.) and macro level (national level: policies of the state, legislative and economy).

Some basic principles:

■ Advocacy could be carried out by organisations under the following ethical conditions considered:
  – Advocacy has to be in common public interest and not in the interest of a specific group.
  – Be transparent and present the objectives and results achieved.
  – While executing advocacy respect the rule of law and all the parties concerned.

How to begin with advocacy:

■ What are the facts?
■ Analyse the context of factors to be considered.
■ Determine what makes change happen: where to begin?
■ Identify what could influence the change wanted
■ Initiate alliances of like-minded actors
■ Reinforce confidence
■ Define potentials and weaknesses of change
■ Get into dialogue with the power brokers
■ Identify means of pressure
■ Plan properly
■ Establish a monitoring and evaluation system to be aware of progress made and of obstacles
■ Adapt strategies according to the findings of the evaluation

To promote peace in a specific region is a demanding task which asks for much responsibility in choosing the activities considered. To advocate a case you have to know the context well and you have to have profound

knowledge of the life of the population. The history of a population constitutes an important source for data collection. The analysis of the context discloses much information on the links and exchanges between groups, parties of the conflict, interests involved, decision making, actual leaders, authorities involved, clashing perceptions, spurned laws, existing complaints, action already taken. In short: the analysis of the history of the population allows to identify the factors, which divide it and those which bring it together: the dividers and connectors.

With the help of historical analysis of a specific population you can define action to be taken to promote or preserve peace. Priorities have to be set and it has to be decided how to design advocacy in view of the analysis and the priorities set.

Issues of advocacy could be:

- Change the daily life of the population to the better
- Promote peace and social security (rule of law, employment, housing, health, nutrition, education)
- Reinforce confidence in the population and their sense for empowerment
- Encourage longterm alliances between organisations and initiatives
- Enhance the given human resources in view of vulnerable groups (women, youth etc.)
- Promote self awareness and the respect of the rule of law
- Facilitate the emergence of new leaders

Each time the chosen action mobilises people or groups, it contributes to the empowerment of the population showing that it is possible to make change happen.

2. How to describe the issue and the key actors?

Advocacy addresses decision makers, the leaders, those who make policy, in short, those who have influence on people and their actions. All these actors or institutions need data they can understand. To carry out proper advocacy you need a credible system, facts and information, which underline the importance of the change you want to bring about.

Collecting qualitative and quantitative information in an objective and reliable way, will contribute to express useful arguments to:
- Support advocacy to the media, to the public and other secondary actors
- Thwart opposing positions and arguments
- Overcome myth and prejudice on given issues

To understand the ins and outs of a question, data collection could contribute to find out about unknown facts and unforeseen circumstances, which back up the advocacy question. Through situational analysis you identify the institutions and key people to be addressed by the action. The public you are facing is made up of multiple personalities in relation to advocacy; you have to distinguish between decision makers, influential people, NGOs, organisations, initiatives and other organisations working in the same field.

Public perceptions, beliefs and attitudes on advocacy could be used to design meaningful messages.

Lobbying, campaigning and participating in national and international events are important techniques of advocacy, which always have to be backed by data, established from research on the problems to be changed.

How to collect useful information

■ *What information do you need?*

It is useful to approach this question from the angle of questions that need to be answered. Where are the gaps in your knowledge? To help you plan the research it is useful to break out the needed information into different sections, to distinguish between information that is easy to obtain and information which will need more effort.

■ *Where can you find the information?*

You have to identify the sources of information which already exists, because it was collected by other researchers, perhaps it can be found in reports, government consultations, statistics, or projects plans. However, you have to check if the information is credible, reliable and up to date.

In other cases you may have to collect information yourself at the original source. For example, you might consider it necessary to carry out research in the field, or conduct interviews. First hand information could be gathered from various sources, i.e. it could be a field visit to villagers, or an investigation on the process of drafting national policies implemented by the authorities.

■ *Who contributes to your research?*

If you are carrying out "first hand" research, you have to identify what you want to know and whom you have to ask. To make your research credible you have to pay attention to selecting a representative sample for the group you are involved with. You should try to find the largest and most representative sample possible, in the light of the time and resources you have available. The sample has to present a faithful image of the whole population, from which you want to draw conclusions.

Is your survey only based on a percentage of the population chosen at random for the purpose of your analysis, or will you try to interview everybody in a given part of the region? At the time of defining your sample, you will also need to identify its key characteristics, regarding use of water, age, gender and household conditions, because these factors may influence the answers of your survey.

■ *How to collect information?*

While carrying out "first hand" research, it is important to record the collected data precisely and systematically. Therefore you have to be clear about the tools of the survey, for example through interviews, questionnaires, observations, statistical analysis or other means of data collection.

No matter which method you use, you have to pay attention to proper collection of data, i.e. the collection has to be systematic and coherent, you cannot be fooled by appearances; its components must be susceptible to verification and must be validated.

Furthermore your method has to be flexible enough to record the information, even if the data leads in an unexpected direction. Above all, your research methods must be culturally sensitive and respect the privacy of people.

Adapted from: Guide to Advocacy, Mary O Connell, Gideon Burrows and Libby Plumb, Water Aid, UK, September 2007

3. What are the common and opposing interests?

Conflicts emerge in situations where people's interests are divergent. Those who represent these interests confront each other. Promoting peace is a difficult exercise drawing interest together, negotiating, mediating and sometimes reconciling and forgiving. Land, water, resources and family conflicts are the main causes of insecurity in the world.

How to use the media, but not being used by it

Media is an important actor which should be an ally in a process of advocacy. You should always have a professional and well organised relationship with them. In general, media loves sensational stories, it tends to identify victims. Advocacy for peace requires you to mobilise and to make claims for people's rights. You have to be convinced that your action can bring about change.

Collaboration with the media requires you to respect certain principles to guarantee that the objectives of the advocacy will be achieved. The structure in charge of the advocacy has to instigate the communication activities, and not the other way round. That is why you have to be familiar with which media covers the issues of your advocacy. You should try to establish a good relationship with journalists, sharing information with them while following the hierarchy of their agency.

As you get to know the local media representatives, you discover what kind of features might interest them, their deadlines, and problems of censorship they might encounter.

Prominent points of advocacy should be given to the media by the organisation which is in charge of advocacy.

4. Identifying allies. Identifying opposition

Advocacy is executed by several categories of actors, some of them allies, others adversaries, and there are those who are targeted by the activities. To define priorities and strategies you have to identify three facts related to the advocacy question:

- What is the actor's attitude towards you? (for example: fiercely opposed, against you, neutral, for you, thoroughly positive)
- How important is the point in question for the actor?
- What influence does the actor have on the question?

In answering these three questions you are able to define a strategy, knowing who is the most influential, who is against you and who are those still to be convinced. Those who are influential and in favor of the process are probably your main allies.

The public is an important ally. The public will be the end user of the results of advocacy. If you include the public in the process of advocacy, for example through proper information about the ongoing process, it will become your supporter for the cause you are defending.

The success of advocacy depends on good knowledge of the actors who could be allies. It goes without saying that allies of the past could become future adversaries during the process of advocacy.

5. How to engage in productive dialogue?

The quality of a given advocacy can be recognised by the quality of its demands. In order to be heard, and especially to be taken seriously, a professional approach based on dialogue around the demands is certainly an advantage.

On the basis of the identified problem, using predetermined levers for change, it is now time to communicate with the actors involved.

First of all, you have to create a strong alliance of like-minded peo-

ple. So you will have to mobilise as many like-minded people and groups as possible and propose to them a common platform to make their voices heard.

The position adopted by this alliance of concerned actors will be the basis for a fruitful and challenging dialogue with the other stakeholders. The alliance drafts a clear message to send to the decision makers and the different key actors, to enter into dialogue and demand the changes that are desired.

The quality of the message, the knowledge of the audience to whom it is addressed, and the medium to transmit it are the pillars of the process. The underlying objective of the message is to initiate action and decision making. Therefore the specific demand on the subject matter to be changed has to be voiced and the action and the decision to be taken has to be proposed.

During the process of making your voice heard, the main elements of the message might have to be adapted to the changing context, to the progress you are making and to obstacles encountered or new challenges emerging.

As things change, it is important to reanalyse the context of the undertaking with the members of the alliance during the ongoing process of advocacy.

A challenging dialogue takes into consideration the different public targets of the advocacy:

- Decision makers and influential persons
- National and international organisations working on the same subject
- Local and international media (radio, television, print media)
- The public at large

Evaluation of risks

In advocacy for peace, it might be dangerous for certain actors – or the groups they are defending – when they speak out. That is why it is important to analyse the situation regarding security on a local and a

national level, to be sure to avoid putting anyone in danger. An in-depth analysis has to be carried out on all factors of security risks, which includes discussions with those concerned to make sure that everybody is aware of the risks and that the risks have been taken into account in the strategy.

6. How to seize opportunities

Organisations promoting peace are sometimes taken by surprise in their action. Often their intervention starts after the escalation of the conflict has already occurred. That is why the timing of advocacy is of utmost importance. In the area of your operations you have to know very well the calendar of the events and actors, and as well who are the people involved in the preservation or disturbance of peace. By continuously analysing the economic, political and cultural factors, you can foresee the timing of events and act in a way that can influence events. To increase the impact of advocacy it is also important to seize the opportunities which are offered by events like international conferences, meetings, working groups and all other gatherings, where there is a link between the people's lives and your area of intervention.

11. Advocacy Tools

Semi structured Interview

This tool allows you to meet people individually or in groups and take time to discuss their knowledge, their experience and understanding of the problem to be resolved.

Focus groups

These groups should bring together people of different opinion to discuss their diverging views and to test their hypotheses, and begin to gain a collective understanding of the subject under debate and what the advocacy is about.

Analysis of Power Structures in the Field

A proper analysis allows you to compare the advantages of different power groups, find out about their tendencies and influences and the problems that you wish to resolve. It allows you to understand the factors that hinder or help and the areas where you can concentrate advocacy activities, in order to bring about real change.

Documentary Research

You will find documentary information in many places. Here are some examples:
- Libraries
- Universities
- Administrative services (on a local and a national level, statistics office)
- NGOs, churches and think tanks
- Donors and international organisations

- Internet
- Media (daily papers, magazines, radio, television)
- Public meetings and personal contacts

To collect data the sources of information are the following:
- Statistics and official reports
- Church archives
- Reports and non partisan papers
- Community archives
- University papers
- Security reports
- Human Rights reports
- Eyewitness statements
- International agency reports (ONU, UE etc.)
- Legal evidence
- Features broadcast by media

Topography of Stakeholders

You have to understand the standpoints of the different groups involved in the problems to be solved. To identify who is involved, the following questions might be useful:
- Which are the appropriate groups or organisms, which could help to solve the problem?
- Who would be the appropriate person to contact in the chosen organisation?
- What is their specific interest in the given problem?
- What is their stated position on the problem?

Mapping of Allies and Adversaries (Stakeholders)

You could present the results of the stakeholder analysis in a diagram. It is useful to map the stakeholder analysis because you will have an overview in one chart, who are your allies and who are your adversaries.

Networking and Creating Alliances

It is important to know with whom to cooperate and how to do it in the best way possible. To network means to cooperate with people and organisations, to maintain contact and to exchange views and information, working together in a more efficient way. This could be done informally in relationships with people, or by disseminating information which might interest them. It could be also done in an official way by joining or setting up a network.

Tools for applying pressure

Tools for applying pressure show different ways of influencing decision makers directly. The objective of most advocacy work is to influence decision makers, and there are several ways to do it. Here are some of them:
- Write a newsletter
- Send a paper to explain your position
- Make a telephone call
- Ask for a meeting
- Go to court
- Draft petitions and send them to the decision makers
- Organise silent demonstrations, marches and protests
- Organise public debate between those concerned and the decision makers
- Draft papers (reports, presentations, briefings etc.)
- Make noisy publicity campaigns

- Send cards
- Organise an internet campaign
- Organise exhibitions
- Organise boycotts

Media

Information disseminated through print media, television and radio influences decision makers and public opinion at large. Media includes:
- Radio
- Television
- Daily newspapers
- Magazines and glossies
- Press releases

Information for Journalists

The media is often interested in striking facts. They use a human interest story as an example to show how people live. They are powerful agents for disseminating messages and they have great influence on public opinion. Information for journalists could be:
- Press release
- Press conference or media event
- Presentation for journalists
- Graphics or illustrations
- Fact sheets or general data
- Media/press kit
- Letters to editors

Ways of Informing the Public

Information which is meant for the public has to be simple, precise, clear, convincing and concise and it has to be directed towards the action or the change of behavior. Possible ways of transmitting information could be:

- Banners
- Sign boards
- Displays at community meetings
- Articles or announcements in the print media
- Fact sheets
- Chats on the radio
- TV News
- Summaries of facts in the community, in the church or in market places

Press Release

This is one of the most frequent ways to address the media. With a press release, you can explain the goal of the advocacy campaign.

Interviews on the Radio

To give interviews on the radio is an efficient way to convey the message rapidly and precisely. But if the interview goes badly, it might well undermine the advocacy.

Some advice on **Better Coordination of Advocacy**	
Key principles	*Action*
Respect	The team members have to be respectful. They can criticise actions and policies, but they should never make personal attacks on decision makers.
Sincerity	The members have to represent their own position in detail as well as indicate that of the others, and they have to prove all facts they denounce.
Confidenti- ality	You should never disclose a source of confidential information to a third party, without the consent of the former.
Integrity	All problems you want to solve have to be subject to careful and detailed research.
Constancy of Political Positions	Team members should not claim a political post based on their advocacy work. If they are in doubt of their position and legitimacy, they should ask the person in charge of the campaign.
Appropriate Contacts	You always have to inform the person in charge of the campaign about meetings you want to hold with decision makers. If any doubt exists about holding such a meeting, the person in charge has to decide.
Coordina- tion	The members have to inform the person in charge on all planned meetings. They have to draft summaries and copies of essential papers in such a way that the person in charge is able to coordinate contacts and inform members if need be.

12. Conclusion

It becomes more and more evident, that working for sustainable peace means getting involved in "politics". We have to deal with the dimensions of power, the interests of multiple stakeholders, the in depth analysis of the given context and the mapping of stakeholders and allies but above all we have to question and to define our proper legitimacy to intervene in the issue.

If governments or decision makers no matter on which level, local, national or international, do not take responsibility for the population, the country, or the world we live in, we have a right to call them to order! But we always have to ask ourselves in what name and with whom we are doing this. We have to be transparent and we have to regularly question our own interests and put them on the table. We have to pay attention that those who are the most affected are empowered, to take essential decisions on their proper destiny. Peace or war, prosperity or poverty, human rights of individuals and communities, as well as the survival of our planet: these are matters too important to be left in the hands of a few people. That is why we want to and have to become experts on advocacy.

With this publication we hope to modestly contribute to this empowerment.

Bafoussam, Berlin, Kinshasa
December 2009

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Guide to Advocacy, Mary O'Connell, Gideon Burrows and Libby Plumb, WaterAid, Great Britain, September 2007

Introduction to Advocacy, Ritu R. Sharma, USAID, 1997
Water Like a Stone, Jo Hann Tan, S E AP CP, 2008
email: jotan@pc.jaring.my – available at dvv international, Bonn, Germany

Advocacy Techniques, Summary of a Justice and Peace Netherlands workshop in Bukavu (RDC), Netherlands, November 2009 (in French)

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Mobilisation populaires/Education mobilisante, Michel Séguier, L'Harmattan, Paris 1993

Construire des actions collectives/Développer les solidarités, Michel Séguier, Chroniques Sociales 3eme édition, Lyon 2004

Civil Peace Service (CPS)
Partners of EED in the Mano River Region (MRR):

Sierra Leone

- **SLADEA (Sierra Leone Adult Education Association)**
  Email: sladeasec@hotmail.com
  www.globalhand.org/data/sierra-leone-adult-education-association-sladea

- **SLOIC (Sierra Leone Opportunities Industrialization Centre)**
  Email: sloic_nationaloffice@yahoo.com, samligi747@yahoo.com

- **CCSL (Council of Churches in Sierra Leone)**
  Email: councilofchurchesinsl@yahoo.com
  http://www.oikoumene.org/en/member-churches/regions/africa/sierra-leone/ccsl.html

- **YWCA (Young Women's Christian Association – Sierra Leone)**
  Email: ywcasaleone@yahoo.com

- **MADAM (Mankind's Activities for Development Accreditation Movement)**
  Email: madamsl2002@yahoo.com

Liberia

- **LWF (Lutheran World Federation, Liberia)**
  Email: elkelwfwa@gmail.com
  www.lutheranworld.org

- **CHAL (Christian Health Association of Liberia)**
  Email: chal_secretariat@yahoo.com
  http://www.oikoumene.org/de/mitgliedskirchen/regions/africa/liberia/lcc.html

- **LDS (Lutheran Development Service)**
  Email: ldsliberia@yahoo.com

- **LCC (Liberia Council of Churches)**
  Email: liberiacouncilchurches@yahoo.com
  http://www.oikoumene.org/en/member-churches/regions/africa/liberia/lcc.html

- **NARDA (New African Research & Development Agency)**
  Email: narda_liberia@usa.com

Partenaires SCP/ EED en RDC :

- **CCEF (Centre Congolais de l'Enfant et de la Famille)**
  Kinshasa-Gombe, RD Congo
  e-mail: masiala1@yahoo.fr
- **CEFORMAD (Centre de Formation en Management
  et Développement Organisationnel)**
  Gombe – Kinshasa, RD Congo
  e-mail: ceformad@ic.cd
  www.ceformad.org
- **CRAFOD (Centre Régional d'Appui et de Formation pour
  le Développement)**
  Kimpese / Bas-Congo, RD Congo
  e-mail: crafod@crafod.org
  www.crafod.org
- **HEAL Africa**
  Nord Kivu, Goma, RD Congo
  e-mail: healafrica.lyn@gmail.com
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- **RIO (Réseau d'Innovation Organisationelle)**
  e-mail: riobukavu@yahoo.fr, riobukavu@hotmail.com
  www.riobukavu.org
- **SADRI (Service d'Appui au Développement Régional Intégré)**
  Lubumbashi, RD Congo
  e-mail: eccsadri@yahoo.fr
- **ULPGL, Université Libre des Pays des Grands Lacs, Goma, RDC**
  http://www.ulpgl.net

In Guinée Bissao:

- **INEP, Instituto Nacional des Estudos e Pesquisa**
  www.inep-bissau.org

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