

# Advocacy, Collaboration and Setting Priorities

Pablo Yanguas  
Eguiar Lizundia



February 17, 2023  
Sofia, Bulgaria

# Advocacy Basics

The Importance of Advocacy and Principles for an Advocacy Campaign

## The Importance of Advocacy

Advocacy is a systematic and strategic approach to influencing governmental and institutional policy and practice change.

Research + Analysis + Advocacy = Change


Who should you involve in advocacy? Involve those most affected by corruption, including non-elites and disenfranchised groups.





## Advocacy Principles

Whichever advocacy approach is taken, there are principles of good practice that need to be applied:

1. **Accountability:** assume responsibility for advocacy messages, decisions and actions
  2. **Legitimacy:** ensure the advocate has the authority to speak on the issue
  3. **Participation:** involve all people interested in or affected by the issue
  4. **Representation:** ensure views of others are fairly considered and represented
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# A marathon, not a sprint

Advocacy is a **process**, not a destination.

Change is not easy. Any change to institutions, rules, and policies **encounters resistance**.

Need to **build incrementally** on small successes, learn from failures and adapt.

A long-term commitment to change is easier to sustain when **shared with like-minded people**.

Picture source: *The New Yorker*



# Understanding the Context for Reform

Tools to Overcome Bias and Analyze Political Economy Factors and Stakeholders

# Overcoming biases

**Perspective:** Seeing the world through limited lenses defined by upbringing, education, profession...

**Emotion:** Affection for what already exists, fear about what may come.

**Mindset:** Overestimating what we know, repeating what has worked elsewhere.

**Social relations:** Speaking only to people who already think like us, supporting the views of people with power.



# Political Economy Analysis (PEA)

An analysis mapping out:

- The **interests** and **incentives** facing different actors.
- The role that formal **rules** and informal **norms** play in shaping policies.
- The impact of **values and ideas** on political behavior.

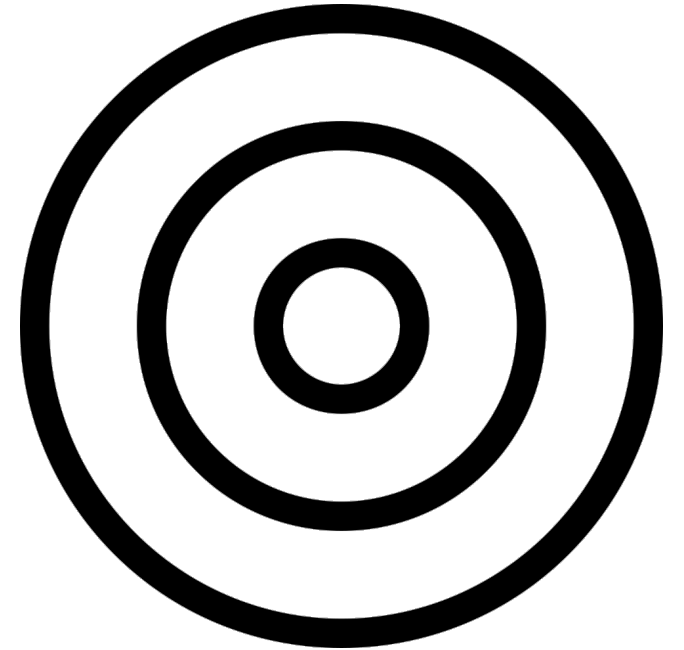
PEA can be done multiple ways, and it does not always require an "expert".

An **analytical mindset** is more important than a scientific methodology.



# Stakeholder Mapping

1. Identify the different people/institutions involved in your issue. Maybe even consult with outside experts to get recommendations.
2. Draw three concentric circles in the center of a page. Label the three circles: central, close and far. These circles represent the closeness of an individual (or organization) to the problem.
3. Place the individuals/organizations previously identified in the circle that best represents their proximity to the issue.
4. Discuss why the organizations are placed where they are on the map.



## QUESTION

*Who are your potential partners for reform?*

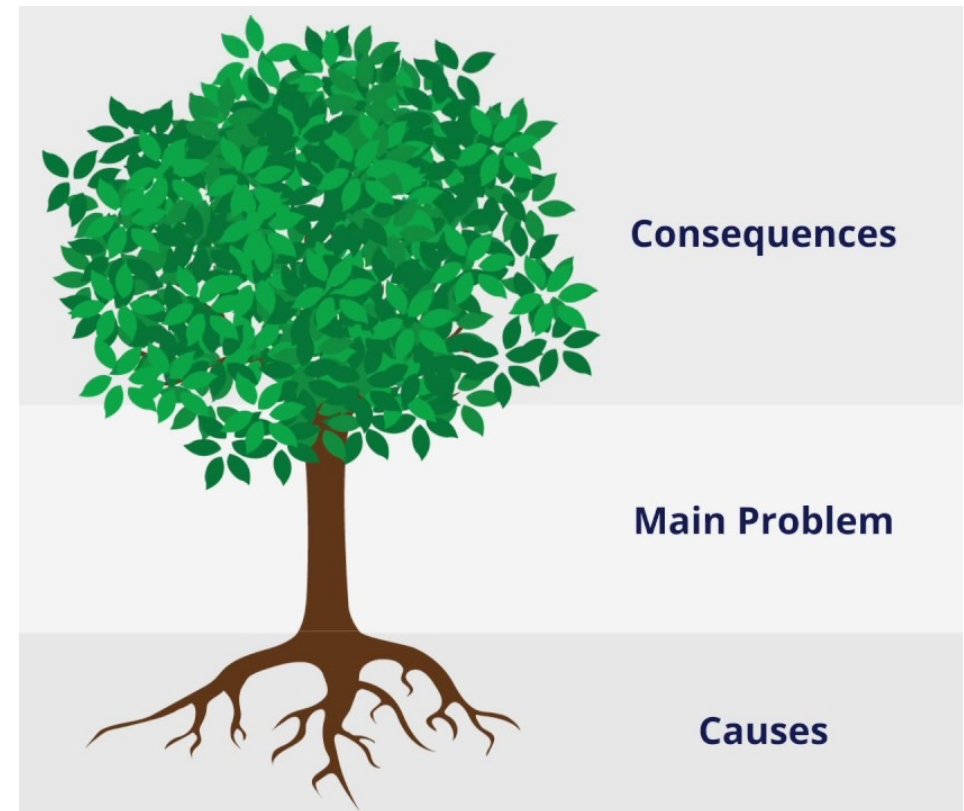
*Кои са Вашите потенциални  
партньори за реформа?*

# Issue Identification

Once stakeholders agree to collaborate, you need to identify the issue you will work on together. There is often more than one cause to a problem.

A **Problem Tree** provides an overview of all the known causes and effects of a problem and are best completed with a variety of stakeholders to provide different perspectives.

The consequences in your Problem Tree can become your long-term outcomes, the main problem your goal, and the causes your objectives.



## QUESTION

*Should anti-corruption advocacy focus on causes or consequences?*

*Върху кое следва да се съсредоточи застъпничеството срещу корупцията - върху причините или върху последиците?*

# Working Collaboratively

Building Coalitions to Achieve Results

# Coalition Building

Coalitions are formed for the following reasons:

- To speak with one voice to address a common issue
- To share resources
- To share experiences
- To develop each other's capacity and complement each other
- To reduce duplicate activities
- To build greater legitimacy to a proposed solution
- To broaden impact
- To build a positive reputation



**Examples:** Policy groups with technical expertise on anti-corruption can partner with community groups that can mobilize grassroots stakeholders. Anti-corruption NGOs can partner with those working on health or education to make an impact on improved service delivery.

# Advantages of Coalitions

1. Takes a collective action approach when problem-solving
2. Combines available human expertise and financial resources
3. Encourages partnerships and minimizes unhealthy competition between CSOs for resources
4. Builds camaraderie through shared missions
5. Mobilizes larger group of people with various interests
6. Draws the attention of the media and influential people
7. Presents a positive image of civil society collaboration
8. Encourages information sharing and pooling of resources



# Challenges of Coalitions

1. Complicates organization and logistics
2. Reputational risk if coalition members take actions that other members are not comfortable with
3. Difficulty in assessing competencies or getting individual credit for coalition achievements
4. Potential conflicts in decision making and power struggles between coalition members
5. Risk of the coalition persisting after its usefulness
6. Risk of competing with member organizations for the same pool of resources and staff
7. Infringes on privacy and independence of member organizations
8. Encourages middle of the road policies





# Focus on the Big Picture

Successful collaborative initiatives result from partners **working together** to identify a shared vision and common goals. As most organizations work on sub-issues within a larger issue, their specific approach to elements of the problem may differ. However, while you may not agree on everything, there will likely be larger common issues you can agree on.

Focus on **common goals** rather than small differences that can distract you from achieving your shared vision.



**Key Point:** Diversity is key to innovation! Differing perspectives and knowledge help develop more balanced and unique solutions. Diversity also broadens the impact of collaborative activity.

# Build Trust

**Trust** is critical to effective communication and collaboration between different organizations and individuals.

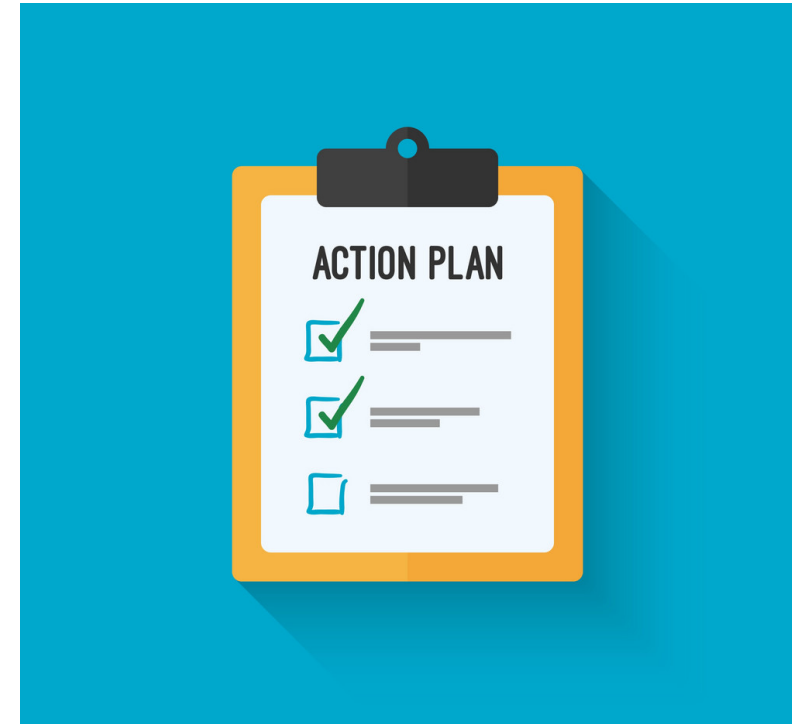


In addition to identifying common goals and interests, begin all discussions by talking about values that both groups share – such as commitment to alleviate faulty service delivery or to improve anticorruption laws. This starts conversations at a place of positive shared agreement.

*Remember!* People want to be included in processes that impact them. Thus, establish a decision-making process that all members support in order to foster trust.

# Establish Plans and Procedures

- Collaborators should determine **basic rules** for things such as communication and decision-making.
- Develop and maintain **consistent lines of communication** between collaborators to share information and provide partners with a **sense of belonging**.
- Ensure sufficient time and opportunities for **differing opinions to be discussed**.
- Make an **action plan** to accomplish the shared vision and goals and to evaluate or modify those plans as may be necessary.



# Share Credit

**Contributions** will always vary, as each collaborator has something different to offer. If stakeholders don't feel that collaborating is worthwhile and rewarding, they will quit.

There are many ways to **motivate stakeholders**, such as including the most active and effective stakeholders in leadership activities, offering learning or capacity building opportunities with experts in other sectors, or highlighting how collaborating furthers their own interest.



## QUESTION

*How easy (or hard) is it to work collaboratively in your municipality?*

*Колко лесно (или трудно) е да се работи в сътрудничество във Вашата община?*

# Setting **Priorities**

Prioritizing Goals to Maximize Reform Agenda Impact

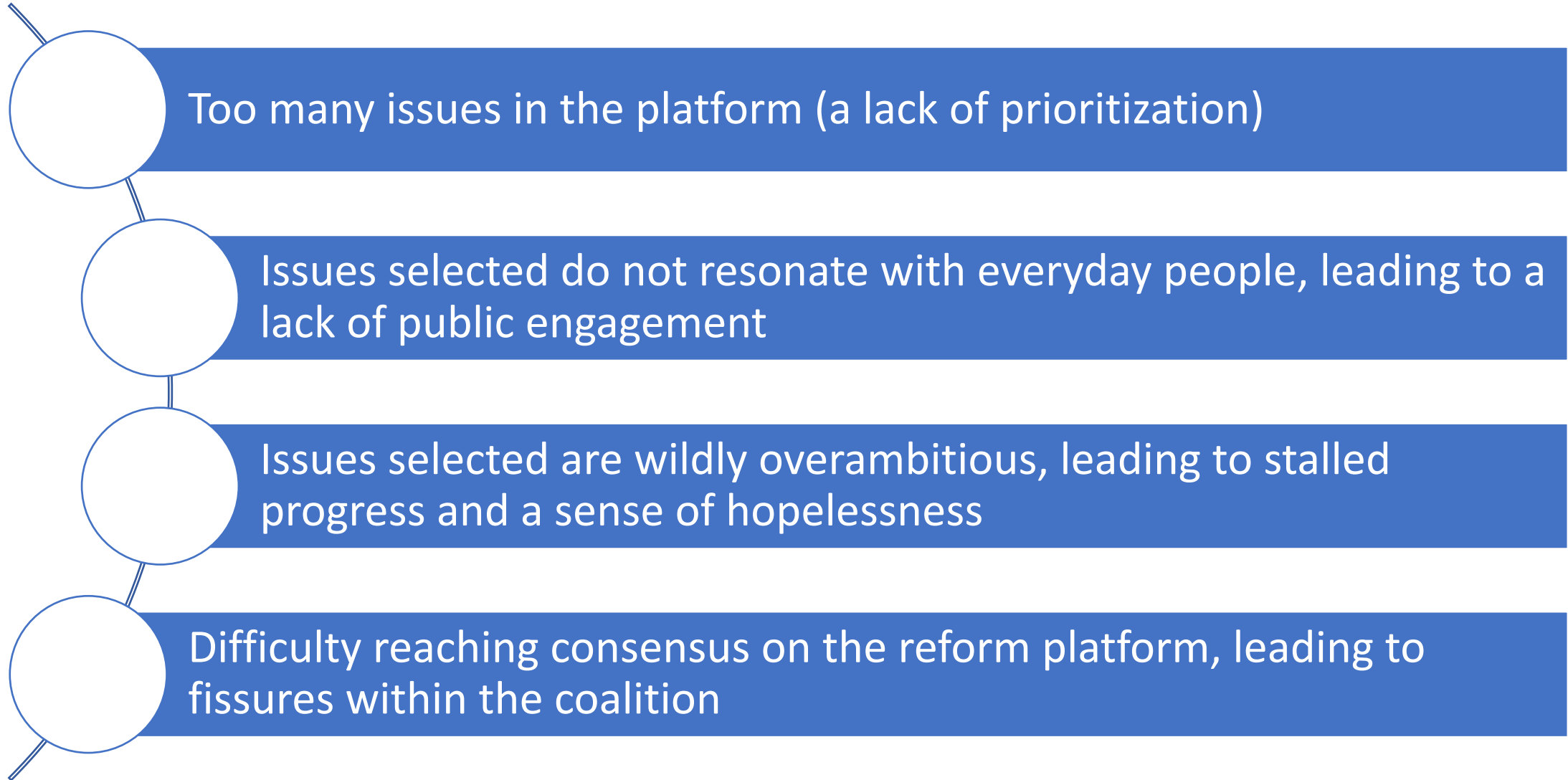
## Focus on what is important

During initial planning, make sure to:

- Consider your coalition's limitations
- Be strategic and targeted
- Commit to a long-term process to enact change
- Identify one or two key changes that are the top priority of your campaign
- Take time first to analyze the problem to understand where change may be most **possible**, **transformational**, and **lasting** in the local environment



## Common challenges





# Step 1: Brainstorm problems of interest to the group



*What corruption problems are causing the most harm to citizens in our community?*

*Where is there existing momentum to address particular corruption problems?*

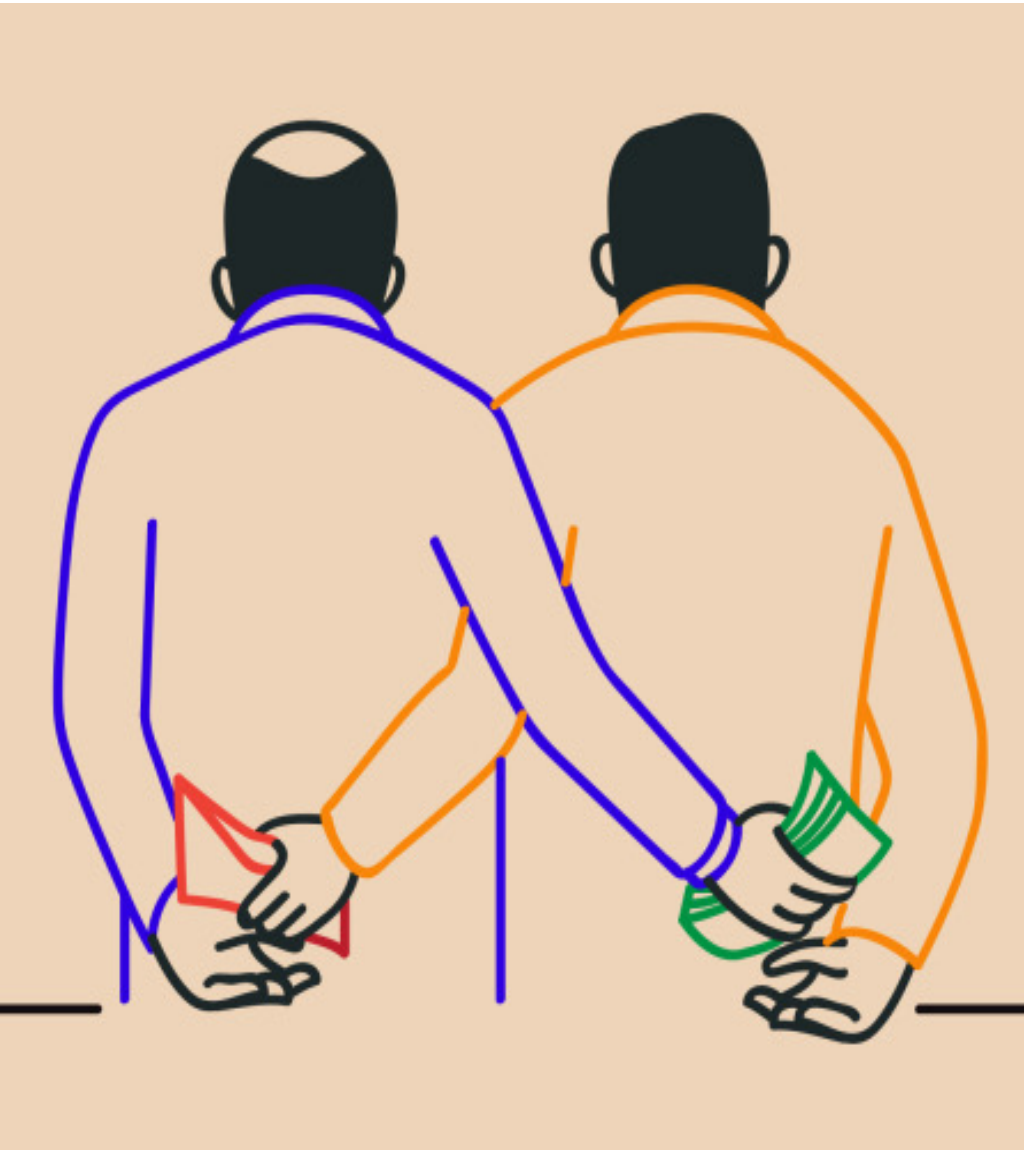


## Step 2: Identify corresponding solutions

What might be the **underlying causes** of this corruption issue?

Is it a problem of deliberate **collusion** or is it a **work-around** to a broken system?

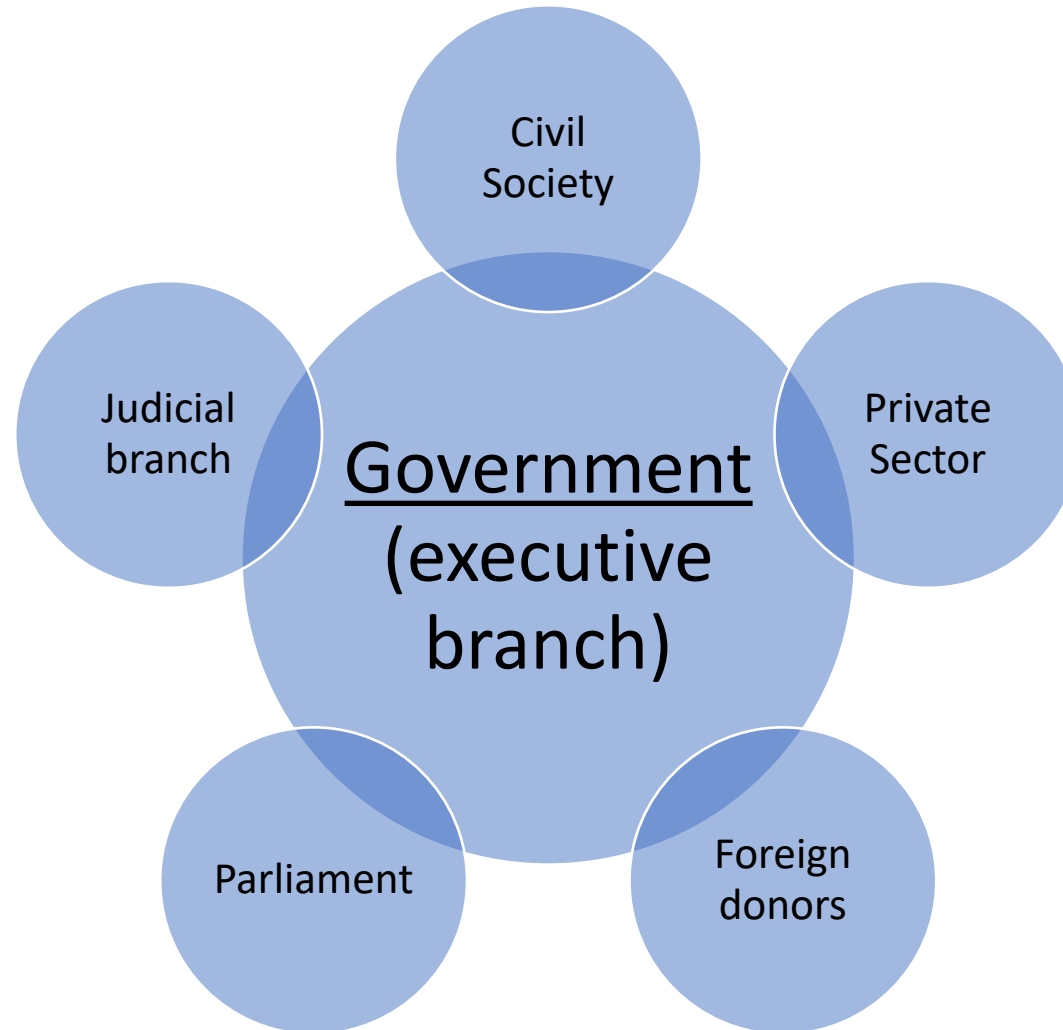
*Clarity about WHY the problem is happening can shine a light on HOW to address it, and HOW to sequence reforms effectively.*



## Step 2 Continued: Identify corresponding solutions

Who would need to act to address the problem?

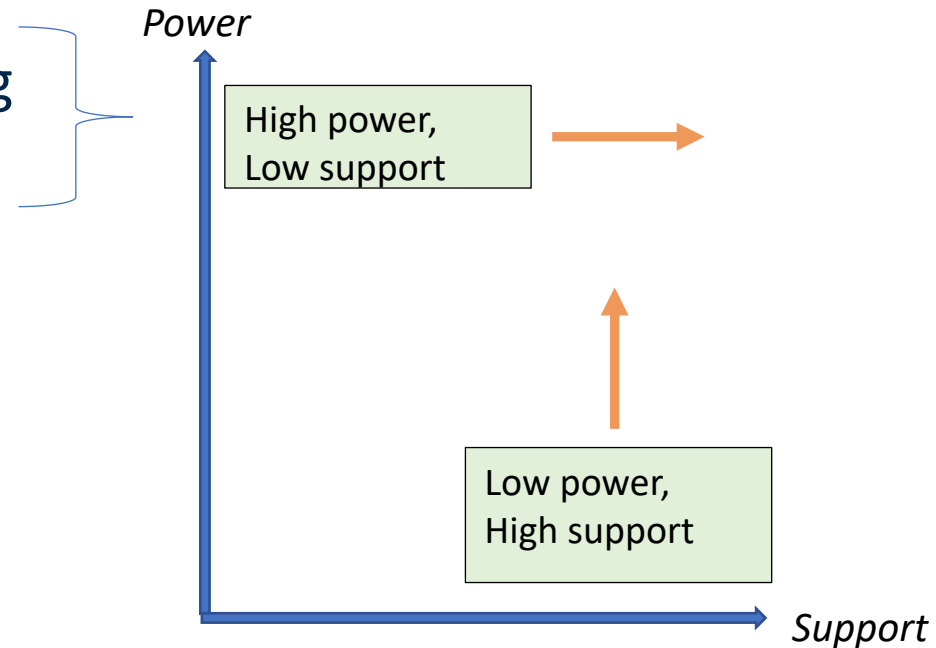
What they would need to do?



## Step 3: Prioritization

Good issues...

- ❑ Address an aspect of corruption that is causing **real harm** in people's lives
- ❑ Have a **realistic pathway** to achieving success
- ❑ **Resonate** with everyday people
- ❑ **Align** with organizational resources, values, and vision



## Step 3 Continued: Right-sizing your Reform Agenda



1 Demand (Indonesia)



9 Demands (Czech Republic)



12 Demands (U.S.)



1 Demand (Brazil)

## Step 4: Reach agreement

- Build **consensus** with coalition partners
- Brainstorm around potential **blind-spots** to avoid conformist thinking
- Ensure that the people making the decision are fully **representative** of the group you would want to mobilize for the campaign



## GROUP EXERCISE

Outline an advocacy strategy for a reform agenda item

*Who would you work with?*

*Which priorities would you focus on?*

*What kinds of challenges are you likely to encounter?*

*What is a realistic expectation of impact?*

Очертайте стратегия за застъпничество за една реформа от програма за реформи

*С кого бихте работили?*

*Върху кои приоритети бихте се съсредоточили?*

*Какви видове предизвикателства е вероятно да срещнете?*

*Какво е реалистично очакване за въздействието?*

# THANK YOU!



**IRI.org**



**@IRIGlobal**



**pyanguas@iri.org**  
**elizundia@iri.org**