



ADVOCACY TOOLKIT TO PREPARE FOR

The Global Disability Summit | 2022

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An advocacy toolkit for DPOs and NGOs committed to monitoring the commitments made at the Global Disability Summit 2018 and to use the Global Disability Summit 2022 for active and targeted advocacy at national level





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Glossary of Terms

Advocacy: Active engagement by civil society actors (DPOs and NGOs) to influence policymakers and other duty bearers to effect changes (e.g., create supportive policies for persons with disabilities, reform of harmful traditions affecting the rights of persons with disabilities, or ensuring the funding and implementation of supportive policies and programs).

If executed well, advocacy can achieve the following:

- **Policy change.** For example, the Millennium Development Goals did not include persons with disabilities; after a strong advocacy campaign by disability activists, the Sustainable Development Goals (SDGs) now include persons with disabilities.
- **Change in practice.** For example, a local school does not have classrooms ramps, advocacy by students with disabilities and their families results in the construction of ramps.
- **Change in social, behavioral, or political attitudes** that will benefit interest groups – for instance, carrying out an advocacy campaign to ban or regulate certain cultural practices that inhibit disability inclusion or carrying out an awareness campaign that positively changes people’s attitudes towards persons with disabilities.

The Atlas Alliance: The Atlas Alliance works to fulfill the human rights of persons with disabilities in developing countries and improve their living conditions.

The Convention on the Rights of the Child: An international treaty that recognizes the human rights of children, defined as persons up to the age of 18 years.

Civil society: Is made up of citizens and organizations outside of Government and business. NGOs (Non-Governmental Organizations) are part of civil society. CSOs and INGOs are also considered to be part of civil society are.

CSOs: Civil Society Organizations.

DPOs: Disabled Persons’ Organizations (also see OPDs below). DPOs are the legitimate representative

organizations of persons with disabilities and work to fulfill the human rights of disabled people. Persons with disabilities or their families must make up the majority of members and board members.

GDS: Stands for Global Disability Summit. The first-ever Summit took place in 2018 in London, the UK, and brought together global leaders to galvanize the effort to address disability inclusion in the poorest countries in the world, through new international and national commitments. The Summit helped showcase good practice, innovation, and evidence from across the world.

Gender: The social attributes and opportunities associated with being male and female, and the relationships between women and men and girls and boys; it also refers to the relations between women and those between men. While “sex” refers to biologically determined differences, gender refers to differences in social roles and relations.

IDA: International Disability Alliance. Created in 1999, this umbrella organization of OPDs focuses on improving awareness and rights for individuals with disabilities around the globe.

NGOs: Non-Governmental Organizations.

INGOs: International Non-Governmental Organizations

OPDs: Organizations of Persons with Disabilities. The term DPO (as described above) is often used interchangeably with the OPDs. Still, the latter is relatively contemporary, championed mainly by those who feel that OPD is more inclusive than DPO, and they often argue for replacing the term DPO with OPD. For example, SAFOD (see acronym below) is one of the organizations that support this notion; hence it is also considering revisiting its name to reflect what it believes is now the global best practice. Other organizations, like the Atlas Alliance, uses DPO, to continue to stress that people are disabled by the barriers that they face in society.

Policy: A course of action adopted or proposed by an organization or individual. It can include a plan, strategy, program, human rights instrument, budget decision, piece of legislation, or set of regulations/ protocols issued by a government, multinational entity, or institution.

Policymakers: Typically, government officials or people with formal political power (e.g., parliamentarians, ministers, local council personnel, etc.).

SAFOD: Southern Africa Federation of the Disabled. It is a federation of Organizations of Persons with disabilities in the Southern Africa region. Since 1986, SAFOD has established itself as the only credible regional network engaged in coordinating activities of affiliated national federations currently working in all the 16 member states of the Southern Africa Development Community (SADC). In each of these countries, SAFOD's focus is mainly to strengthen the capacity of its national affiliates so that they can effectively advocate for the rights of persons with disabilities in line with the UNCRPD.

SDGs: Sustainable Development Goals. Interchangeably referred to as the "Global Goals," they are a collection of 17 interlinked global goals designed to be a "blueprint for achieving a better and more sustainable future for all." The SDGs were set up in 2015 by the United Nations General Assembly intended to be achieved by 2030. The SDGs are underpinned by three universal principles, one of them being "Leave no one behind", which has become an important principle used in the disability community as well.

SRHR: Sexual and reproductive health and rights.

Stigma: This is a multi-faceted process of devaluation that considerably demeans an individual in the eyes of others. Within cultures or settings, specific attributes are seized upon and defined by others as discreditable or unworthy. The consequence of stigma is discrimination

that may take the form of actions or omissions. Discrimination is a form of human rights violation against, for example, persons with disabilities.

TOFI: Together for Inclusion. This is a consortium of 16 Norwegian DPOs and NGOs that have joined forces for an innovative program to improve the lives of persons with disabilities in six African countries. TOFI is a direct advocacy result of the 2018 GDS and active advocacy work in Norway, and was funded and started operating in 2019 after active lobbying from the Norwegian DPOs and NGOs.

UN: United Nations. The UN has 193 Member States, and the Secretary-General oversees it.

UN CRPD: UN Convention on the Rights of Persons with Disabilities. It is an international human rights instrument to promote, protect, and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities and promote respect for their inherent dignity.

Young people/youth: There are many different definitions of young people and youth, and the ages by which someone is considered a youth varies enormously. This Advocacy Toolkit focuses on those between the ages of 15 and 30.

STRUCTURE OF THE Advocacy Toolkit

The Toolkit is divided into three main chapters, with chapter 1 focused on the background of the GDS 2018 and an overview of the upcoming GDS 2022, Chapter 2 focused on identifying who the Advocacy Toolkit designed for and how to effectively use this toolkit, and Chapter 3 focused on laying down the entire strategy process sub-divided into six main modules.

The Advocacy Toolkit provides guidelines and advice for advocacy in general, and is also useful for advocacy work with the implementation of the UN CRPD.

1 Introduction

What is Global Disability Summit? A top level meeting about disability in development, initiated by the global disability movement. But more importantly, it is a great opportunity to advocate for Disability Rights, the CRPD and the specific issues DPOs find the most pressing in their national context.

Now is the time to promote Disability Rights at national level – in all countries! This Toolkit tells you how to do it in your country.

The Advocacy Toolkit is your toolkit for planning and implementing advocacy work for Civil Society actors that want to use the Global Disability Summit for advocacy purposes to help implement the UN CRPD and promote equal rights and inclusion. It can be used at local and national levels to promote GDS 2022 and to hold governments accountable for the commitments made during both summits. The Advocacy Toolkit includes helpful strategies for any kind of disability rights advocacy work.

On July 24, 2018, the UK Department for International Development (DFID) and the International Disability Alliance (IDA) hosted the first GDS in London alongside the Government of Kenya, aiming to promote and strengthen the role of Disability in Development. In addition, a Civil Society Forum preceded the GDS on July 23. During this historical event, the delegates made 170 sets of commitments around four central themes of the Summit and two cross-cutting themes.

Approximately three years later, IDA and the Government of Norway will host the second GDS on 15 - 17 February 2022 (GDS22), with the Atlas Alliance as the main DPO partner. The next GDS is a golden opportunity

for national, sub-regional, and international advocacy to use the event as a tool for securing the implementation of the UNCRPD, to make development aid more inclusive, and for addressing issues related to inclusive national budgets and priorities.

The GDS 2022 will be a virtual and digital summit, which means that national engagement and activities become even more critical. In addition, the Summit gives opportunities for promoting inclusion through cooperation between DPOs and NGOs. There are good experiences on such cooperation in the newly established Together for Inclusion Partnership (TOFI).

The main deliveries from the Summit are commitments from Governments, multi-laterals, businesses, and organizations, making global development aid and humanitarian efforts inclusive and equitable. Our primary responsibility as DPOs and other relevant stakeholders working in the sector is to hold our local/national governments and the sub-regional and continental bodies to account for the commitments from the last Summit and the upcoming 2022 Summit. It is our role to ensure that we support and challenge them to follow up on the pledges, and to support them developing good new ones, that speak to the real challenges faced by persons with disabilities.

To achieve these objectives effectively, IDA and the Atlas Alliance have mounted a global advocacy drive leading up to the GDS 2022 that seeks to generate civil society campaigns across as many countries as possible to hold governments, sub-regional, and continental bodies accountable, and to make them start making the right priorities.

BACKGROUND: WHAT IS THE GLOBAL DISABILITY SUMMIT?

We encourage the users of the Advocacy Toolkit to get more information about the last GDS 2018 by downloading and reading a summary report from one of the key organisers' websites. They may also learn more and be updated about the upcoming GDS 2022.

- Global Disability Summit - Home
- The GDS 2022
- The GDS 2018 Summary Report
- The GDS 2018 Charter for Change
- The GDS 2022 Updates

The development of an Advocacy Toolkit is just one of the components of this advocacy initiative. By bringing in more disability networks such as, for example, the Southern Africa Federation of the Disabled (SAFOD), to be actively involved in the development process of

this Advocacy Toolkit, the Atlas Alliance is stressing the importance of ensuring broad-based participatory inclusion of the international disability sector from the planning phase to the execution of the GDS 2022, and beyond.



2 How to use The Advocacy Toolkit

WHO IS THE Advocacy Toolkit DESIGNED FOR?

The goals and objectives of this Advocacy Toolkit is to:

- empower OPDs and other stakeholders at all levels to hold duty bearers accountable for the commitments made during the two Summits
- provide an advocacy instrument that helps stakeholders develop advocacy strategies and actions to influence policies at different levels – subnational, national, regional and international.
- encourage OPDs and NGOs to cooperate to promote inclusion and equality for persons with disabilities, and to help them engage with the media to reach their goals.

As such, the Advocacy Toolkit targets DPOs and various stakeholders at global, sub-regional, and national levels. These DPOs and other stakeholders are passionate and committed to monitoring, measuring, and advocating for fulfilling the CRPD and the commitments from the Global Disability Summits of 2018 and 2022.

In particular, the following stakeholders who wish to develop and implement advocacy plans for the upcoming GDS 2022 will find this Toolkit helpful:

- OPDs, otherwise known as DPOs), at community/ local, national, and sub-regional levels.
- National, sub-regional, and international NGOs that want to cooperate with DPOs/ODPs.
- Policymakers at the local, national, and sub-regional levels.
- Research institutions and academia that are interested in inclusive development research.
- Persons with Disabilities themselves (including parents and family members of children and adults with disabilities) interested in the GDS2018 commitments or wishing to participate in the GDS 2022.

HOW CAN STAKEHOLDERS EFFECTIVELY USE THIS Advocacy Toolkit?

To maximize the benefits of using this Advocacy Toolkit, we recommend that all stakeholders consider the following guiding principles throughout the advocacy work:

Identify the issues and select your priorities:

The first thing to do is to agree on issues and defining your main objectives. What specific objectives do you want the Global Disability Summit to reach in your national context?

Work Together:

The best way to use this toolkit is in small to relatively large groups, i.e., from 5 to 10 members, until more partners have been identified and roped in along the way. You may as well run some of the modules in workshop settings.

Plan Your Time:

It may be tempting for some users to rush through the first half of the toolkit because they may have already done much of what is required with their target communities, partners, or colleagues. We also acknowledge that others may require more time to undertake some preliminary research or secure buy-in from partners. What is most important is that you should not use this Toolkit just once. It is meant to be a reference resource throughout your advocacy cycle. So, take your time!

Be Flexible:

From the design phase to implementation, advocacy strategies are seldom linear or prescriptive. One day, what may look like a well-crafted advocacy message may require to be modified or wholly reworded on a different day. Similarly, what may appear a valuable partnership with a decision-maker today may take a completely different trajectory tomorrow. Always be flexible in your approaches. Feel free to re-examine any modules over time.

Build Your Strategy:

We believe that this toolkit is very practical because users can print off three planning templates from the appendices section that they can use. After printing, they can then complete the templates as they advance through developing and implementing the advocacy strategy.



3 The Strategy - Planning for Advocacy Results

FIVE APPROACHES TO ADVOCACY

According to CBM International (2016), a large, disability-focused INGO, most advocacy approaches may take one or more of the **five broad approaches**, as illustrated in the diagram below. However, these approaches may not be cast in stone. Some approaches may not even be legal or contextually appropriate where you operate, hence the need to plan carefully and thoughtfully, as reflected in the upcoming modules.



For purposes of this Advocacy Toolkit / Toolkit, we recommend adopting a mixture of **Direct Persuasion, Collaboration with Policy Makers, and Building Support** (positioned on the left side of the diagram above).

SIX MODULAR STEPS TO ADVOCACY

It is essential to follow some structured steps to reach the advocacy goal(s). In this context, we outline the following modular steps, championed by – and adapted from – a practical toolkit for young people (PACT, 2014).

MODULE 1: IDENTIFYING ISSUES & SETTING YOUR PRIORITIES

Which issues do you feel most resonate with your passion and community context?

MODULE 2: MAPPING YOUR NETWORK

Who can support you? Capacity, influence and impact? Who shares your priority concerns?

MODULE 3: BUILDING YOUR TIMELINE

What moments are key for you and all levels of your network, and when will they occur?

MODULE 4: PICKING YOUR TARGETS

Who are the key influencers in your extended network? Who can help you reach them?

MODULE 5: IMPLEMENTING YOUR STRATEGY

What are the key tips for making the implementation of your advocacy a success?

MODULE 5: DEVELOPING YOUR STRATEGY

How can you develop more in-depth and tailored messages for your targets, in a language that is appropriate and effective?

What kind of activities might you use to send your messages? Which are most effective in your context?

What are you going to do, when are you going to do it, how are you going to do it and at what cost?

The rest of this Advocacy Toolkit attempts to illustrate these modules, which, if executed well, can help stakeholders achieve success in their advocacy on issues related to both the GDS 2018 and the GDS 2022.

MODULE 1

IDENTIFYING ISSUES & SETTING YOUR PRIORITIES

The very first step in all advocacy work is to identify and choose the main objectives you want to achieve and the main challenges to achieve them. The first step when engaging with the GDS is then to identify the issues in your community, country, or region related to one or more of the GDS commitments from 2018, from the Charter for Change in 2018 or related to commitments you think should be made in the upcoming 2022 Summit. The main question to ask is: How can you use the upcoming GDS to address the main challenges in your national context? And what are the issues that you want your politicians to bring to the GDS?

Go back to the links in Chapter 1 for the information about GDS 2018 and 2022

When identifying your issue(s), you need to ensure that you must consider the following:

- What are the specific problems that you wish to address in the GDS setting?
- What are the barriers to solving them; and
- What are the policy-related solutions?

The first step when engaging with the GDS is then to identify the issues in your community, country, or region related to one or more of the GDS commitments from 2018, from the Charter for Change in 2018 or related to commitments you think should be made in the 2022 Summit.

Prioritization:

At this point, having identified an initial list of issue options above, you will now want to further critically examine or analyze the problems you identified to help you prioritize. You will now be looking at the issues that your planning team thinks deserve your utmost attention within your context (*note that we are continuously referring to "context" to remind and emphasize that advocacy is always contextual*).

Next Step under this Module:

Now, review the ratings (high, medium, or low) that you allocated to each issue. Note that each issue should be worked on its own table.

- If an issue has a lot of lows and mediums, it is probably not a good issue for advocacy (at least for now!)
- If an issue has a lot of highs and mediums, it is probably a better issue for advocacy.

Advocacy efforts are more likely to be effective if you prioritize specific issue(s) within your community, country, or region. It is particularly important to prioritize when you want to achieve results in the coming GDS in February, and that you choose issues directly related to the GDS themes and commitment(s). Organizations and individuals may advocate for one or more reasons outlined below, with a specific example for each reason:

- **Policy:** An advocacy campaign for improving access to assistive technology for persons with disabilities based on the relevant GDS commitment your government (or a group of governments in the context of regional organizations) pledged.
- **Budgets:** An analysis of the inclusiveness of national budgets and a campaign to promote inclusive and participatory budgeting.
- **Practice:** A campaign to ask local health facilities to provide health information in accessible formats.
- **Skills:** Lobbying for the capacitation of strategic local government offices to collect and distribute disability-disaggregated data.
- **Knowledge:** Carrying out an awareness campaign targeted at girls with disabilities to learn about their sexual and reproductive health (SRHR) services.
- **Attitude and Behavior:** A campaign to change certain societal attitudes that promote stigma and discrimination among PWDs.

Whatever the goal(s) of your advocacy project is, the first step is to identify the problem(s) and analyze the causes and effects. Then prioritize the issue(s) related to the problem(s). When time is limited, like with the GDS, the need to prioritize is even bigger.

Suppose you are satisfied that you have prioritized the advocacy issues and have some ideas regarding what you want to achieve (goals). In that case, you can proceed to the next module, which will help you identify who else you can partner with.

Once you have identified the advocacy issue(s), it should be expressed in terms of a problem faced by persons with disabilities, rather than as a policy problem. Examples of problems/ issues to address are:

- Many children with disabilities in rural areas are failing to complete primary education.
- Persons with disabilities are unable to cast secret votes in national and local elections.
- Women with disabilities hardly access their local health clinic.
- People with psychosocial disabilities face stigma and isolation.

MODULE 2

MAPPING YOUR NETWORK

It is essential to understand that everything you have done thus far before reaching this module could be achieved by a small team within an organization, working with a few strategic partners or stakeholders to identify, analyze, and prioritize issues for advocacy. However, advocacy does not always start with a large group; it is vital to ensure more buy-in from various stakeholders to gain more credibility. This is again very relevant in the case of the GDS: time is limited, and it is challenging to map and mobilize a broad network before February 2022.

Now that you have identified the change you want to achieve (by identifying and prioritizing specific issues relevant to the particular GDS commitments), it's time to bring more peers, partners, and allies into your planning.

A network is a group of people or organizations that can share information, opportunities, skills, and resources, all of which can help to build collective synergy.

Networks can help you to:

- Develop new ideas and ways of thinking about your issue(s).
- Access knowledge and experience.
- Gain support for your initiative, helping to build your power base, and
- Work more directly with marginalized communities and those most affected by the challenges you are trying to address.

This, in turn, will help you to develop a deeper understanding of the issues for which you are advocating and build a more representative network—or even a movement. To work effectively in a coalition,

network, or movement, you need to develop trust, collective leadership, and sustainable ways of working that can yield advocacy results.

You will now create a map of potential partners and allies for your GDS 2022 advocacy.

1. Begin Your Brainstorming

- Identify who is in your local network – your own organisation, NGOs, academic institutions, local businesses, or volunteers – might be interested, passionate, or already engaged on the issue(s) you have prioritized. Note them all down in colored ink or on post-it notes.
- Next, try to identify other OPDs and disability champions in your country or region, and ensure that they are all noted down using a pen of a different color or post-it notes.
- Now identify other CSOs who are—or who could become—sympathetic to your cause in your country. Write them down using yet another color of ink or post-it notes.
- Next, think about community resources (i.e., places such as libraries or donor organizations where you could access funding, materials, meeting space, technology, printing services, or knowledge). Then, add them to the map, using a different color of ink or post-it notes.
- Finally, try to identify the key decision-makers and influencers in your country who would be interested in working with you or supporting you. Think about leaders in Government, the private sector, leading INGOs, and public figures/celebrities. Add them to your map, using one final colored pen or post-it notes.

2. Dig Deeper

Add the following details to the different post-it notes (where relevant).

- What are their opinions about the issues that you prioritized in Module 1? What activities have they taken concerning the issues so far?
- What are their primary skillsets and strengths?
- Do they have a good record of working with persons with disabilities or issues affecting persons with disabilities?
- Have they been involved in the pre- and post-2018 GDS discourse leading to the GDS 2022?
- Do they have existing relationships with key decision-makers?
- Do you have an existing relationship with them? If not, how could you connect with them?

3. Identify Potential Partners

To zero in on who might support your team in your advocacy, further identify individuals and groups on your map for each of the following criteria that they can meet:

- They are supportive of persons with disabilities and the issues that matter to them.
- They have a specific focus on the issues that you identified as priorities in Module 1.
- They have a critical strength that should benefit your team.

Feel free to add any additional criteria that you think would help you to identify your potential partners!

After you are done, you can now use the network/ stakeholder matrix template that you find in our appendix 3. You can print it out to fill the list of stakeholders and the corresponding information, or you can sketch it out on a flip chart during your brainstorming sessions.

The best way to approach this exercise is to look at the number of ticks you have given each one of potential partners, and determine:

- Who has the most ticks?
- Who has access to decision-makers?
- Who could work with you in a way that is beneficial for both parties?

MODULE 3

PICKING YOUR TARGET GROUPS

Step 1: Brainstorm Your Potential Targets – the groups that can make the changes

Now that you know who your allies (and foes) are, which was the primary purpose for your network’s mapping exercise in module 2, such an exercise would be worthless or incomplete if you do not fully understand who your targets are.

In advocacy, a “target” simply refers to the “target audience.” In this context, decision-makers are individuals or groups who can decide policies

and programs, such as the president, the cabinet, parliamentarians, funding agencies, and community leaders.

In comparison, influencers, also known as the secondary audience, are the individuals or groups who have access to the decision-makers and who may be able to influence them. It means, therefore, that influencers can act as both your partners (within your network) and your primary target at the same time. So, what’s important really is to be clear on the specific role or reason for which you have chosen a particular stakeholder as a target.

Once again, familiarizing yourselves with the GDS goals and objectives will help you to determine the relevance of each potential target within the Spectrum-of-allies, since not all targets may have similar institutional mandates. This will help you to figure out how influential your choice of primary targets might be. The more their mandates relate to the specific GDS issues, the greater the likelihood they would be chosen primary target.

To build a broad picture of these different groups, we recommend creating what is known as a “spectrum-of-allies.” Analyzing your spectrum-of-allies can help you deepen your understanding of the map you created in Module 2 and identify key targets in your context that can potentially shift the debate.

As illustrated below, you place different individuals, groups, or institutions in the spectrum-of-allies tool from left to right by considering the following:

- 1. Your active allies:** It includes decision-makers and influencers who agree with you and are fighting alongside you.
- 2. Your passive allies:** It refers to those who agree with you but aren’t doing anything about it.
- 3. Neutrals:** They are those who are neither for nor against your issue and are often unengaged.
- 4. Passive opposition:** These are those who disagree with you but who aren’t trying to stop you.
- 5. Active opposition:** It comprises those who work to oppose or undermine you.

Below is an example of how you may map your potential targets using the tool.



Example of Targets

PRIMARY TARGET

The Minister of Disability Affairs (or a similar portfolio in countries without a dedicated ministerial portfolio on disability). The targeted minister might currently be neutral. No direct contact yet.

SECONDARY TARGET

A highly respected columnist who writes on social issues in a high-selling newspaper. They may be an opponent, not much informed about the GDS 2018 and 2022 and the resulting commitments. But they have an avenue to reach the minister through the influential newspaper column. So it would help if you plan on how to build a relationship with the columnist.

Step 2: Prioritizing Our Targets

We highly recommend not focusing all your energy on your opponents when undertaking the prioritization exercise, as this can drain your energy. Instead, it can be more strategic and practical to turn neutral and passive allies into active ones.

Remember, you will focus on your primary and secondary targets for the next few months only. That is why you must ultimately decide what your planning team feels is the reasonable number of targets on which to focus. In other words, it is time to start prioritizing.

MODULE 4

BUILDING YOUR TIMELINE

To effectively influence the GDS discourse leading up to 2022, it is crucial to know when key advocacy meetings and other activities building on the GDS 2018 will happen and those that are part of the preparatory processes for the 2022 event. As hinted in Chapter 1, remember to check updates from time to time on the relevant GDS 2022 website pages.

Step 1: Identify Relevant National, Regional and International Moments

Looking back:

- Since the GDS 2018, what has happened in your country, region, or on the international level related to your advocacy issue(s)?
- In what main activities were the Government and civil society engaged?
- Were there any significant decisions or processes related to your issue or the post-2018 event leading to 2022?

Looking forward:

- What are the upcoming events at the local, national, sub-regional, and international levels related to disability that may directly affect some of the key GDS commitments (e.g., African Union Summit, High-level Political Forum on Sustainable Development (HLPF), other national and regional conferences, etc.)?
- Are there any significant global events (e.g., the International Day of Persons with Disabilities, the White Cane Day, etc.) coming up where you can seize the opportunity to elevate advocacy issues linked with any of the GDS commitments? Or can such events provide you with a chance or platform for promoting the GDS 2022?

Step 2: Prioritize the Key Moments, Decisions, and Events

- From your network's experience, where can you have the most influence moving forward?
- Can you see any direct links between national moments and regional or global events?
- Is it clear to see how your network might be able to access or participate at this moment?
- As a network, decide to share opportunities and spread your collective energy.

MODULE 5

DEVELOPING YOUR STRATEGY

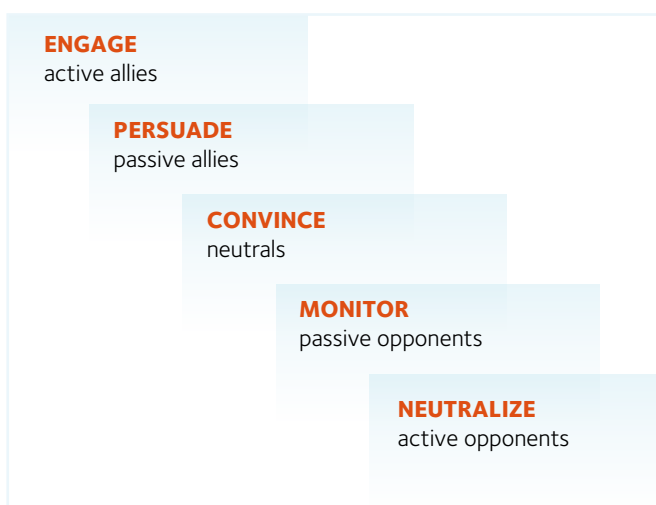
Step 1: Identifying Your Communication Approaches

At this stage, you have identified and prioritized your issues, mapped your network/allies, and identified your primary and secondary targets. Next, it is time to develop your strategy. In this process, the first step is to mull over the most effective communication approach for making your case to your targets. To do this, consider starting by reverting to the spectrum-of-allies exercise that you accomplished in Module 4. However, this time around, your main focus will be on understanding how you can use your spectrum-of-allies to construct an advocacy communication strategy.

Here are the key activities you must undertake:

1. Identify our targets in each of the different sections of the spectrum-of-allies.
2. Then, brainstorm how you can use your advocacy to move the identified targets in each section that you deem undesirable to at least one step/section upward to the right – for instance, shifting passive opponents to the neutral area or moving passive allies to the active allies’ section.
3. Finally, recreate the spectrum-of-allies diagram by incorporating the appropriate communication approach(es) that you could use to formulate your advocacy messages. These communication approaches will help shift your targets towards allies at the far right as you move upward.

Now, this is what our new remodeled spectrum-of-allies will look like:



Now, let us summarize what the diagram above means:

- **ENGAGE** – if your target is entirely supporting your advocacy goals and is highly interested in the issue, you should seek to include them in your advocacy network at all costs.
- **PERSUADE** – if your target is interested and somewhat agrees with your advocacy goals, you should try to persuade them by increasing their knowledge and showing them that your advocacy objectives are the appropriate solution.
- **CONVINCE** – if your target shows a medium-to-little interest in your advocacy goals, you should try to convince them by justifying why other stakeholders or relevant institutions already support your cause.
- **NEUTRALIZE** – if your target is against your position, has a lot of power, and is interested in your issue, you may need to neutralize their influence. While this can be difficult, it is vital to avoid unethical practices that put you (or others) at risk.
- **MONITOR** – if your target is against your position but has little interest in the issue, you might want to devote some energy to monitoring them, especially if they are powerful or influential. But, on the other hand, they may suddenly choose to move towards different sections of the spectrum, meaning you will need to re-strategize your approach from time to time.

Step 2: Formulating Your Advocacy Messages

At this stage, you have identified both your targets in each of the stairway treads and what you consider your appropriate generic communication approach. As a result, you should now feel confident moving forward to formulate matching advocacy messages for each of your prioritized targets.

In this context, you will try to directly align each advocacy message with the identified corresponding communication approach above.

One method commonly used for effectively formulating such messages is called the “CAR” model, which represents the following:

C for CHALLENGE: package our advocacy issue and what you are doing to address it in a way that will appeal to your specific target(s).

A for ACTION: Convey your most important message to the specific target(s). What are you asking them to do in support of your advocacy goals?

R for RESULT: Justify why you think this specific action will lead to a positive result for those most affected by your advocacy issue.

Here is an example of formulating advocacy messages concerning the GDS 2018 Commitment under the theme “Harnessing Technology and Innovation” made by the Government of Nepal through the Ministry of Women, Children, and Senior Citizens¹.

¹ https://www.internationaldisabilityalliance.org/commitments?f%5B0%5D=field_commitment_theme%3A307&f%5B1%5D=field_commitment_stakeholder%3A2886

TARGET	APPROACH	MESSEGES
The Minister of Woman, Children, and Senior Citizens in Nepal	CONVINCE	<p>CHALLENGE: Despite Nepal publishing the Priority Assistive Product List to enhance access to Assistive Technology, research still shows that the lack of accessibility, eligibility, reachability, and affordability are the main barriers to access AT services for PWDs in Nepal.</p> <p>ACTION: Ask the Minister of Women, Children, and Senior Citizens in Nepal to fulfil Nepal's commitment at the GDS 2018 of simply agreeing to national standards/guidelines and local adaptation of WHO, by taking a step further to work with other line ministries to introduce new policies that enhance reachability and affordability of AT in the country.</p> <p>RESULT: The new policies will help increase access to affordable AT by PWDS in Nepal.</p>

In this example, you will note that there is evidence that in keeping with the promise the Nepalese Government made during the GDS 2018 “to agree on national standards/guidelines or to local adaptation of WHO,” the Government published the Priority Assistive Product List to enhance access to Assistive Technology². However, fulfilling this pledge does not address the problem in the context of Nepal, as action has not improved access to AT. The latest findings show that the main barriers to accessing AT services for persons with disabilities in Nepal continue to be evident, including the lack of accessibility, eligibility, reachability, and affordability (Karki et al., 2021).

Remember, the purpose of our advocacy is not only to take stock of whether our duty bearers have done what they promised they would do. But it is also to offer suggestions or solutions on what else they need to do beyond what they promised to do to ensure that they address the problem at hand in your community, country, or region. So, the fact that the Nepalese Government published the Priority Assistive Product List may not prove to address the problem of access to AT in that country.

As a reminder, you can add more messages of up to three or more per target or per communication approach, whichever makes sense to the group. After completing this exercise, re-evaluate the messages and make any changes you think will strengthen the advocacy messages based on what you have learned.

² Nepal Published Priority Assistive Product List to Enhance access to Assistive Technology. – ABILITY TO CHANGE TOGETHER – NEPAL (wordpress.com)

Step 3: Identifying Your Activities and Tactics

Under this step, the first thing to do is outline different potential advocacy activities and tactics from which, through the brainstorming sessions, to select the ones to use in your advocacy undertaking. What is important is to relate each activity or tactic with the listed communication approaches for each identified advocacy message – the processes you have already accomplished in the preceding steps above. You should consider questions such as: to what extent will the

activity help to engage (if the goal of the communication approach for the particular message is to *engage* your target(s)); or to what extent will the activity help *convince* your target(s) (if the goal of the communication approach for the particular message is to *convince*); and so forth.

Below is a small list of potential activities. You should add as many activities as you may think of that speak to your contexts to the list.

ACTIVITY	DESCRIPTION
Lobby meeting with Parliamentarians	Bring together your Parliamentarians to educate them the benefits on increasing budget towards disability mainstreaming program in line with specific GDS Commitments the Government made at the GDS 2018, while promoting and generating support for the next GDS in 2022.
Public outreach events	Organizing different types of public outreach events (e.g., community dialogues, etc.) can help to attract media coverage and public attention on Government’s specific commitment it made during the GDS 2018. They can also increase awareness about the forthcoming GDS 2022.
Phone-in radio program	Get the public – including the persons with disabilities themselves – voice up their concerns about the issues that affect PWDs in their communities, targeted at policymakers, which are linked to one or more GDS commitments made by their government.
Issue petitions	From the list of your key advocacy messages, develop a petition(s) with a clear recipient (a specific decision-maker) and a clear call to the public and stakeholders explaining how the issue is linked to one or more GDS commitments, and why they should sign the petition.
Use video promotion	IDA and Atlas Alliance will be creating a dedicated YouTube Channel that will allow OPDs and other stakeholders to post short videos calling for action on the specific GDS commitments and making a case for the next GDS in 2022.
Use social media	To communicate to many people about the GDS Commitments from 2018 and concerning the upcoming GDS in 2022, a social media blitz will help you to reach those who might not otherwise hear GDS.

Step 4: Selecting Your Activities

In step 3, you came up with a seemingly inexhaustive list of activities and tactics (remember we asked you to add your own, as many as you could imagine!). After that, you categorized them according to the specific communication approach. Finally, the logical next step would be to sift out those activities and tactics you feel may be less effective or less appropriate. Simply put, you sift out those deemed supplementary to your needs.

To be more focused and organized, you need to revisit the list of activities and tactics, evaluate the corresponding message, review the communication approach, and select those activities or tactics you

think you could use to help you achieve your objectives or goals. In undertaking this process, try to consider whether any of them could be impactful, effective, or suitable for your next steps. Consider the following questions:

- What activities and tactics are most appropriate to reach our targets?
- Does this activity fit with our chosen communication approach (engage, persuade, convince, monitor, or neutralize)?
- Are you acting safely in your current political environment and national context?
- Are you realistic about the number of activities that you’re undertaking?

Step 5: Activity Plan: Scheduling and Resourcing of Activities

Here is an example of an Activity Plan that DPOs and relevant stakeholders in Erongo (Swakopmund) District could use in Namibia under the GDS theme "Women and Girls with Disabilities." Under this theme, the Namibia Disability Affairs in the Presidency committed to enhancing access of women with disabilities to participate in developmental agenda and enforcement of rights for women and girls with disabilities as

guaranteed by international, regional, and national instruments on an annual basis.

DPOs and other stakeholders working at the national level can deliver an advocacy project around this GDS commitment at the national level (i.e., targeted at the Minister for Disability Affairs in the Presidency). However, the example below illustrates that it is also possible for OPDs and other stakeholders working in a specific district or community in Namibia to execute an advocacy project at that level.

ACTIVITY/TACTIC	DATE(S)	RESOURCES
<p>TARGET: District Commissioner (DC).</p> <p>APPROACH: Convince</p> <p>ACTIVITY: Deliver a signed petition to the DC asking them to put in place deliberate measures that ensure enhanced participation of women with disabilities on an equal basis with their male counterparts in all local projects within the district!</p> <p>RATIONALE: By petitioning the DC while exposing their failure to adhere to the commitments pledged by the Minister for Disability Affairs in the Presidency, it will likely help elevate the urgency of the issue at the district level.</p> <p>Add as many rows as necessary</p>	<p>To deliver the petition on December 2 (on the eve of the Day of Persons with Disabilities).</p>	<ul style="list-style-type: none"> - Stationery and printing costs for the petition signatures: (a partner may offer to print them at their office for free. - Food and drinks - Hire costs for the police escort as the petitioners walk to the DC's office.

MODULE 6

IMPLEMENTING YOUR ADVOCACY STRATEGY

Phew! Finally, you now have a complete advocacy strategy in place. You have come a long way. Congratulations! Next steps? It's time to begin executing your advocacy strategy. It simply means that you will be doing exactly what you and your team had planned to do from Module 1 to Module 5. So, there isn't so much really to discuss under this module, except for providing the following few tips to keep in mind while implementing your advocacy strategy.

- You have in place a steering group to guide and monitor the implementation of the advocacy strategy.
- You are guided by a transparent decision-making process that enables each network member to provide input throughout the implementation phase.
- Always be on the lookout for new developments regarding the upcoming GDS 2022. IDA and the Atlas Alliance will continue to update their relevant websites and share the news with all interested stakeholders through blogs, online newsletters, and social media platforms.

- You should value division of labor, leveraging on the diverse skills of the network team, rather than leaving most of the tasks and responsibilities to one person.
- It might be best to establish smaller sub-teams that report back to the network for specific tasks and responsibilities (usually informed by their respective domain-based skillsets/expertise). It is essential to deal with conflicts directly and openly when they arise during implementation. Thus, setting up and implementing a conflict resolution mechanism would be awesome.
- Ensure that you have an effective communication system, utilizing different communication methods such as virtual tools (Zoom, Teams, etc.), face-to-face, emails, newsletters, to mention a few.
- Constantly monitor and periodically evaluate your advocacy work and adjust accordingly where necessary.
- As implementation is in motion, identify opportunities for training, learning, sharing, and celebrating success.

If you can adhere to all or at least most of the tips suggested above, we guarantee you definite success. However, feel free to add to the list other provisos that you think would make your advocacy work triumph.



PHOTO: SAFOD

4 References

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5 Appendices

We have created some of key templates that you can use in your advocacy planning processes. Print these three basic templates out to complete as you work

through the GDS Advocacy Toolkit whether at the community, national, or even regional level. Re-visit this throughout your GDS Advocacy project to add updates

APPENDIX 1: ISSUE OPTIONS TEMPLATE

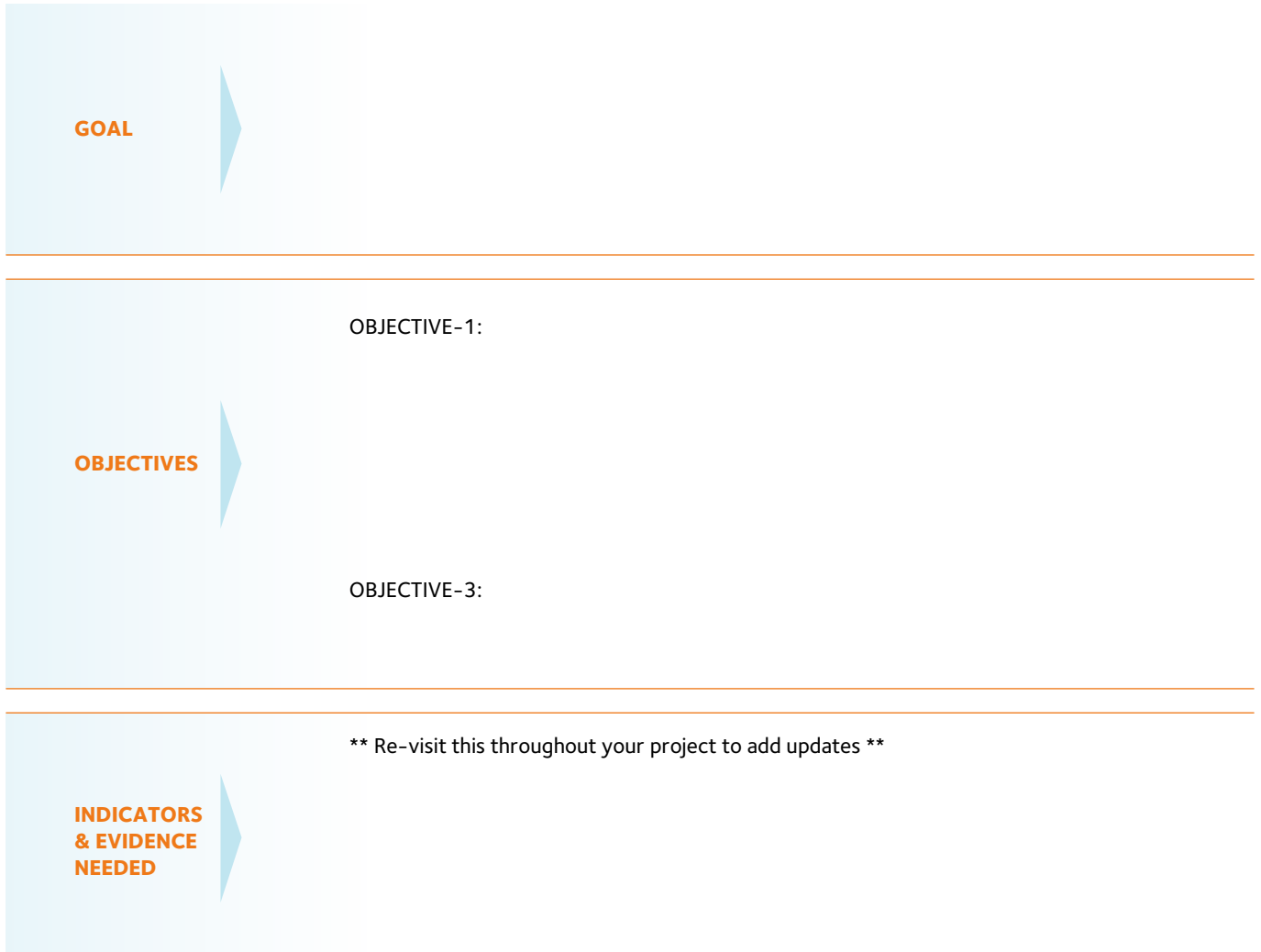
ADVOCACY ISSUE OPTION 1

ADVOCACY ISSUE OPTION 2

ADVOCACY ISSUE OPTION 3

ADVOCACY ISSUE OPTION 4

APPENDIX 2: ADVOCACY GOAL FRAMEWORK TEMPLATE



APPENDIX 3: NETWORK/STAKEHOLDER MATRIX TEMPLATE

Stakeholder	Stake in the issue	How can they help the project be successful	How should they be engaged
Write the names & their brief descriptions in this column.	Consider the following: <ul style="list-style-type: none"> ✎ What is of interest to them, ✎ What do they want to see happen, ✎ How are they affected, ✎ How motivated are they, Add more considerations of your own.	<ul style="list-style-type: none"> ✎ What skills and other attributes do they have to bring to the project? ✎ What track record do they have? Add more considerations of your own.	<ul style="list-style-type: none"> ✎ What processes and level of engagement do you need to consider ✎ For example, are there conflicts amongst some stakeholders? Add more considerations of your own.

Add more rows (stakeholders) as necessary.





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