

TRAINING MODULE



NETWORK AND NETWORK MANAGEMENT



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Network and Network Management

Training Module prepared and published by

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Session-2: Networking and Advocacy

1. Networking and Advocacy
2. Key Approaches
3. Who can do Advocacy
4. Stages of Advocacy

List of Abbreviations

NETWORKING AND NETWORK MANAGEMENT

LEARNING OBJECTIVES

- ▶ Power of Numbers
- ▶ What Networks can Do
- ▶ Managing a Network

AIDS REQUIRED

- ▶ Computer/Laptop
- ▶ Projector and screen
- ▶ Chart paper
- ▶ Pens/markers

SESSION PLAN

Sl.	Topic	Methodology	Duration
1	Introduction		5 minutes
2	Understanding a network	Group exercise	15 minutes
3	Defining a network	Presentation	10 minutes
4	Typologies of network	Presentation	10 minutes
5	Network formation	Guided discussion	20 minutes
6	Obstacle analysis	Presentation	10 minutes
7	Running a successful network	Presentation	10 minutes
8	Leadership attributes	Presentation	10 minutes
9	Social virus	Group exercise	15 minutes

1. INTRODUCTION

The facilitator should introduce himself and the objectives of the session. The facilitator can choose from among several introduction methods for the participants introduction (individual introduction/pair introduction/introduction mingle etc.)

2. UNDERSTANDING A NETWORK

Game for team building (Common Ground). After the game, ask few participants whether they had an opportunity to know each other. Sample and explain some answers. Then elaborate on the benefits of connecting, working with each other.



Divide people into pairs and have each pair come up with the two most interesting things they have in common. Each individual presents one of their commonalities to the entire group.

Pairs that don't know each other will begin connecting based on commonalities, which fosters a feeling of collaboration, while those who do know each other should push past the obvious commonalities to and discover new shared qualities and interests.

3. DEFINING A NETWORK

People may have similar but different notions of networks. The facilitator should define network in simple terms.

The facilitator should explain characteristics of networks from few words in the definition, such as “group of individuals/organizations,” “working together,” “towards a shared and agreed,” and “objective.”

NO Man/woman IS an Island



Network is a group of people or organizations working

4. TYPOLOGIES OF NETWORKS

The facilitator should explain different kinds of networks and the degree of formality, flexibility and benefits associated with each of them. The facilitator should also caution that networking does not simply mean “delegating your work to another,” rather it requires more work and discipline to be able to work in networks. Then he should explain the advantages and disadvantages of networks.

Kinds of Networks



- ❖ Network based on objective/s or purpose (International campaign to ban landmines)
- ❖ Network based on specific membership (VHAI, Engineers India Ltd.)
- ❖ Network based on area (Chhattisgarh Bachao Andolan)
- ❖ Time bound networks (Chalo Dilli)
- ❖ Ongoing networks (WNTA, Accountability)



Typologies of Networks

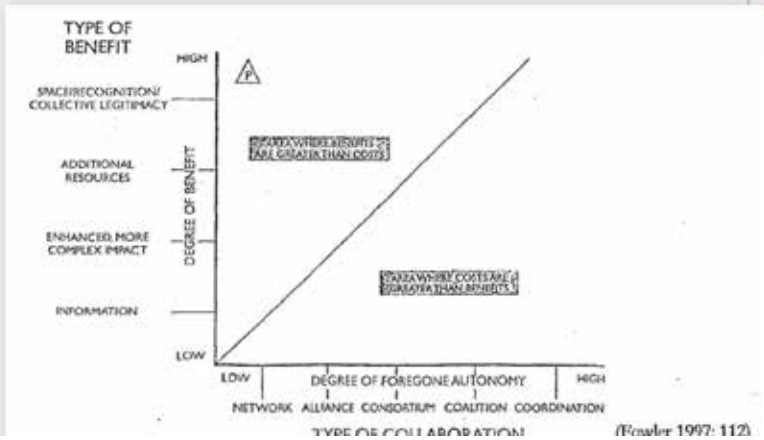


- ❖ Network (OFFER network, CJN)
- ❖ Coalition (NCE)
- ❖ Alliance (NAPM)
- ❖ Association (NAPSWI)
- ❖ Federation (Federation of Farmers organisations and networks)

Why to have a network



Collaboration



Advantages & Disadvantages of Networks

Advantages	Disadvantages
Increasing support base	Can become too tiresome dealing with too many members
Provide safety to Advocacy Work	Can require you to compromise your position
Magnifies existing resources	Giving in to more powerful organizations
Enhances credibility and influence	Harms your work if collaboration breaks down
Helps develop new leadership	No credit for your work

5. NETWORK FORMATION

The facilitator should ask participants whether they are members of any networks. The most likely answer from most of them will be “yes.” Then s/he should ask them how the network was initiated? The facilitator should continue to ask leading questions till s/he gets similar words in each stage of formation and management on the slide.



SPIDER WEB TO START NETWORK FORMATION

The group sits or stands in circle looking at the centre. The facilitator gives a ball of string/wool to one person. He keeps the end with himself (generally wrapping around his finger) and throws the ball at any other person randomly. The person who catches the ball has to keep one end of the string and throw the ball at other. The game is completed when all are stringed creating a spiders web. The facilitator explains that this is a network, and all individuals are the nodes, even break of one node will spoil the network. If anybody pulls the string with much force even then the network breaks, all are dependent on one another, so on and so forth.

Network Cycle




- ❖ **Preparing:** Identifying the issue, potential changes desired at social, economic, political levels, deciding to form a network, identifying people/org with similar interest
- ❖ **Forming:** Gathering information, Invitation, deciding the purpose, ways of working, outreach
- ❖ **Norming:** Forming the secretariat, resource mobilization, mission statement, deciding leadership and representation, developing communication, delegating responsibilities, conflict resolution
- ❖ **Performing:** Accessing the target, dialogues and negotiations, action/campaigns,
- ❖ **Review:** Participatory review, assessment of action/campaign, problem/obstacle analysis and course correction, redefine the partnership, ensuring long term sustainability
- ❖ **Back to Performing**

6. OBSTACLE ANALYSIS

As most of the participants would already be members of one or other networks, the facilitator should ask them, what they like the most about the network. Then s/he should ask if they see any problems with the network, and what are they? The facilitator should help them analyse the levels of problems/obstacles, sources, manifestations etc. The facilitator should also highlight internal challenges and obstacles that a network might face including some of the following;

- ▶ Conflicting priorities
- ▶ Overemphasis on money/resources
- ▶ Conflicting agenda among partners
- ▶ Cross cultural/sectoral intolerance
- ▶ Personality issues
- ▶ Lack of champions
- ▶ Inadequate secretariat/staff
- ▶ Loss of focus
- ▶ Fatigue
- ▶ Lack of enthusiastic leadership

The facilitator should explore and find answers from the experience of participants to what can be done in each of these situations. The facilitator can explain that these situations can be dealt with by better and improved analysis, more access to information, widening resource and skills base, responding patiently and strategically to the situations, modifying personal behaviour, building credibility etc.

Obstacle Analysis 

Level	Source of obstacle	Examples
Global	Scale issues	Too wide
	Speed of change	Rapid obsolescence
	Availability of resources	Donors fatigue
National	Political	Fierce opposition of the Government
	Economic	Lack of resources
	Cultural/Historical	No culture of collaboration
Organisational/ Internal	Leadership	Lack of accountability, professionalism, uninformed
	Members	Competition, point scoring
	Secretariat	Communication, resources, programme

7. RUNNING A SUCCESSFUL NETWORK

In this section the facilitator should summarise from the previous conversations what are the requirements for running a successful and effective network. The slide will be handy in explaining these requirements.

Successful Network Management



- ❖ Clarity of objective
- ❖ Committed members
- ❖ Organisational structure & norms
- ❖ Resources
- ❖ Programme
- ❖ Role division
- ❖ Communication
- ❖ Participatory decision making
- ❖ Trust and participation
- ❖ Leadership


Network governance/key issues and tasks



- ❖ Maintain inventory of skills and resources
- ❖ Form sub committees to deal with specific issues/tasks (programme, communication & outreach, advocacy, resource generation etc.)
- ❖ Find champions in the system/government
- ❖ Delegate role according to strength/seniority, remember rule of 3R, most senior want **R**espect, seniors want **R**ecognition, junior want **R**esponsibility

8. LEADERSHIP ATTRIBUTES

The facilitator should explain that most critical element for. Successful network is able leadership. Before opening the slide, s/he should ask the participants how does a leader look like and record few responses. Then he should explain each point providing a context to it from the slide. The facilitator should end by underlining that the leader must maintain positivity and optimism in the network.



Leadership for a Network

- ❖ Acknowledge/appreciate each members efforts
- ❖ Share roles based on strengths/expertise/seniority
- ❖ Teaching without preaching
- ❖ Develop mutual trust
- ❖ Support in times of crisis
- ❖ Give credit to team members, own responsibility for failure
- ❖ Revolve leadership

Leadership is not about what you can get, but what you can give!

9. SOCIAL VIRUS

The facilitator should break the session with the game Social Virus.

The facilitator will ask participants to make a small circle and close their eyes. S/he would tap one person who would become “Negative Infector General,” and say start. With start all participants would open their eyes. The task of the negative infector general is to move around in the room and infect three persons with negative emotions/expressions by making eye contact (anger, frown, disappointment, sorrow etc), and each of the infector person has to infect three persons each. Each infected person has to hold his expression once infected. When enough persons have been infected, the facilitator should stay stop, and ask the group to identify

who was the original negative infector general. When the person has been correctly identified, the facilitator should rearrange the group in a circle. The facilitator should ask participants to close the eyes again, as it's the time to tap Positive Infector General who would infect people with positive emotions (happiness, excitement, smile, laugh etc.). Supposedly the positive infector general has been tapped when the facilitator says "start" again. Participants open their eyes and look into each other eyes infecting them with positive emotions. After enough people have been infected the participant stops the game and ask the participants to identify who was original positive infector general. The participants guess but fail to correctly identify as there was NONE.



The facilitator should explain that people don't need an infector to be infected with positive emotions, and that positive emotions spread faster than the negative virus. He should leave the participants with the thought that positive emotion occurs naturally in people without efforts, what would happen when the leader makes efforts to keep the network members positive, happy and optimistic!

NETWORKING AND ADVOCACY

LEARNING OBJECTIVES

- ▶ Power of Numbers
- ▶ What Networks can Do
- ▶ Managing a Network

AIDS REQUIRED

- ▶ Computer/Laptop
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SESSION PLAN

Sl.	Topic	Methodology	Duration
1	Networking and advocacy	Presentation	10 minutes
2	Key approaches	Presentation	5 minutes
3	Who can do advocacy	Q&A	10 minutes
4	Stages of advocacy	Presentation	20 minutes

1. NETWORKING AND ADVOCACY

The facilitator should explain that advocacy is one of the major functions/objectives of networking, and many networks in the world has achieved remarkable success in advocacy. He can also provide examples of some of the networks like International Campaign to Ban Land Mines (icblm), which was given Nobel Peace Prize in 1997, International Planned Parenthood Federation, WNTA network etc.

Defining Advocacy



Advocacy is a set of targeted actions directed at policy makers demanding particular policy change.

—

Advocacy is giving support to an idea belief or action.

—

Advocacy is a process which aims to achieve rights for the powerless through social/policy changes, involving peoples participation and by democratic means.

The facilitator can start by asking participants to define advocacy. He should list down some key points and then elaborate on that.

Characteristics



- ❖ **Vision:** achieving rights
- ❖ **Goal:** social/policy changes
- ❖ **Subjects:** powerless
- ❖ **Value:** participation of people
- ❖ **Means:** democratic/non-violent

S/he should explain that despite variety in the definitions of advocacy, its basic characteristics or essential features remain almost the same.

2. KEY APPROACHES

The facilitator will explain that there are various approaches to advocacy. Some of the networks may decide to provide related information (like National Campaign on Peoples Right to Information), some may prefer to support the communities in other ways also, like writing their petition, taking them to policymakers or administrative persons, some other may still represent the communities that they work with like National Alliance of Peoples Movements, they might also represent them legally like Human Rights Law Network, still others may like to adopt capacity building and empowerment approach so that in the long term communities may themselves be able to advocate for themselves.



Key approaches

- ❖ Informational (NCPRI)
- ❖ Supporting (NAPM)
- ❖ Representative (HRLN)
- ❖ Empowerment (Community development approaches)

3. WHO CAN DO ADVOCACY

The facilitator should pose a question, whether any person or any organization or any network can do advocacy?

Who can do advocacy; starting points



- ❖ Credibility
- ❖ Legitimacy
- ❖ Accountability
- ❖ Strength

After some of the participants respond, the facilitator may explain that advocacy requires some basic credibility, legitimacy, accountability and strength, without these qualities, one might not be taken seriously.

Credibility



Central questions:

Why should decision makers and the public believe us?
How to build credibility?

Possible answers:

Our history, records
Our proven expertise

Legitimacy



Central question:

Who or what gives us the right to speak?

Possible answers:

Our members/client groups

Our knowledge, expertise

International links

Accountability



Central question:

Do we live up to our own standards?

Are we:

Reliable?

Sincere?

Well organised?

Strength



Central question:

What is our capacity to change things in society?

Possible answers:

Advocacy work
Expertise
Commitment
International links, support

4. STAGES OF ADVOCACY

Generally these are stages or cycles of advocacy. However, the facilitator should also caution that sequence may change based on the circumstances. For example some of the advocacy efforts may like or need to start with data collection before defining the issue, goals and objectives. Similarly, some other may like to explore/ensure sustainability before they go into detailed planning and building support.

Stages of Advocacy



- ❖ Define the issues, goal and objectives
- ❖ Data collection
- ❖ Identify target audience & build support
- ❖ Develop message & choose channels of communication
- ❖ Raise funds
- ❖ Direct action/campaign
- ❖ Monitoring and evaluation

Issue, goal and objectives



- ❖ Issue is the problem or a situation that a network seeks to address (lack of quality health services in rural areas)
- ❖ Goal is a medium or long term aim (assuring access to quality health care by strengthening public health centres to cover 75% of population in five years)
- ❖ Objective/s is short term target that will contribute towards achieving the goal (convincing the department of health to appoint more doctors in rural areas, work with panchayat to convince CMO to ask for more resources for PHCs progressively)
- ❖ There can be several objectives to reach a goal
- ❖ Objectives need to be SMART (specific, measurable, achievable, realistic and time bound)

The facilitator may like some of the participants to develop SMART objectives for their projects, or check whether their project objectives are smart?



Data collection

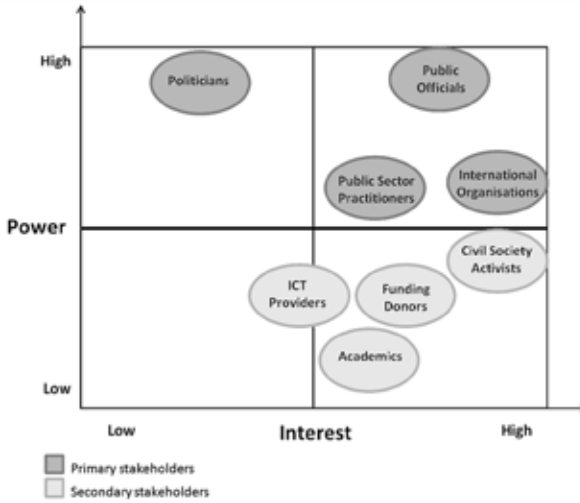
- ❖ Data bridges the gap between policies and ground realities
- ❖ Quantitative (numeric estimates) and qualitative (opinion)
- ❖ Primary sources and secondary sources
- ❖ Tools of data collection (census, survey, baseline, interview, FGDs, observation etc.)
- ❖ Analysis, quantitative and qualitative data analysis
- ❖ Presenting the data (case studies, infographics, analytical reports, papers, policy briefs, films/short films....)
- ❖ Data collection may be an ongoing process



Target audience & build support

- ❖ Primary audience-people or institution who have the power to make decisions
- ❖ Secondary audience-people or institutions who can influence the primary audience (friends, foes and fence sitters)
- ❖ Power mapping/stakeholder analysis based on their level of support or opposition

Power Mapping



The facilitator may ask the participants to do this power mapping on the white board, rather than showing this slide.

Message & communication

- ❖ Communication is core of all transactions
- ❖ Keep it simple and concise, avoid technical terms, encourage feedback
- ❖ Hammer your message home with as many media formats, be careful about choosing appropriate ones for specific audience
- ❖ Make sure that the message is consistent, don't change it frequently
- ❖ Use different entry points for various audiences, but do not oversimplify
- ❖ Let people who you are representing speak for themselves
- ❖ Opportunities to get across your message are few; use all opportunities (internal and external well, be prepared with the timeline)
- ❖ Evaluate impacts regularly

Depending on the time, the facilitator may ask the participants to write a press release for an event of their organization. While one group may write, another will analyse the press release.

The observation may include following;

- Addressee?

- Whether on the official stationary?
- Whether the title is appropriate?
- Whether the description of the issues/even is specific, appropriate, and clear?
- Whether it is signed?
- Whether there is contact for calling back?
- Whether there is contact number of other individuals/sources is mentioned?
- what is the timing?
- What is the mode?



The facilitator may ask two participants to explain how do they do fundraising, and what are the important elements? S/he will analyse and elaborate their answers. S/he should explain that in addition to donor-donee model for fundraising, other methods may be tried including

- Individual donations
- Donations in kind
- Donating on a particular day
- CSR funding
- Selling merchandise
- Celebrity fund raising
- Crowd funding
- However, the facilitator should also underline that to get funded
- The idea/proposal should be clear

- The organisation should be credible and transparent
- The potential for sustainability should be high
- The organization should be legally competent to receive donations.

Developing an action plan



- ❖ Pursue objectives simultaneously or consecutively?
- ❖ What approach/es to take, educational, lobbying, litigation, confrontationist, or mix of any of these?
- ❖ What objectives need what activities, resources needed, responsible person and timeline?
- ❖ How will the campaign peak?

The facilitator should explain that these are the issues that the network has to decide in order to develop an action plan. The facilitator may also give a task to the participants divided in the groups to formulate goal, objective, activities matrix, and formulate a plan based on task matrix.

Direct action/campaign



- ❖ May include petition, dialogue, representation, rally, procession, human chain, sit in, civil disobedience etc.
- ❖ Nomenclature is important, simple, communicating, direct (WNTA)
- ❖ Timing of launch has to be relevant (human rights day, women's day, environment day.....)
- ❖ Prepare for maximum thrust, mobilise all resources, should be the peak of the effort
- ❖ Be prepared for the unintended impact and mitigate
- ❖ Be cognisant that it cannot be sustained for long!

The facilitator will underline that direct action is the peak of the campaign and therefore, needs all attention and resources. S/he would emphasise

that the most of the people remember campaigns for their peaks and not for the preparations and therefore, it's importance.

Monitoring and evaluation



- ❖ Monitoring and evaluation provide essential feedback required for planning, designing, improving, sustaining
- ❖ Helps us to learn from the experience, avoid mistakes
- ❖ Monitor activities, process, outcomes and evaluate results, performance, efficiency, impacts etc.
- ❖ Monitoring is ongoing, evaluation staggered
- ❖ Imp issues to decide- what to monitor, who will monitor, sources of information/data, methods of data collection, who analyses the data
- ❖ Monitoring and evaluation is also ongoing process in the advocacy cycle

The facilitator may begin by asking the difference between monitoring and evaluation, as most people take these two words as synonym. S/he should analyse and elaborate few responses and then start explaining the information on the slide.

Case study of a network



- ❖ International Campaign to ban land mine, or
- ❖ International campaign on debt relief, or
- ❖ Waada Na Todo Abhiyan
- ❖ ???

Before winding up, the facilitator may ask the participants to attempt a summary of what they have learned in the session.

FURTHER READING

1. Networking for Policy Change; An Advocacy Training Manual, The Policy Project
<http://www.policyproject.com/pubs/AdvocacyManual.pdf>
2. Advocacy and Citizen Engagement, Olga Gladkikh, Coady International Institute
http://coady.stfx.ca/wp-content/uploads/pdfs/library/course_material/gcl/2010_advocacy_manual.pdf
3. Hastakshep, An Advocacy Manual (Hindi), PAIRVI
<https://pairvi.org/Publications/Hastakshep.compressed.pdf>

LIST OF ABBREVIATIONS

CINI	:	Child in Need India
FGD	:	Focus Group Discussion
HRLN	:	Human Rights Law Network
ICBLM	:	International Campaign on Banning Land Mines
NAPM	:	National Association of Peoples Movements
NAPSWI	:	National Association of Professional Social Workers of India
NCE	:	National Coalition on Education
VHAI	:	Voluntary Health Association of India
WNTA	:	Wada Na Todo Abhiyan



Public Advocacy Initiatives for Rights and Values in India (PAIRVI) is a capacity building and advocacy support organization working at the intersections of rights, development and sustainability. It works with small grassroots organizations and community based groups to enhance their understanding on development discourse and capacity to respond appropriately.

PAIRVI also works with a pan Indian coalition on climate and environmental justice, MAUSAM (Movement for Advancing Understanding on Sustainability and Mutuality), previously Beyond Copenhagen.

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