Success is only meaningful and enjoyable if it feels like your own.

Michelle Obama
Building strong strategic alliances mitigates our weaknesses with the assets of other groups or organizations. By joining our voices and strategies, working with our allies is crucial to ensuring that decision-makers act in a timely and effective manner to improve the policies and laws that directly impact the lives of girls. Allies can come from unexpected places—for example, fathers and boys can be effective allies when reaching out to traditional male authorities, religious leaders, and other gatekeepers. As advocates, we want to make sure that we communicate our expectations to our allies clearly and consistently, and support their own strategies, to ensure the best collaboration.
Analyzing Alliance-Building in Liberia


Remember

2. Allow participants at least 10 minutes to complete the worksheet “Liberian Children’s Act.”

3. In plenary, facilitate a discussion based on the questions included in the worksheet “Liberian Children’s Act”:
   - What was the situation of children and girls in Liberia before the passing of the law?
   - How did Rosanna and Aisha become allies?
   - How did Rosanna and Aisha ensure that girls’ voices were heard? Was it a girl-centered strategy?
   - What strategies did they employ to convince the Senate to pass the law?
In what ways does the Children’s Law protect the rights of girls in Liberia?

Based on what you saw in the video and what you already know, what is an alliance? What is it useful for?

What kinds of alliances does the video illustrate?

Analyzing Alliance-Building in Guatemala

Broadly introduce the CONACMI case study by providing a brief summary of the case, including the following:

- CONACMI was able to pass the Protocol for Treatment of Victims of Sexual Abuse in 2009 after several failed attempts to do so.
- Their advocacy strategy included a very diverse set of allies.

Remember

Distribute the CONACMI case study which is available for download on the Let Girls Lead website.

In plenary, discuss the questions included in the worksheet “CONACMI Case Study”:

- Why had the previous attempts of the National Association Against Child Abuse (CONACMI) to improve legal protection for victims of abuse been mostly unsuccessful?
- What was CONACMI’s new advocacy approach?
- Who were CONACMI’s main allies in their advocacy approach?
- How did CONACMI’s choice of allies help to ensure that MSPAS would approve the Protocol?
CASE STUDIES IN ADVOCACY: LIBERIAN CHILDREN’S ACT AND CONACMI

- In what ways does the Sexual Violence Protocol help ensure the protection of victims of sexual abuse?
- What was one of the major challenges in their advocacy strategy?
- Identify at least one key lesson that came from CONACMI’s advocacy campaign.
CASE STUDIES IN ADVOCACY: LEBERIAN CHILDREN’S ACT AND CONACMI

OBJECTIVES

• To identify the strengths and challenges of working in an alliance
• To identify the best practices to build effective alliances for advocacy
• To know the facts about the LGL CONACMI case study as a best practice for building alliances

HANDOUTS

• Case Study “CONACMI Passage of Medical Protocol for Sexual Violence in Guatemala”
• Video “The Passage of the Liberian Children’s Law”
• Worksheet “Liberia Children’s Law”
• Worksheet “CONACMI Case Study”

ACTIVITY ONE

30 min

ACTIVITY TWO

30 min

Analyzing Alliance-Building in Liberia

Analyzing Alliance-Building in Guatemala

NOTES
A10.1 CASE STUDIES IN ADVOCACY: LIBERIAN CHILDREN’S ACT AND CONACMI
WORKSHEET LIBERIAN CHILDREN’S LAW CASE STUDY

1. What was the situation of children and girls in Liberia before the passing of the law?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

2. How did Rosanna and Aisha become allies?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

You can advocate on behalf of someone, but if they can’t speak on the issue themselves and how it affects them, then at the end of the day, [your] advocacy will be lacking.

Aisha Cooper Bruce, Program Director for Social Empowerment HOPE

A girl advocate presenting the Children’s Act Decree to President Ellen Johnson Sirleaf

Aisha Cooper Bruce and Rosana Shaack

Adolescent girl in Liberia
How did Rosanna and Aisha ensure that girls’ voices were heard? Was it a girl-centered strategy?

We thought that the senators were unapproachable until we understood the true meaning of advocacy. We had thought that it meant just going and demonstrating or getting people to demonstrate, but we learned [that it] involves dialog; it is another way.

Rosana Schaack, Executive Director of THINK

What strategies did they employ to convince the Senate to pass the law?
In what ways does the Children’s Law protect the rights of girls in Liberia?

Based on what you saw in the video and what you already know, what is an alliance? What is it useful for?
There is a dual discourse going on in relation to sexuality and sexual violence against girls and adolescents. A judge can say that they are highly sensitized to the issue, but their judgments will continue to be based on perceptions informed by patriarchy and machismo.

Miguel Ángel López, 2009 LGL Fellow

1. Why had the previous attempts of the National Association Against Child Abuse (CONACMI) to improve legal protection for victims of abuse been mostly unsuccessful?

2. What was CONACMI’s new advocacy approach?

3. Who were CONACMI’s main allies in their advocacy approach?
4 How did CONACMI’s choice of allies help to ensure that MSPAS would approve the protocol?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

5 In what ways does the Sexual Violence Protocol help ensure the protection of victims of sexual abuse?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

6 What was one of the major challenges in CONACMI’s advocacy strategy?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________
Identify at least one key lesson that came from CONACMI’s advocacy campaign.

In the baseline survey we conducted, we found that about 40% of medical personnel did not know how to identify the indicators for violence in their patients and that they had no institutionalized tools to address sexual violence.

Dr. Haroldo Oquendo, CONACMI Legal Representative
Proverbs Say It All

1. Ask each person to think individually about sayings or proverbs in their culture and language that illustrate the importance of working with others to accomplish a goal. The proverb could also be applicable to advocacy in some way. For example: “Many hands make light work” applies to networks because the more we work with others, the lighter our own individual work will be. “Strike when the iron is hot” applies to advocacy because it refers to the importance of timing the action perfectly.

2. Each participant writes down at least 2-3 proverbs related to working with others or a proverb applicable to advocacy in some way.

3. In plenary, facilitate a brainstorm of proverbs along with the explanation of how these proverbs or sayings are related to working with others or with advocacy. If possible, write down each proverb so that none are repeated. Each participant should contribute at least one proverb. If there is time, solicit additional proverbs.

4. Facilitate a discussion about the proverbs using these questions:
   - Why do you think these proverbs exist?
   - What do these proverbs tell us about advocacy?
   - Why is it important to work together?
PowerPoint Presentation: Alliance-Building

Slides 1-2: Defining an Alliance
- A connection of people, groups, or institutions around a common cause, goal, or effort
- An alliance formed to systematically work towards a common goal

Slide 3: Benefits of Working in Alliances/Networks
- More support
- More strength
- Bigger impact
- More objectivity
- Diversity
- More credibility
- Up-to-date information
- Access to more resources
- Shared resources
- Contacts
- Exchange
- Avoids duplicating work

Slide 4: Risks of Working in Alliance with Others
- Failure to comply by one of the parties
- Lack of commitments
- Difficulty in reaching agreements
- Slow, making decisions and taking action
- Lack of equality (resources and power)
- Competition

Slides 7: Criteria for Forming Alliances
- Agreement in values and interests
- Cause is congruous with us and expect for commitments
- Clear work plan, attainable goals and objectives also knowing the achieved goals
- Projection
### Slide 8: Questions to Ask When Considering Allies

- **Organization’s mission**: How close is their mission to the efforts to achieve the Expected Advocacy Result (EAR)?
- **Trust**: Is there a prior trust link between you?
- **Complementarity**: What resources could the ally organization contribute as a complement to the advocacy initiative?

### Slide 9: Tips for a Successful Alliance

- Involving prestigious and strong people
- Use novel strategies
- Make sure it provides personal and/or professional satisfaction
- Consider a serious network with clear and objective information
- Ensure balanced decision-making
- Set a clear internal organization for the network

### Slide 10: Tips for Success

- Clarify roles, functions, and obligations
- Share leadership functions within the group
- Use all of the members’ resources
- Be open to change, innovation, and creative solutions
- Show interest in members’ achievements just as in the group’s

### Slide 11: More Tips for Success

- Make a commitment to maintain communication in the group
- Allow disagreements
- Encourage constructive criticism and useful feedback
- Encourage solidarity, trust, and group support
- Offer support and respect for individuals and their expectations
**ACTIVITY THREE**

**60 min**

**1.** Divide the full group into smaller groups based on interest or EAR. Ask each smaller group to gather in front of their political map.

**2.** Give groups 30 minutes to identify the government and non-government organizations that could get involved with their advocacy efforts and that could join the effort to attain the EAR.

**3.** Pass out the handout “Best Practices in Alliance-Building” as a reference while the groups are working. Let them know that the handout contains information similar to what they just reviewed in the PowerPoint presentation. The handout is to help them think about potential allies. Ask the groups to point out which organizations could join the core planning group of the strategy to advance their EAR.

**4.** Tell the groups that some of the mentioned organizations may have been international or government organizations. While they are important as allies, sometimes they are unable to join the core group, because their missions limit their political activity in the country.

**5.** Fill out the worksheet “Building Networks.” Add the following to each list:

- The person to approach in each organization to suggest this alliance
- Whether to invite the organization into the core group
- At which stage the organization can get involved

**6.** Thank the group for their work and dedication

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**NOTES**
## DEVELOPING ADVOCACY NETWORKS AND ALLIANCES

### OBJECTIVES
- To identify the strengths and challenges of working in an alliance
- To identify the best practices to build effective alliances for advocacy
- To know the facts about the Let Girls Lead CONACMI case study as a best practice for building alliances

### MATERIAL
- Flip charts
- Markers
- PowerPoint presentation “Working with Allies and Networks”
- Handout “Best Practices in Alliance-Building”
- Worksheet “Identifying Potential Allies”

### HANDOUTS

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>TIME</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>ONE</td>
<td>20 min</td>
<td>Participants discuss the link between proverbs/sayings and the importance of working with others in an advocacy strategy.</td>
</tr>
<tr>
<td>TWO</td>
<td>30 min</td>
<td>Define of an alliance and what is it useful for. Discuss the sharing of best practices for building alliances.</td>
</tr>
<tr>
<td>THREE</td>
<td>60 min</td>
<td>Participants identify organizations and contact points for potential alliances using their power maps. Reflect on possible contributions of allies and building a core group.</td>
</tr>
</tbody>
</table>
A10.2 DEVELOPING ADVOCACY NETWORKS AND ALLIANCES
HANDOUT BEST PRACTICES IN ALLIANCE-BUILDING

1. Identify actors through mapping and profiles.
2. Avoid prominence: Practice horizontality respecting different points of view.
3. Think of the goal group as the main actor.
4. Get to an agreement on approach methodologies.
5. Establish joint plans and goals.
6. Define clear strategies and activities, with specific people in charge, time, and methods for verification (monitoring and evaluation!).
7. Identify required resources.
8. Sensitize all the actors that are part of it.
9. Establish a system for gathering and distributing information.

Tips for Successful Alliances

- Involve prestigious and strong people.
- Use novel strategies.
- Make sure it provides personal and/or professional satisfaction.
- Consider a serious network with clear and objective information.
- Balance decision making.
- Set a clear internal organization for the network.
- Clarify roles, functions, and obligations.
- Share leadership functions within the group.
- Use all of the members’ resources.
- Be open to change, innovation, and creative solutions.
- Show interest in members’ achievements just as in the group’s.
- Commit to maintain communication in the group.
- Allow disagreements.
- Encourage constructive criticism and useful feedback.
- Encourage solidarity, trust, and group support.
- Show support and respect for persons and their expectations.
## Identifying Potential Allies

<table>
<thead>
<tr>
<th>Organization</th>
<th>Most appropriate person to contact within the organization</th>
<th>Will it be in the core group? (yes/no and why)</th>
<th>When will you approach it to begin an alliance? (month/year)</th>
<th>Person(s) who will approach the organization with the alliance proposal</th>
</tr>
</thead>
<tbody>
<tr>
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