



Promoting Women's Participation in Grassroots Advocacy

Simulation Guide

On the first day of the seminar, participants share experiences in grassroots advocacy from their countries and complete training exercises on coalition building, working with the media and elected officials and lobbying. The second and third days of the seminar are devoted to the following grassroots advocacy simulation developed as a role playing exercise to practice the skills learned in the first day's training. Future additional training exercises should focus on drafting press releases and one-page information briefs for meetings.

Instructions for the simulation follow:

Advance Preparation

Written Materials (Attachments A, B, C, D)

- 1) City Profile
- 2) City Budget
- 2) Political Party Profiles
- 3) Non-governmental Organization Profiles

Equipment

- 1) 6 laptops – 1 per group, 2 for government group
- 2) 2-3 printers connected to the laptops
- 3) USB Drive
- 4) Camera/Video Camera to document the exercise

Assignments

- 1) Assign participants to City Government and NGOs - Groups *will not* have an even amount of participants
 - City Government (Mayor, Opposition Leader, 3-4 Additional councilors, staffer for mayor, staffer for opposition leader, 1-2 additional staff for councilors)
 - NGO groups should be divided according to membership profile – more participants for the women's organization as their profile claims large membership and good organization. Less participants for the Labor Union whose membership profile cannot claim membership, nor significant organization for their efforts.
- 2) Assign a leader to each group
 - Group leaders should be IRI staff or more experienced participants who can help guide group discussion and offer creative ideas outside the participants experience level.
 - Group leaders *should* help keep their participants on schedule and assist with completing assignments throughout the exercise. This may include delegating tasks and assigning participants to meet with members of other groups (coalition building) while other participants are working on a different task if important in making their voice heard. They *should not* be the decision maker for the group.
- 3) Distribute written materials
 - City government should receive only the city profile, city budget and political party profiles.
 - NGO groups should receive only the city profile and their own NGO profile.

Setup

- 1) Two to three classrooms with desks/tables arranged to accommodate 8 – 10 people.
- 2) Partitions dividing each group to allow for some privacy.
- 3) Separate room set up for town council meeting – theater style with table in front to accommodate mayor and all council members – podium facing front table for NGO spokeswomen to address council members – microphones.

Exercise I – Developing Issue-Based Partnerships: 3 hours

Group 1 – City Government

Group 1 should elect the mayor, the opposition leader of the council, two governing coalition city council members, one opposition coalition council member, a staff member for the mayor and a staff member each for the governing and opposition council members. Group leaders should try to influence who would be best in each role. For example the person chosen as staff for the mayor should be very tough, stubborn and instructed to follow the priorities of the mayor overall. This participant *cannot* be afraid to say no.

At the end of Exercise I, Group 1 should submit:

- One press release from each party announcing elected leaders and their staff and listing the party priorities for the city during their leadership in government.

Groups 2 -5 – Non-governmental Organizations

Groups 2-5 will choose a grassroots coordinator, spokeswoman, and lobbyist for their partnership.

At the end of Exercise I, Groups 2-5 should submit:

- One press release announcing their organization, its purpose and priorities.
- Using their city profiles and statement of purpose, develop a draft profile of their potential supporters. The draft profile should list the potential supporters; identifying why it's important to reach out to these individuals or community groups and how relationships might be developed.

Conference organizers will copy all press releases in one packet and distribute to each of the groups following this exercise. This information is key in the continuing exercises and should be distributed as soon as possible.

Exercise II – Launching a Grassroots Campaign - PART I: 2 hours

Group 1 – City Government

The councilors, mayor and their staff will prepare for the upcoming “state of the city address.” The mayor will prepare a 10 minute speech on the local government’s initiatives and priorities for the upcoming term. The opposition leader will also prepare a 5-minute response to the mayor’s address.

Groups 2 -5 – Non-governmental Organizations

The Non-governmental Organizations will each work on their issue-based campaign in advance of the city council meeting. The grassroots coordinator is responsible for leading the association in developing a tactical plan to gain citizen support for their issue employing the methods discussed in the previous day’s sessions. The plan should use the statement of purpose previously developed and include an explanation of the strategy used in petitioning, letter writing and earned media events. In addition, the groups should submit language to staff for their petition drive and letters of support.

At the end of Exercise II, Groups 2-5 should submit:

- Issue-based campaign plan
- Petition drive language if applicable
- Letters of support language if applicable

Exercise II – Launching a Grassroots Campaign - PART II: 1.5 hours

Group 1 – City Government

City government officials continue to draft and practice their speeches.

At the end of Exercise II, Group 1 should submit:

- A typed, first draft speech for both the mayor and the opposition leader.

Groups 2 -5 – Non-governmental Organizations

The Non-governmental Organizations will prepare their lobbyist for meetings with city councilors and their staff. Participants should utilize information obtained throughout the seminar to draft possible questions their lobbyist might be asked in their meeting and coach them on answers that would best serve the organization. The group should coach the lobbyist playing both positive and adversarial roles keeping the groups' statement of purpose as the focal point.

At the end of Exercise II, Groups 2-5 should submit:

- A one page document to leave behind at their upcoming meeting with the government staffers.
- The questions prepared for the lobbyist should also be submitted to staff for review.

Conference organizers will copy all materials from Exercise 2 and pass out to participants AT THE END of the conference. Participants may want to keep their work and use for future example.

Exercise III – Making Your Voice Heard - PART I: 45 minutes

Group 1 – City Government and Groups 2 -5 – Non-governmental Organizations

Groups 2-5 will send their lobbyists to meet with the government staffers individually to promote their organization and the community priorities they've chosen to support. All participants, *except* the city's mayor and opposition leader, are asked to watch these meetings as they take place.

To facilitate, conference organizers should place the government members in different meeting areas and asked the lobbyists to change after about five to ten minutes. Group one leader should be the time keeper and move each group along to the next station. The mayor and opposition leader can take a break or practice their speeches. They should not hear any of the information being discussed in the lobbying meetings.

Exercise III – Making Your Voice Heard - PART II: 1 hour

Group 1 – City Government

City government staff will review the lobbyists' talking points with their council members and mayor. The mayor and opposition leader should then work with the staff to revise their "State of the City" speech as needed.

Groups 2 -5 – Non-governmental Organizations

The Non-governmental Organizations will review their notes from the meetings and adjust their grassroots strategy as necessary. Each group should look ahead to the governments "State of the City" address and city council meeting and start preparing talking points for their spokeswoman to make a final case for their issue during the upcoming city council meeting. If the NGO has not succeeded in securing time on the city council meeting agenda, they may pursue other means of addressing their issue.

Exercise IV – Government’s “State of the City” Address: 30 minutes

Group 1 – City Government and Groups 2 -5 – Non-governmental Organizations

The mayor will deliver a 15 minute “State of the City” address. She will offer key information with regard to the local government’s initiatives and priorities for the future term. She will also officially announce the funding available for community development projects. Following this address, the opposition leader will have five minutes to respond to the mayor’s address. All participants listen to the speeches made by the government officials.

Exercise V – Preparing for the City Council Meeting: 30 minutes

Group 1 – City Government

Group 1 will develop an agenda for the city council meeting and consider including time for some of the community organizations spokeswomen to address the city council during the meeting. The agenda will focus on the city’s budget and allocation of funding for the community projects initiative. The agenda will be turned over to staff at the end of the exercise.

At the end of Exercise V, Group 1 should submit:

- A typed city council meeting agenda

Groups 2 -5 – Non-governmental Organizations

During this time, groups 2-5 will review and finalize their issue talking points and agree on their strategy for the upcoming city council meeting.

Conference organizers will copy all materials from Exercise V and pass out to participants AT THE END of the conference. Participants may want to keep their work and use for future example.

City Council Meeting: 2 hours

Group 1 – City Government and Groups 2 -5 – Non-governmental Organizations

The city council will meet according to the agenda drafted by Group 1 in Exercise V. The mayor will lead the city council meeting. Discussion will focus on the passage of the city budget and allocating funding for community development projects according to the lobbying by the organizations.

Spokeswomen from the organizations may be asked to address the council again in this session. At the end of the meeting, the mayor and councilors will vote to finalize the city budget.

Conference organizers may choose to video tape the final city council meeting exercise and make copies for the participants. In addition, all written materials produced during the simulation should be saved to one USB drive.

Attachment A

City Profile Example

The city of *X* is located near the largest river in its country.

X is known as a city with highly fertile land and produces 75% of the food for its country. A recent drought has decreased food production and is crippling the industry.

There are three major universities based in *X*, which also makes *X* an education city.

X is also known as the textile city. Lately, local government has closed down many major textile factories, which has created dissatisfaction and an unemployment problem among the city dwellers.

However, citizens of this city are trying to overcome many problems by focusing on agro-based industrialization. Currently, political parties are debating how to best increase the success of the agro-industry, including opening more factories, building irrigation systems, increasing mass production for export and establishing farm subsidies.

Crime has been increasing in the city and there are reports that police and ambulances are unwilling to go to some wards of the city.

The city is experiencing an exodus of its young citizens. After graduation from university students are leaving *X* for employment in other cities.

The city has consistently funded the small business development sector, but the funds are not being dispersed and the budget is bloated with too much money and ineffective policies.

Funding was previously allocated to open a new women’s shelter, but building and development has not begun on the project.

At the head of the city government sits an elected mayor who is two years into her three year term and is a member of the minority party. There are four wards in the city and from each ward one councilor is elected. In addition, the mayor and councilors have staff that handle constituent issues.

X has always been neglected by its local governing body. A recent political scandal with an elected official in the majority party is currently dominating the news headlines. The council member was accused of taking money for favors and has recently stepped down from their position.

Area: 11,000 square kilometer
Total Population: About 6 million
Male: 50.8%
Female: 49.2%

Muslim: 25.84%
Hindu: 25.09%
Christian: 14.17%
Buddhist: 17 %
Other: 17.9%.

Major Professions:
Agriculture: 40.99%,
Agro sector Labor: 22.9%
Non-agro labor: 3.24%,
Business: 9.61%,
Job holder: 4.74%,

Transportation: 2.68%,
Industry: 1.77%,
Fishery: 1.32%,
Weaving: 2.85%
Other: 9.9%.

Total voters: 471,254
Male: 231,177
Female: 240,077

Attachment B

X City Budget

At a glance the Proposed Budget of fiscal year 2009-2010

Conference participants should be told to focus on the highlighted section of the budget since this is where their lobbying efforts could win them money allocated to their organization.

Income		Expenditure	
First Part		First Part	
SL Income Sector	Amount	SL Expenditure Sector	Amount
Revenue			
1 Tax	107,029,890	1 Salary and Allowances	181,800,752
2 Rates	163,375,179	2 Others (Established Expenditure)	46,170,000
3 Fees	8,375,000	3 Road Maintenance and Development	25,800,000
4 Rent & Profits	39,206,664	4 Non-Military Defense	10,000
5 Donation	0	5 Education and Culture (incidentals including daily expenses of department/branch)	5,200,000
6 Miscellaneous	39,206,664	6 Miscellaneous	24,337,000
7 Government Grant (City Tax)	<u>3,400,000</u>		<u>7,400,000</u>
Capital	327,451,733	Capital	290,717,752
8 Loan/house building/repair/motor vehicle loan	14,100,000	8 Loan/house building/repair/motor vehicle loan	21,000,000
9 Deposit and Advance	<u>22,500,000</u>	9 Deposit and Advance	<u>5,000,000</u>
Total	364,051,733	Total	317,417,752
Arrived Fund	<u>31,547,252</u>	Balance	<u>78,181,233</u>
Total	395,598,985		395,598,985
Second Part		Second Part	
1 Development Support Sanction	150,000,000	1 Development Support Sanction	150,000,000
2 Deposit Money	15,000,000	2 Deposit Money	15,000,000
3 Miscellaneous	<u>45,000,000</u>	3 Miscellaneous	<u>75,000,000</u>
Total	210,000,000	Total	240,000,000
Arrived Fund	<u>30,700,801</u>	Balance	<u>700,801</u>
Total	240,700,801	Total	240,700,801
Third Part		Third Part	
1 Industry	<u>300,000,000</u>	1	
2 Hi-tech Research and Development Industries	<u>250,000,000</u>	2	
3 Marketing Program Grant for Women Entrepreneurs	<u>100,000,000</u>	3	
4 City Infrastructure Development Fund	<u>90,000,000</u>	4	
5 Irrigation System Development	<u>240,000,000</u>	5	
6 Development for Labor Union Information Center	<u>100,000,000</u>	6	
7 Reform and Reeducation/Anti-Corruption Initiative	<u>270,000,000</u>	7	
8	<u>128,000,000</u>	8	

9 Miscellaneous	<u>150,000,000</u>	9	
Total	1,628,000,000		Total
Arrived Fund	<u>50,444,711</u>		Balance
Total	<u>1,678,444,711</u>		Total
Grand Total	2,314,744,497		Grand Total
			0
			<u>50,444,771</u>
			<u>50,444,711</u>
			686,744,497

Attachment C

Political Party Outlines

Conference Organizers must create four political party profiles and distribute each profile to one group. The following bullet points should be included in the political party profiles:

Political Party 1

- Secular and Center-Left political party
- Long political history, once led revolution or war of independence
- Largest political party
- Party Leader a relative of revolutionary or war hero
- Focused on building relationships with geographical surrounding countries
- Has had multiple tenures in Parliament
- Advocate for electoral reforms
- Recently, several top party leaders have been accused of corruption charges

Political Party 2

- Center-Right political party-promotes conservatism and nationalism
- Immediate past ruling party
- Party was founded after a revolutionary or war of independence
- Popular support from business class
- Good recruitment policy to attract young generations
- Top party officials tried to take over the party during a corruption scandal of the party leader but their attempt failed and the party is now more fractionalized
- Major achievements during its last tenure of power in the parliament are in the education development, growth of macro-economy, support for private business and infrastructure and technology development

Political Party 3

- Religious affiliated political party
- During revolutionary or war of independence this party opposed the war and faced harsh criticism from inside the country
- Has won seats in the parliament but in small numbers
- Institutionally democratic in following party constitution
- Recently formed an alliance with the Center-Right political party because of their similar conservative ideals

Political Party 4

- Former president from this political party and rules autocratically
- During his rule infrastructure and rural development was boosted but not *always* as a direct cause of his/her ruling policies. Nevertheless, much support for the party comes from rural villages
- Achievements of the party during its tenure in power include: the building of roads and state highways and the initiation of district and sub-district village councils.
- Party divided into three factions due to an intra-party feud as a result during the last election the party lost ½ of its seats in parliament.
- Currently, the party is working to build a coalition with the Center-Left party.

Attachment D

Community Organizations

Chamber of Commerce and Industries (CCI)

CCI works to promote the city's industrial development. Established in 1950, they currently have 120,000 members in the city.

CCI does not have any political affiliation. The main task of CCI is to help city entrepreneurs develop businesses and bring economic development to the city.

CCI also tries to highlight the city as a way to show opportunity for other cities to investment in and bring in outside revenue. Currently, CCI's priorities are to start an advocacy program to extend a runway (build an airport) to make it accessible by cargo planes to increase the export of fresh produce. They are also working to bring a gas pipeline through the city to support industrialization.

Annual budget is close to 8,000,000 which is collected from annual membership fees from organized trade shows and renting out the CCI building to others during non-working hours.

Women's Rights Organization

Established in 1970 with currently 15,000 members in the city, this group works to protect women's rights and help assist women in poverty. There is an office in the city of this organization run by volunteers.

The local chapter of the organization works to protect women from religious-based persecution but educating women on their legal rights.

The local chapter is currently looking to reduce traditional social practices that limit women's equal participation in society and in politics. They encourage women's political participation to increase the potential for women decision makers in government. In addition, they are concerned about the decline in the textile industry because of the high number of women laborers.

The Women's Organization works closely with the majority party and have not developed a relationship with the minority party. They do not have a personal contact with the mayor's office.

Typical annual budget is 25,000 to 30,000 which is allocated from the Mayor's office.

Labor Union

There are several labor unions in the city, but none of them are registered with the government. Union membership is low with less than 100 members. This group is not organized. The majority of the union members are from textile factories, sugar factories and fisheries.

Currently, they do not receive annual government allocated funds and are a self funded organization. Union activities are funded by collecting money from its own members.

Youth Citizen Forum (YCF), City X Chapter

YCF is voluntary association with 400 members total from each ward in City X. This is a youth initiative working to raise youth issues and working to bring solutions through government advocacy and cooperation.

In the last local election, YCF X Chapter contacted each candidate and asked for their plan to help youth in the city. They organized town hall meetings to hold the local elected body accountable for their jobs. Through this advocacy YCF has established relationships with the mayor and the opposition leader's offices.

Their offices recently flooded and they are looking to rent in another building. Currently, they do not receive annual government allocated funds and they are a self funded organization.