Report

Advocacy Training

WIDE Network Workshop

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Rome, Italy

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INTRODUCTION

How to carry out effective advocacy was the topic of a WIDE network capacity building workshop held in Rome, Italy on 24-25 November 2011. The workshop was hosted by WIDE Italy and its content was provided by Ian Chandler, from The Pressure Group Consultancy Ltd. Around 25 members of the WIDE network from various European countries participated in this intense two-day training. Most of the participants were engaged in some advocacy activities with their respective organisations so they already had some knowledge and experience of the issue.

The workshop aimed at providing tools and a framework to plan effective advocacy. It was not intended to give a one-size-fits-all recipe on how to do advocacy, as the difference in contexts and countries make this an impossible task.

The workshop focused on how to plan and implement an effective advocacy campaign. The objectives were to update the participants with information on the changes happening in Europe due to the financial crisis and the Lisbon Treaty, to understand the different phases of an advocacy campaign and the importance of the Advocacy and Campaigning Cycle, to explore how to carry out an effective communication strategy and to measure and mitigate the risks of the campaign.

The workshop was carried out in a very interactive way with groups' sessions and lively discussions. This enabled the participants to engage fully in the topic of the workshop as well as develop relationships with fellow participants.

At the end of the workshop Womankind presented a new resource for women's rights activists: The 'Women's Rights Advocacy Toolkit', which aims to support women's organisations and activists to advocate for change. Womankind worked with partner organisations in Afghanistan, Bolivia, Ghana, Nepal, Peru, South Africa and Zimbabwe to produce this guide to help plan and implement advocacy and campaigns on women's rights. The toolkit provides helpful information and case studies to help to define goals and objectives, identify targets and allies, build support for the campaign within the organisation, decide on tactics, and measure success. More information on the toolkit can be found here.

PROCEEDINGS

The present report addresses the participants of the workshop as well as people working in NGOs who are interested in clear information on effective advocacy. The report will therefore summarise the information given during the workshop.

The report follows the structure of the sessions:

- Changes in the advocacy environment
- Advocacy and Campaigning Cycle
- Influencing Strategies and Approaches
- Decision making in the EU post-Lisbon
- Assessing our capacity to influence change
- Identify best influencing strategies
- Stakeholder analysis
- Communicating messages
- Action planning
- Risk management
- Monitoring and Evaluation of Advocacy

The report serves as a tool booklet/ reference booklet to easily check and re-call the information given at the workshop.

The following three parts should be considered in parallel when consulting the report:

- Firstly, the PowerPoint presentation: key information on how to develop an effective advocacy campaign.
- Secondly, the comments added to the slides. The comments pick up the issues which came up during the workshop and they serve as additional information and reflect the discussion during the workshop.
- Thirdly the Annex, consisting of the handouts 1 to 12. The handouts illustrate the PowerPoint presentation and the comments with detailed examples.

Before starting an advocacy campaign it is necessary to understand the changes occurring in the external context.

By using a PESTLE analysis the participants explored the changes happening in Europe and tried to devise strategies to respond to these changes. The discussion came up with the following changes:

Political:

- Rise of right wing and xenophobic parties.
- Lack of trust in the European Union.
- Economic crisis leading to a weakening of democracy.
- Women's rights not a priority anymore.
- Crisis of political parties and lack of vision in the EU.
- Improvements in the political agenda on women's rights but implementation still very weak.
- National interests versus EU interests.

Economic

- Less funding because of the economic crisis.
- Economics is the real force that drives politics.
- ‘Schengen’ and the political fortress Europe.
- Priority of financial markets and the need to understand them.

- In the real market there is a growing black market with less human rights.
- Unemployment and fewer jobs for women.
- Economic crisis has increased the gender gap.
- Gap between the rich and poor citizens in all EU countries.

Sociological

- People are more individualistic but at the same time there is rise in activism, riots, occupy movements, and feminist activism. In crises there is a chance for renovation, see 'indignados'.
- Migration. Selfishness towards migrants and rising xenophobia deriving from political and economic choices.
- Rising influence of the church and fundamentalisms.
- Youth unemployment.

Technological

- Social networking, twitter, facebook.
- Digital divide especially across generations.
- 24 hour news cycle.
- New opportunities for women but for example advertising reinforces gender stereotypes.
- Increase in prostitution through use of social media.
- Less human interaction
- Trace-ability for everyone.

Legal

- EU institutions set frameworks for women's rights but they are not implemented nationally.
- Entry of new countries.
- Security used as an excuse to control people.

Environmental

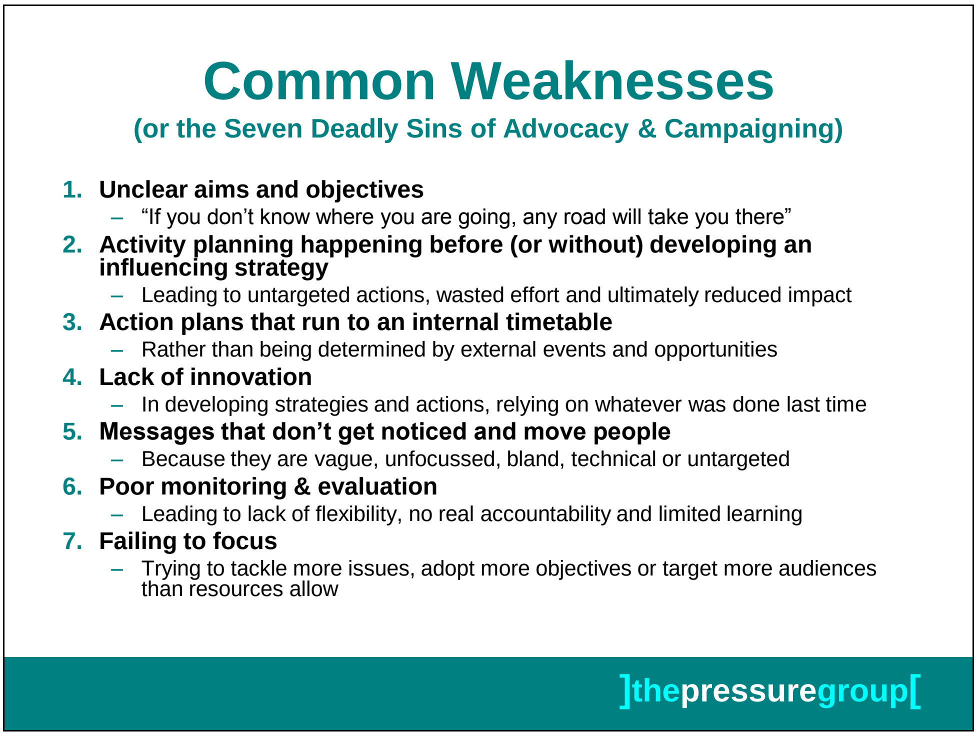
- Climate change: women in developing countries are more impacted.
- More travel conscious.
- Public goods, movements against privatisation.
- Discussion on nuclear power.
- EU policies affecting land rights and food sovereignty in developing countries.
- No gender mainstreaming in UN work such as Copenhagen summit.
- Role of multinational corporations.

What the discussion concluded was that all those issues are strictly interconnected and cannot fit exclusively in one of the six categories. In particular, the political and economic realms are feeding each other. It is also important to do this analysis in terms of gender rather than women and women's rights.

In terms of the EU institutions it came out that after the Lisbon treaty the role of the EU parliament should be stronger, although in practice because of the crisis it is other EU institutions and in particular the heads of states who are taking the decisions.

How should we respond to these changes?

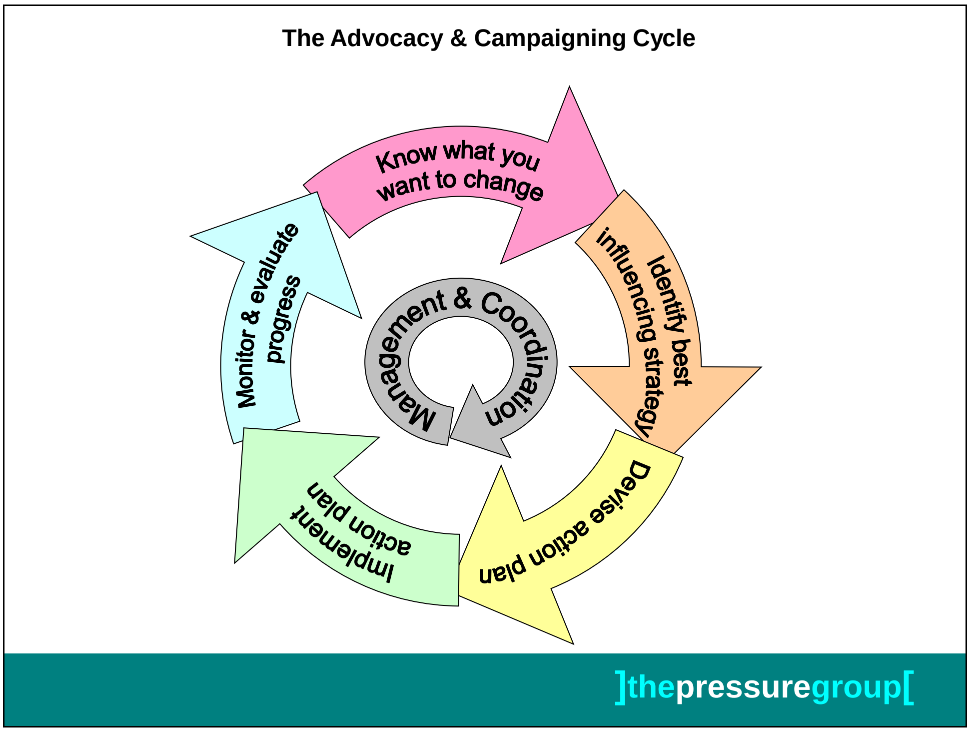
We are living in a very difficult environment and because of lack of funding women's organisations are struggling for survival. As a consequence advocacy is often the first thing to let go. Therefore a good analysis of what target we should hit can take us out of this situation. A lack of leadership at the EU level and the prevalence of economic management can also be an opportunity to drive our women's organisations' agendas. Because of a vacuum of political leadership at both the EU and national levels women's organisations should find a new space to do advocacy.



There are seven 'deadly sins' of advocacy and campaigning.

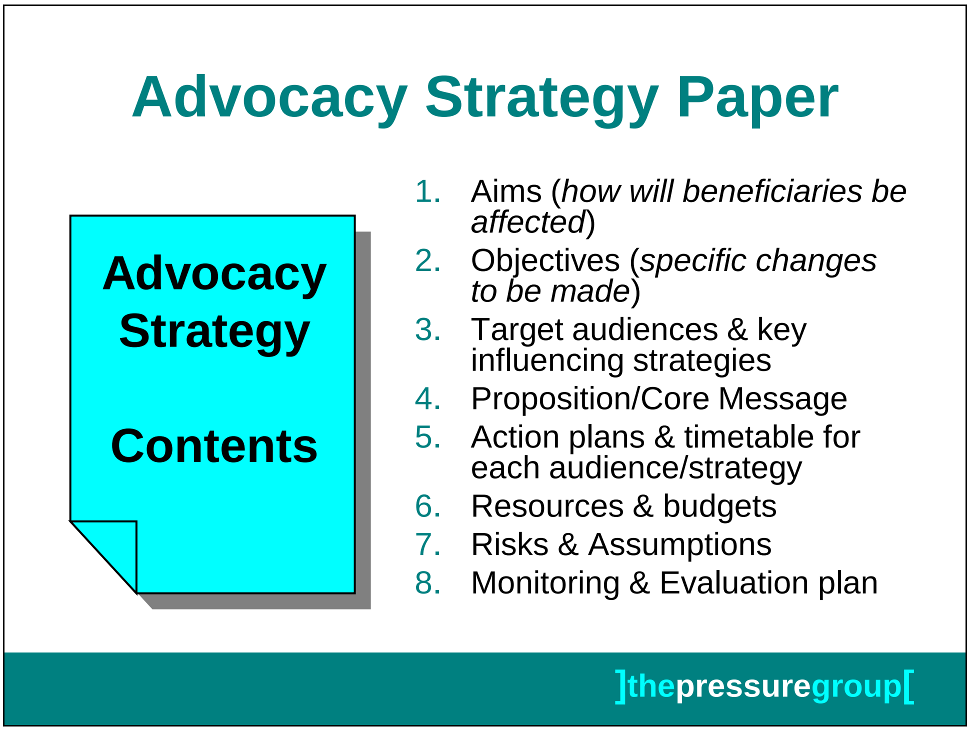
To avoid them, it is necessary to have clear aims and objectives, as they are what drives your strategy. The most common sin of all is planning activities before developing a strategy. Furthermore, especially in big NGOs, people tend to create their own reality, which is not necessarily linked to the outside. As for the messages, sometimes people working in advocacy and campaigning tend to create messages that are aimed at themselves rather than at the general population or politicians.

The most important tip is to identify one point where to focus your energy in order to achieve real change, just as a builder who needs to create a doorway has to keep hammering at just one spot!



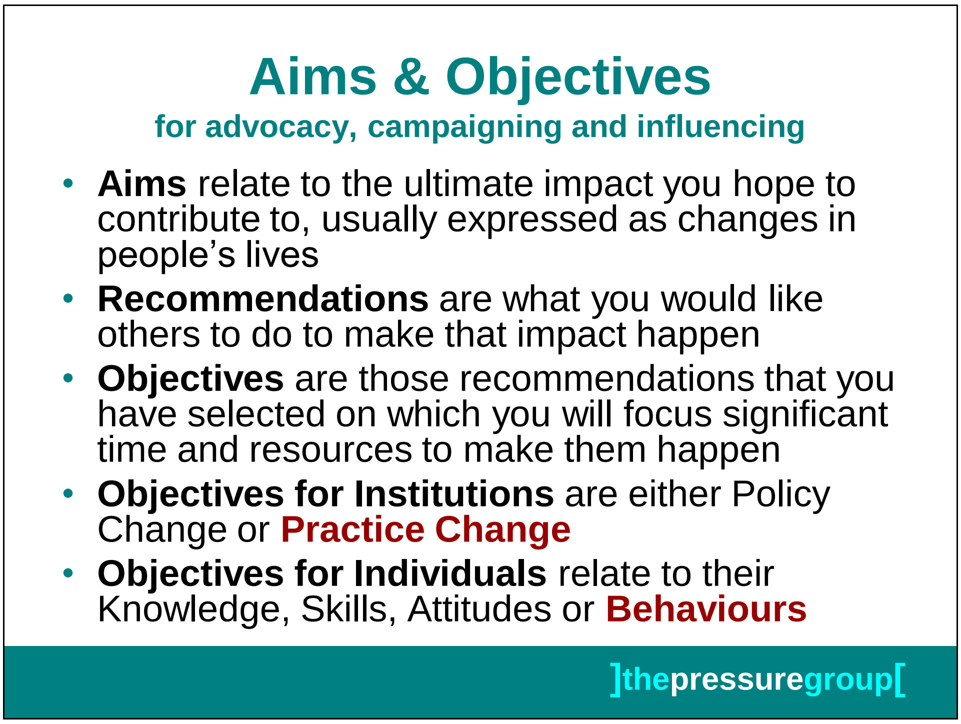
The advocacy and campaigning cycle consists of six fundamental stages. All advocacy campaigns and organisations need to follow this same methodology, the difference will be on how it is applied.

To build an advocacy and campaigning cycle is a very time consuming exercise but it needs to be done, and in that particular order (starting from 'Know what you want to change' and ending with 'Monitor and evaluate progress'). If time is lacking in an emergency situation, it still needs to be done but it should be done quickly, always following that sequence.



The Advocacy Strategy Paper should contain all the eight points illustrated in the slide. It can be done in a different format as long as it contains all the eight points and only those. It does not need to be long, it is usually about ten pages and it is a working document that keeps being updated. It needs to convey the strategy rather than the action, as actions cannot be planned two years in advance. You update the document with the actions required as time passes and the monitoring and evaluation will also tell you what other actions need to be taken. Unfortunately sometimes funding makes you plan too much in advance specifying the actions to be taken over time, which can be a problem.

Example: The strategy is to have a website, the action is exactly what you are going to put on it and it is constantly updated.



Aims:

It is necessary to express them as changes in people's lives as sometimes people working in advocacy tend to lose contact with people on the ground.

Setting the aims too broad, vague, confusing and without reference to the beneficiaries' lives is a problem. The example of the Trade Justice Campaign in the UK is illustrative. The aims of this campaign were not very clear and did not talk about what the impacts were going to be. They just talked about EU agricultural subsidies and exports without saying that they wanted to increase income for farmers in Africa. They needed to specify a particular group of people who would benefit.

In other cases the aims are too big and difficult to communicate, such as the UN Resolution 1325. Other times it is difficult to show the aim as a common interest. For example, to stop violence against women is not an aim but it should be a common interest to everybody.

As a starting point you need to have an organisational vision, then a mission and finally one particular advocacy campaign with its aims, and probably other advocacy campaigns with their own aims. Positioning a campaign in a broader framework is very useful; although the campaign needs to be focused and specific once it is communicated to different audiences.

Recommendations:

Recommendations are not objectives but they express what different actors need to do to achieve the aims. For example in order to end domestic violence in a particular country the government should enact relevant legislation.

Objectives for Institutions:

There is a difference between policy change and practice change. Policy is what institutions or politicians say they would do, practice is what they actually do. Obviously practice is the more important because it impacts on people's lives. Advocacy ultimately aims at changing practice rather than policy, so that it can bring benefits to the identified beneficiaries.

Objectives for Individuals:

As for the point above, advocacy aims at changing what is done rather what it is said will be done. With individuals advocacy aims at changing behaviours rather than knowledge and attitudes, changing what it is done in practice.

Selecting Objectives

When selecting influencing objectives from your list of policy recommendations, you could choose:

- The most important one (*the big hitter*)
- The easiest one (*the low hanging fruit*)
- The one that needs to happen first to enable the others to happen (*the key*)
- The one that is easiest to explain (*the crystal*)
- The one that is most emotive (*the heart puller*)

or any other criteria that fits your strategy

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How do we make the choice from recommendations to objectives?

The chosen objective can be any of the five listed in the slide but we need to have a reason for how that choice makes us move forward.

The discussion on what makes change came up with the following ideas:

- Crisis as a positive opportunity for social change
- Networking
- Technology
- Pressure groups
- Education
- Fashion
- Mass media/social media
- Inspiring and credible leadership
- Appropriate language for different target groups
- Foreign intervention such as EU setting norms for other countries as well as military intervention
- Social movements
- Use of media for scandalizing
- Awareness raising
- Enforcing legislation
- Lobby target groups
- Civil disobedience (sit ins, demonstrations, boycotts)

Usually change happens because of public pressure. There is a need for a critical mass to overcome fear. Take the examples of what is happening in Egypt or the fall of the Berlin Wall.

Other times change happens because of a symbolic act, such as the African-American civil rights activist Rosa Parks in the US to obey a bus driver's order that she give up her seat to make room for a white passenger. Parks' act of defiance became an important symbol of the modern Civil Rights Movement and Parks became an international icon of resistance to racial segregation.

Going back to Egypt, if we compare the situation there to the situation in Libya change in the latter country happened because of foreign intervention. Again, if we compare Libya to Syria change happened in the first country because of the presence of oil. So, economic and foreign interests are very important in triggering change in different countries.

We also discussed the phenomenon of ‘social proof’ also known as ‘informational social influence’: where people assume the actions of others reflect correct behaviour for a given situation. This effect is prominent in ambiguous social situations where people are unable to determine the appropriate mode of behavior, and is driven by the assumption that surrounding people possess more knowledge about the situation.

Usually change does not happen because of awareness raising campaigns, education and capacity building seem to be better tools. Take the example of an Oxfam campaign on hunger in Africa. The message was 'one in five children go to bed hungry in Africa'. But before running the campaign they did a market research to find out what the public thought of hunger in Africa. People thought that it was one in three children who go to bed hungry in Africa, so if they had run that campaign they would have had a counter-effect. People are usually already aware of the issues. So it's not about awareness, it's mainly about values.

Awareness raising does not really change behaviours. In the case of the News of the World hacking politicians and celebrities, people knew it was wrong but they didn't care that much. The change only happened when people's behaviours and values got involved. The news that they had hacked into the phone of a girl who was kidnapped and killed shocked the nation and the News of the World was forced to close down. Therefore the important thing to make change happen is to engage with people's values rather than knowledge.

In the case of corporate behaviour and boycotts, change happens in different ways. A company has basically four key relationships: suppliers, customers, workers and investors. We took the example of a campaign to boycott a certain oil company: Customers would buy petrol anyway, suppliers and investors would also be weak targets for such a campaign. But what the boycotts had an effect on was the workers: the best graduates weren't going to apply for jobs with the oil company because of the boycotts. Surprisingly, customers who boycott are not a big factor in change.

Is leadership necessary to make change? It seems that the recent occupy movements do not have leadership, although it is a silent and collective leadership. In any case, we are not sure that these movements are really bringing about change.

The conclusion of the session was that there is not one mode of change but it is necessary to think it through for each advocacy campaign.

Advocacy is Contested

Advocacy is about promoting a point of view in competition with other views. These other views can arise from:

- vested interests
- different values
- alternative perspectives
- other priorities
- pressure from other stakeholders

If we are to be successful, we must understand the opposition to our arguments and adopt an appropriate influencing strategy to overcome this resistance.

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Advocacy Approaches

Advocates must carefully select those actions and approaches that will be most effective in achieving the desired objectives. There are many different approaches that can be used, mostly within three main types:

1. Persuading those responsible for the policy or practice by presenting them with clear and appropriate arguments
2. Building and mobilising support for your objectives with:
   a) a selected group of influential stakeholders
   b) targeted segments of the public (also known as "public campaigning")
   c) affected communities.
3. Using judicial and quasi-judicial processes to force a change

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Providing facts to persuade people that one is right is not very important and effective. This does not make a big difference. Take the example of climate change: everybody knows it is a fact, a danger and we should stop it, however most people do not act on this knowledge and continue taking flights, among other things.

Instead, mobilising support for your objectives is much more effective. There are three alternatives (influential stakeholders, targeted segments of the public and affected communities) and we need to be strategic in our choices on how we select a target audience.

1. Persuading those responsible

The types of argument that can help persuade decision makers include:

- Arguments that demonstrate the benefits to the people affected and/or to society in general
- Arguments that demonstrate how your objective supports the decision maker's interests & priorities (both personal & professional)
- Arguments that link the problem and your objective to generally accepted norms, such as human rights
- Emotional appeals that link to the decision maker's core values and beliefs
- Helping the decision maker to understand the issue and your proposed solution
- Providing facts (quantitative and qualitative) to back up your arguments

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2. Building support

When building support, advocates must select and target those stakeholders who will have most influence over the decision-making process – you don't want to spread your efforts too thin.

- Some will not agree with your analysis (even if they share your overall aim) – these you need to persuade that your analysis offers the best and most realistic solution.
- Some will agree with your analysis but do not think that the issue is a priority (compared with the other issues that they are trying to address) – these you need to persuade them that the issue is vitally important so that their influence is felt more strongly by the decision makers.
- Some will agree with you and see the issue as important – these you may want to coordinate or build alliances with in order to have a stronger collective voice and reduce duplication of effort.

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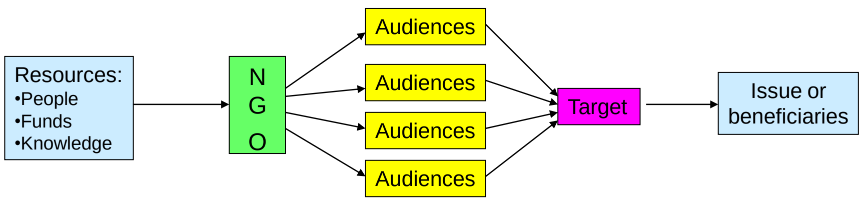
Channels of Influence



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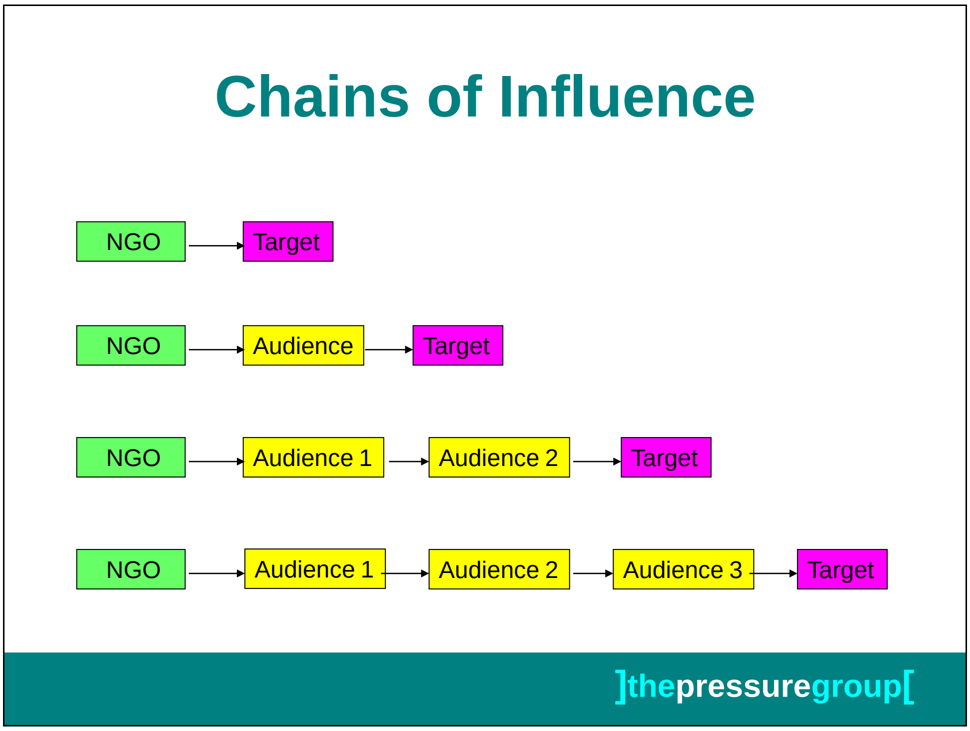
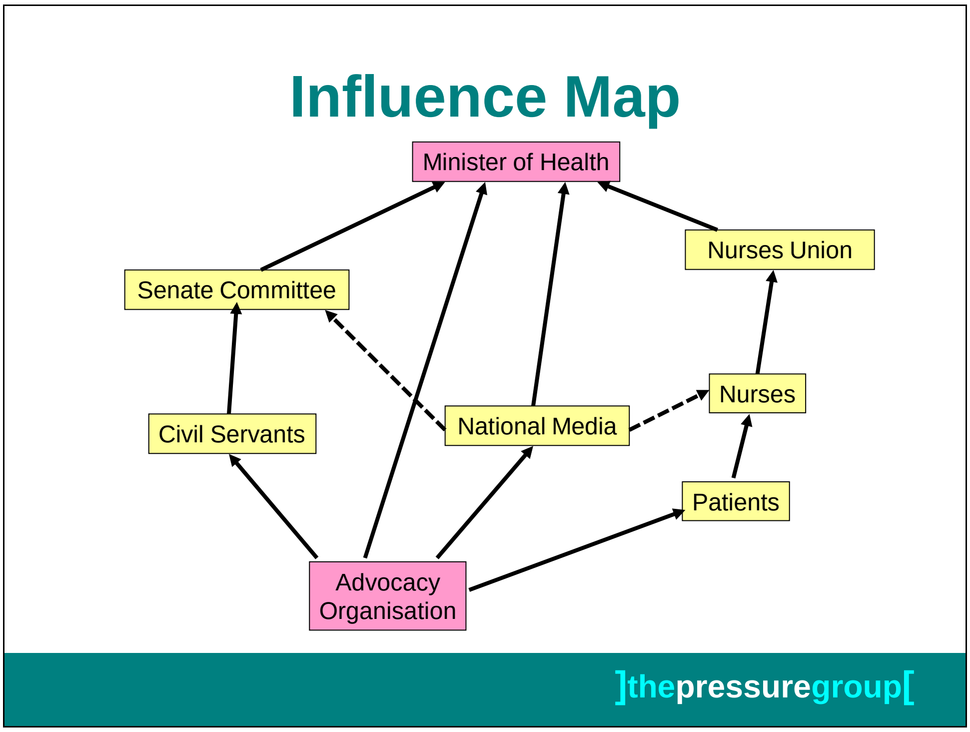
In order to achieve our aims it is necessary to ally with audiences or groups that can help us make change.



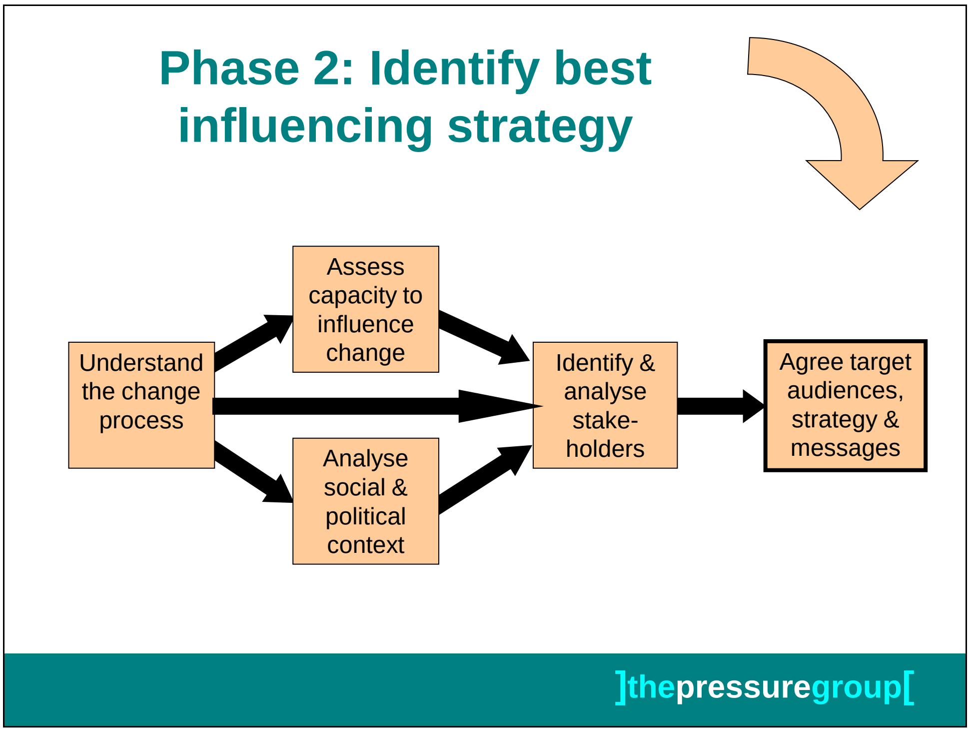
By using multiple audiences to help bring about change we have less control over the strategy and message they are using but the effect might be stronger and the result more effective.



By putting all the target audiences into a diagram such as the one above, this help you to identify the most effective strategy.

Media: In some places media/journalists (your audience) might expect you to pay them, so you need assess whether you pay them or change audience.

How do you then control the process when you have so many target audiences involved? Is it really necessary to control it? Sometimes you cannot control it but your assumption is that you are influencing those targets.



Understand change process

Five key questions:

1. **Where** is the decision made?
2. **Who** makes the decision?
3. **How** is the decision made?
4. **When** is the decision made?
5. **What** influences the decision?

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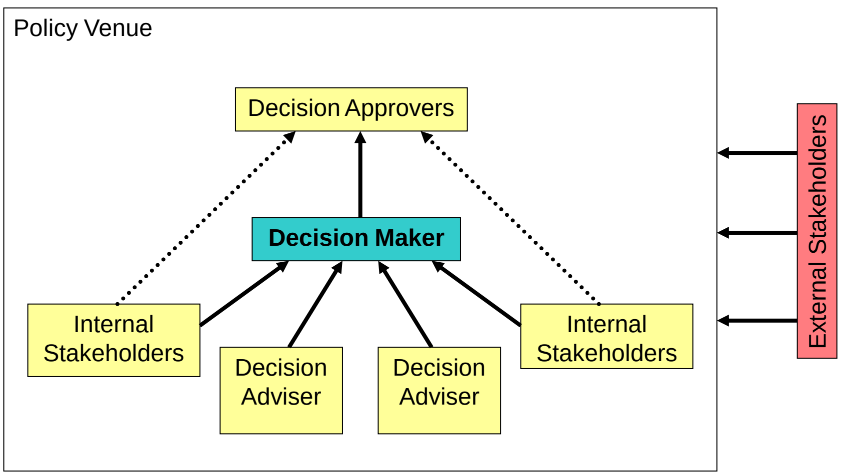
In order to achieve your objectives, it is necessary to understand the change process. This means understanding the obstacles to your action, who makes the decisions, what the decision making process is. Example: a catholic NGO once wanted to run a campaign for the church to accept the use of condoms; however, the campaign did not work because the NGO had not understood the change process, where and how the decisions were taken.

1. Where is the decision made?
2. Who makes the decision?



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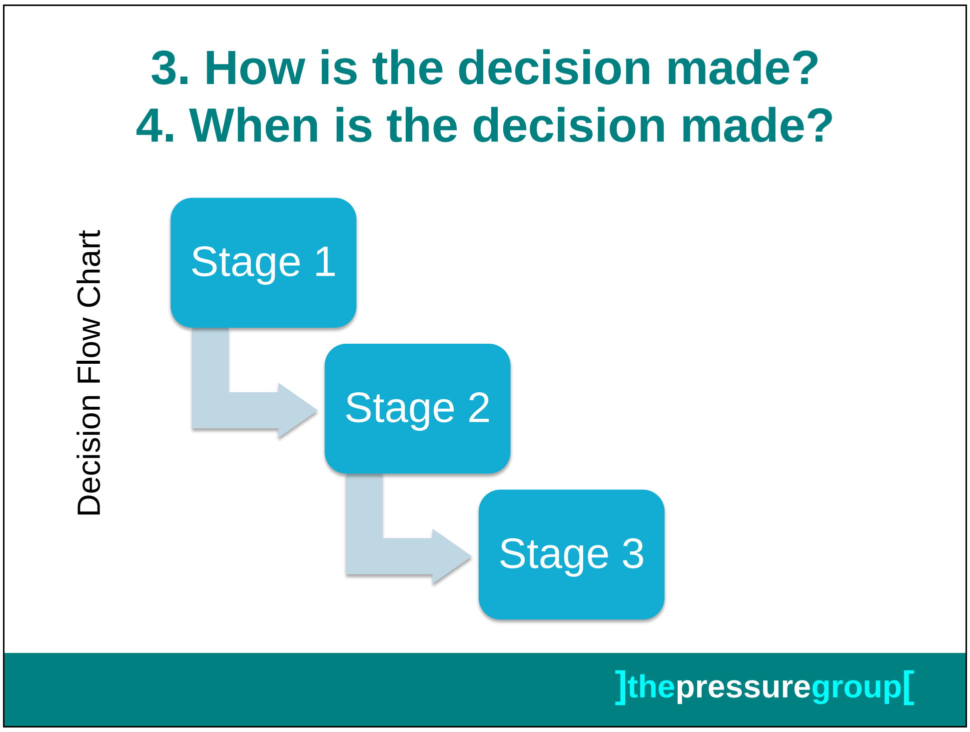
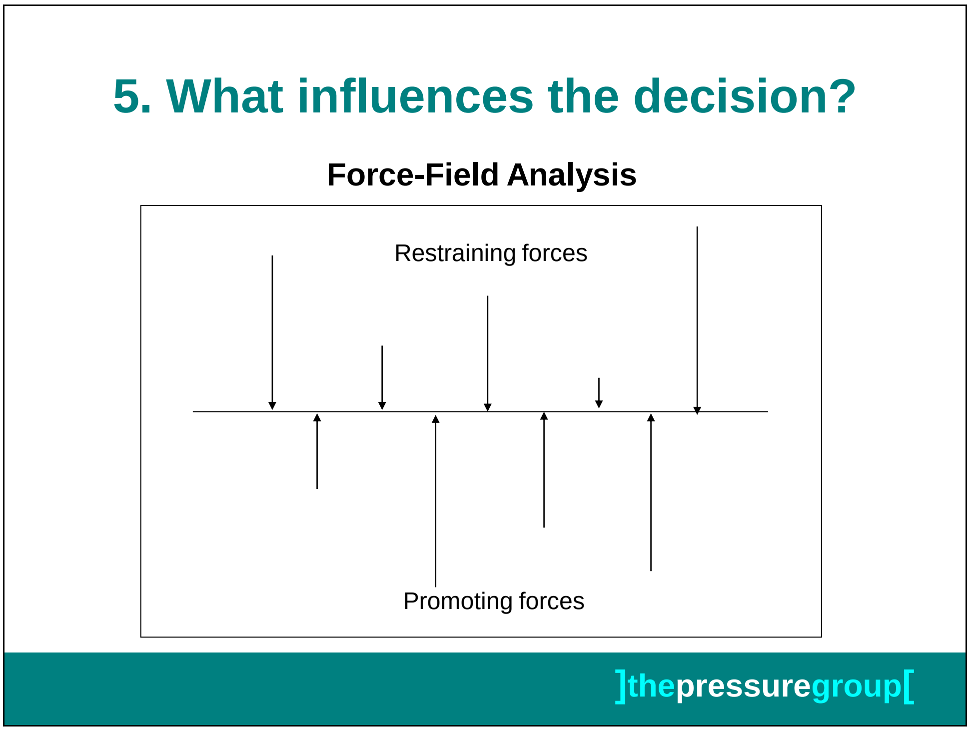
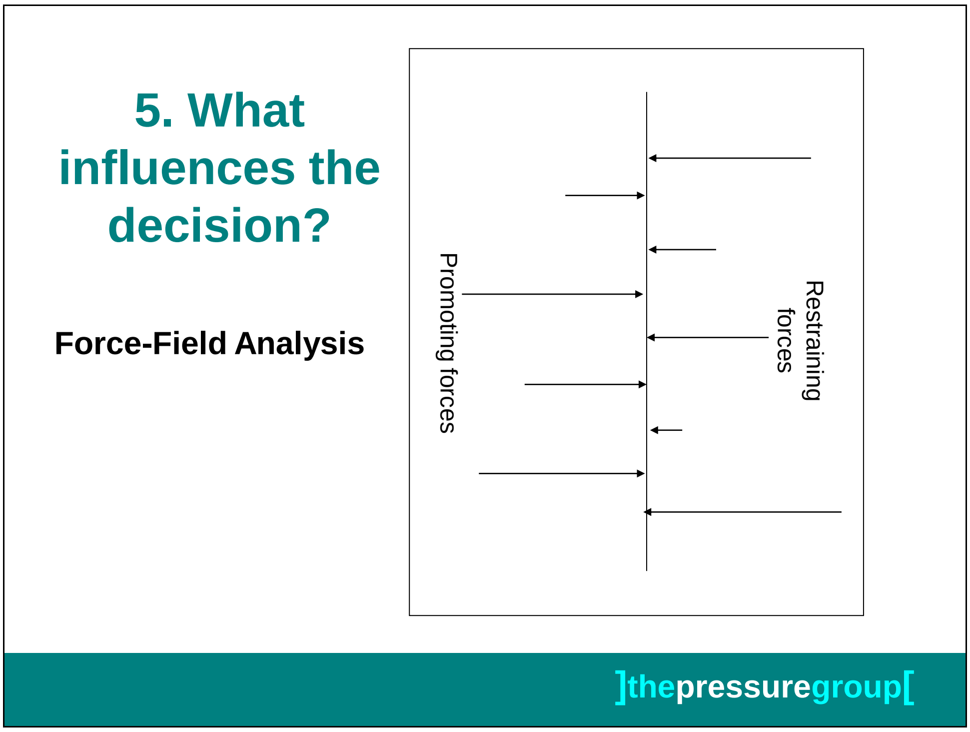
It is also important to understand that the decision maker is not alone and that there are other people influencing him/her, who will be targeted as well.





The Force-Field analysis is a very useful tool in understanding what influences the decision.

By putting restraining forces and promoting forces on the diagram one can have a clear picture of how the process works. The length of each arrow means how significant those issues are for decision makers. The strengths of the factors would be very different according to different audiences so it is necessary that we make it clear which actors we are talking about.



The structure of EU institutions is very complicated especially after the changes implemented by the Lisbon Treaty. The institutions that are involved in decision making are

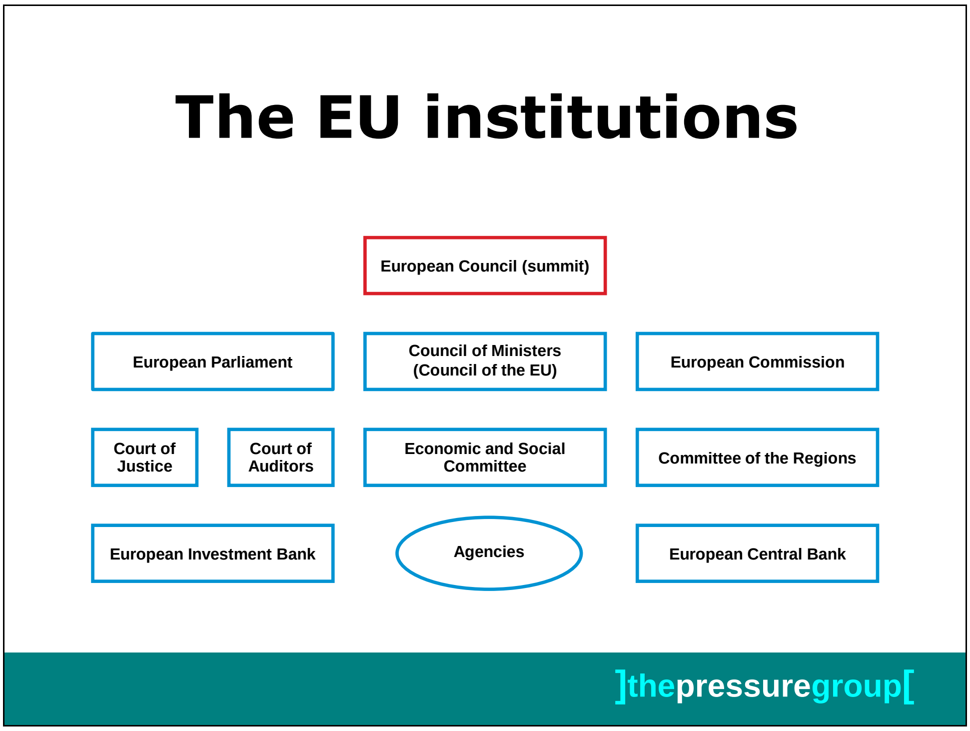
- the European Parliament,
- the European Council/Council of Ministers; and
- the European Commission.

The other institutions can influence decision making but do not decide directly.

The European Council which is a summit of the national prime ministers can only be influenced at the national level. The same goes for the Council of Ministers although there are also some representatives to be lobbied in Brussels.

The members of the European Parliament are largely based on population (however, there are also exceptions to this rule). They do not seat by country but by party. Therefore an advocacy campaign needs to target parties. They can be targeted in Brussels, Strasburg and their countries of origin. MEPs involvement can be useful as they can be used as champions also outside the European Parliament.

Before the Lisbon Treaty entered into force (December 2009) the EP was not a decision making body while now its importance has widely grown.



EU Institutions

The three that we are most interested in are:

- The European Council/Council of Ministers
- The European Parliament
- The European Commission

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Summit at the European Council

- Summit of heads of state and government of all EU countries, held at least 4 times a year
- Sets the overall guidelines for EU policies
- President: Herman Van Rompuy

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Council of Ministers

- The Council of Ministers decides EU laws and budget (together with Parliament) and manages the common foreign and security policy.
- It meets regularly to cover each of the main policy areas of the EU, and the relevant Minister from each EU country attends.
- The Presidency of the Council of Ministers rotates every six months (except for the Foreign Affairs Council, which is chaired by the High Representative of the EU).
- The Presidency is currently held by Poland, with Denmark taking over in January 2012, followed by Cyprus.

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The European Parliament

- **Decides EU laws and budget together with Council of Ministers**
- **Democratic supervision of all the EU's work**

Number of members elected in each country (January 2010)

Austria	17	Finland	13	Latvia	8	Romania	33
Belgium	22	France	72	Lithuania	12	Slovakia	13
Bulgaria	17	Germany	99	Luxembourg	6	Slovenia	7
Cyprus	6	Greece	22	Malta	5	Spain	50
Czech Republic	22	Hungary	22	Netherlands	25	Sweden	18
Denmark	13	Ireland	12	Poland	50	United Kingdom	72
Estonia	6	Italy	72	Portugal	22	Total	736

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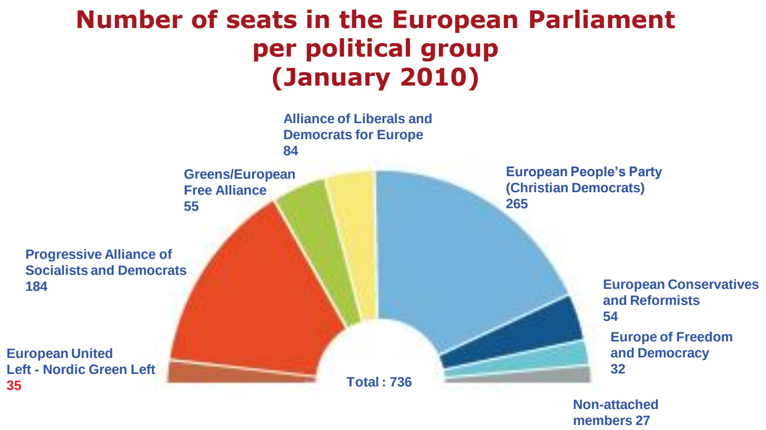
The European political parties



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What is the European Commission?

- The term 'Commission' is used in two senses. First, it refers to the team of men and women – one from each EU country – appointed to run the institution and take its decisions. Secondly, the term 'Commission' refers to the institution itself and to its staff.
- Informally, the appointed Members of the Commission are known as 'commissioners'. They have all held political positions in their countries of origin and many have been government ministers, but as Members of the Commission they are committed to acting in the interests of the Union as a whole and not taking instructions from national governments.
- The day-to-day running of the Commission is done by its administrative officials, experts, translators, interpreters and secretarial staff. There are approximately 23 000 of these European civil servants. The 'seat' of the Commission is in Brussels (Belgium), but it also has offices in Luxembourg, representations in all EU countries and delegations in many capital cities around the world.

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What does the European Commission do?

The Commission is independent of national governments. Its job is to represent and uphold the interests of the EU as a whole. It is also the EU's executive arm – in other words, it is responsible for implementing the decisions of Parliament and the Council.

The European Commission has four main roles:

- to propose legislation to Parliament and the Council;
- to manage and implement EU policies and the budget;
- to enforce European law (jointly with the Court of Justice);
- to represent the European Union on the international stage, for example by negotiating agreements between the EU and other countries.

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It is important to note that the Commission not only proposes legislation but also negotiates it with other EU institutions.

Also, as regards the enforcement of law, the Commission does not do this very often as this might go against the interests of (big and influential) member states.

1. Proposing new legislation

- The Commission has the 'right of initiative'. In other words, the Commission alone is responsible for drawing up proposals for new European legislation, which it presents to Parliament and the Council. These proposals must aim to defend the interests of the Union and its citizens, not those of specific countries or industries.
- The Commission will propose action at EU level only if it considers that a problem cannot be solved more efficiently by national, regional or local action. This principle of dealing with things at the lowest possible level is called the 'subsidiarity principle'.
- If, however, the Commission concludes that EU legislation is needed, then it drafts a proposal that it believes will deal with the problem effectively and satisfy the widest possible range of interests. To get the technical details right the Commission consults experts, via its various committees and groups.

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2. Implementing EU policies and the budget

- As the European Union's executive body, the Commission is responsible for managing and implementing the EU budget. Most of the actual spending is done by national and local authorities, but the Commission is responsible for supervising it – under the watchful eye of the Court of Auditors.
- The Commission also has to manage the policies adopted by Parliament and the Council, such as the Common Agricultural Policy. Another example is competition policy, where the Commission has the power to authorise or prohibit mergers between companies. The Commission also has to make sure that EU countries do not subsidise their industries in such a way as to distort competition.
- Examples of EU programmes managed by the Commission range from the 'Interreg' and 'Urban' programmes (creating cross-border partnerships between regions and helping regenerate declining urban areas) to the 'Erasmus' programme of Europe-wide student exchanges.

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3. Enforcing European law

- The Commission acts as 'Guardian of the Treaties'. This means that the Commission, together with the Court of Justice, is responsible for making sure EU law is properly applied in all the member states.
- If it finds that an EU country is not applying an EU law, and therefore not meeting its legal obligations, the Commission takes steps to put the situation right.
- First it launches a process called the 'infringement procedure'. This involves sending the government an official letter, saying why the Commission considers this country is infringing EU law and setting it a deadline for sending the Commission a detailed reply.
- If this procedure fails to put things right, the Commission must then refer the matter to the Court of Justice, which has the power to impose penalties. The Court's judgments are binding on the member states and the EU institutions.

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4. Representing the EU on the international stage

- The European Commission is an important mouthpiece for the European Union on the international stage. It enables the member states to speak 'with one voice' in international forums such as the World Trade Organisation.
- The Commission also has the responsibility of negotiating international agreements on behalf of the EU. One example is the Cotonou Agreement, which sets out the terms of an important aid and trade partnership between the EU and developing countries in Africa, the Caribbean and the Pacific.

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How EU laws are made

Citizens, interest groups, experts: discuss, consult

▼

Commission: makes formal proposal

▼

Parliament and Council of Ministers: decide jointly

▼

National or local authorities: implement

▼

Commission and Court of Justice: monitor implementation

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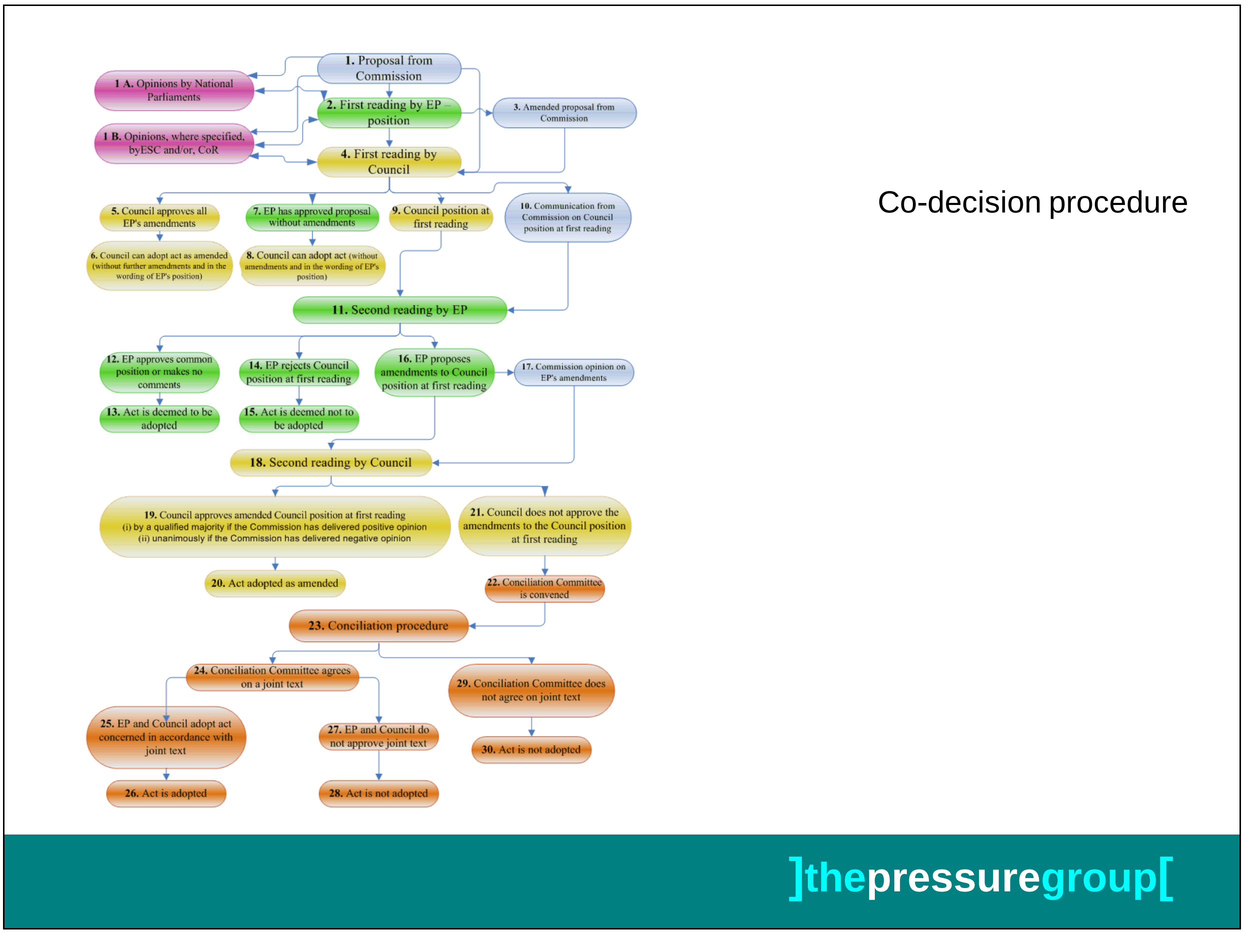
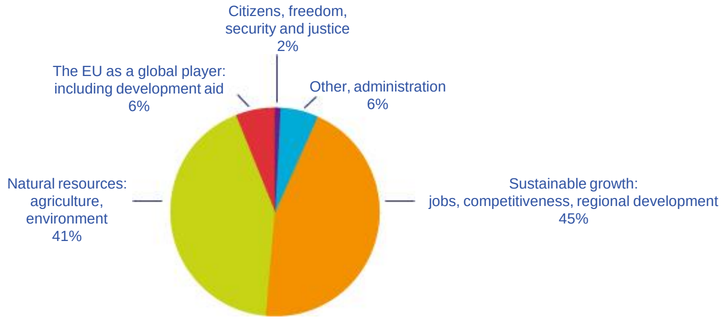


It is important to influence the European Parliament as the EP has to approve legislation; however, it is also vital to influence the Commission as it proposes legislation. Timing is essential. It is necessary to start the influencing process before the institutions propose new legislation, rather than wait until the process has started.

To influence EU legislation, it is also important to recognize that it will take a long time and that it requires action in the national capitals as well. How do you organise this process? It will depend on the political status of your issue and on the capacity of your organisation. Coalitions offer important leverage to achieve change at the EU level although each national organisation can also mobilise autonomously, albeit with coordination and a common strategy.

How does the EU spend its money?

2010 EU budget: €141.5 billion
= 1.20% of gross national income



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How is the Commission organised?

- The Commissioners meet once a week, usually on Wednesdays in Brussels. Each item on the agenda is presented by the Commissioner responsible for that policy area, and the whole team then takes a collective decision on it.
- The Commission's staff is organised in departments, known as 'Directorates-General' (DGs) and 'services' (such as the Legal Service). Each DG is responsible for a particular policy area and is headed by a Director-General who is answerable to one of the Commissioners.
- It is the DGs that actually devise and draft legislative proposals, but these proposals become official only when 'adopted' by the Commission at its weekly meeting.

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European External Action Service

- What was *DG: External Relations* has this year been subsumed in a much bigger institution under the High Representative for Foreign Affairs and Security – the European External Action Service (EEAS).
- It is responsible for the European Union delegations in countries around the world.

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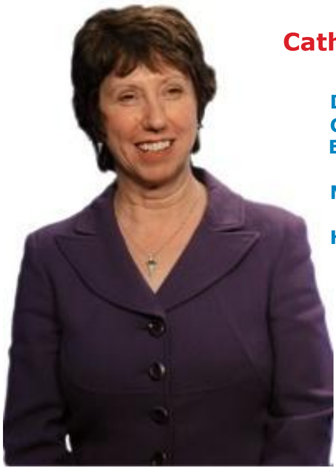
A high representative for foreign affairs and security



Catherine Ashton

- Double hat: chairs the Foreign Affairs Council meetings + Vice-president of the European Commission
- Manages the common foreign and security policy
- Head of European External Action Service

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Important changes came with the Lisbon treaty: With the creation of the European External Action Service (EEAS) and the appointment of Catherine Ashton as High Representative for Foreign Affairs and Security also the nature of development work has changed. Among others security concerns have started to dominate the development agenda.

Assess your capacity to influence change

Possible tools and activities for an internal situation analysis include:

- Resources audit
- Skills audit
- Mapping alternate activities & timelines
- Power analysis
- SWOT analysis
- etc

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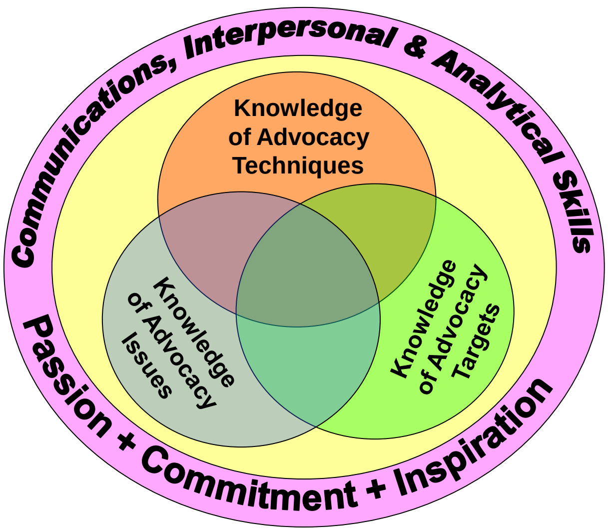
Advocacy Capability



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Sources of Power

There are two main types of power:

- **Internal power**
  – power that you bring with you, such as your confidence and capacity
- **External power**
  – power that others give you according to how they perceive you

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External Power

External Power can be seen as coming from six sources as perceived by the target:

1. Legitimate
2. Expert
3. Representation
4. Reference
5. Resource/Trade
6. Reward & Punishment

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There are six forms of external power:

1. Legitimate power: very often people don't give legitimate power to NGOs.

2. Expert power: It is not enough to be experts on one specific subject, but you have to be perceived to be experts, you have to demonstrate it. It has to do with how you dress, what you write etc. It takes time to build up this kind of reputation, but very little to lose it. Example: Greenpeace lost its expertise status because they included in a research study a wrong figure, which was very easy for Shell to contradict. After that Greenpeace reports did not make it into the news/media for a long time, because media did not trust they correctness anymore.

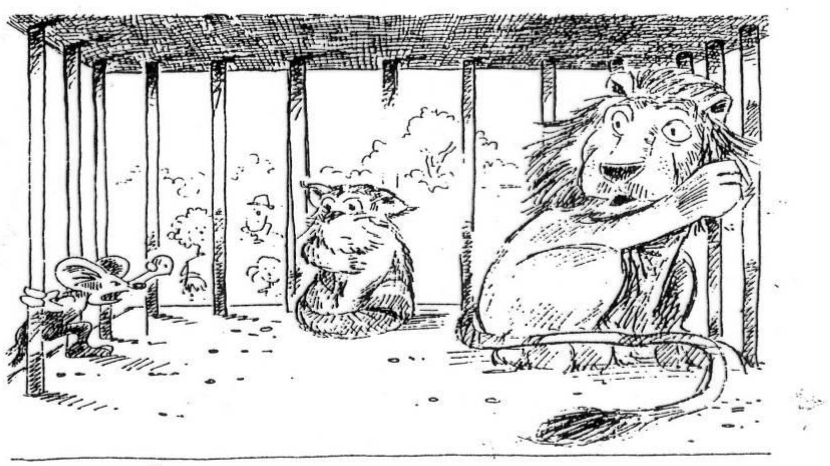
3. Representation power: NGOs don't represent people in the south, they only speak on their behalf. On the contrary, politicians would claim they have representation power.

4. Reference power: This type of power derives when one associates with somebody in the public eye. However, there are dangers of using celebrities for advocacy campaigns. Corporate lobbyists use reference power, building relations with people, taking them out for dinner, etc.

5. Resource/Trade power: Corporation use this, they exchange something for something else. NGOs have very limited power in this sense.

6. Reward and Punishment power: an example is bribery.

To sum up, we have to understand our power in relation to other people's power!



Altering the other's definition of the power relationship

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Analyse social & political context

Understand the advocacy environment:

- SWOT
- PESTLE
- Event Timelines
- Market Research/Attitude Surveys

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SWOT Analysis

Strengths 1. 2. 3.	Weaknesses 1. 2. 3.	Internal to the organisation
Opportunities 1. 2. 3.	Threats 1. 2. 3.	External to the organisation
Positive factors	Negative factors	

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PESTLE Analysis

- **P**olitical
- **E**conomic
- **S**ociological
- **T**echnological
- **L**egal
- **E**nvironmental

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Event Timelines

2007	2008	2009	2010	2011	2012	2013	2014

National:

International:

Internal:

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Who are Stakeholders?

Stakeholders can be individuals, types of people or organisations who:

- Are affected by the issue
- Can influence the issue

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Why are they important?

- Some are natural or potential allies
- Some are natural or potential opponents
- Some are undecided
- All can be subject to influence to a greater or lesser extent

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Stakeholder Analysis

Helps us to:

- Identify our allies & opponents
- Prioritise who we should target to achieve maximum influence
- Determine the influencing strategy for each priority audience

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The first thing to do for a stakeholder analysis is to identify who are the stakeholders. The general public, the media and even MPs/MEP are not stakeholders as such as they are too diverse; therefore we need to be more specific and divide them into subgroups such as left-wing news-papers versus conservative news-papers, etc.

A second step is to analyse how much influence the identified stakeholders have over the issue. Then we need to examine if they agree with a specific objective, a specific set of legislation you want to push forward. However, even if they agree with it they might not think it is important to them. There is tendency to overestimate how important the issue is for stakeholders. Instead, you need to be realistic and understand that they have thousands of issues to deal with, all with a different importance to them.

Stage 1
Brainstorm all stakeholders

Aim for a long and comprehensive list

- Be creative
- Don’t judge or censor as you brainstorm
- Sub-divide groups as appropriate so that each named group can be seen to have a broadly common position and interest

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Stage 2
Analyse the Stakeholders

We need to identify the most important stakeholders for our campaign

- We want to put our attention and resources where it will have most effect
- We don’t want to spread ourselves too thin

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What do we need to know?

1. How much influence do they have over the issue?
2. How much do they agree or disagree with us?
3. How important do they think the issue is?

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Question 1

- What degree of influence can they have over the decision maker (compared with the other stakeholders)?
  - High Influence
  - Medium Influence
  - Low Influence

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Question 2

- How much do they agree or disagree with our objective?
  - Strongly in favour *(pp – very pro)*
  - In favour *(p – pro)*
  - Neutral *(n)*
  - Against *(a – anti)*
  - Strongly against *(aa – very anti)*

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Question 3

- How important is this issue to them (compared with the other issues that they face)?
  - High Importance
  - Medium Importance
  - Low Importance

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Can't agree/don't know?

- Sub-divide the category

  and/or
- Investigate further

  and/or
- Make an educated guess

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Stakeholder Analysis

Stakeholder	Influence	Attitude	Importance
	L M H	AA A N P PP	L M H
	L M H	AA A N P PP	L M H
	L M H	AA A N P PP	L M H
	L M H	AA A N P PP	L M H
	L M H	AA A N P PP	L M H
	L M H	AA A N P PP	L M H

AA = Very Anti; A = Anti; N = Neutral; P = Pro; PP = Very Pro
L = Low; M = Medium; H = High

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Stage 3
Sort the results

To make the results stand out, you should transfer the results onto the "Allies & Opponents Matrix"

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Allies & Opponents Matrix

Influence of the stakeholder over the decision maker

	Very Anti	Anti	Neutral	Pro	Very Pro
High		☺ Stakeholder		☹ Stakeholder	😐 Stakeholder
Medium	☺ Stakeholder		☹ Stakeholder	😐 Stakeholder	
Low	☹ Stakeholder	😐 Stakeholder	😐 Stakeholder ☹ Stakeholder		☺ Stakeholder ☺ Stakeholder

Attitude of the stakeholder to your position

Importance of the issue to the stakeholder
- ☺ **High**
- 😐 **Medium**
- ☹ **Low**

The three dimensions can be represented on one matrix, with the axes representing the influence and attitude of the stakeholder, and coding the importance of the issue to the stakeholder by using symbols or colours.

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Stage 4
Interpret the results

You now have to interpret the results and determine your influencing strategy:

- Who are the priority stakeholders?
- Who are your most important allies and opponents, and who are the neutrals?
- What options do you have for shifting the balance of power and ideas?

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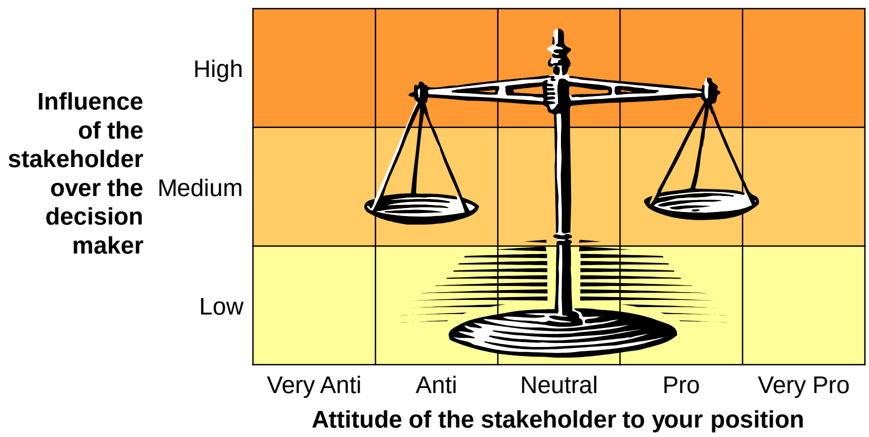
Allies & Opponents Matrix



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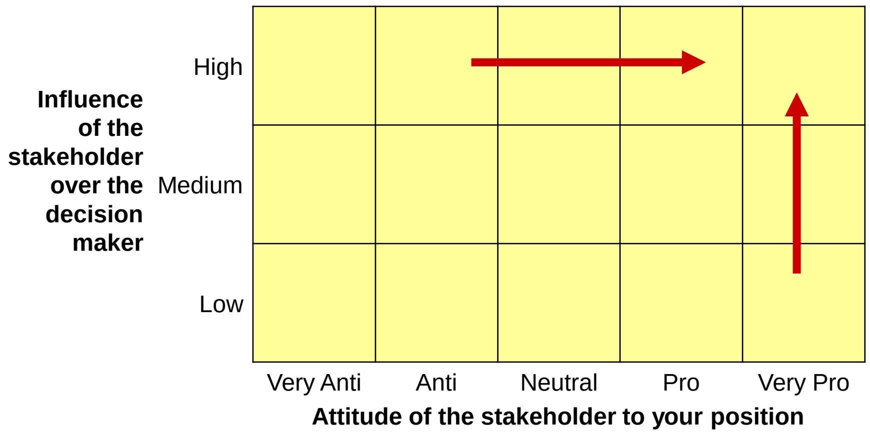
Allies & Opponents Matrix



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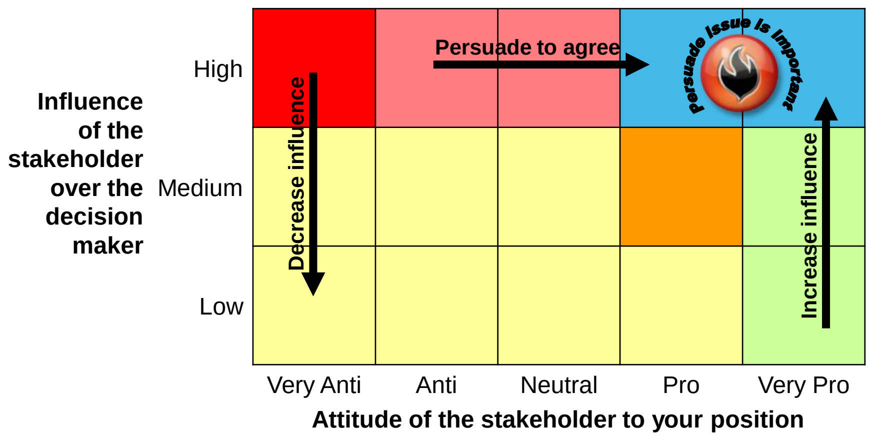
Influencing Options



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Influencing Options

For the audiences you select to target, you have five influencing options:

- **Persuade them to agree with your position** – *with influential neutrals and soft opponents*
- **Persuade them that the issue is important** – *with disinterested allies*
- **Build alliances with them** - *with influential and interested allies*
- **Increase their influence** – *with allies of low influence*
- **Decrease their influence** – *with opponents of high influence*

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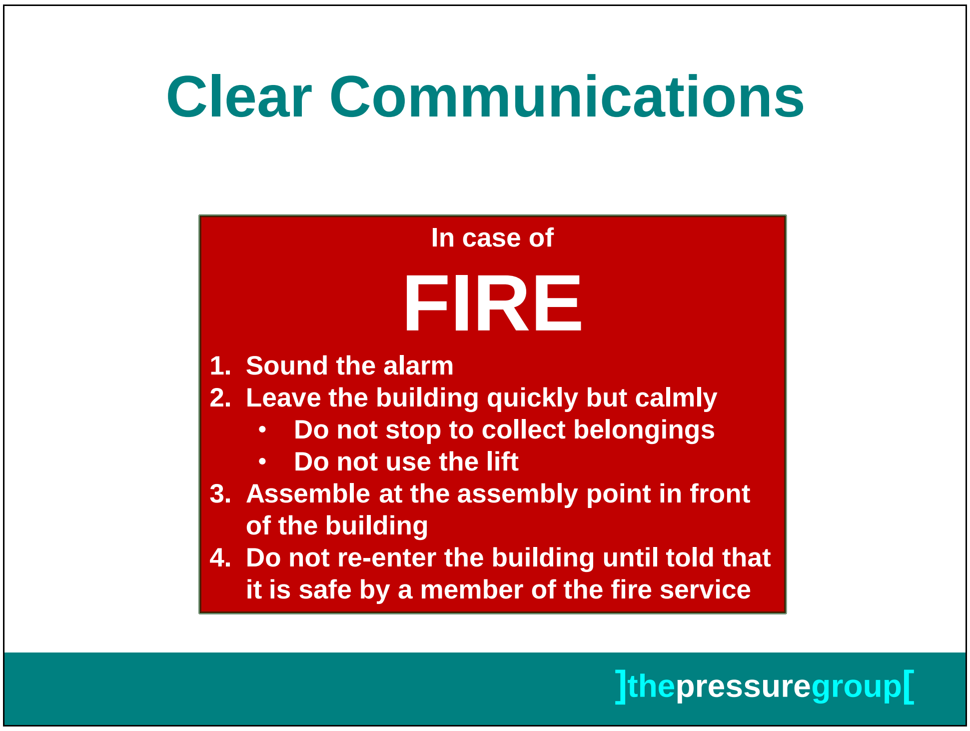
After we have positioned all the stakeholders in the 'Allies and Opponents Matrix' we will adopt a different strategy according to the position of each stakeholder in the matrix. If they agree strongly with the issue we want to put forward we might want to build alliances with them. This process is very time consuming though. On the contrary, if they do not see it as important we have to convince them. All the time, we have to have it clear who we are targeting and use different strategies. With some stakeholders, we try to influence them through different intermediaries, although this might take longer and demands more resources. Another strategy might be to decrease the influence of dedicated opponents by opposing their vested interests or by trying to divide them. This involves a high degree of risk and requires a risk assessment before taking action.

The discussion on the stakeholder analysis produced the following ideas:

- Should NGOs be considered as just one stakeholder? They might compete for funding especially in a moment when funding is becoming scarce and not easy to gain. They might advocate against what you are saying.
- As discussed above, media is not one stakeholder; media is a very diverse universe with left-leaning and right-leaning press, press and TV, etc.
- As media and politicians are not just one stakeholder, it is important to identify specific journalists and MPs that could act as allies.
- Think tanks are also important and specific stakeholders.
- The option of venue shifting might be considered when you can't get enough attention in one place. For example, move the issue from national parliament to EU institutions.

A thorough stakeholder analysis is very time consuming and it is something that you do not do at the start, but rather after you have done some research on the strategy and the issue to campaign for. To allocate sufficient time to a thorough stakeholder analysis makes your campaign more effective and it probably would take less time to achieve the set objectives.



Messages should be clear and concise. Instead, NGOs are often obsessed with accuracy and detailed information. This can useful in some situations, but not when NGOs want to communicate with the public or with politicians.

If NGOs ran hotels...

<u>Guidelines on action that can be taken in the event of a suspected situation of uncontrolled combustion</u>

1. Alert others to the possibility of a situation of uncontrolled combustion. This can be done through identifying and activating the mechanism for sounding the alarm and/or communicating verbally in a loud and urgent manner.
2. Leave the building as quickly as possible in a manner that does not induce panic in others and is consistent with a safe exit strategy. Please note that:
   - You should avoid delaying your exit by gathering your belongings, taking into account the principle that human life has a greater intrinsic value than that of physical possessions
   - You should not use lifts (also known as elevators) in case the combustion results in a cessation of power supply to the lift and you therefore become constrained in the lift (or elevator) and be unable to remove yourself from the location of the uncontrolled combustion.
3. Make reasonable attempts to alert the relevant authorities who has the responsibility, legitimacy and technical expertise required to bring the uncontrolled combustion under control. These legitimate authorities are usually known as the fire service and can be contacted through the national telephone based emergency referral service. If you are unaware of the designated number that needs to be dialled, please consult with and network with the people affected by the combustion to determine the correct number.
4. Assemble in the designated location in order that you can be identified as having safely left the scene of the uncontrolled combustion, thus removing the requirement of the aforementioned fire service personnel to make attempts to rescue you from a situation of danger or grave peril.
5. Do not re-enter the location of the suspected uncontrolled combustion until given permission by a member of the fire service who has the appropriate level of authority to issue such instructions or permission.

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Messages

1. Communications should be clear
2. Communications should be focussed
3. Communications should be consistent over time
4. Communications with different audiences should be coherent
5. Communications should be packaged differently for each audience

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Communications should be focused around the most important aspect of the campaign. The message should be consistent over time, as people probably will not get the message the first time. Therefore it is necessary to communicate the same message time and time again. Communications with different audiences also need to be coherent otherwise you will lose credibility and effectiveness. However, messages need to packaged and conveyed differently for different audiences.

Proposition

- A **Proposition** is the specific single message that defines what all the communication activities in the advocacy campaign should promote.
- It is defined as a short phrase (no more than ten words) that specifies the key message that you want your audiences to remember.
- It is not a slogan or sound-bite (although these will be derived from your proposition), and the actual words might not be used in your communications.

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The concept of the proposition was developed in advertising and marketing agencies and was then increasingly used by politicians and NGOs. It is not a sound-bite and you want people to remember the message not the slogan.

Developing a proposition

- Start where your audiences are at, not where you want them to be
- Consider the dominant "frames" – either work with the dominant frame or try to establish a new frame
- Avoid the tendency to write slogans
- Test different options before making a final selection

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In order to develop a proposition, it is necessary to consider the dominant 'frame', which is a kind of box where we put our thoughts and which dominates the general public view. Example: The evaluation of a human rights organisation in Israel. This organisation had carried out a big campaign against separation areas emphasizing how the separation wall/security barrier was having an impact on Palestinians' lives. The review of the campaign revealed that the campaign did not have any impact at all. This was because the dominant frame in Israel was that such a separation wall was associated with the issue of security for Israelis (protection against suicide bombers) and not with human rights violations of Palestinians, even among the left. So the only way for this campaign to have an impact is to enter the general discourse, or frame, and argue that the wall will not improve the security situation in Israel.

Another example was the campaign against smoking in public places and in pubs: For years campaigns highlighted that smoking is dangerous, but this did not have an impact. Then a campaign was started that focused on the health of employees/workers in bars/pubs/public places where many people smoke and public opinion changed as they perceived smoking as an offence against the workers.

Sometimes it is even possible to establish a new frame; however this is much more difficult.

Planning Activity

Message Propositions

1. Generate a number of potential message propositions (not slogans!) for the advocacy campaign you worked.
2. Taking into account the audiences you had identified, select the proposition that you think should be used for the first phase of your advocacy campaign and explain why you have chosen it.

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Developing a proposition is one of the most important parts of developing a strategy; if you get the message across poorly you will not achieve your results. Propositions need to be very clear otherwise they create confusion. They need to be arguments, not statements, making the reason behind the campaign aim clear. They need to be a justification for the audience. When planning the advocacy/campaign strategy it is useful to think why the audience might not understand the justification behind the proposition.

Once it is agree on the main message the proposition needs to be tailored according to the audience and might differ in emphasize of specific aspects. If there is enough money in the budget, it might be useful to carry out a focus group in order to see the effect of your proposition. If you do not have enough money, you can still do it by asking friends and neighbors. It is important to test your proposition because it provides a voice/reaction from the outside, and not from inside NGO circles.

Communicating your proposition

Show – Don't Tell:

- "Actions speak louder than words"
- "A picture is worth a thousand words"

'Show - don't tell' - 'Actions speak louder than words'. This can be done in a variety of ways from research projects to theatre actions.

'A picture is worth a thousand words': example of pictures of the earth from the moon or the famous picture of the burned woman from Vietnam. Pictures can convince and inform people much more than any words. Images are indeed very powerful.

Oxfam and Christian Aid developed some guidelines on the use of pictures in their work and publications. For example, it was forbidden to show white aid workers with black aid recipients or beneficiaries in passive attitudes. It was also recommended that pictures showed someone doing something, to avoid a perpetuating image of dependency.

Other British NGOs rejected those guidelines and consequently lost financial support from a general public, while Oxfam was able to double its income.

A picture is worth a 1,000 words

A picture is worth a 1,000 words

As pictures are so powerful in influencing the audience's perceptions, special care must be taken in how an NGO's beneficiaries are portrayed and represented.

- Are you dehumanising or stereotyping them?
- Are you showing them as passive victims and dependents, or as positive actors in their own survival and development?
- How do you portray the relationship between your staff and your beneficiaries?

Aristotle's Art of Rhetoric

1. Ethos
   - How the character and credibility of a speaker can influence an audience to consider him/her to be believable
2. Pathos
   - The use of emotional appeals to alter the audience's judgement
     - This can be done through metaphor, amplification, story-telling or presenting the topic in a way that evokes strong emotions in the audience
3. Logos
   - The use of reasoning, either inductive or deductive, to construct an argument
     - Inductive reasoning uses examples (historical, mythical or hypothetical) to draw conclusions
     - Deductive reasoning uses generally accepted propositions to derive specific conclusions

When we use words we need to use them effectively. Metaphors are very important, we use them all the time in our social life but we tend to forget them in our professional life. We should also use story-telling, case studies and anecdotes. The reasoning or 'Logos' is much less important than the 'Ethos' (speaker's credibility) and 'Pathos' (use of emotional appeal).

Communicating through words

Rhetorical Techniques:
1. Contrasts – contradictions, comparisons, opposites & phrase reversals
2. Puzzles & Questions – puzzle-solution, rhetorical questions
3. Lists of 3

Imagery & Sounds:
- Metaphors & Similes
- Proverbs & Aphorisms
- Allegories & Parables
- Alliteration & Rhyme
- Satire & Irony

To communicate your message it can also be useful to use (rhetorical) questions and especially lists of 3 (example: libertè, fraternitè, egalitè; education, education, education) not 2 or 4. These can be are very powerful tools.

Your way of communicating depends on your audience. You might want to use social media not because everybody does but because your audience is young. Same goes for leaflets. Each audience needs to be targeted with specific tools.

Communications: Summary Guidelines

- Messages need to be clear, focussed and direct.
- They should framed and delivered in a way that is appropriate for the target audience.
- You need to understand the situation from the perspective of the person you are trying to influence and identify the key arguments that would persuade them.
- You should combine rational arguments with emotional appeals – win their heads <u>and</u> their hearts.
- Evidence (both quantitative and qualitative data) can support your argument.
- Images and pictures are very powerful.
- Case studies and testimonies can be very important.
- Bring your words to life by using metaphors, creating verbal pictures and telling stories.

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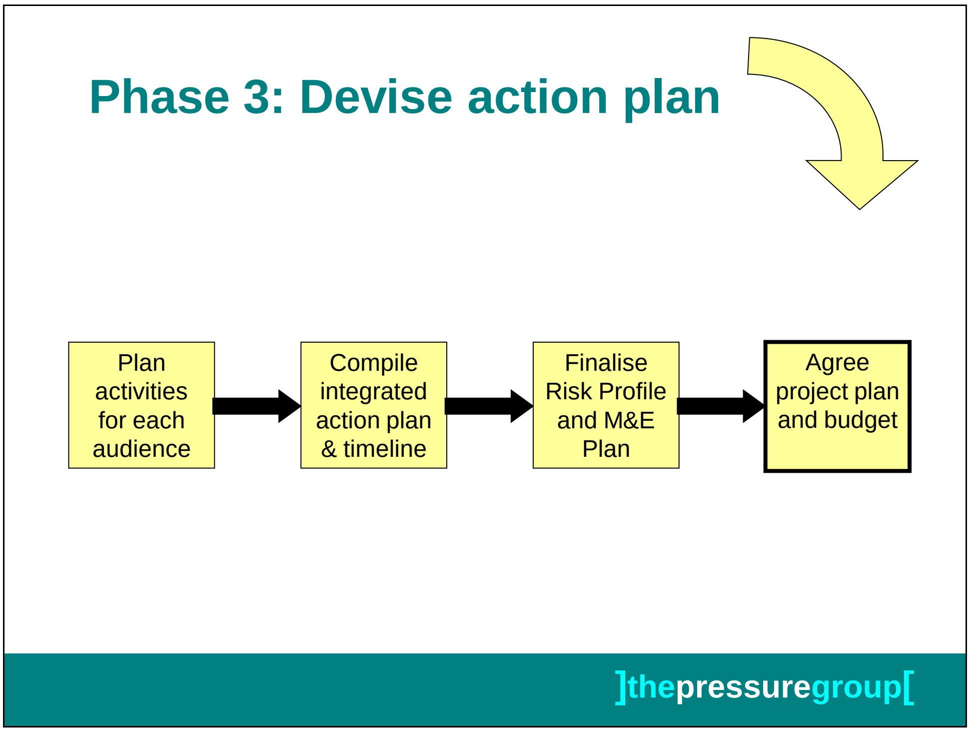
Phase 3: Devise action plan
Plan activities for each audience
Compile integrated action plan & timeline
Finalise Risk Profile and M&E Plan
Agree project plan and budget
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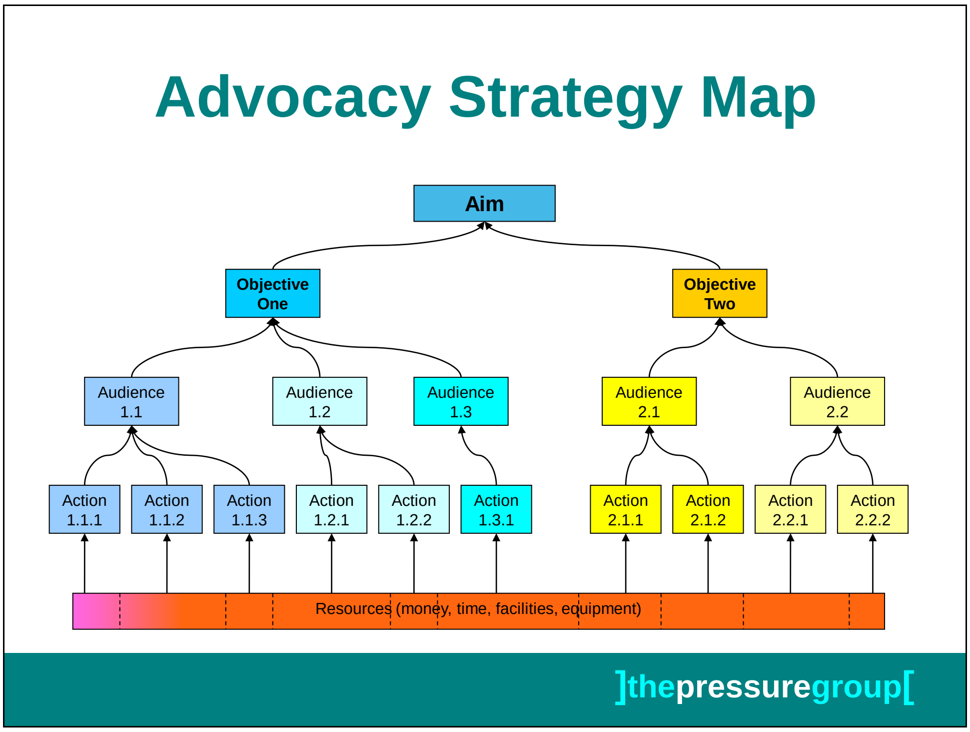
Advocacy Strategy Map
Aim
Objective One
Objective Two
Audience 1.1
Audience 1.2
Audience 1.3
Audience 2.1
Audience 2.2
Action 1.1.1
Action 1.1.2
Action 1.1.3
Action 1.2.1
Action 1.2.2
Action 1.3.1
Action 2.1.1
Action 2.1.2
Action 2.2.1
Action 2.2.2
Resources (money, time, facilities, equipment)
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Materials & Activities

Each communication activity you organise or piece of communication material that you produce should be designed:

- For a particular target audience
- For a particular purpose

To help you do this, you can use a checklist or a form (creative brief)

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Creative Brief / Checklist

1. **Audience** – Who is this for?
2. **Influencing Objective** – What, ultimately, do you want to achieve with this audience?
3. **Purpose** – What is <u>this</u> communications activity for?
4. **Format** – What is it?
5. **Action/Response** – What do you want the audience to do as a result of this communication? Why should they? How can they get more information?
6. **Delivery** – How is this to be distributed or promoted?
7. **Accompanying materials** – What goes with this?
8. **Evaluation** – how is this to be evaluated?
9. Budget/Technical Specifications/Numbers/Deadline

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Change Communications

One established model for change communications is called AIDA:

A Attention
I Interest
D Desire
A Action

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How do you get people’s attention? We are now targeted by about 2000 marketing messages in a day. Therefore we can only attract people’s attention by being creative and different, and by engaging people’s interest.

You need to show how your message is relevant to the lives and careers of the people you are targeting. Story telling is a good means to get people’s attention: talk about a specific case/person, not about issues. Stories are most effective when they talk about just one person, not 100 people!

It is also necessary to show people what their role is in creating solutions and you should make it easy for them to take action. It must be something they can do as soon as possible, before they forget once they get home, such as sending a text message.

People play multiple roles

When planning ways to engage with people, or designing advocacy or campaign actions for them to take, you should consider the different roles that people play:

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Methods of Engagement

- Sometimes it is best to be able to communicate with people **directly** – it is immediate and you can design your message for that audience.
- Sometimes it is better to communicate with them **indirectly** via another audience – it can increase your reach and your message may be more credible.
- Usually it is better if your communications are **interactive** so that your audience can communicate with you and engage in a level of dialogue – this can help them to develop their thinking and feel that they belong or are an ally.

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There are different ways of communicating. Communication can be done directly as well as indirectly. Indirectly, through the mass media or social media, it can increase reach and credibility of the message. Commercial marketing rate advises on brands/items by friends as best form of advertising; this is also the basis of social networking.

Communication also needs to be interactive. People do not change their attitude if they are passive in communication. They need to feel part of something; this can happen through public meetings as well as social media.

Methods of Engagement

Create a list of different methods of communicating with and engaging different target audiences (including the use of social media and other e-campaigning techniques).

For each of them:

1. What are they good for?
2. What are they not good for?
3. How do we use them to the best effect?

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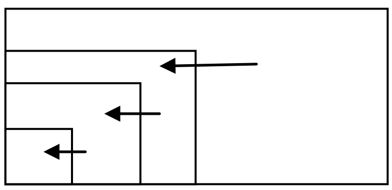
Particular forms of communication were discussed in the meeting. They included: websites, Facebook, Twitter, public meetings, lobby meetings and market research.

- **Websites:** When the creation of a website is outsourced, the appointed consultant should be given a thorough brief; one person in the organisation should be appointed as project leader and be in charge of communicating with other people in the organisation and the consultant. The website needs to be easy to navigate with few clicks/links to get to the desired information. The easiest-to-maintain website is a content management website where the consultant only creates the infrastructure/framework and anybody in the organisation can upload information.
- **Audience:** Finding out who to communicate with, how to address this audience, follow protocols if needed (this depends very much on the county context, in some it is very important to follow, in others it is less important as long as you are polite). In Nordic and Anglo-Saxon countries power-distance relationship between politicians and people is shorter, while it is much bigger in Asian and African countries. There are some organisations that are specialised in providing information, databases, and contacts on MPs and MEPs such as 'They work for you' in UK (www.theyworkforyou.com/) or 'Fax your MP', (http://www.writetothem.com/).
- **Facebook:** It is a very useful tool to disseminate information, publicize events, receive

feedback and create visibility. The only drawback is that you have to invest time in it.

- **Twitter:** It is used to create quick dialogues or to publicize events, reports, etc. It is used by activists, journalists and politicians. In this it is different from Facebook as it is used by older generations and more informed people. It is very time consuming as you are expected to use it often and to have to have a lot of contacts. In order to be followed you need to follow other people's tweets. Also, according to Idealware (http://idealware.org/), a non profit social media guide, the link between hours per week and effectiveness decreases after having exceeded a certain number of hours.
- **Public meetings:** They are quite an expensive tool of communication, however the quality can be quite good. They work well when there is a politician speaking, but the best type is when you get a politician together with a partner from the South. In an age of social networking there is certainly still space for public meetings as it is always important to have face-to-face communication.
- **Lobby meetings:** They are an important tool to engage in dialogue, however you cannot convince anybody with a lobby meeting alone. They are part of a strategy and of a series of actions. They should not be done too soon but as part of the process. The problem with them is that people talk too much, especially if there is a coalition, leaving no time to really convince the interlocutor. The latter usually knows why you are there and your argument so he needs more than this. It is important to have some commitment for follow up before the meeting ends in order to get the process continuing. So after the meeting, it is necessary to write and thank them and keep the pressure going. As a communication tool, lobby meetings are important but they are not the end of the campaign. There are also unplanned meetings, such as when you meet a politician by chance ('30 seconds' elevator speech').
- **Moving from information to engagement and action:** It is necessary to enable people to engage in an action easily. You need to explain why you want to do action. Petitions are usually ineffective as means to communicate a message/ convince policy makers, especially in countries where there are lots of petitions. In the UK for example the government receives boxes of cards three times a day, obviously it is not going to lead to change. Often, organisations use petitions to collect names and addresses, but less often they are honest enough to tell this to the public.
- **Audience targeting** is very important. For this you can use a simple visual tool: You put the whole population in a box, then you draw a sub-box with the people who agree with you (others are left outside); there will be some people for whom it is an important issue, others will be activists. Targeting only the activists is very easy. You have to target the people who think the issue is important. For some big issues you also have to target the people who only agree, or even the people who don't agree.



- **Market research/focus group:** These tools might help you to understand your research, provide evidence of public opinion or to evaluate your campaign. There is quantitative research (surveys) and qualitative research (focus groups). Qualitative research is very expensive while quantitative is cheaper. Quantitative research is about asking people for their opinions in a structured way so that you can produce hard facts and statistics to guide you. To get reliable statistical results, it's important to survey people in fairly large numbers and to make sure they are a representative sample of your target group. If you want to survey a large number of new people and don't know how to reach them, you can contribute your questions to an **Omnibus survey**. These are general surveys that are completed by large groups of pre-selected people by mail, phone or internet. By buying two or three questions of your own to the survey you can tap into that panel and get some useful feedback.

- You can for example buy questions online or interview people face-to-face. However, to really understand your audience you need qualitative research. To run a focus group you need good facilitating skills without being too involved. You can choose people as friends of friends or even on the street, as long as they are a bit distant from you.

Planning Activity
Engaging target audiences

For one of the target audiences in the influencing strategy (a channel of influence, not the decision maker), develop a range of actions that you can take to engage and influence them:

1. Clarify the audience and its influencing objective
2. Generate a sequence of activities to move the audience from where it is now to where you want them to be
3. Describe each activity and its immediate purpose

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Risk Management

There are three components to risk management:

1. Risk Identification
2. Risk Assessment
3. Risk Mitigation

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Risk Identification

Advocacy can involve the following types of risk:

- Risk of making the situation worse – through poor analysis and assumptions
- Security risks – staff, partners, beneficiaries or others may face injury or death as a result of your activities
- Operational risks – you may prevented from doing other work in that area or elsewhere
- Reputational risks – challenges to your accuracy or impartiality may damage your credibility, relationships and ability to raise funds
- Risk of failure – not achieving your goals and wasting resources

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In addition to the risks listed in the slide above, other risks were identified, including risk of being co-opted, of creating opposition, and even of succeeding! For example, Oxfam once ran a campaign on labour standards in the retail industry, they unexpectedly succeeded and suddenly they did not know what to do!

Risk Assessment

For each risk identified:

1. Assess the probability of that risk occurring.

   Use a scale of 1 – 5, where
   - 1 = Very unlikely
   - 2 = Unlikely
   - 3 = Possible
   - 4 = Probable
   - 5 = Almost certain

2. Assess the severity of impact if it does occur.

   Use a scale of 1 – 5, where
   - 1 = Mild
   - 2 = Significant
   - 3 = Serious
   - 4 = Severe
   - 5 = Catastrophic

Multiply the two scores together to give the risk factor

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In order to mitigate the risks it is necessary to identify all assess the risks properly. You need to have a procedure in place to reduce the severity of the impact if the risk does occur. This is necessary to avoid or reduce the risk but also sometimes in order to take the risk. In addition having done a risk assessment might help in case you are suit in court and you can prove that you have taken precautious measures.

Risk Mitigation

Starting with the highest scoring risks, identify actions that you can take to:

1. Reduce the probability of the risk occurring
2. Reduce the severity of impact if the risk does occur

Re-assess the risks and decide if the overall risk profile is acceptable or if the project should be cancelled.

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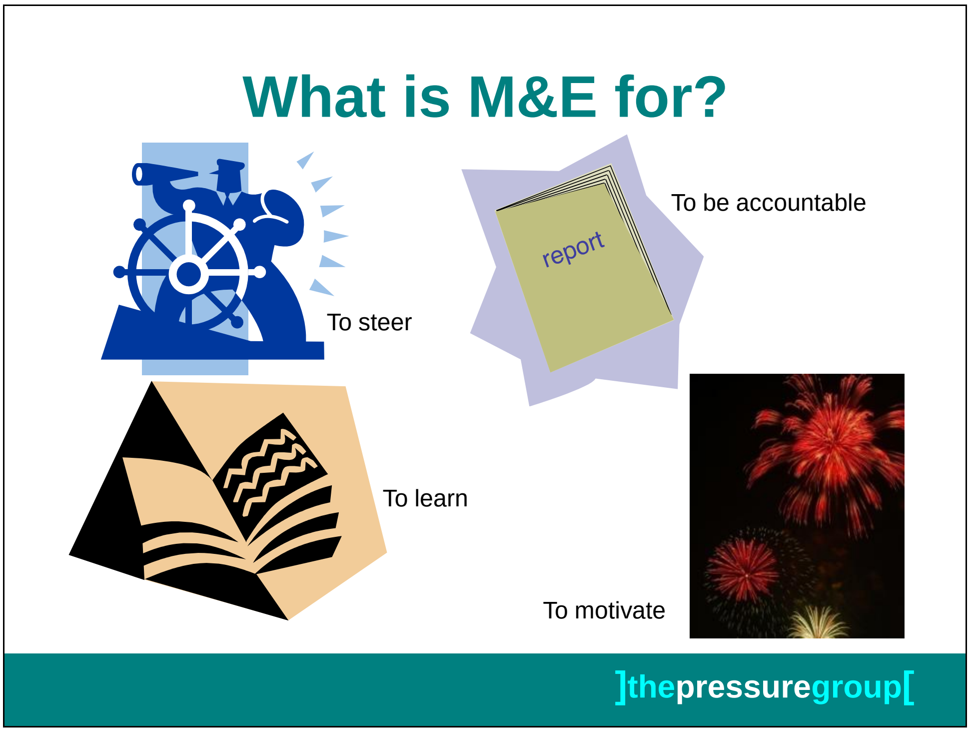


Monitoring and Evaluation is a very important component of an advocacy strategy. It can help find out if the campaign was successful, to see the advantages and disadvantages, to improve the strategy, to document the campaign, to access more funding, for transparency reasons, to exchange experience, to provide feedback for activists, to identify best practices, to evaluate cost-impact relationships, to be accountable to donors, activists and above all to beneficiaries and finally, to motivate yourself.

Difficulties & Challenges

- The advocacy & campaign environment is complex and with potentially long and unpredictable timescales
- Decision making processes are often hidden from us and affected by many unknown factors
- It is rare that we achieve all our advocacy and campaigning objectives and so any successes we do achieve are usually partial

This leads to some particular challenges:

- Advocacy and campaigning plans may not be clear as to how the desired change will be influenced
- It may be hard, expensive or time-consuming to gather reliable objective data on any changes and what caused them
- Advocacy and campaigning is often a collaborative process so it can be hard to attribute the impact of any one organisations contribution
- Participants may not be motivated to gather and document monitoring data, often because they see no benefit from it
- Individuals and teams may not allocate sufficient time for reflection and evaluation, either because they see no value in it or they fear the results

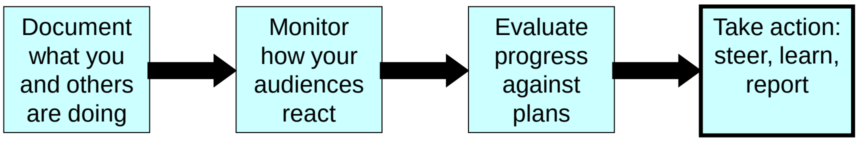
Why is Monitoring and Evaluation complex?

M&E is complex because most of the times it is difficult to prove the impact on beneficiaries, there is often a lack of honest feedback, a lack of planning from the beginning, a lack of data, a lack of motivation, or missing knowing exactly what to evaluate.

M & E Definitions

- **Monitoring** is a continual process of gathering data
  - What you are doing
  - What else is happening
  - How the targets are reacting
  - How the beneficiaries are being affected
- **Evaluation** is a periodic process of reviewing monitoring data and drawing conclusions from it
  - To inform and modify current plans
  - To learn from experience and improve future planning
  - To be accountable to beneficiaries, supporters, donors, managers, trustees and staff
- **Impact Assessment** is a process of measuring how effective you have been in achieving your aims and objectives

Phase 5: Monitor & Evaluate Progress



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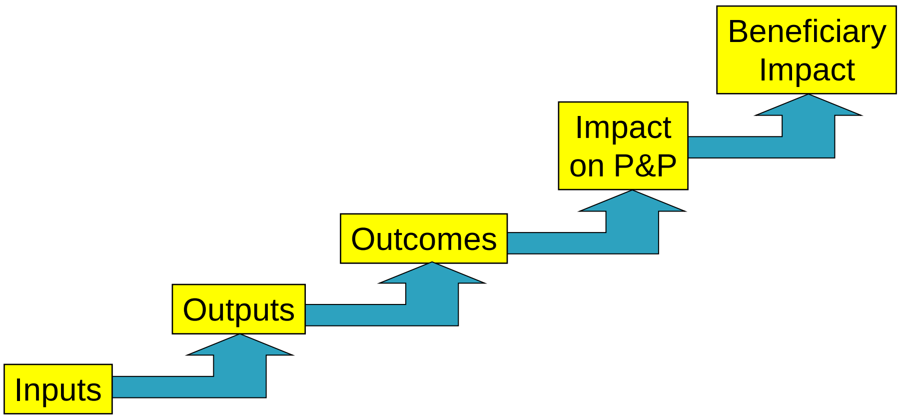
The Monitoring and Evaluation of Advocacy



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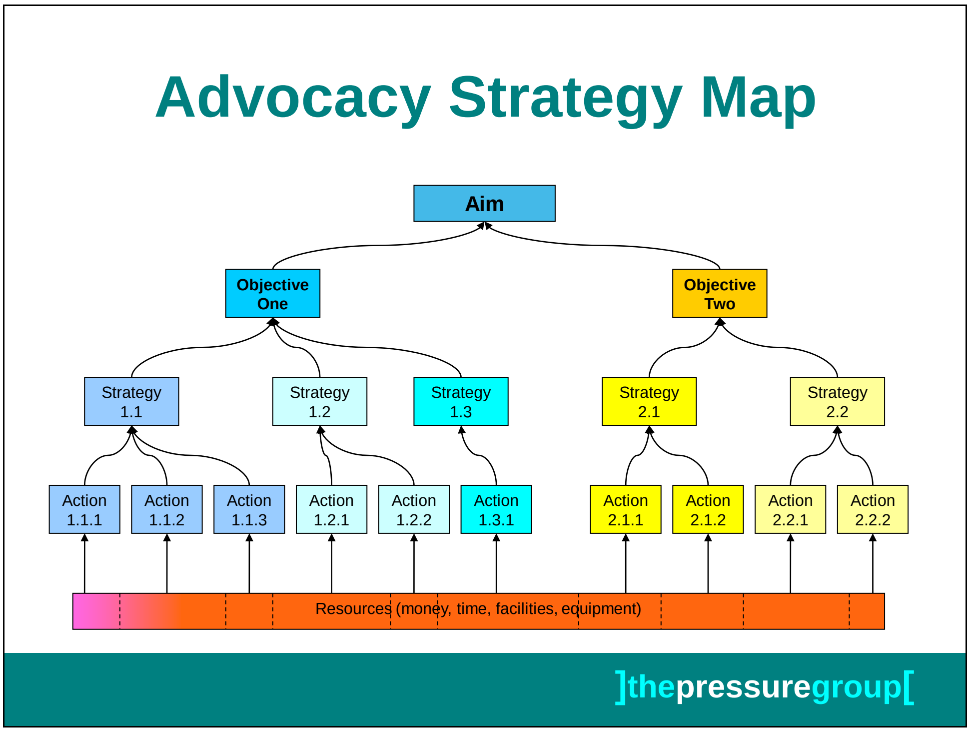
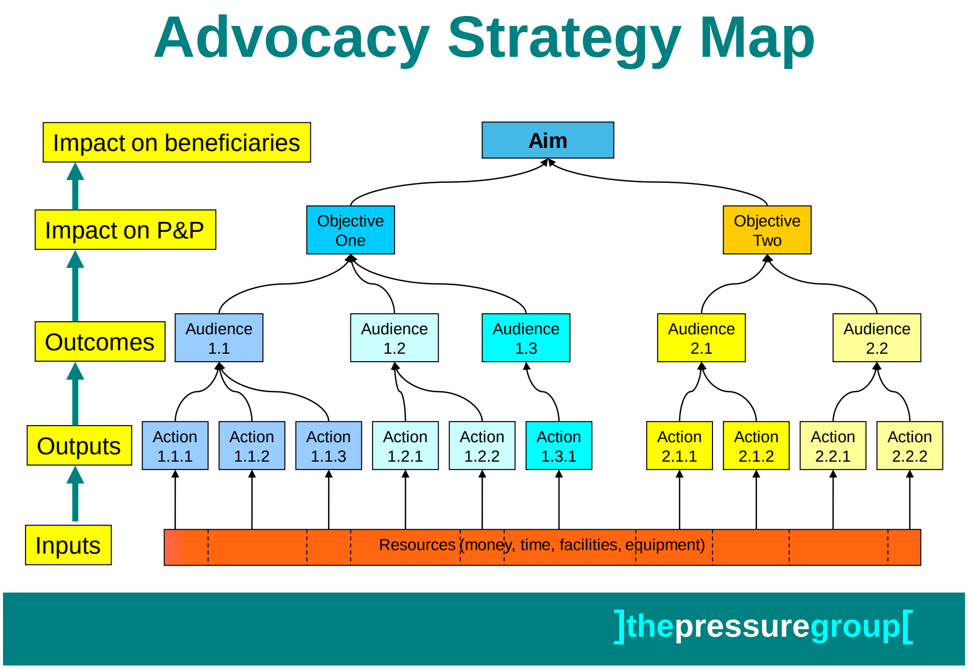


What are the terms of the Monitoring and Evaluation?

When we talk of **inputs** we refer to resources such as time, money, facilities and equipment; **outputs** refer to the actions taken; **outcomes** refer to the different audiences, **impact on policy and practice** refer to the objectives and finally the **beneficiary impact** refers to the aim.



Where does management and coordination fit?

They are the day-to-day activities that underpin any advocacy campaign.

While we do our planning, we also have to lead a coordinating action. Planning is about participation which leads to ownership and understanding which leads to commitment. This way people will understand your strategy. Also people in the alliance or even the organisation need to understand the strategy otherwise they can undermine the work done. That's why there needs to be participation. Advocacy is always a team work. As for implementation a few factors are internal communication, motivation, decision-making and leadership. In order to facilitate internal or intra alliance communication the following tools can be used: dropbox, google documents, online conferences, google plus and email lists.

M&E Guidelines

1. Its all about the plan:
   - Does it set out the intended influencing process?
   - Does it include clear indicators and means of measuring them?
   - Does it set out how and when you will evaluate or review the monitoring information?
   - Does it set out how and when you will report?
2. Remember that you only need enough information to draw a reasonable conclusions. You are not seeking an absolute academic proof.
3. Keep it manageable and realistic – focus on what is most important or useful for you to know
4. Documentation is essential - keep records (eg, activity file, monthly management reports, etc)
5. Use SMART objectives and other indicators for your desired P&P change, intermediate outcomes and outputs
6. Involve partners & beneficiaries
7. Build in time and opportunities for individual and team reflection

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The monitoring part of the process is not as difficult as it consists of a simple collection of data. The evaluation is more difficult as it needs interpretation. It is very important to get data from as many different sources as possible, to interview different people and to assess how much change there was for the beneficiaries by asking them directly.

The whole monitoring process is not very complex, you most likely know the answers already so the trick is not to turn it into a big bureaucratic exercise.

Possible Progress Indicators

8 steps to advocacy heaven

8. Policy implemented/ practice change evident
7. Policy agreed/adopted
6. Policy formulated/proposed
5. Gained policy commitments from decision makers
4. Widespread agreement among influential stakeholders
3. Influential “champions” emerge
2. Influencing debate
1. Created debate on issue/put issue on policy agenda

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