



**Ecumenical Advocacy
Alliance**

Food Advocacy

Building and Strengthening Skills for Churches and Christian Organizations

Advocacy Handouts

***22-26 November 2010
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The handouts in this packet are based on original work by Victoria Ayer for Pact, an international NGO, and are used with the approval of Pact. They have been considerably modified by Cristina Mansfield for EAA.

Challenging Power

In an **open/inclusive political system**, power can be addressed through *direct political participation*. Examples include:

- voting
- recruiting people to vote
- lobbying
- giving recommendations for a law / drafting a law
- signing and submitting a petition to elected officials.



In a **closed political system** that **excludes sub-groups from participating in decision-making**, **power is hidden** and more difficult to analyze. Basically, politicians control the political agenda. This level of power can be challenged by creating public support for political reform and increasing pressure for change. The objective is to *change the political system*. Examples include bringing an end to apartheid and obtaining the vote for women. Examples of advocacy activities in a closed system include:

- creating alliances with powerful allies
- building strong coalitions
- getting a lot of media attention
- massive demonstrations

Another way of controlling power is by **shaping public perception (ideology)**. Institutions that strongly influence the way people think include:

- media
- religious institutions
- educational institutions
- (also increasingly: companies, that use the media to promote certain values)
- tradition
- bureaucracy.

In the past, religious institutions strongly controlled the role of women in society. Through advocacy and increased awareness raising, the role of women has changed gradually over the past two centuries. When the dominant culture imposes its view/values on a society, those who do not agree with that view feel a sense of powerlessness. This type of power is challenged by educating the public to change perceptions and building grassroots leadership.

Analyzing Power Relationships

Another way to look at power is to analyze whether power relationships are:

- Equal
- Unequal, but free competition,
- Unequal, but not expected to be equal, can improve
- Unequal and unjust.

Question for Reflection

1. What kinds of things can you do to get the government to pay attention to your issue?
2. How is public perception influenced? How has it changed in recent years?

Note: The above discussion is represented in a slightly different way in the following table (Three Faces of Power).

Three Faces of Power: a Framework for Advocacy

	First Dimension of Power	Second Dimension of Power	Third Dimension of Power
Power is understood as a product of:	<ul style="list-style-type: none"> • Which interest group wins and which loses on • Key, clearly recognizable issues in • Relatively open political system 	<ul style="list-style-type: none"> • Which groups sit at table and which issues/grievances are recognized • Certain groups and issues kept from even getting to the table 	<ul style="list-style-type: none"> • Preventing conflict from arising in first place • Power holders shape consciousness and awareness of socialization, secrecy, information control, etc.
Powerlessness and lack of participation comes mainly from:	<ul style="list-style-type: none"> • Individual choice or inaction is not seen as serious problem, reflects relative commitment of the citizenry with the status quo or, conversely, their apathy • Lack of resources to compete effectively 	<ul style="list-style-type: none"> • Systemic or structural barriers that keep certain groups and issues from the table • Lack of resources 	<ul style="list-style-type: none"> • Barriers due to lack of awareness, critical consciousness, information; oppression is internalized, people blame themselves
Empowerment and related advocacy strategies tend to focus on:	<p style="text-align: center;">Public Interest Approach</p> <ul style="list-style-type: none"> • “Advocacy for the people” • Professional policy leadership and ‘expert’ knowledge • Issues/policies that are narrow and winnable according to rules of game of current system • Agenda setting, formulation, enactment, or repeal of policies/laws 	<p style="text-align: center;">Citizen Action Approach</p> <ul style="list-style-type: none"> • “Advocacy with and by the people” • Professional organizers built local leadership • Key community issues that are winnable, galvanize grassroots and challenge structures • Building powerful grassroots organizations to gain clout and access and get issues/policies to table for action and enforcement 	<p style="text-align: center;">Transformative Approach</p> <ul style="list-style-type: none"> • “Advocacy by the people” • Indigenous/grassroots leadership • Education to develop political awareness, confidence and sense of rights and identify urgent issues that challenge structures • Strengthening group clout and accountability • Local knowledge and monitoring of policy implementation and enforcement

From John Gaventa, *Citizen Knowledge, Citizen Competence and Democracy Building*, Chapter IX.

Advocacy Definitions

Colleagues in India describe advocacy as an organized, systematic, intentional process of influencing matters of public interest and changing power relations to improve the lives of the disenfranchised. Other colleagues in Latin America define it as a process of social transformation aimed at shaping the direction of public participation, policies, and programs to benefit the marginalized, uphold human rights, and safeguard the environment. African colleagues describe their advocacy as being pro-poor, reflecting core values such as equity, justice, and mutual respect, and focusing on empowering the poor and being accountable to them.

– Institute for Development Research, *Advocacy Sourcebook*

Advocacy is defined as a process, or a series of organized actions, applied in order to change, modify, implement or reinforce attitudes, practices, policies, laws, programs, services, social norms and values, by influencing or pressuring people with authority, systems, the structure and the community at different levels to bring about change in favor of those affected by them”

– *Dealing with Policy Advocacy: A Practical Guide*. CRDA. August 2005

Advocacy is speaking up, drawing a community's attention to an important issue, and directing decision makers towards a solution. Advocacy is working with other people and organizations to make a difference.

– CEDPA, *Cairo, Beijing and Beyond: A Handbook on Advocacy for Women Leaders*.

Advocacy is a process that involves a series of political actions conducted by organized citizens in order to transform power relationships. The purpose of advocacy is to achieve specific policy changes that benefit the population involved in this process. These changes can take place in the public or private sector. Effective advocacy is conducted according to a strategic plan and within a reasonable timeframe.

– The Arias Foundation (Costa Rica)

Advocacy is the act or process of supporting a cause or issue. An advocacy campaign is a set of targeted actions in support of a cause or issue. We advocate a cause or issue because we want to:

- build support for that cause or issue;
- influence others to support it; or
- try to influence or change legislation that affects it.

– International Planned Parenthood Federation,
IPPF Advocacy Guide

Advocacy is a set of targeted actions directed at decision makers in support of a specific policy issue.

The Policy Project

Ecumenical advocacy is a specific form of witness on political, economic, cultural and social issues by churches and their members, church-related agencies and other organizations which aims to influence policies and practices of governments, international institutions, corporations and our own communities in order to bring about a more just, peaceful and sustainable world.

Ecumenical Advocacy Alliance Guiding Principles

"Seeking with, and on behalf of, the poor to address underlying causes of poverty, bring justice and support good development through influencing the policies and practices of the powerful." Tearfund

"What the process involves is not defined, but it must include education of either the powerful or the powerless"

**World Vision International as quoted in
*Advocacy for Change: Our Struggle for
Peace, Tearfund***

Advocacy is...

- Strategic** = deliberate, planned, not random. Takes time to get results.
- Set of actions** = not just a plan, but real work to achieve a policy change.
- Designed to persuade** = arguments that are thoughtful and convincing.
- Someone else** = target your persuasion efforts at someone.
- That what YOU want** = specific change goal and objectives, arguments backed by research.
- Is what THEY want** = understand their needs and interest and show that you have needs and interests in common. **Build Consensus** for idea, do not impose it on others.

Advocacy....

- aims to change a law, policy, program or practice
- includes a call to action
- affects a group, not just an individual case.

When is it Advocacy?¹

Approach	Actors/Organizers	Target Audience	Objective	Strategies	Measuring Success
Information, Education & Communication	Service Providers (e.g., outreach workers at a clinic)	Individuals Segment of a community (e.g. youth for HIV, pregnant women for pre-natal program)	Raise awareness and change behavior	Sorting by audience Mass media campaigns Community outreach Traditional media (story telling, drama, puppet shows)	Change in knowledge or skills Process indicators Focus groups Service statistics (are women accessing the pre-natal program?)
Public Relations	Companies (Jawwal Telecommunications)	Consumers	Improve company's image to increase/maintain sales	Large-scale advertising Public events: Jawwal sponsoring festivals, TV programs Sponsoring a charity (Gates Foundation)	Improved public perception Increased sales Increased market share
Community Mobilization	Community members and organizers (Farmer's association)	Community members and leaders	Build a community's capacity to rank needs and take action (e.g. to maintain a water system)	Village meetings Door-to-door visits Participatory Rural Appraisal	Issue-specific processes (How is the water system maintenance organized? Who is involved? Is it sustainable?) Quality of participation Service statistics: # of wells, quality of water.
Advocacy	Special interest groups (parents of disabled children) NGO networks Professional associations (teachers' union)	Public institution and policy makers (teachers will target the Ministry of Education, the President's Office, the International Community)	Change policies, programs and resource allocations.	Focus on policy makers with the power to effect advocacy objective High-level meetings Public events (debates, protests)	Process indicators Tracking/programs articles in media on the advocacy issue Interviews Focus groups Opinion surveys

¹ (Adapted from *Networking for Policy Change: An Advocacy Training Manual. The Policy Project. 1999*)

5 Good Practices of an Advocate

encourage PARTICIPATION

Involve as many people as possible in the decision-making during our advocacy campaign. Each participant will bring different skills, contacts, resources and ideas. When we encourage participation we give the affected group a sense of ownership over the process and ultimately increase the likelihood of success.

ensure LEGITIMACY

To be legitimate, all advocacy campaigns must earn the trust of the people and communities they represent. This is done by respecting the variety of opinions and experiences of the individuals in the affected group.

be ACCOUNTABLE

We are accountable when we openly and honestly discuss the campaign's progress (and problems) with the affected group. This process will also reduce temptations we face to abuse power and will help avoid corruption in our advocacy campaign.

act PEACEFULLY

Do not use violence to achieve your advocacy goals. Violence is never a sustainable, long-term solution. Peaceful advocacy will earn the trust and respect of both your supporters and your opponents.

REPRESENT the affected group

Listen to the affected group, develop a strategy with them, inform them of any risks or challenges and take action together. Whenever possible, build their capacity to advocate on their own behalf.

Accountability

By our definition accountability is the process by which those holding ultimate power can compare outcome to expectations, approve or disapprove of performance and take action accordingly. In order for this to occur, there must be a mechanism by which those in power can take disciplinary measures. For example, in a non-government organization the Executive Director is accountable to the Board of Directors. If the Board is truly independent and the Executive Director is fully accountable, the Board members can replace the Executive Director if they are not satisfied with his/her performance.

The concept of accountability is often linked to that of transparency, which means **providing information on how decisions are made**, such as how government contracts or concessions are awarded.

In the case of an advocacy campaign, those managing the campaign should be accountable to those being affected by the problem. How will your campaign practice accountability?

Legitimacy

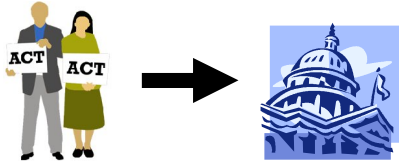
In a recent workshop in Guatemala, participants defined legitimacy as “the expression of the values, ideas, and wishes of a group as represented by an individual, a group or a process of decision making. To be representative, these must defend the interests of the group, respect their values and respond to their real needs.” How do you define legitimacy?

Answer the following questions to ascertain the legitimacy of your organization or campaign:

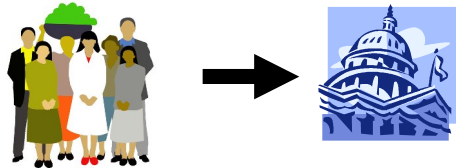
1. On whose behalf does our organization/campaign speak?
2. Who grants us this authority or right to speak? How?
3. How can we increase our legitimacy?

Roles of an Advocate

NEGOTIATE Bargain for something



ACCOMPANY Speak with the people



EMPOWER Enable the people to speak for themselves



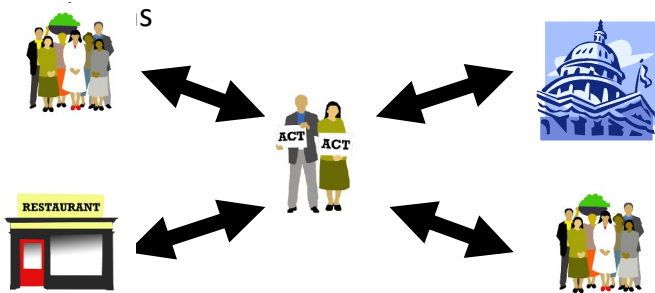
REPRESENT Speak for the people



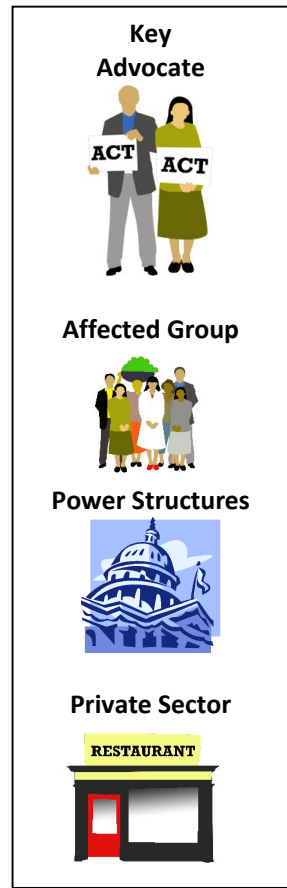
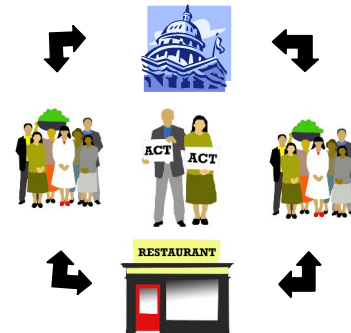
MEDIATE Facilitate communication between people



MODEL Demonstrate behavior



NETWORK Build



Advocacy Strategies

Advocacy involves a strategic set of activities. This means that your advocacy plan includes a range of activities that have been carefully designed to complement each other and help you reach your advocacy objective. These activities can be classified in the following (overlapping) categories:



Research: preparing sound documentation about a problem and its causes and disseminating the findings so that they cannot be ignored by decision makers.



Lobbying: educating decision-makers, providing them with research and information, and proposing sound policy solutions.



Negotiation: occasionally advocates find that they have to mediate between two groups in order to advance the advocacy campaign.



Media Campaign: using print and broadcast media – as well as alternative media such as the internet and drama – to shape public opinion and the opinion of decision-makers.



Public Education: raising awareness on your issue, helping people understand why it is important for them, building public will for change.



Coalition Building: bringing together various groups that may have different agendas but whose opinions coincide on your advocacy position. Coalitions have the benefit of increasing the power of small players.



Court System: using the legal system to advance the goals of an advocacy campaign.



Mobilizing the Public: public education alone is not advocacy. *Advocacy requires people to act.* Your advocacy activities must include a request to call someone, write a letter, participate in an event, etc.

Choosing Appropriate Advocacy Methods²

There are no simple rules for choosing the best advocacy methods as the choice will depend on many factors:

- a. the target person/group/institution;
- b. the advocacy issue;
- c. your advocacy objective;
- d. the evidence to support your objective;
- e. the skills and resources of your coalition; and
- f. timing – for example, external political events, when a law is still in draft form, immediately before a budgeting process, time of year, stage of advocacy process.

The table below attempts to analyze the general strengths and weaknesses of some advocacy methods, although it is important to remember that every case is different.

Method	Strengths	Weaknesses
Analyzing and influencing legislation and policies or their implementation	<ul style="list-style-type: none"> ■ Enable us to highlight their costs to certain sectors of society. ■ Strengthen grassroots efforts to fight injustice. 	<ul style="list-style-type: none"> ■ Those in power may strongly resist attempts to change legislation. ■ Long timeframe, requires significant resources & sustained commitment. ■ Implementation requires regulations and enforcement.
Position Paper or Briefing Note	<ul style="list-style-type: none"> ■ Presenting policy makers with background information and realistic solutions. ■ Disseminating information to the wider public via journalists. 	<ul style="list-style-type: none"> ■ Can be lost in mountain of paperwork that policy makers deal with. ■ Difficult to involve beneficiaries.
Working from Inside	<ul style="list-style-type: none"> ■ Some policy makers will listen more closely to people they know. 	<ul style="list-style-type: none"> ■ The circle of people on the inside is very small – and it may be hard to break into it.
Lobbying/Face-to-Face meetings	<ul style="list-style-type: none"> ■ Opportunity to present ‘human face’ of issue and build personal relationship with policy-makers. ■ Beneficiaries can explain their case directly – leaving a greater impact on the policy maker. 	<ul style="list-style-type: none"> ■ Policy-makers are too busy to meet or not interested in the issue.
Presentation	<ul style="list-style-type: none"> ■ Opportunity to present the issue in a controlled way, directly to policy-makers. ■ Beneficiaries can speak directly. 	<ul style="list-style-type: none"> ■ Policy-makers are too busy ■ Advocate cannot get opportunity to present to policy-makers.

² Adapted from “Handout 6: How to Choose Appropriate Advocacy” from *Advocacy in Action: a toolkit to support NGOs and CBOs responding to HIV/AIDS*, developed in collaboration with the International Council of AIDS Service Organizations (ICASO) and published by the International HIV/AIDS Alliance, June 2002.

Drama	<ul style="list-style-type: none"> ■ Emotional appeal may be successful with some policy-makers ■ Good for targeting large groups, such as labor unions and groups that have lower literacy (farmers in remote areas and youth). 	<ul style="list-style-type: none"> ■ May be less effective in targeting more educated individuals (but not always). ■ It is difficult to find opportunity to perform for policy-makers.
Press Release	<ul style="list-style-type: none"> ■ Good method for disseminating information on the organization in order to gain recognition and support. ■ Useful to launch campaign or give feedback on opposition or new developments. ■ Low-intensity method. 	<ul style="list-style-type: none"> ■ Difficult to involve beneficiaries. ■ Effects are short-lived and the release may soon be forgotten.
Media Interview	<ul style="list-style-type: none"> ■ Same as for press release. ■ Puts human face on campaign. 	<ul style="list-style-type: none"> ■ Can backfire if interviewee is not well-prepared or sufficiently experienced. ■ Can be manipulated by journalists, particularly in countries where political parties control the media. ■ Effects are short-lived. ■ Requires some media experience to get the interviews.
Press Conference	<ul style="list-style-type: none"> ■ Same as for press release. ■ Good for presenting evidence. ■ Useful to launch campaign or for reaction to serious opposition or new developments. ■ Easy to involve beneficiaries and allies, and give them public recognition. 	<ul style="list-style-type: none"> ■ Same as for press release. ■ Requires organizational skills. ■ Costs involved.
March/Pressure Action	<ul style="list-style-type: none"> ■ Serves to introduce or promote the campaign, bring it to the attention of the public and generate support. ■ Provides evidence of public support to decision makers. ■ Applies pressure on decision makers. 	<ul style="list-style-type: none"> ■ Requires high organizational capacity. ■ Costs involved. ■ If not well designed with adequate follow up, this considerable effort may be quickly forgotten by the public or manipulated by opponents of the campaign.

The Advocacy Cycle

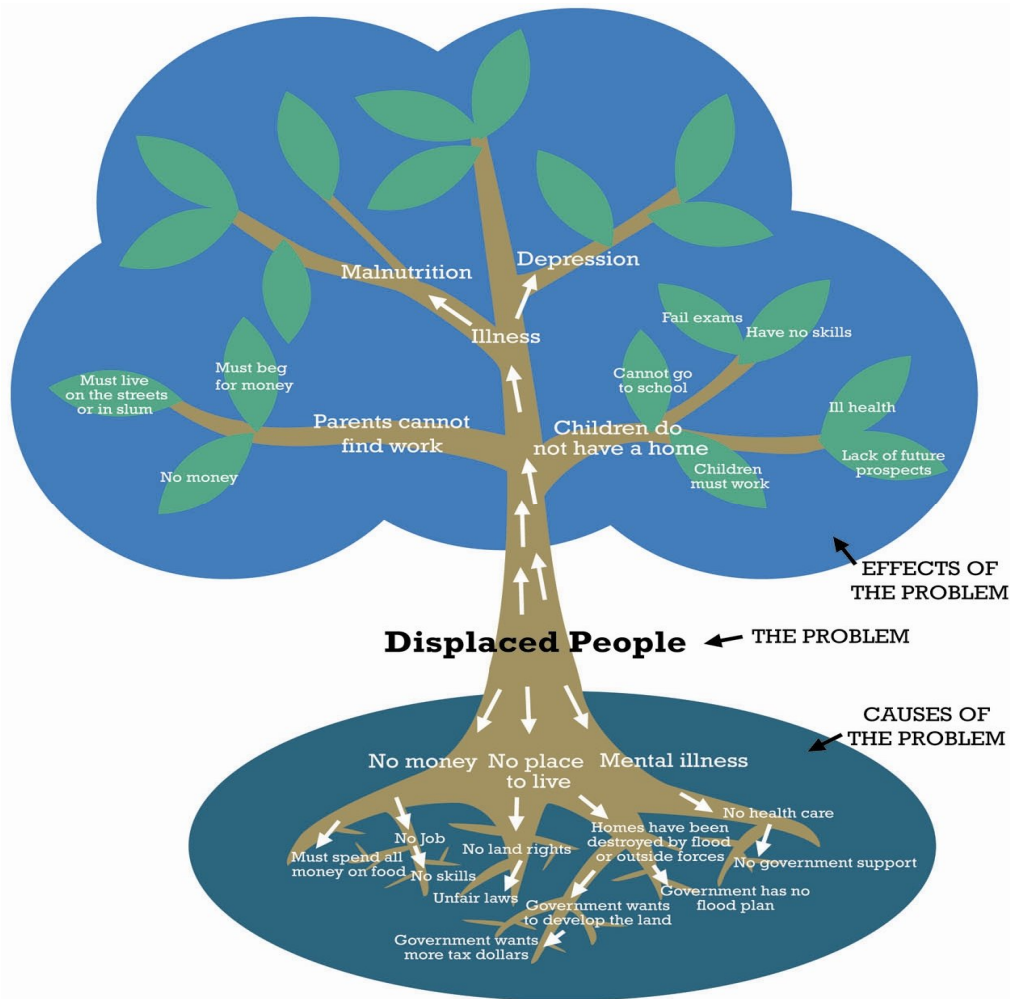
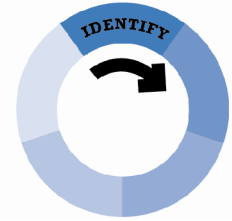


From *Advocacy Campaign Management*. **Pact Cambodia**. 2004

- (1) **Identify** the problem your campaign will address.
- (2) **Research** the causes and effects. Gather statistics, personal stories and testimonials. Conduct surveys for more data.
- (3) **Plan** your strategy and tactics. Develop a goal, objectives, targets, messages, indicators, timeline and budget. Remember good practices of participation and ensure your members are involved.
- (4) **ACT!** Avoid the temptation to act without planning. If you don't know where you are going, you won't know when you get there – and you make it hard for others to follow.
- (5) **Evaluate** your efforts. What should be done differently in the future to make your work more effective?

NOTE: While advocacy may seem to have a clear starting point – identifying the problem – as you conduct research or start planning, don't be too rigid. New information or substantially different circumstances should change your understanding of the problem. Be flexible but move forward.

Problem Tree



From *Advocacy Campaign Management*. Pact Cambodia. Vol. 1. 2004.

Problem identification is a critical first step. Have you chosen the correct problem/advocacy issue to focus on? Maybe you have more resources/interest in fighting on of the problem's effects (the leaves) or causes (the roots). What do your members think?

NOTE: The absence of YOUR preferred solution is NOT the problem. Describe your problem in terms of people whose suffering will continue unless a solution is found.

What Makes a Problem an Issue? (Issue emergence and adoption)³



The world is filled with problems, but not all of them get attention from advocates. Certainly, when the **scale of the problem** becomes severe enough it will draw the attention of policy makers – especially if the problem itself causes **other social and economic consequences**. Problems also gain attention from policy makers if they are politically sensitive. What other characteristics affect issue emergence and adoption?

Advocacy literature suggests that a **problem** is defined as an advocacy **issue** – that is to say that it develops a separate identity – when:

- it can be demonstrated that **the problem is neither natural nor accidental**⁴
- **responsibility can be attributed** to individuals or an institution
- **credible solutions** to the problem can be proposed.

Additionally, issues tend to get attention when they:

- involve **direct bodily harm** to vulnerable individuals
- involve **legal equality of opportunity**
- can be **linked to pre-existing moral standards**.

Once an issue is defined, it **must be adopted by at least one major champion** to become a cause in the advocacy arena. A champion is a motivated individual or institution that has political influence. This can include a state, a celebrity, and advocacy network and even the global media.

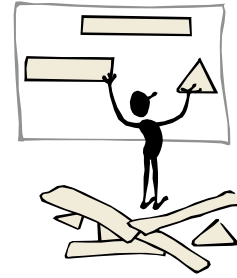
We can expect that issues that are backed by influential champions will be placed on the policy agenda but this is not always so. Researchers argue that in order to understand issue emergence and adoption we need to learn more about:

- why a champion adopts an issue
- what are the characteristics of an influential champion
- how decision-making occurs within networks and between networks .

³ Carpenter, R. Charli. "Setting the Advocacy Agenda: Theorizing Issue Emergence and Nonemergence in Transnational Advocacy Networks." *International Studies Quarterly* (2007) 51, 99–120.

⁴ We are not referring to natural disasters here.

Theory of Change⁵



A theory of change is a way of representing the logic behind a campaign strategy. A theory of change is a process (and the result of that process) that aims to explain why we think that certain interventions will lead to the desired change. When it is well done, a theory of change is a 'road map' that can be read by others so that they understand where you are going. It can be as short as a sentence but is becoming increasingly a formal process. The theory of change is usually presented as a visual diagram.

To develop a theory of change, we start by identifying the ultimate goal and *working backwards* to establish preconditions for reaching that goal. At each step any assumptions are examined. Once this is completed, we identify indicators. Only then are the activities or interventions identified. Finally a narrative is drafted to explain the theory of change in everyday language.

Advantages

- can increase awareness of a wider variety of ways to intervene than would otherwise have been apparent;
- compels advocates to articulate assumptions aloud and test the logic of the campaign;
- that the more organizations and campaign managers try to account for all the factors that are needed to bring about change, the more likely they are to set realistic goals and design appropriate interventions.

Disadvantages of Theory of Change

- is a time-consuming process;
- may be too demanding in terms of time and capacity of campaign team;
- there are certain risks associated with reviewing the quality of the theory of change late in the process and finding out that it is flawed.

Steps to developing a theory of change:

- 1. Identify clear goals and assumptions.** Work backward from your ultimate objective or goal. Be as specific as possible. What assumptions do we have about how factors in the environment may positively or negatively affect the final outcome?
- 2. Conduct backwards** mapping to connect outcomes from your ultimate goal to your initial condition (basically the starting point of your campaign).
- 3. Develop indicators** for each expected outcome.
- 4. Identify interventions.** Note that when outcomes are well mapped out and assumptions documented, it will not be necessary to intervene at each step of the theory of change diagram (see example below).

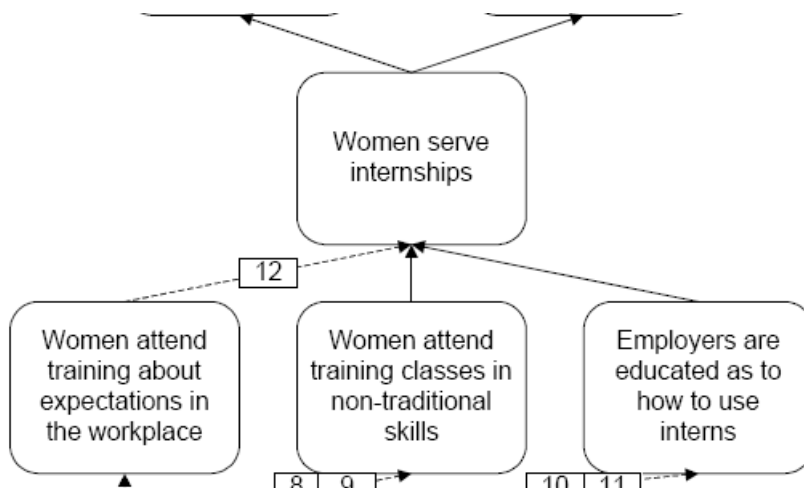
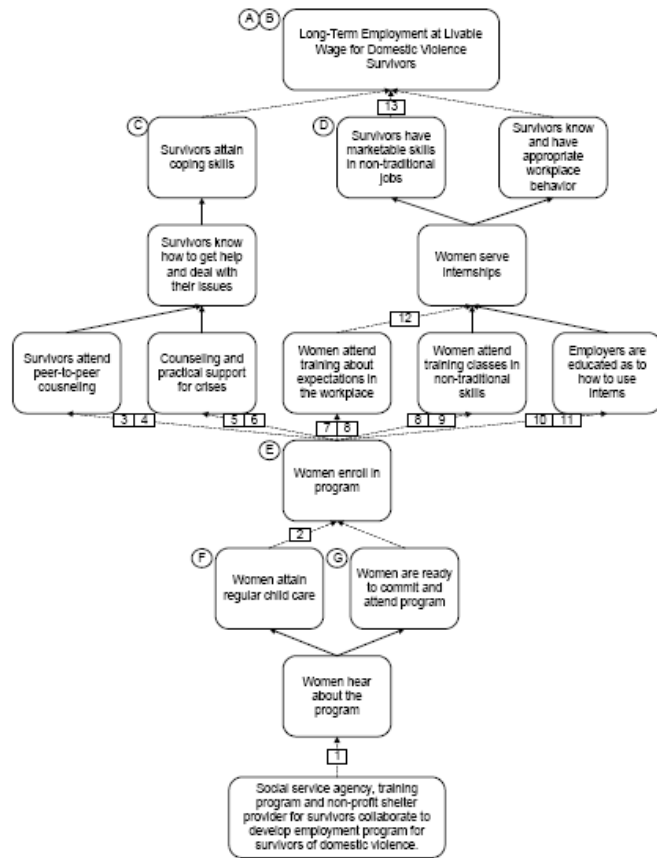
⁵ For Additional information visit the ActKnowledge website at <http://www.theoryofchange.org/background/basics.html>

5. **Write a narrative.** This should include the background on the context and need, goals/objectives, assumptions and justifications, interventions and a summary of the program logic that will guide the campaign.

Example

ActKnowledge provides a comprehensive example in the online document *Theory of Change. Guided Example: Project Superwoman*. In the example, the project aims to provide long-term livelihoods to women survivors of domestic violence. In the diagram (right), the text boxes represent outputs or indicators. The circled letters A, B, etc. represent areas where assumptions have been identified. The numbered square boxes (e.g., 13) represent possible interventions. Note that when outcomes are well mapped out and assumptions documented it is not necessary to intervene at each step. In the enlargement below, the solid lines represent connections that will occur without the need for intervention. The dotted line requires intervention 12 (matching women to employers)

Stage 4: Interventions



Advocacy Strategy Plan



Goal: _____

Objective	Indicators	Means of Measurement	Target	Allies	Activities	Timeline

Elements of an Advocacy Plan



At a minimum, an advocacy plan should include:

Goal: This is your overall goal of the advocacy campaign. A good goal results in real improvement in people’s lives.

Objective	Target	Indicators	Activities	Time Line
<p>Objectives are NOT our activities or rigid solutions, they are SMART.</p> <p>Specific – Clearly states the policy change.</p> <p>Measurable – Indicates the direction of change.</p> <p>Achievable- Can be done with internal resources.</p> <p>Realistic – External environment is favorable.</p> <p>Time-bound – Sets deadline by which time the change occurs.</p>	<p>Targets are people – not institutions -- with the greatest direct influence over resolution of your problem. Whether they support or oppose your position, you need to understand their knowledge of the problem, determine who influences them, and design convincing messages that encourage them to adopt your solution.</p>	<p>Indicators measure your progress towards meeting your objectives. Good indicators reveal who is benefiting/ changing their behavior because of your efforts. Also, the data should be easy to gather from reliable sources. Avoid indicators that require large surveys or rely entirely on peoples’ opinions.</p>	<p>Activities are tasks needed to accomplish the objective.</p> <p>Sample activities:</p> <ul style="list-style-type: none"> • Hosting a roundtable • Writing position papers • Monitoring government’s work • Lobbying politicians • Creating a coalition • Drafting legislation • Briefing the press • Bringing a lawsuit • Postcard/petition campaign • Handing out brochures 	<p>In any campaign, there are many steps along the way.</p> <p>Good planning requires balancing what can be and what should be accomplished within a period of time and then holding ourselves and our allies to that commitment. Be as specific as possible, at least indicate which quarter. However, don’t be afraid to adjust timelines because of changed circumstances.</p>

When preparing objectives, it helps to think about the change that you want target to make. A good objective is written along the lines of: **TARGET** makes **DESIRED CHANGE** within specific **TIMEFRAME**.

Example: The Town Council appropriates 0.5% of the annual budget for the Office of Women’s Affairs by 2012.

Stakeholders & Targets



Stakeholders include all groups or organizations that may be interested in the problem. Stakeholders include:

- **Groups responsible for the problem.** This includes those who cause the problem (e.g. companies) and those who are responsible for solving the problem (government).
- **Groups affected by the problem.** This is usually the community.
- **Other groups interested in the problem.** NGOs, community-based organizations, research organizations are examples of interested groups.
- **International organizations.** Donors, human rights groups and other international organizations may also be stakeholders.

Advocacy will aim to raise awareness among audiences that are not initially aware of the problem in order to widen the circle of stakeholders. Examples of such audiences include:

- **Consumers** of products made in distant countries where working conditions are deplorable.
- **Citizens** of countries in which government is supporting or allowing a policy that is affecting people in another country (such as the export of chicken parts from Europe to Africa)
- **Shareholders** of oil companies that are not disclosing how much they are receiving in contracts from a particular government.

A Target is an individual decision maker with the power to respond to your advocacy demands. This is a PERSON, not an institution. Unless the individual feels the pressure of your efforts, he or she is unlikely to consider your issue seriously. There are two types of targets:

- **Primary or Main** – This is the decision maker with the most power to address your issue. However, you may not have access to this person or there may be too great a political risk for them to openly support you.
- **Secondary or Indirect** – This person cannot solve the problem directly but is close to the primary target. If you can pressure this person, they can pressure the primary target

Stakeholders and targets can be allies (people who support our advocacy position), neutrals, or opponents (those who oppose our position). An advocacy campaign should first focus on convincing neutrals. Although it is possible to directly target opponents, avoid spending too much energy and too many resources convincing them. The strategy is to win over neutrals so that they can in turn help convince soft opponents to support our position, thereby isolating hard opponents who are not likely to change their mind.

Targeting Legislators

Lobbying legislators is about persuading them to do what you want. There are five main categories of legislators to think about, each requiring its own special strategy:

1. Champions

All issues need a group of lawmakers dedicated to being tireless, committed advocates for your cause. What they can do for you is make the case to their colleagues, help develop a strong "inside" strategy, and be visible public spokespeople. What they need is good information, and visible support outside the Capitol.



2. Allies

Another group of legislators will be on your side but can be pushed to do more -- to speak up in party caucuses or on the floor.



3. Fence Sitters

Some legislators will be uncommitted on the issues, potentially able to vote either way. These are your key targets and lobbying strategy is about putting together the right mix on "inside" persuasion and "outside" pressure to sway them your way.



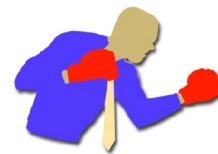
4. Mellow Opponents

Another group of legislators will be clear votes against you, but who are not inclined to be active on the issue. With this group what's key is to keep them from becoming more active, lobbying them enough to give them pause but not to make them angry.



5. Hard Core Opponents

Finally, there are those lawmakers who are leading your opposition. What is important here is to isolate them, to highlight the extremes of their positions, rhetoric and alliances and to give other lawmakers pause about joining with them.



Target Table



Target/influential	What do they know About the issue?	What is their attitude about the issue?	Who has influence over them?	What do they really care about?

Rules for Creating an Effective Message



A message is the main idea you are trying to communicate to the public. To reach your Target, your advocacy message will need to stand out from the crowd. During your campaign, you will repeat your message as often as possible in many different formats (flyers, posters, TV ads, face-to-face meetings, press conferences, etc.)

A good message has 3 parts:

EDUCATE. Give your Target new information or present well-known data in a more compelling way.

“One in five citizens buys an illegal CD or computer program every month.”

“Every ten minutes, another woman is beaten by her husband.”

“Did you know that we spend millions of dollars on name brand drugs each year instead of equally effective locally-made generics?”

MOTIVATE. Then, appeal to your Target’s interests. Tell them why THEY should care about YOUR issue.

“Intellectual property theft jeopardizes our artists’ ability to survive and our nation’s economic future.”

“Domestic violence leads to increased poverty, absenteeism, health care problems, and abuse by future generations.”

“With the money saved buying generic drugs, we could build X more schools/hospitals/ or train X more doctors/nurses.”

ACTIVATE. Finally, clearly tell your target what action they should take.

“Report anyone selling illegal CDs to this phone number: XXX XXX”

“Call your member of Parliament and urge them to support domestic violence legislation.”

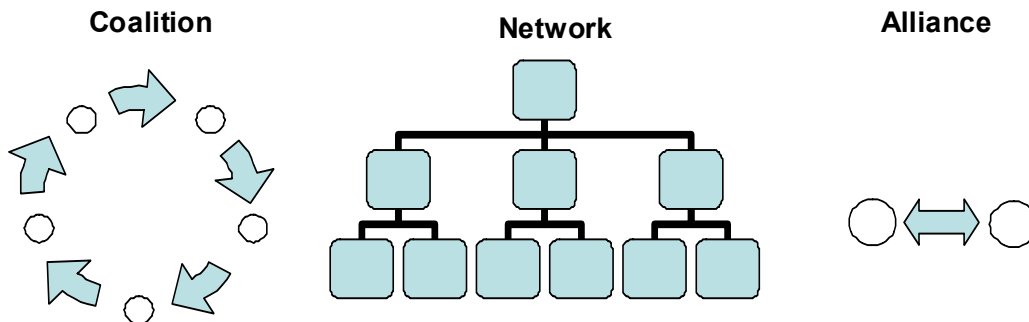


Other points to remember:

- 1. Have one main message** with up to 3 underlying themes to support it.
- 2. All messages should be consistent** and support the organization’s main advocacy goal.
- 3. Don’t change your message frequently.** For messages to have impact, they have to be repeated over and over again.
- 4. Messages can be tailored to specific audiences,** while still remaining constant.
- 5. Consistent messages should permeate all of your communications efforts,** not just contact with the media.

➤ **Messages must be SIMPLE.** They are ideas that can be explained in a sentence or two. If it is a paragraph or two, keep working.

Coalition – Definition



In practice, all three terms are used flexibly. **Coalitions** tend to work until they actually achieve a reasonably lofty goal, like a new law, policy, etc. An **alliance** may just be for a march or a one-off event, or it might be a longer term relationship that has no particular goal in mind. The words are pretty close but the key is that *coalitions are made up of diverse members* who would otherwise never tell each other the time of day; alliances tend to have clear shared interests.

Coalitions exist for JOINT ACTION to reach a SPECIFIC OBJECTIVE

- Clear, specific stated goal to accomplish
- Time limited according to goal
- Equality is presumed
- Diverse membership
- Membership may fluctuate
- Demanding on members
- Resources matter
- Give up some autonomy in exchange for achieving goal
- May have office/staff
- Shared decision making
- Coordinated activities
- Requires governance structure

Alliance

- Strong relationship
- Similar issue
- Can be temporary or permanent arrangement
- Focused on achieving a specific objective
- Limited in time and goal, so less demanding on members

Networks exist to SHARE INFORMATION, IDEAS and SUPPORT

- Information sharing
- Limited internal structure
- Centralized
- Members rarely equal in resources (not necessary)
- Similar core mission
- Members retain full autonomy
- Loose/flexible associations of people and groups brought together by a common concern or interest to share information and ideas
- Members don't spend a lot of resources

Advantages & Disadvantages of a Coalition



ADVANTAGES of a Coalition

- Generates **more resources** to accomplish goal
- Helps get **more people** to the decision-making table
- Increases **credibility and visibility**; public and decision-makers are more likely to pay attention to ten NGOs advocating a policy than to one
- Increases **safety** – harder for the Government to stop several groups than to stop just one group
- Broadens your **base of support** – joining in a coalition brings together the different constituencies that each member works with
- Create opportunities for **new leaders**
- Creates opportunities for **learning and knowledge exchange**
- Broadens the **scope** of each NGOs work and adds to the activities and potential impact of each organization
- Contributes to long-term **strength of civil society**; the more networking that exists among NGOs, the more capacity they have to hold decision-makers accountable.

DISADVANTAGES of a Coalition

- **Distracts** from an NGO's other work; the demands of the coalition can lead to the neglect of other priorities of your NGO
- Generates an **uneven workload**; weaker members of the coalition benefit from the hard work of the stronger members who may become resentful
- Requires **compromise** to keep the coalition together that some members may not agree with
- Causes **tension** due to unequal power or resources – a few powerful NGOs might dominate, even if NGOs with less resources have a lot to offer
- Each member **may not be recognized** for its contribution
- Might **harm your reputation**; if one member has problems or behaves badly, the whole coalition might be blamed.

Common Problems Faced by Coalitions

1. Communication barriers. This problem can be due to technical issues (bad phone, no email access, etc) or language skills. Without good, ongoing communication, some members will be uninformed and excluded from decisions. This will cause the break-up of the coalition or some who feel marginalized will leave.

2. Competition between a coalition and its members. Coalitions can become counterproductive if the work of the coalition is too much like the work of the members.

3. Credibility. New coalitions will not have any credibility and other NGOs may not want to be associated with groups that may harm their reputation

4. Undemocratic decision-making. Generally, coalitions work better when the decisions are made democratically. However, sometimes decisions must be made quickly without consultation. If there is not open process about how the coalition will make quick decisions, some coalition members will feel marginalized and will tend to withdraw.

5. Money tension. Money is often a source of distrust and the one of the most common reasons for the break-up of coalitions. Often groups are unwilling to share information about funding or reluctant to look for funds for the coalition if they need to fundraise for their own NGO

6. Loss of autonomy. Smaller NGOs may be reluctant to join a coalition for fear they will be overwhelmed by large, more powerful coalition members.

7. Expectation of unity. Coalition members often assume they share the same principles, perspective and priorities just because they have come together for this one common goal. Disagreements based on these unrecognized differences may be viewed as ideological betrayals.

Coalition Checklist⁶

- **Membership.** Who can join? What criteria must be met? When new members join, a sense of common ground needs to be maintained. Coalitions often create a statement of principles and/or set of membership criteria.
- **Participation.** How often are members expected to participate? Effective coalitions leave space for members to participate/contribute to the best of their ability.
 - What is the minimum level of participation?
 - Who represents organizations during coalition meetings – Executive Directors? Program Officers? Do they need to have decision making authority in their home organization?
 - How are resources shared by coalition members? Does financial contribution depend on the size of your organization?
 - How do members participate in decision making?
 - How are roles and assignments made? What are the consequences if assignments aren't completed?
- **Leadership.** How are the leaders chosen? How are they held accountable?
- **Decision Making.** How are decisions for the coalitions made? Basic simple process is needed to identify which decisions need group discussion, to create space for discussion and to mediate conflicts over decisions.
 - Are decisions made by the coalition leadership after group discussion or by the full group?
 - By consensus or voting? If voting, is it proportional meaning that larger NGOs have more votes? Or does each NGO get one vote?
 - If a member does not have decision making authority with their NGO, can time for consultation be given before voting?
 - Are there different procedures for long-term strategic decisions, day-to-day decisions and emergency decisions?
- **Coalition identity and members' autonomy.**
 - When do members act as a group?
 - How long does this process take? Is there a shorter process during emergencies?

⁶ From Advocacy Learning Initiative, "Collaboration."

- When and how can members act alone? What are the consequences if members act without permission?
- **Communication**
 - Are notes taken at each meeting? How are they distributed to members?
 - What information needs to be shared between meetings? How is it shared - phone, fax, email, a web page?
 - How do members stay in touch when there is an emergency?
 - What language(s) should be used? What impact does that have on time needed for meetings? Are there resources for interpreters and translators?
- **Logistics**
 - How often does the coalition meet? How often do subgroups or task forces meet?
 - Where does the coalition meet? Is the location fixed or rotated?
 - Who facilitates each meeting? Is facilitation shared or rotated?
 - How is the meeting agenda created? At the beginning of the meeting? Circulated before the meeting? Who prioritizes the agenda items?
 - Who prepares minutes? How are they distributed?

Good Governance in a Coalition

Setting rules and defining the mode of operation of a network is crucial for its success. The following principles should be considered as guidelines for good governance in networking:

- Respect partners' culture and ways of working.
- Listen to each other attentively.
- Create a good and trustful atmosphere. Do not assume that building of trust occurs by itself.
- Take decisions in a democratic manner.
- Communicate regularly.
- Develop a common language to make sure that everyone is interpreting terms in the same way.

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Developing an Advocacy Strategy

The development of an advocacy strategy depends on answering the following questions:

Objective	What do you want?
Audience	What do they need to hear?
Messenger	Whom do they need to hear it from?
Delivery	How can we get them to hear it?
Resources	What have we got?
Gaps:	What do we need to develop
First efforts	How do we begin?

From: G.Z Banda & M.A Munzara Chawira, *Practical Guidelines on Policy Lobbying and Advocacy*, SABPI, 2007.