

Advocacy and Campaigning: Stakeholder mapping, identifying allies and designing an advocacy strategy

Janice Reul, 7 July 2018

Program

Objective: To understand the basic principles of designing a successful advocacy strategy and to develop practical advocacy skills by preparing an outline for an advocacy strategy issue chosen

- PP presentation on the basic principles of designing an advocacy framework (plenary) 15 min
- Reflection on own advocacy experiences and selection of issues to address (subgroups and plenary) 20 min
- Developing an outline for an advocacy framework on issue chosen (4 subgroups) 45 min
- Presentation of group results in plenary poster walk (plenary) 30 min
- Wrap-up of group results with a 'One Minute Campaign message' by each subgroup (plenary) 10 min

What is Advocacy?



There are no internationally agreed definitions.

- **'Advocacy** is work that seeks to change public policies and practices in ways that will have a positive impact on people's lives' (Act!2015)
- **'Advocacy** is a method and a process of influencing decision-makers and public perceptions about an issue of concern, and mobilising community action to achieve social change, including legislative and policy reform, to address the concern' (Oxfam Novib 2004)

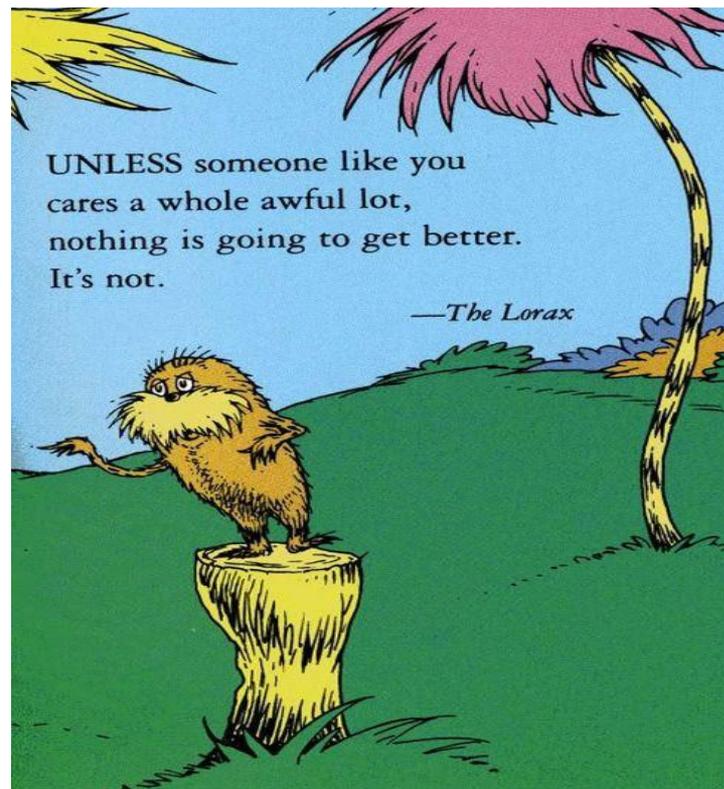
It is important to keep focusing on advocacy as a means of persuading influential people to change rather than community mobilisation

What is Advocacy?



- Like an **umbrella term** for tactics like ‘campaigning’, media work’, ‘lobbying’ and ‘activism’
- Advocacy is a **dynamic process** which involves identification of a problem, formulating a solution, identifying those in a position to realize the solution, communication with these actors and strategically influencing their decisions
- There is **no**-one-size-fits-all advocacy strategy
- It is a **long-term** effort involving many actors
- It demands **flexibility** as it occurs in a dynamic and fast changing environment

Your strategy goal: Developing a vision for CHANGE



Questions in your advocacy strategy (1)



Why? A clear advocacy goal with objectives (and indicators to measure progress) that relate to your working context

Who? inspiring supporters from your network, key decision-makers that will be your focus

When? A timeline of key influencing moments, to be developed as you come across new opportunities

Questions in your advocacy strategy (2)



What? An outline of key messages tailored to your targets, and a strong idea of the different approaches to communicate them.

How? An idea of the activities you are going to use to deliver those messages through advocacy tactics, campaigning, media work and/or public mobilization, as well as the cost of those activities.

So what? A clear idea of how you can share and build on your key findings, celebrate your successes and overcome challenges in the future.

Stakeholder Mapping and Alliance Building (1)



What is your relationship with **the people directly affected**?

Be critical:

- Are you accountable to them?
- Do they need you or do you need them?
- How are they involved in shaping the advocacy strategy?
- Do you share their values?
- Are they informed about/involved in your actions?

Stakeholder Mapping and Alliance Building (2)



What is your relationship with policymakers and **press/public opinion**?

- who is influential in shaping or making the decisions needed to achieve your targeted objectives.
- who holds the power both formally and informally
- how are the relevant policies formulated and how can decision makers be reached (directly/indirectly)
- Build relationships with potential allies and supporters as well as your opponents!

The Advocacy Strategy Framework as a Tool to articulate your Theory of Change

(Coffman and Beer: 2015)

It helps you to think:

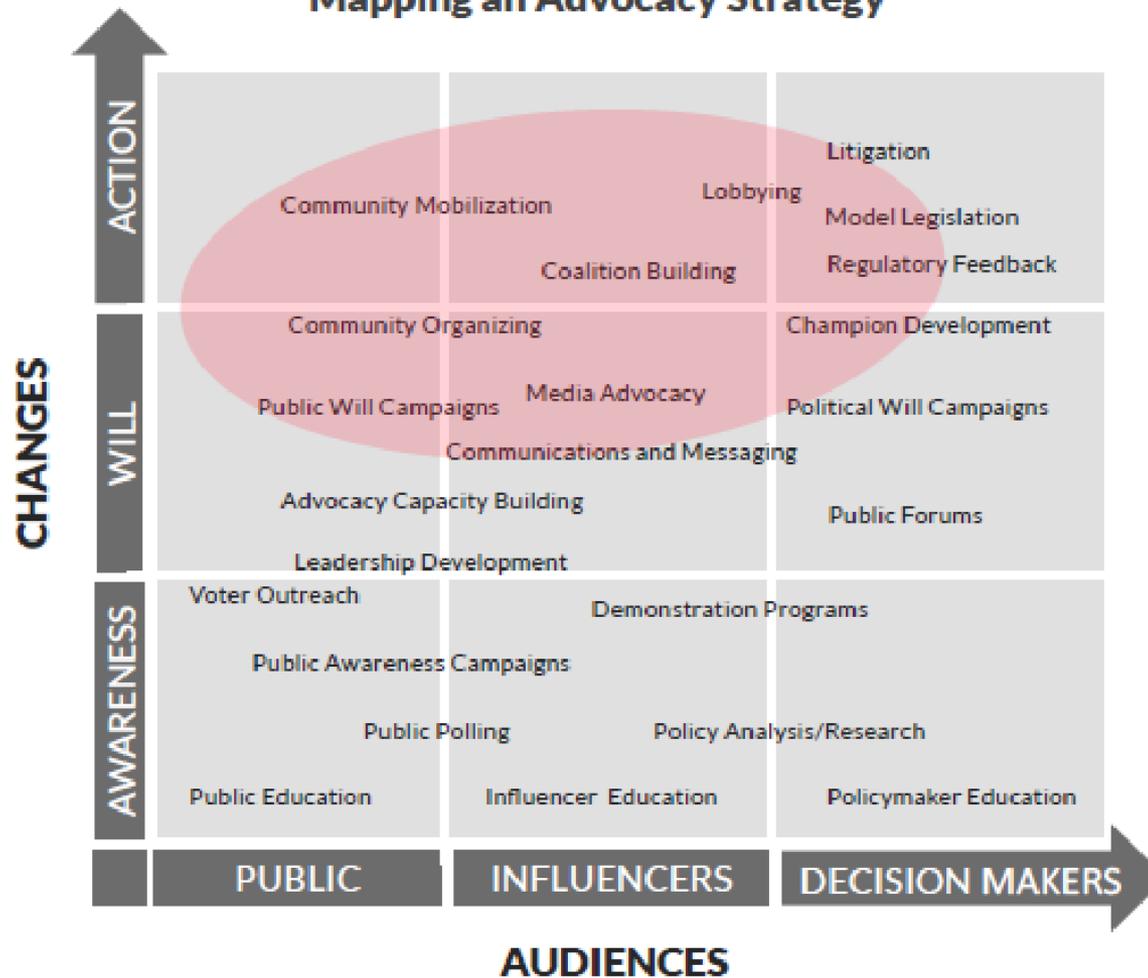
more specifically about audiences (the *public, policy influencers* and *decision makers*)

about WHO is expected to change and HOW, and WHAT it will take to get them there

about how other advocates (like-mind or in opposition) are positioned

About the results (*'changes'*) an advocacy effort aims for

Mapping an Advocacy Strategy



Six questions to support your thinking about your advocacy goal



1. How is your strategy positioned? (which audiences need to be targeted and what do you want to accomplish with each audience)?
2. Who specifically is the strategy trying to influence and how? (who is your *public, influencers and decisionmakers*)?
3. What are the underlying assumptions and beliefs about how change happens? (look at social science theories, values and experience)

Six questions to support your thinking about your advocacy goal



4. Who else is working on this and how? (identify how both *collaborators* and *opposition* are positioned in the framework and what do you want to accomplish with each audience)?
5. How will your strategy look in several years? (how might possible shifts in the context -political, economic, social- affect how your strategy is positioned?. How will you adjust your strategy if it does not go according to plan?)
6. What interim outcomes are relevant to know if the strategy is on track?
(changes in target audiences not advocacy outputs)

How to build a strong message?



- Advocacy and communication go hand-in-hand
- Distinguish between direct (approaching your target audience directly) and indirect advocacy (using a mediating group to influence your primary target audience).
- Listen, learn from and understand your audience
- Use positive words and propose constructive solutions
- Be sure your messages do not reinforce stigmatizing ideas
- Touch your audience by addressing their values, show them solutions and how to act
- Carefully choose your spokesperson!

The 'One Minute Campaign Message' Assignment



- Imagine that you are in an elevator with someone who is a key decision-maker regarding your advocacy cause. You have the time it takes to get from the top floor to the bottom floor to convince this person of your cause, which is exactly 1 minute. What would you say?
- Whilst preparing for this exercise, try and incorporate the four following elements in your message using no more than 2 sentences per component: Problem + Evidence + Example + Action required
- Present in plenary

Literature

Beer and Coffman (2015). The Advocacy Strategy Framework: A tool for articulating an advocacy theory of change. Centre for Evaluation Innovation.

Oxfam (2004): Renewing our Voice: Code of Good Practice for NGOs Responding to HIV/AIDS. Oxfam Publishing Oxford