

Advocating for PRECEDE

A step-by-step guide to building your own advocacy strategy

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By advocating and lobbying for a particular purpose the Civil Society Organizations may make democratic changes in the society, changes in the policies and the system in order to help the concerned citizens for which they advocate. The CSOs have a great role in creating the public awareness and they publicly advocate for overcoming some of the problems which the citizens face every day. They articulate the needs of the citizens and the advocate for their resolution. In fact, advocating often starts with detecting and defining the problem or issue for which we want to promote, initiate and propose a change in policy, system and practice.

There are many concrete steps which a CSO can undertake in creating changes in the public awareness and resolution of some of the problems that the citizens in a country face.

Activities through organizing debates, forums, advocating for a certain case, collecting signatures, organizing petitions, public debates, public hearings, testimonies and campaigns can help the CSOs to gain and include more supporters and allies in the process of lobbying and advocating.

CSOs advocate for making certain changes, if it is necessary to amend certain laws which will be of use and in function of citizens in overcoming their problems.

But, CSOs before starting the process of advocating and lobbying should obtain the mandate and legitimacy by citizens, they should get support by them, only that way they have the power to conspire and advocate.

The changes for which the CSOs advocate often are connected with undertaking activities whose purpose is advocating social justice, better justice system vulnerable, marginalized groups and disadvantaged citizens, implementation of human rights in practice.

CSOs strive to include the agenda they advocate and lobby for in the public to be part of the agenda of the decision makers. By addressing the issue in relation to the Government and Parliament, by receiving citizen and media support, the initiative of a CSO gets significance and fights for that issue to get more attention in the public space.

By receiving public support CSOs become stronger and can ask and insist the decision makers to find a solution to the certain problems. But, it is also important for them to be included in giving suggestions and solutions and continuously to ask for support by the public to implement the solution in practice.

In this process of advocacy and lobby CSOs undertake a concrete action and they offer concrete solutions in order to cause a certain change which will help the citizens to improve some situation in society. The CSOs should convince the decision makers that these suggestions and solutions for which they advocate to be in the best interest of citizens.

This manual for advocacy and lobby should help the CSOs regarding the issue they advocate and lobby for to succeed in creating policies which will be accepted by the decision makers, therefore directly to help the citizens to resolve real problems which they advocate for.

Dragi Zmijanac
Regional Coordinator for Advocacy

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The concept behind this step-by-step guide to building your own advocacy strategy was to make it as simple as possible and easy to follow. The idea was to make advocacy as a concept understandable and to demystify entire process of creating advocacy strategy. We did our best to use all available resources on the topic and create this small manual for **PRECEDE** network members. This manual is separated into chapters, each covering one broader topic, and steps, which are tasks you need to fulfill in order to create your own advocacy strategy. The best way to use this manual is through group activity such as advocacy strategy workshop, where you and your team can brainstorm all the steps and can create, in the end, advocacy strategy tailored to your needs. From defining the issue and the goal to monitoring process of implementation, this guide is here to help you get the necessary knowledge and tools and go through the entire process as easy as possible.

Dorđe Dorđević
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What is Advocacy?

// Advocacy is an action directed at changing the policies, positions and programs of any type of institution.

An Introduction to Advocacy: Training Guide, SARA Project, 1997



// Advocacy is “a strategy for changing policies, programs or legislations using persuasive communication. It entails raising awareness and creating a supportive environment through the dissemination of information.

UNESCO



// Advocacy is public support for or recommendation of a particular cause or policy.

Oxford Dictionary



Advocacy is strategic approach to influence decision makers in order to achieve certain policy change. Since the main focus of advocacy are decision makers, advocacy is considered to be a political process.

There are few key elements that can be derived from the above mentioned definitions:

- Advocacy is always focused on influencing the decision makers
- Advocacy is planned process which includes various types of activities
- The term “decision makers” can address different types of people who have power over certain issue of our interest
- Advocacy is team work and effort

A lot of people, when preparing advocacy activities, by default think that they should have confrontational attitude towards the decision makers. But one of the most important things this manual will help you understand is that you don't need to be confrontational at all. A set of tools, activities and advices in this

manual will help you achieve the desired goal more effectively without having to confront.

Advocacy is by all means a planned process. Without proper planning the result we desire might be uncertain and also we might end up completely defocused and away from the issue we are advocating for as well as from the final goal. That is why we have to go step by step to define and plan the entire strategy before we start advocating.

Usually when we hear term “decision makers”, the first that we think of are politicians in general. Then we separate them, according to relative power they have over the issue we are advocating for, on ministers, members of parliament, chiefs of governmental agencies etc. But one of the most important things you need to know before you start to plan your advocacy strategy is that **advocacy efforts not always have to be focused on representatives of governmental bodies.** In fact lot of “decision makers” and “policy creators” come either from private sector or influential CSO’s.

You should always keep in mind that “decision makers” are not the institutions but rather people, just like yourself.

This is the list of the activities that can be considered a part of advocacy efforts:

- **Petitions**
- **Boycotts**
- **Protests/demonstrations**
- **Trainings**
- **Networking**
- **Lobbying at governmental institutions**
- **Lobbying at international institutions**
- **Press conferences**
- **Press releases**
- **Media campaigns**
- **Media covering of certain issue**

It is not necessary that everyone in your organization or network acquires skills necessary for developing and managing good advocacy strategy, but you should keep in mind that for development and implementation of the strategy you need a team. Advocacy strategy is usually consisted of various different types of activities and therefore you need to divide the activities among members of your organization, network or team according to the skills and interests they have.

The majority of the above mentioned methods are used to send out information, to get specific message across or to mobilize people in order to influence position of particular decision-maker. Most of you have heard about the above mentioned methods and you have probably been involved directly or indirectly in some of the above mentioned activities, therefore you already have some experience with advocacy.

It is also important to address what advocacy isn’t. These are common misconceptions of advocacy and they are usually reason why certain advocacy efforts have failed or didn’t produce the desired results.

- Advocacy doesn’t serve only for informing, educating or communicating certain message. Advocacy is not a public campaign for changing certain practices, but rather an effort to change certain policies. Informing, educating and communicating certain message are just parts of advocacy activities but not the final goal of the advocacy strategy.

- Advocacy should not serve only to increase public awareness about PRECEDE programme. Even though you need certain credibility among the decision makers in order to have an effective advocacy, it is crucial to understand that advocacy should not be used only for raising of public awareness about PRECEDE or whatever project or programme you might work on in the future. As part of advocacy activities you will use certain tools and techniques to disseminate information about PRECEDE and raise its public profile but only in the context of getting more credibility for your advocacy efforts.
- Advocacy should never be used for fundraising activities. At no circumstances it is considered good practice to use advocacy strategy for raising money for the issue you are advocating for.

This step by step guide is designed to help you broaden your knowledge about advocacy and to gain necessary skills on how to develop advocacy strategy for any issue you find necessary to address.

Before you start planing and developing strategy you should keep in mind that advocacy strategy is not something permanent and unchangeable. In fact, advocacy is very dynamic process which goes through ongoing monitoring and evaluation in every step of the way and depending on the results and feedback you get from the monitoring, some parts of the advocacy strategy may get changed or completely discarded.

If you follow the steps and tools mentioned in this short guide you can easily set up a good advocacy strategy that can be easily monitored, evaluated and updated.

Why Advocating Strategically?

Formulating a good advocacy strategy is very important because it makes advocacy efforts effective. Good advocacy plan provides us understanding of the situation, decision-makers and their relative power over the issue we are advocating for, and how change happens. Good advocacy strategy also helps us identify target audiences, the right message to reach them, and the right messenger. Finally, a good strategy helps us define the issue, set our goal, objectives and interim outcomes. With all that precisely defined and set we will be able to develop a good action plan and monitor and evaluate the final results.

Strategy-driven advocacy helps organizations to have guided actions and to maintain their focus on the issue in the long term. Good planning is important for the following reasons:

- *It helps us put the resources to the most effective use*
- *It helps advocates maintain the focus*
- *It minimizes risks and maximizes opportunities for advocacy*

Advocacy strategy, in a way, is a plan of activities and methods that need to be used in specifically defined time period.

There is no specific template or form how an advocacy strategy should look like. We adjust the strategy according to the issue we are advocating and according to the goal we want to achieve. In any case, every advocacy strategy consists of following parts:

- *Brief overview or Situation Analysis*
- *Definition of the Issue*
- *Goal*
- *Objectives*
- *Analysis of potential partners and allies*
- *Defining the targets*
- *Approaches and Activities*

Jim Schultz, founder and executive director of The Democracy Centre, created a list of 9 questions that need to be answered in order to be able to develop a good strategy that will be viable in the long run. The first five questions help us assess the external advocacy environment, and the second four - the internal advocacy environment and what needs to be done to begin the action. The 9 questions for strategic advocacy are:

1. What do we want?
2. Who can make it happen?
3. What do they need to hear?
4. Who do they need to hear it from?
5. How can we make sure they hear it?
6. What do we have?
7. What do we need?
8. How do we begin to take action?
9. How do we tell if it's working?

There are more ways to approach advocacy. Depending on the context we can choose from any of the nine questions. After all they are interrelated so answering one will likely provide information for the others.

Step 1: Situation Analysis

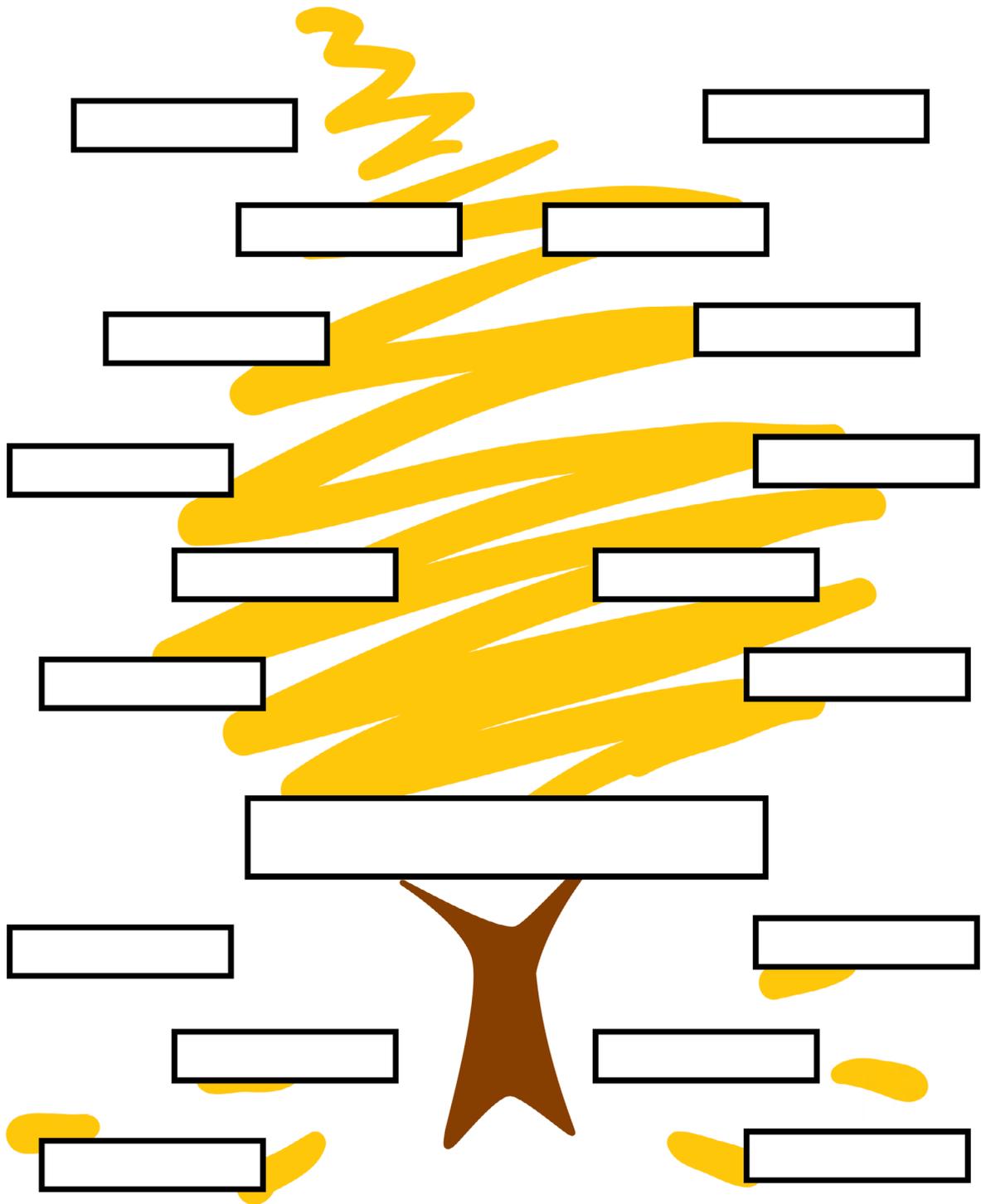
Situation analysis is very first step we take when we start creating foundation for any advocacy plan. Situation analysis uncovers the areas of action we need to tackle and basically provides us with foundation for our advocacy strategy. It gives us visual structure of the causes as well as the effects the causes have in the context of the issue we want to advocate for.

“**Problem and solutions tree**” is one of the most used tools whether in the process when we write project proposals or when we try to set up advocacy strategy. You should always use this tool as part of team activities. You might think that you know all the causes and effects for the issue you are trying to resolve, but the most important thing for using this tool is different perspectives each person provides on the issue. The problem tree helps you analyze the situation and provides you with the visual structure of the problem, what are the root causes and the relation among them, and the effects they have.

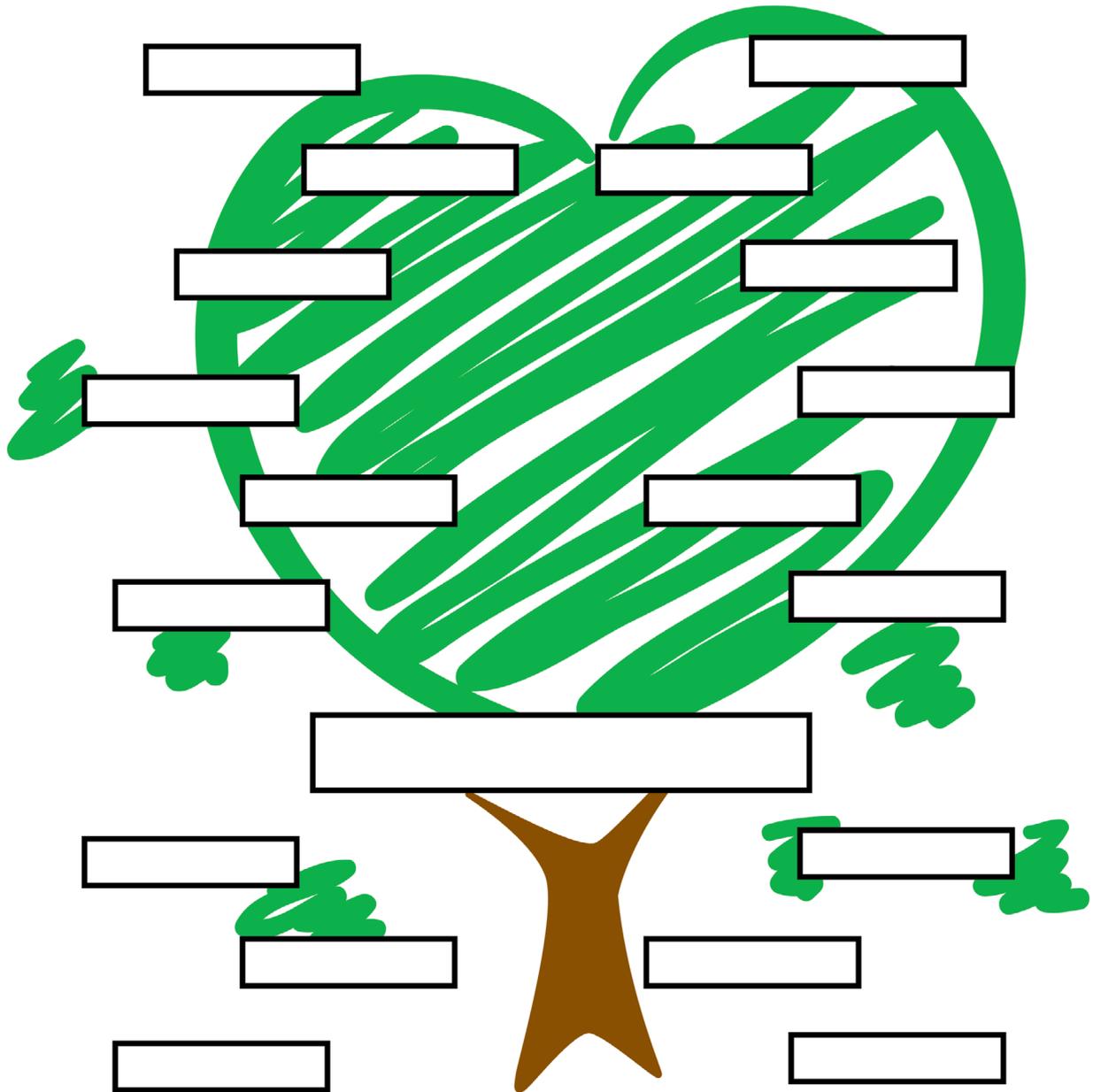
If there are more issues that you want to address, make problems and solutions tree for each. This will help you later on in prioritizing issues and focusing on one that you can successfully advocate for.

ERROR

Problem tree



Solutions tree



Step 2: Prioritizing issues

It is most likely that by the time you finish the situation analysis you will identify many causes that could be addressed through advocacy strategy. Choosing only few will ensure the focus and success of the strategy.

Keep in mind that advocacy issue should be specific and concrete. It should clearly reflect the policy change you want to achieve. The following tool provides you with guidelines how to develop your own criteria for choosing advocacy priorities. You might have strong feelings for several issues but good advocacy strategy is focused always on one. That is why you have to prioritize the issues and see which one should be focus of your strategy.

| Criteria for prioritizing issues | Does it meet the criteria? | Comment |
|--|----------------------------|---------|
| Importance of issue | | |
| Does it result in a real improvement of the current situation? | | |
| Does it address underlying problems? | | |
| Is the issue widely felt? | | |
| Is the issue deeply felt? | | |
| Practical considerations | | |
| Is it winnable? | | |
| Is it easy to communicate and understand? | | |
| Are there clear decision makers who can make the change happen? | | |
| Does it have a clear time frame? | | |
| Are there opportunities/entry points to influence policies? | | |
| Are there resources for advocating on the issue? | | |
| Is the analysis of the issue grounded in solid evidence and expertise? | | |

Step 3: Defining the issue

After you chose one issue that will be focus of your strategy you should define it. The definition of the issue shouldn't be very long. It is best if you can try to define the issue in a few sentences. The definition of an issue in advocacy strategy should always be specific and concrete and should point out to the change you want to achieve.

Defining the right issue from the start will make it much easier to define the final goal of your advocacy efforts and to set up the right objectives.

Below you will find two definitions that have been developed during the training for advocacy strategy. On the left side you have much shorter version which lacks details about the issue, the consequences the issue has, as well as specific details about what type of change do we want to see.

Keep in mind that the definition of the issue will be used later on in your communication with stakeholders and decision makers so make sure it isn't too long and is easily understandable. Because easily understandable definition of the issue will guarantee you that your efforts will be understood and hopefully met.

| Bad example of advocacy definition | Good example of advocacy definition |
|---|---|
| <p>It is well known fact that insufficient inclusion of the children in pre-school education has negative effects on their development.</p> <p>This is why it's necessary to include more children in pre-school education.</p> | <p>Insufficient inclusion of children in pre-school education contributes to the growing occurrence of deviant and antisocial behaviours, development and acceptance of stereotypes and prejudices and absence of sensibility to diversity and respect for it among the children.</p> <p>The researches of behaviour of kids ages 3 to 6 show that they are repeating patterns of behaviour and attitudes they see in their closest surroundings. It's the patterns of behaviour and attitudes of their parents and caregivers that influence children of that age mostly. Those years are very crucial for personal development of every child and patterns acquired at that age become more difficult to influence (positively) in the later years.</p> <p>With the greater inclusion of children in the pre-school education we are giving the chance to get a better head-start in life and to minimize the occurrence of the problems mentioned above.</p> |

Keeping in mind all that has been said previously about defining the issue, try to define yours. The advocacy issue should be specific and concrete and should point out to the solution as well as to the change you want to achieve. If you choose the right issue from the start, later on you wouldn't have much trouble defining your goal and setting the right objectives.

Step 4: Setting Advocacy Goal

Advocacy goal represents the ultimate focus of your advocacy efforts. It represents the change you want to achieve and it builds on advocacy issue by answering following three questions:

- Who will make the change?
- How will the change be made?
- When will it be achieved?

You should always keep in mind that advocacy goal builds on advocacy issue. If you managed to identify good strong issue it would be easy to set advocacy goal.

Advocacy strategy requires clear and specific goal. When goal is not specific enough there is great possibility that it will be interpreted differently and people may have problems agreeing whether or not it was met. Also, a poorly defined advocacy goal will give you misleading directions for your objectives which as result will have an unsuccessful advocacy strategy.

Good advocacy goal should always be formulated **SMARTly**, which means that it should be:

Specific, because if you don't know what exactly you want to achieve with your advocacy efforts, it is most likely you will fail.

Measurable, because only that way you will know if your efforts were successful or not.

Achievable, because you want to set your focus on something that you can do as an organization with help of other network members.

Realistic, goes hand in hand with achievable. You should really be honest when setting up a goal and try to focus on something that can be really done rather than dreaming big.

Time-bound, because if you don't have specific time-frame for the activities you plan to do, you might end up losing your focus and stretching your resources.

| Bad advocacy goal | Good advocacy goal |
|--|---|
| To increase the number of children in pre-school education with the help of government institutions. | To increase the number of children included in pre-school educational programs up to 10% in cooperation with the Ministry of Labour and Social Policy, Ministry of Education and Ministry of Finance, by the end of 2015. |

Keeping in mind that advocacy goal builds on previously defined issue and by answering the questions:

- **WHO** will make change?

- **HOW** will it be made?

- **WHEN** will it be achieved?

Try to define your advocacy goal. It should be attainable within realistic time-frame. Try to make it as short as possible, using just one sentence if you can.

Stakeholders

Stakeholders are all those who gain or lose from reaching the goal you set for your advocacy effort. It is very important to pay attention to identifying both the winning and the losing side of your efforts since it will help you later on to identify your key audience more easily, as well as your potential partners and opponents.

Good stakeholders analysis provides you with insight which institutions, organizations and people you need to approach in order to make the change you are advocating for. Knowing who can make it happen involves analysing stakeholders and relative power they have over the issue you are advocating for.

Analysis of stakeholders provides us with certain level of insight which institutions, organizations or individuals have influence in decision-making over the issue we are advocating for. Knowing their position on the issue we can protect ourselves from false assumptions and negative surprise. This analysis also gives us necessary information for later steps, including developing partnerships or alliances and identification of target audiences and those who influence them.

There are various methods that can be used for the stakeholder analysis such as:

- Surveys
- Interviews
- Workshops
- Informal consultations

Depending on the stakeholder you can use one of the above mentioned methods or combination of few.

Step 5: Stakeholders Analysis

Stakeholder analysis can be broken into five activities:

1. **Identification of the stakeholders (individuals, groups and institutions)**
2. **Assessment of stakeholders interests**
3. **Assessment of stakeholder support or opposition to the issue**
4. **Assessment of stakeholders influence**
5. **Assessment of stakeholders importance**

Identification of the stakeholders (individuals, groups and institutions)

Who is likely to gain from the proposed changes?

Who might be adversely affected?

Who has the power to make the changes happen?

Who complains about the issue?

Who are primary stakeholders and who are secondary with regards to the issue?

What are the relationships between the individuals, groups and institutions listed in the questions above?

Assessment of stakeholders interests (Once you identified key stakeholders, you can move to assessing their interests in the issue you are advocating for.)

What are the stakeholders' expectations of the project?

What benefits are likely to result from the project for the stakeholders?

What resources might the stakeholders be able and willing to mobilize?

What stakeholder interests conflict with advocacy goal?

Assessment of stakeholder support or opposition to the issue

Does the stakeholder publicly support or oppose the issue?

Is the public support or opposition different from private support or opposition?

Who else is the stakeholder allied to and opposed to?

What has the previous position been on similar issues?

Has the stakeholders' position changed over time? If yes, how?

Assessment of stakeholders influence

What is the political, social and economic power and status of the stakeholder?

How well is the stakeholder organized?

What control does the stakeholder have over strategic resources?

What level of informal influence does the stakeholder have?

Assessment of stakeholders importance

Does the issue compromise the stakeholders' rights and does the stakeholder have a right to solutions for the issue?

Will the stakeholder engagement help address deeper underlying causes to the problem, so that solutions can be sustainable in the future?

Step 6: Importance, influence and interest of stakeholders

The matrix below serves as a tool to help you map stakeholders interest, influence and importance. It has only columns for three stakeholders but you can add as many as you think it's necessary.

Keep in mind not to focus only on those stakeholders who have positive attitude towards the goal you are trying to reach. It is very important to pay special attention to those who are neutral or those who are opposing, because in some cases it's those stakeholders' who will have relative power over the issue you are advocating for.

| | Stakeholder 1 | Stakeholder 2 | Stakeholder 3 |
|--|---------------|---------------|---------------|
| Stakeholder (Stakeholder name) | | | |
| Stakeholders interest in the issue (state stakeholders interests, as well as whether they are primary or secondary stakeholders, and duty bearer and/or rights holders) | | | |
| Stakeholders level of opposition to or support for the issue (strong ally, medium ally, neutral, medium opponent, strong opponent) | | | |
| Stakeholders influence over the issue (unknown, no influence, some influence, moderate influence, significant influence, very influential) | | | |
| Importance of stakeholders engagement (unknown, no importance, some importance, moderate importance, very important, critical player) | | | |

Step 7: Stakeholders Relative Power

Not all identified stakeholders have the same power and influence over the issue you plan to advocate for. That is why it's necessary to sum up all gathered info and place it in the "Stakeholder Relative Power" matrix shown below. Using the information you gathered from the step 6 you can start positioning stakeholders on the matrix according to their position over the issue as well as their power or influence. A higher placement in the matrix indicates greater power and lower placement indicates lower power. Placement left from the centre of the matrix indicates support for the issue, while positions right from the centre of the matrix indicate opposition. At this point pay special attention to those mapped on the right side of the matrix, especially those position at the top. Try to see if you can influence the opponents and make them less opposed or to influence active opponents to become the passive ones. Mapping out all the identified stakeholders will help you later on identify the key audience you need to focus on.

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Target audiences

The target audience is the person, or group of people who can help bring the policy change you are advocating for. When identifying target audiences it is important to:

- Pick both allies and opponents that have the power to make change happen
- Pick only few targets to direct energy and focus
- Pick ones that might be able to influence each other
- Pick ones that you have ability to influence

There are two types of target audiences:

Primary target audiences are those individuals with direct authority to make policy changes you advocate for. Informing and persuading them is centrepiece of any advocacy strategy. Even though you sometimes might try to get support from specific target such as newspaper, department, office, etc. you should always be aware that the targeted audiences are always people, not institutions. Primary target audience may include:

- Ministers
- Counsellors of the ministers
- Directors of institutions of interest
- Directors of government agencies
- Members of Parliament

Secondary target audiences are those who can influence the decisions of your primary audience. Secondary audiences are important because they can provide you with way to reach the primary audience when they are not directly available to you. Secondary audience may include:

- Interest groups
- Representatives from CSO's and initiatives
- Representatives of the business sector

Members of Parliament, depending on their position and the influence they have, can also be considered a secondary audience. For example, one Member of Parliament might be willing to advocate for the issue directly in the parliament. But you should be very careful since sometimes working with MP's can be quite time consuming with very little effects.

Make sure you pay attention to what motivates your target audience. In order to understand what is their motivation, you need to have good understanding of your target audience. What is the target likely to gain from proposed changes? A careful analysis of targets motivation will allow you to choose the best ways of influencing them, and where possible illustrate potential alignment between the motives and the moves of the advocacy strategy.

Step 8: Mapping Target Audience

The matrix below contains basic questions you need to answer in order to do a small research about your target audience. Highly successful advocacy strategies usually require a lot of time for conducting much deeper research for each target. After all, without good understanding of how to influence your target audience, the following steps for developing advocacy strategy won't likely be set up properly.

| | Target 1 | Target 2 |
|---|----------|----------|
| Target audience (target name) | | |
| Target's interest in the issue (state target's interest) | | |
| Target's level of opposition to or support for the issue (strong ally, medium ally, neutral, medium opponent, strong opponent) | | |
| Target's influence over issue (unknown, no influence, some influence, moderate influence, significant influence, very influential) | | |
| Level of knowledge on the issue (very high, high, medium, low, none) | | |
| Action desired from the target (state action desired) | | |
| Existing level of access to the target (very high, high, medium, low, none) | | |
| What will the target respond to? | | |
| Who is the target accountable to? (state who is the target accountable to and if possible state how) | | |

Partners and Allies

It is very important to identify all those who can help you in your advocacy efforts as early as possible. Having partners and allies is critical for an advocacy initiative. It is critical because by collaborating with others who have same interest in your political issue you increase your impact significantly. Joint efforts, resources and skills help in minimizing risks, drawing greater attention to the key issue and produce better results in successful policy change in the end.

There are lot of advantages in advocating through alliance/coalition such as:

- Increases resources, experience, credibility and visibility
- Increases the likelihood of successful policy change
- Develops advocacy capacity of less experienced coalition members
- Provides assurance to coalition members who have concerns for advocating on their own
- Provides an element of protection or “safety in numbers”

You need to identify partners who will bring helpful, unique skills and contributions to your effort. Make sure you and your potential partners are in agreement about the issue and its potential solutions. Try to find partners who are close to the issue you are advocating for or who might have certain benefit from the achieving advocacy goal in the long run.

Most of the times it is easy to identify all the potential partners or allies, especially if you previously worked on a project with similar issue. However you should never limit yourself working with just the organizations or people you already know. It is always helpful to try to find new potential partners or allies. That way you can broaden your network and over time your influence and credibility will grow.

You can start identifying potential partners or allies by answering following questions (UNICEF Advocacy Toolkit):

- Can they influence our target audience?
- Do we have shared interest or goals?
- Do they increase legitimacy, credibility and effectiveness of advocacy campaign?
- Do they bring evidence, knowledge or technical expertise?
- Do they bring other resources to the advocacy initiative?
- Do they have global, national or local presence?
- Are their strengths and abilities complementary to ours?

You should try to identify no less than 3 and no more than 10 potential partners and allies.

Step 9: Mapping partners and allies

When filling out the table below you should pay attention to the following list, making sure to put most of the answer in the comments section of the table for each potential partner or ally:

- Funding of the organization
- Human resources
- Political connections
- Media connections
- Advocacy experience
- Communication expertise
- Time they've been advocating on the issue
- How can this organization help the efforts of PRECEDE?
- What could this organization expect to gain from PRECEDE?
- What are advantages or disadvantages in cooperating with this organization?
- Does the organization perceive PRECEDE as value-adding partner to their efforts?

| Potential partner (state the name of your potential partner) | Contributions (human resources; funding; political and media connections; advocacy experience; etc.) |
|--|--|
| | |
| | |
| | |
| | |
| | |
| | |
| | |

Objectives

Objectives build on your goal. If the goal is vague and unrealistic it is very likely that you will have problem setting the right objectives. You get your objectives by simply breaking your goal into few steps that you need to fulfil in order to achieve your goal.

Objective should include the change you want to see, who will do it, and when will it be done. It should take less time to achieve your objective than your goal. If that's not the case, then you've probably chose the wrong objective.

There should be a limited number of objectives per goal. Good practice is to have no less than 3 and no more than 5 objectives. Having too many objectives will stretch your resources and you will likely lose your focus from the main goal. Having too little objectives and you might end up half way to your goal.

As for the goal of your advocacy strategy, same rules apply here as well. The objectives should be formulated **SMARTly** which means they should be:

Specific

Measurable

Achievable

Realistic

Time-bound

Without specific objectives you won't be able to determine what to do precisely and you and your team might end up disputing whether the objective has been met or not.

If at least some parts of the objective can't be measured it is most likely that you wouldn't be able to identify if there was real progress or not.

As mentioned before, achievable and realistic go hand in hand. If objective is unachievable or unrealistic it is very likely that it will fail.

Without realistically setting the time-frame for fulfilling the objective you risk wasting time and stretching resources unnecessary. Also with time-bound objective you can easily perform the monitoring of the advocacy activities and determine if some of the activities have given desired results or not.

Step 10: Defining Objectives

Breaking your goal into few steps that need to be completed in order to achieve the desired change is the first moment where all your previous work is being tested. This is the point in planning advocacy strategy where all your previous efforts are being combined and you start to link the things together. If all previous steps have been done properly, you wouldn't have much trouble setting up the objectives for your strategy. Objectives should be clear and focused, they should include the change you want to see, who will make the change and when will it be achieved.

Keep in mind that if your objective is likely to take longer to achieve than your goal, it is not a good objective!

| Break your goal into few steps that need to be completed in order to reach your goal | |
|--|--|
| What are your objectives? | |
| Objective 1 | |
| Objective 2 | |
| Objective 3 | |

Step 11: Connecting Objectives with Targeted Audience

Primarily targeted audience are the decision-makers, the ones who have power to make desired changes you are advocating for.

When you don't have opportunity to directly influence your primary target you turn to your secondary target audience. They are the ones that have the ability to influence your primary target.

It is good practice to connect primary targets to the most appropriate objective. Try to find out their standing point on the issue (positive/neutral/negative) and see which person from your organization or partner has connections needed to influence the primary target.

If you don't already have secondary targets who can influence your primary target identify a target that has a potential to influence your primary target and fill in information in the secondary target table.

Objective 1

| Primary Target Name | Position on Your Issue | Person With Connections to Influence Target |
|---------------------|------------------------|---|
| | | |
| | | |
| | | |

Objective 2

| Primary Target Name | Position on Your Issue | Person With Connections to Influence Target |
|---------------------|------------------------|---|
| | | |
| | | |
| | | |

Objective 3

| Primary Target Name | Position on Your Issue | Person With Connections to Influence Target |
|---------------------|------------------------|---|
| | | |
| | | |
| | | |

The Message

A very important part of every advocacy strategy is the message, or in other words, how do you frame the problem and your solution, convey the values that matter, and convince your target to act. Messages are critical element of the strategy. Even with convincing facts and political trends on your side, most advocacy efforts will likely fail without clear simple message that appeals to the targeted audience. When asked what you do, if you cannot communicate a clear, concise and compelling answer in less than 1 minute, you risk losing the other person's attention, interest or support. Messages can be both primary and secondary.

The primary message is the most universally compelling statement and is the overall driving force behind how you are perceived by an audience. Secondary messages often explain how the objectives of the primary message will be met.

There may be several secondary messages tailored to the specific needs of an audience. It is necessary to develop clear and compelling messages. A message explains what you are proposing, why it is worth doing and the positive impact of your policy proposal. There are two rules that can help you choose the content of your message wisely.

Know your audience

This means that in order to have a good message, you sometimes need to make a research about your target audience. You need to learn what is the best way to influence them and the message should take into account their interest, ideas and knowledge.

Keep it simple

Messages should be short, just a few sentences or less. By delivering too many messages, you risk that your audience might forget them. Whenever possible, you should limit it to one message, which will focus on your best supporting arguments.

What do you need to know about your target audience before defining a message?

Whenver possible, you should always learn the interests, attitudes and positions of your target audience, sometimes even without meeting them in person.

Here's an example of the things you can try to learn about your target audience before developing your message:

- What are their political interests?
- What are their self-interests in relation to the issue?
- How much information do they already have about the issue?
- Do they already have an opinion about the issue?
- What objections might they have to your position?
- What could they lose as a result of your proposal?

- Do their backgrounds (personal, educational, professional) suggest a biased position?
- What group of people do they represent?
- What new information are you offering to them?
- Do you need to clear up any misconceptions or counter opposing arguments?
- What are their hobbies or passions outside of work?
- What do they do in their spare time?
- Can you link your issue to something you know they support?

You should always keep in mind that a clear message uses an accessible language and suggests an action step for the target audience. A message is as effective as the target audience understands it. After you develop your message, you should always check if your target audience can understand it. You should pay attention whether you used professional jargon, technical terminology or NGO terminology that sometimes cannot be understood by the people outside of the field. You should also check whether your targeted audience will understand what action they should take if they agree with you.

The best way to develop advocacy messages is through brainstorming sessions, and for that team effort is essential.

Step 12: Developing Advocacy Messages

A clear message uses accessible language and suggests an action step for the target audience. A message is only effective if the targets of your advocacy can understand what – exactly – are you asking them to do.

Developing advocacy messages is a creative process and unfortunately there is no formula on how to develop good messages. If you did a good analysis of your target audience and completed all previous steps successfully, you will have some basic ideas and concepts of what you want to tell those who have power over the issue you are advocating for.

Take your time and brainstorm all ideas with your team and try to define few good messages. Below you will find two examples of advocacy message, one good and one bad. Can you spot the difference between two variants of the same message? Discuss with your team about it.

| Bad advocacy message | Good advocacy message |
|--|---|
| <p>Since the benefits of pre-school education are unquestionable, all children need to get pre-school education.</p> | <p>Research shows that inclusion of children in pre-school education from very early age has positive impact on children’s social skills and academic achievements throughout their life, which reflects positively on domestic economy in the long run. Therefore, please consider supporting some of the things placed on the agenda of NAP for Children’s Rights in Macedonia 2012 – 2015. Help increase the number of children who get placed in kindergartens and get good pre-school education.</p> |

Delivering the message

Credibility means that other people trust and value what you have to say. This is one of the most important things you need to consider when deciding how to deliver a message and who delivers it. People who have influence over the primary targets can be considered the messengers. Since they don't have direct power to make necessary changes, messengers can be considered a secondary target audience for advocacy strategy. For example, they can be media, religious leaders, community organizations etc. When choosing the messenger you should always choose the one who will be the most credible source in the eyes of the target audience. It should not necessarily be one person delivering the message. It has proven so far that having two messengers who complement each other can be more effective. One messenger who is knowledgeable about the subject, and the other who is knowledgeable about the audience.

Delivering message involves choosing who will be the messenger and how the message will be transmitted (medium or format). Depending on the audience the choices can vary from one-on-one lobbying visit, to using social media. We can group the formats of the message into three groups:
Person to person (one-on-one lobbying visits, group meetings, conferences, workshops etc.)
Print (letters to decision-makers, newspapers, magazines, newsletters, posters, leaflets, pamphlets, reports, studies etc.)
Electronic (e-mail, television, radio, social media, YouTube, Vimeo, etc.)

Here is a list of questions that might help you guide the selection of most appropriate format to choose:

- What are the audience's primary sources of information?
- Who or what do they listen to?
- What do they read?
- What do they watch?
- What appeals to them?
- What are the audience's characteristics (age, gender, employment status etc.)?
- Where do they live?
- Where do they work?
- What languages do they speak?
- Do they use social media?

Celebrities as messengers

Popularly recognized people with experience, credibility and public image that harmonizes with the goals brings media to the attention of the issues. The celebrities who commit their high profile recognition, talent and understanding to support a cause can serve as highly effective messengers. This practice is very popular all over the world and is used not only by big organizations such as UNICEF, PETA, Amnesty International, but also by much smaller organizations. It has proven so far as very useful tool in delivering messages to much broader public and raising interest and awareness of certain issues significantly. When choosing a messenger keep in mind that:

- Messenger is known and trusted by, or will appeal to, target audience
- Messenger can demonstrate knowledge and insight into the issue
- Messenger is someone whose opinion target audience will value
- Messenger will refrain from political comments unrelated to the issue

Step 13: Choosing the messengers

| | |
|--|--|
| Targeted audience (Please provide name of the targeted audience and short description) | |
| Messenger (Messenger is either individual or group that can influence targeted audience. Please consider few options.) | |
| Access to target (How often does the messenger interact with the target?) | |
| Influence (How much influence does the messenger have over the target?) | |
| Knowledge (How much does the messenger know about the issue?) | |
| Credibility (How credible is the messenger in the eyes of the targeted audience?) | |
| Action (What set of actions would messenger need to use?) | |
| Risks (Are there any possible risks if engaging the messenger? If yes, what?) | |
| Message (What is the message that messenger needs to present to the targeted audience? Is the messenger capable to deliver the message with clarity and empathy?) | |

Reinforcing the message

You should always know that advocacy is often most effective when messages are delivered through different formats that compliment and reinforce each other. Each format you choose needs to be thought out carefully in advance and you should always determine who will lead each process and how other staff members can provide support. Of all formats for delivering advocacy message mentioned above, there are few that are being used most often: Lobbying, working with the media, and social networks. While lobbying usually involves working directly with decision-makers, working with the media and social networks is oriented towards mobilizing the general public behind the advocacy issue.

After you communicate with your target audience there are several actions you can take to reinforce your message over time (CARE Toolkit):

- Respond to concerns immediately. Try to identify your target audience's concerns as soon as possible and address them either right away (for example if you are on a meeting) or focus your next communication on ways to resolve those concerns.
- Re-send the message. In the private sector, companies' use advertising to send messages to the audience over and over, hoping that people will eventually buy their products. While it is important not to overwhelm target audiences with too much information, persistence can pay off. You can either send the message again yourself or, better yet, rely on other influential people to do it for you.
- Follow up. When you re-send a message, you want to avoid repeating yourself exactly. There are number of effective techniques you can use to help reinforce your message:
- If you meet personally with your target audience, give them a one-page summary of your proposal. After your meeting, send the summary again, along with letter of thanks.
- If you are asked about specific facts and figures, be sure to provide them. Take the opportunity to restate your key points.
- Arrange for an ally to contact the target audience with a similar message to yours.
- If your audience has specific concerns, arrange for them to meet with an expert who can address those concerns.

Lobbying

Lobbying in literature is sometimes perceived as part of advocacy and sometimes as completely separate activity. Here are few definitions of what lobbying is.

Lobbying (also lobby) is the act of attempting to influence decisions made by officials in the government, most often legislators or members of regulatory agencies. Lobbying is done by many different types of people and organized groups, including individuals in the private sector, corporations, fellow legislators or government officials, or advocacy groups (interest groups). (Wikipedia.org)

“Interest representation” activities are defined as activities carried out with the objective of influencing the policy formulation and decision-making process of the European institutions.” (European Commission Code of Conduct for Interest Representatives)

For a lot of people, the word “lobbying” tends to have negative connotation which is why European Commission prefers the using of term “interest representation”. If observed in context of advocacy, lobbying is strategic, planned and informal way of influencing decision makers. Here are a few methods that can be considered lobbying:

- Personal letters
- Face-to-face meetings with decision-makers
- Informal contacts at public gatherings (such as receptions, cocktail parties, seminars, etc.)
- Working visits with decision-makers

Lobbying is usually focused on influencing decision makers directly. One of the most important foundations of lobbying is good relations with the decision makers. Periodic briefings with them and their staff are one way to strengthen the relationship. Briefings usually feature experts talking about the newest information about the issue.

When lobbying it is important to:

- Have clear agendas and priorities. Be precise and brief in defining the issues and expecting outcomes clearly
- Be prepared for conversation with clear talking points. Make it clear that you are willing to help with information and support, to not avoid controversial topics, but do remain calm during discussions. Debate is fine but avoid being combative
- When meeting is finished, be sure to leave brochures, fact sheets, or other printed information for further evidence
- After leaving make notes and evaluate the visit with colleagues. Always send thank you note that summarizes the meeting accurately and as favourably as you can legitimately state it

The following are four key steps that will help the advocacy strategy benefit from lobbying:

1. Learn about system procedures, timeliness, and key leaders and players.
2. Find out where they stand on the issue and how much influence they have as decision-makers or in persuading others.
3. Through visits and briefings help the target understand the issue. Gain their trust in both reliable source of quality analysis and as representatives of the stakeholders.
4. Time media, outreach and mobilization activities so that decision makers are aware of the support behind your proposal.

Writing a personal letter

Well-written letter is one of the most influential ways to communicate with the decision makers. Even though e-mail is considered an acceptable means of communication when it comes to advocating a good, concise and well-written email is a very important tool that you shouldn't overlook or take for granted. When writing letter keep the following instructions in mind:

- Make sure that the name and title of the decision maker you are writing to are correct and spelled properly.
- Check if it's necessary to use a proper form of address such as (His/Her Excellency, Honourable, etc.)
- Be tastefully polite and cover only one issue in the letter.
- Do not use jargon, unfamiliar acronyms or NGO terminology. Use your own words.
- Keep letter short, but not too short. It is always advised to write a letter that isn't longer than one page. With the letter you want to show that you understand the issue and you should express your concern on it.
- If you include a question, the recipient will be more inclined to reply to your letter. Make sure to have one question. However, if your issue brings more questions it is acceptable to include up to three questions. Be very careful about the tone and form of questions.
- In the letter you should include the action you would like to see decision-maker take regarding the issue.
- If you write on behalf of your organization make sure to say what you do.
- Type your letter but make it personal. Use your own words and avoid form letters or any template.
- Sign your letter above your printed name and address. Envelopes get detached most of the time so make sure to include your address on the inside too.

E-mail communication

Even though it is considered to be acceptable form of communication e-mail should be always perceived as one of the tools used in combination with others, rather than tool that should be used on its own. With the increase of e-mail and online communication it is getting much harder to have your e-mail noticed. That is why e-mail message must be accompanied by phone calls, personal letters and visits. As with written correspondence be brief, concise, pay attention to the style and format and make sure to include all contact information in the e-mail.

One very important rule is never to send attachments with your first e-mail message.

Meetings with target audiences and decision-makers

Meeting with your target audience is one of the most important points of your advocacy efforts. There are few rules that will help you keep your meetings effective and well prepared.

1. Make an appointment. Make an appointment in advance and specify what you will talking about. This way the decision-maker will have opportunity to prepare for the meeting or can delegate appropriate person for it.
2. Be organized. Always have an agenda to keep the meeting on the right track. Know your subject, don't overstate your case and maintain business-like manner.
3. If you are going as a group keep it small and have pre-meeting. Always take time to plan your meeting to ensure smooth presentation. Decide who will present each topic. Choose a leader to direct the conversation and see that your agenda is followed.
4. Always be a good listener. What your target audience will say may provide you a good insight into strategy for follow-up or who needs to be included in another meeting
5. Be on time and don't overstay your allotted time. If you are asked to continue do so, but remember that person you are talking to might be on a very tight schedule. If you are well organized, you can cover the critical aspects of your case in a limited time.
6. Don't be afraid to ask for something. Don't merely ask for "support", ask for something specific. Don't leave without asking to whom else you should be talking. Make sure to see them too.
7. Don't be awestruck. It is very likely that your target audience won't understand your issue as well as you do. However that doesn't mean that you have to lecture on the issue. Don't lecture the issue, discuss it.
8. Leave fact sheets. Make sure your facts can be verified. Offer to provide more information as requested.
9. No politician is able to make a commitment on the spot.
10. Remember to say "thank you" with a small note.

Strong advocacy and lobby of the First Children's Embassy in the World MEGJASHI for more severe sanctioning of the sexual offenders and pedophiles succeeded.

World media shared the news that the Macedonian members of parliament passed the law on introducing chemical castration for pedophiles. Media like Associated Press, ABC News, Fox News, German Zeit, Welt, Focus, RTL, CBS News, The Guardian., Balkan insight, Journal Star, Australian Nine MSN, Times of India and Washington Post pointed out that Macedonia is the first country in the region to take serious measures for greater prevention and protection of the children from sexual abuse and pedophilia and to increase penalties for pedophiles and to introduce chemical castration.

Namely, the members of the Parliament of the Republic of Macedonia on 3rd February 2014 voted to pass stricter measure for convicted pedophiles and at the same time they increased the penalties from minimum 15 years imprisonment to life imprisonment and chemical castration for the pedophiles recidivists is imposed.

Strong advocacy and lobby of the First Children's Embassy in the World MEGJASHI for more severe sanctioning of the sexual offenders, incest offenders and pedophiles especially towards children under the age of 14 years succeeded. Three out of four recommendations for which MEGJASHI strongly advocated and lobbied for were accepted by the MPs. With these amendments of the Criminal code this pathological phenomenon will be put under control and recidivism will reduce.

By increasing the minimal prison punishments to 15 years, by introducing chemical castration as preventive measure helps a lot to stop recidivism. The Parliament also accepted our measure for life imprisonment in cases where this severe crime is committed in a particularly brutal manner.

Chemical castration or medicament therapy is not corporal punishment because it has an effect on psyche or psychological disorder of the pedophiles because he/she is not able to control the urge and libido. So we think that we help the pedophile and the children as well so that these crimes are not repeated.

Chemical castration is used in many countries in the world like the Czech Republic, Denmark, the United Kingdom, Germany, South Korea, Russia, Moldova and Poland. These countries like Macedonia introduce this measure because in that way that put under control this pathology which more and more attacks psyche and proper growth and development of the child. One of the most difficult traumas that can happen to a child is sexual abuse which leaves lifelong mark.

Dragi Zmijanac
CEO of FCEW - Megjashi

Working with the media

Media can be considered as one of the most important tools that can help you in spreading your message, reaching to the broader target audience and help you advocate for the issue more effectively. Working with the media is essential part of every advocacy strategy and should always be planned and executed strategically.

There are many ways to deliver your message to the media. The methods you might use depend on your previous experience, budget you have as well as credibility you have with the media. Here are a few inexpensive methods for getting your message to the media:

- Press releases
- News conferences
- Letters to the editors
- TV/radio interviews
- Briefings

Strong team for media relations does not guarantee that your message will be delivered; you will find that it's rather hard to get your message to the appropriate media outlet. Every day each media office gets lots of e-mails, calls, press releases coming from various institutions, organizations, individuals. This "message noise" makes it really hard to "break" into the news without thinking strategically and realistically and without having good relationships with the media.

Depending on the target audience and the message you should keep in mind that not all types of media are suitable for delivering every message. Once you have your target audience defined as well as your message you should carefully choose the appropriate media outlet for delivering the message. If your message or story is more newsworthy then you should target the media that has strong news team and credibility. If your message or story can be presented as feature with personal background then you should find media outlet that is followed by your target audience and has experience in presenting feature stories or reports well. If your message or story is both newsworthy and has potential for feature as well, then you can target different types of media with different angle of the message or story. Angle is very important because it gives the journalist or the editor certain idea how they can use the story and whether it's relevant at the moment or not.

The news media gives credibility and legitimacy on the topics they report. General public and most decision-makers pay attention to what is selected by the news. On many issues the news agenda directs the policy agenda. When certain issue is reported by the media more decision-makers will pay attention to it. But this is not enough for the topic of early childhood education to get into the news. It must be portrayed in the way that lets decision-makers know what they must do to improve the situation. This is why it is very important how the topic of early childhood education is framed in the media.

Frames are patterns by which the news media organize and present the news. The frame sets the boundaries of the discussion. Inevitably some elements of the story are left out, while others included. Frames are something like storyline or scraps that reporters gravitate toward, such as heroes and villains, the unexpected or ironic twist, and overcoming adversity. Stories have characters, characters have roles, and they carry out their actions in recognizable circumstances towards predictable outcomes. Television in particu-

lar with its “two-minute” storytelling uses compact symbols to tell a familiar story. Frames are powerful because they promote certain interpretations and hinder others, usually without the viewers’ awareness. Frames create tracks for a train of thought.

Portrait vs. Landscape

Most news especially television news try to put a phase on the issue. The impact of the issue on an individual’s life is often more interesting to news reporters than the policy implications in part because they believe that readers and viewers are more likely to identify emotionally with the person.

News stories tend to focus on specific, concrete events using good pictures to tell a short, simple story. A simple way to distinguish story types is to think of the difference between a portrait and a landscape.

In a news story framed as a portrait one may learn a great deal about an individual or an event. But it’s hard to see what surrounds that individual, or what brought that individual to that moment in time. A landscape story pulls back the lens to take a broader view. It may include people and events, but must connect them to larger social and economic forces. Problems framed in such a manner are more likely to invoke solutions that don’t focus exclusively on the individuals, but also the policies and institutions that surround and affect them.

The challenge for advocates is to make stories about the early childhood education landscape as compelling and interesting as the portrait about individual families or children.

Pre-school education and the media in Macedonia

A small research has been conducted by PRECEDE Network in Macedonia during the writing of this toolkit about the covering of pre-school education in the media in the Republic of Macedonia. Since there are no available data on how the subject of pre-school education has been covered in previous years, the focus of the research was on:

- How often media in Republic of Macedonia report on the subject of pre-school education?
- Are the stories about pre-school education written with high professional standards?
- Are the stories based on independent journalist research or were the stories provided by the news agencies?
- How many of the stories were affirmative about pre-school education?

The original idea behind the research was to see how usually media reported about the pre-school education and what style of reporting has been used. Since there was a time limit and no available budget for the research, majority of it has been done in a form of desktop research. The relevant national media, print, electronic and online media who have high rating among the key demographic of 18 to 49 years old were taken in consideration. The media selected were:

- MRTV 1 (Macedonian Radio Television 1st channel/national television/public service)
- Sitel (national television/privately owned)
- Alfa (national television/privately owned)
- Telma (regional television from Skopje/privately owned)
- Tera TV (regional television from Bitola/privately owned)

- Dnevnik (national daily newspaper)
- Vest (national daily newspaper)
- Radio MOF (CSO owned and operated media outlet)
- Telegraf.mk (privately owned news portal)

Subject of the research was the period from June 2010 until June 2014. The plan was to do quantitative and qualitative research and see if the published news articles and stories could be analyzed from the following aspects:

- Section of the program/newspaper or web portal they have been published
- Style of the headline
- Style of reporting
- Approach
- Number of sources mentioned in the article

Research has been done by searching keywords on the media online outlets since there were no other options for the research available at the moment considering all the limitations. Key words that have been used were:

- Pre-school
- Pre-school education
- Kindergarten
- Pre-school activities

The second part of the research has been done with informal interviews of 4 journalists that have been working in Macedonia for the past 10 years. Three of the interviewed journalists are covering education among other topics in their work.

The results of the research were disappointing. There were only two times, in the period June 2010 – June 2014 that pre-school education has been mentioned in the Macedonian media. And both times it was agency news that has been copied, without single example of critically approaching to the news or giving any comment on it.

The informal interviews with the journalists showed that there is great neglect and misconception of pre-school education in Macedonia and overall lack of interest for the topic. Hence, one of the great challenges of advocacy strategy in this case would be to put pre-school education in the focus of the media.

Approaches and activities

You can approach advocacy in 4 different ways:

- **Public approach** generally means mobilizing broad support from government institutions and/or the public through highly visible activities.
- **Private approach** involves working quietly with a few key partners to make changes behind the scenes.
- **Direct approach** means directly asking decision-makers to take action.
- **Indirect approach** involves influencing opinion through a third party such as the media, public or other actors.

Before selecting the most appropriate advocacy approach(es), you should first determine which approach or combination of approaches will be most influential.

Activities should be designed to help advocacy strategy achieve individual objectives, thus slowly moving towards your goal. Here's an example list of advocacy activities and you should always consider pursuing combination of them for each objective. You can also use your own imagination, but make sure to be selective, because you cannot do everything without having negative impact to your strategy in the end. When choosing proper set of activities for each of the objectives think about your expertise, experience, organization capacity, what might have the best impact on your targeted audience and last but not least think of the available budget you have.

These are some of the activities you might consider taking:

- Personal meetings
- Presentations
- Communicating with decision-makers (writing letters, emails, phone calls)
- Document problems for the decision makers
- Engage media to cover your issue
- Hold meetings with decision-makers
- Mobilize groups to support your issue
- Use social media to promote your issue

Step 14: Mapping Advocacy Activities

The following tool should help you map out all the potential activities that you can conduct to meet your objectives. For each activity determine the approximate timing which should depend on activities priority. Identify the person/organization primarily responsible for leading the activity along with partners who will support them and eventual costs for the activity. Try to be as detailed as possible with specific plans and tactics including how they will reach your targets. You should choose no more than 5 activities for each objective.

Objective 1

| ACTIVITY | LEAD PERSON/ ORGANIZATION | PARTNER(S) | TIMING | COST |
|----------|------------------------------|------------|--------|------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Objective 2

| ACTIVITY | LEAD PERSON/ ORGANIZATION | PARTNER(S) | TIMING | COST |
|----------|------------------------------|------------|--------|------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Objective 3

| ACTIVITY | LEAD PERSON/ ORGANIZATION | PARTNER(S) | TIMING | COST |
|----------|------------------------------|------------|--------|------|
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Monitoring and evaluation

Monitoring and evaluation help you in keeping track of your progress and update or change some parts of the strategy on the go so you can have maximise the results of your efforts.

Monitoring measures progress in achieving specific results in relation to a strategy implementation plan.

Evaluation attempts to determine a strategy's worth or significance as systematically and as objectively as possible.

Since advocacy is often a long term effort involving many actors, it requires monitoring and evaluation approach that recognizes the unique, collaborative and complex nature of advocacy work. Advocacy occurs in a dynamic and fast-changing environment, which requires flexibility and at the same time makes monitoring and evaluation all the more essential.

Monitoring and evaluation planning should occur at the start of advocacy strategy development, or soon after it has been developed. It is good to have few people on the team in charge of monitoring and evaluation as early as possible so they can focus on planning the activities and setting up indicators during the entire process. That way, by the time the strategy has been developed you will have all necessary indicators for monitoring ready.

There are four aspects of advocacy strategy that can be measured:

Activities are what advocates do to move their audiences and achieve their goals

Interim outcomes are strategic results achieved between activities

Goal and objectives indicates what advocacy strategy wants to achieve

Impacts are the big changes and benefits that come out of reaching the goal

Unfortunately the case is such that there are never enough available resources to collect data for every part of advocacy strategy. This is why it is important to prioritize the elements that are most essential. Prioritization is never an easy task but you can start by answering following four questions:

What do monitoring and evaluation users want to know?

What is the advocacy effort's unique contribution?

What is the evaluation's time frame?

Who will do the evaluation?

It is also important to determine methods of collecting data which are available to you and that can be used. Traditional data collecting tools are:

Surveys, polls and interviews – Can be print, telephone or online questioning that gathers advocacy stakeholder perspectives or feedback. Online surveys are very popular and very inexpensive method used today. They save your time and money and you can instantly check all the gathered data.

Here is a list of few available tools that can help you create and conduct surveys or polls online:

Observation – Participation in advocacy events to gain first-hand experience and data.

Focus Groups – Facilitated discussions with advocacy stakeholders

Desktop research - Gathering necessary data through online available sources of information

Analytics tools - Gathering data of engagement of target groups and general population on the Internet. These tools are usually free and available within the social networks or are available as commercial solutions.

Google Analytics (<http://www.google.com/analytics/>) is a free and powerful tool for monitoring and analyzing traffic to your website. It is a relatively simple tool to use and is being used by both individuals and big organisations and companies. It provides you with valuable insight in number and type of visitors your website receives every day. With data gathered through Google Analytics you will be able to see what type of content draws more attention and what is the key demographic that is interested in the issue you are advocating for.

Facebook Page Insights provide you with information about your Facebook page's performance, demographic data and how people are discovering and reacting to your posts. This tool is free to use and is available after at least 30 people like your page.

Twitter Analytics (<https://analytics.twitter.com>) is a free tool that helps you gather and manage data from your Twitter account. It works similarly to Facebook Page Insights and provides you with demographic data, how people react to your content and how they share it.

All these tools provide valuable insight in audience that is following you on the internet. Data such as demographics and reaction of the audience to the content you are producing and sharing are just one click away and are completely free.

Polls, surveys and interviews - Gathering data from a larger group of people through polls or surveys used to be rather expensive but with the spreading of internet tools once used by the lucky few are now widely available and relatively inexpensive and with internet usage surpassing 60% (according to the Internet Society's website <http://internetsociety.org>), online surveys help you gather and process necessary data in the matter of days rather than weeks or months.

There are numerous available services for online surveying and polling all of them with relatively similar options. Here are a few that are most commonly used:

Survey Monkey (<https://www.surveymonkey.com/>)

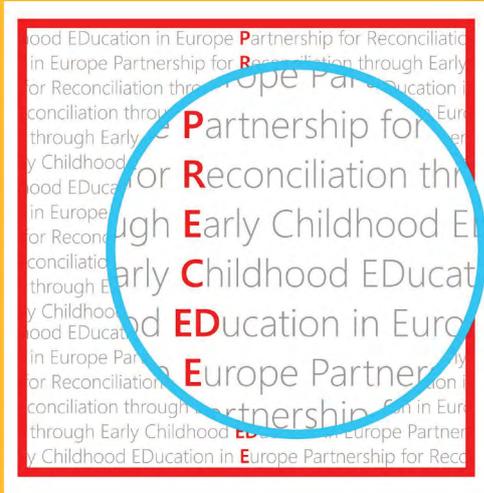
Kwik Surveys (<http://www.kwiksurveys.com/>)

Survey Planet (<https://www.surveyplanet.com/>)

Sample advocacy activities, interim outcomes, goals, impacts and their measurement indicators

| Activities | Explanation | Indicators |
|---|---|--|
| <p>Internet and Social Media:</p> <ul style="list-style-type: none"> Email Newsletter Articles Blog posts Video (Youtube, Vimeo, blog, webpage, etc.) Short messages (Twitter, Facebook) Photos (Facebook, Twitter, webpage, blog, Tumblr, Pinterest, Instagram, etc.) Research papers in e-format (doc, pdf, ppt, etc.) | <p>Use of Internet and social media for reaching target audience and enabling faster communication.</p> <p>Tools most frequently used are:</p> <ul style="list-style-type: none"> Email Mailing lists Websites Blogs Facebook Twitter <p>Tools that might have influence but require greater volume of content production:</p> <ul style="list-style-type: none"> Youtube Vimeo Tumblr Pinterest Instagram <p>Professional social networks:</p> <ul style="list-style-type: none"> LinkedIn Slideshare | <p>Email:</p> <ul style="list-style-type: none"> Number and frequency of sent emails Number of replies received Mailing lists Number of subscribers to the list Mailing list analytics data <p>Websites:</p> <ul style="list-style-type: none"> Number of new websites created Google analytics data Blogs Number of original texts posted Frequency of visits Engagement of visitors (number of likes, shares, comments, etc.) <p>Facebook:</p> <ul style="list-style-type: none"> Number of followers FB page insights data (posts reached, engagement, etc.) FB ads (ROI) Twitter Number of followers Number of favs and retweets Engagement per # (hashtag) |
| <p>Media:</p> <ul style="list-style-type: none"> Press release Meetings with editors Photo opportunity Press conference Interview Press package Online newsroom Features News releases | <p>Pitching stories to selected media to get visibility with target audience.</p> <p>Getting a certain media to agree to promote your activities as part of your advocacy issue.</p> <p>Written communications for print, broadcast and online media.</p> | <ul style="list-style-type: none"> Number of outreach attempts to reporters Number of distributed press releases Number of meetings with editors of selected media Number and types of media partnerships developed Number of articles published in the media after press release sent Number of TV reports after press conference Number of appearances of PRECEDE network members on TV |
| <p>Public campaign for the issue</p> <ul style="list-style-type: none"> TV/radio ads Print ads Online ads Brochures Leaflets Various promotional materials | <p>Preparing and distributing non-commercial contents and materials for promoting the advocacy issue and goal.</p> | <ul style="list-style-type: none"> Number of ads developed (print, online, TV/radio) Number of brochures developed Number of leaflets developed Number and types of distribution outlets for the materials |
| <p>Network building (Partnership and Alliances)</p> <ul style="list-style-type: none"> Meetings Workshops | <p>Joining advocacy voices by bringing together organizations, networks, individuals which have agreement on one issue.</p> | <ul style="list-style-type: none"> Number of meetings Number of workshops held Number of new partners in the network Number of joint meetings |
| <p>Relationship building with decision-makers and stakeholders; Lobbying</p> <ul style="list-style-type: none"> Personal meetings Briefings Presentations Writing letters (e-mails) Making phone calls Workshops | <p>Personal meetings or public presentations with the decision-makers or stakeholders for making the case of advocacy strategy.</p> | <ul style="list-style-type: none"> Number of personal meetings with decision-makers Number of feedbacks from decision-makers after personal meetings Number of briefings Number of presentations Number of meetings with stakeholders Number of sent letters (e-mails) to decision-makers Number of replies Number of workshops held for decision-makers Number of workshops held for stakeholders |

| Interim outcomes | | |
|---|---|--|
| Organizational advocacy capacity and issue visibility | <p>The ability of an organization, coalition or network to lead, adapt, manage and implement an advocacy strategy.</p> <p>Identification of the organization or the campaign as the credible source on the issue</p> <p>Audiences recognitions that the problem exists or familiarity with a policy proposal</p> | <ul style="list-style-type: none"> • Increased knowledge about advocacy, mobilizing or organizing tactics • Improved media skills and contacts • Increased ability to get and use data • Number of requests on advocacy products or information (including downloads or page views of online materials) • Number and types of invitations for advocates to speak as experts |
| Partnerships or alliances | Mutually beneficial relationships with other organizations or individuals who support or participate in advocacy strategy | <ul style="list-style-type: none"> • New or stronger relationships developed • New relationships with unlikely partners • Collaborative actions taken between organizations |
| Awareness, public and political will | <p>Audience recognition that the problem exists or familiarity with a policy proposal.</p> <p>The importance target audience assigns to the issue or policy proposal</p> <p>Willingness of non-political target audience to act in support of an issue</p> <p>Willingness of policymakers to act in support of an issue</p> | <ul style="list-style-type: none"> • Percentage of audience members with knowledge of an issue • Percentage of audience members willing to act on an issue • Online activities on advocacy materials distribution hubs • Attendance at advocacy events |
| Media | Quantity and the quality of the coverage in the print, broadcast or internet based media | <ul style="list-style-type: none"> • Number of media citations of advocate research • Number of stories successfully placed in the media • Number of citations in media • Number of articles in the media reflecting preferred issue framing |
| New advocates | <p>Previously un engaged individuals who take action in support of an issue</p> <p>High-profile individuals who adopt the issue and publicly advocate for it</p> | <ul style="list-style-type: none"> • New advocates recruited • New advocates actions to support the issue • New champions or stakeholders recruited • Champions actions |
| Objectives and Goal | | |
| Policy development, adoption and maintenance | Creating a new policy proposal or policy guidelines and successful passing of the proposal without cuts or other forms of negative change | <ul style="list-style-type: none"> • New proposals or guiding principals • Policies formally established • Funding for policy sustained |
| Funding | New public or private funders or individuals who contribute funds or other resources for the cause | <ul style="list-style-type: none"> • Number of first-time donors • Number of overall donors • Types of donors (individual, philanthropic, corporate, institutional) |



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Partnership for Reconciliation through Early
Childhood Education and Development in Europe

