

# ADVOCACY: means and methods

*Susan Mackay, UN Viet Nam*  
A toolkit for **UN-REDD**





**“Advocacy is the process of influencing people to create change.”**

# What kind of change?



- Political change
- Social change
- Behaviour change

# Technical definition

A continuous process of gathering, organizing and formulating information into argument,  
communicated through various interpersonal and media channels,  
in order to **raise resources** or gain **political and social commitment** for an issue

What do we want?



# Step 1: Identify & analyse the problem



# What is the problem?



- Identify the problem to be addressed
- Analyze causes and consequences
- Prioritise issues to be addressed

## Step 2: Establish advocacy goals & objectives





# Setting Goals and Objectives

Establish your advocacy goals and objectives

- Identify possible solutions
- Prioritize solutions
- Establish advocacy goals and objectives
- What political, institutional, and/or cultural changes need to happen?

**BE  
VERY  
CLEAR  
ABOUT  
YOUR  
ASK!**





If You Don't Know  
Where You're Going,  
You'll Wind Up  
**SOMEWHERE ELSE.**

-Yogi Berra

**S**PECIFIC

**M**EASURABLE

**A**CHIEVABLE

**R**EALISTIC

**T**IMELY

# Step 3: Identify & understand your target audience



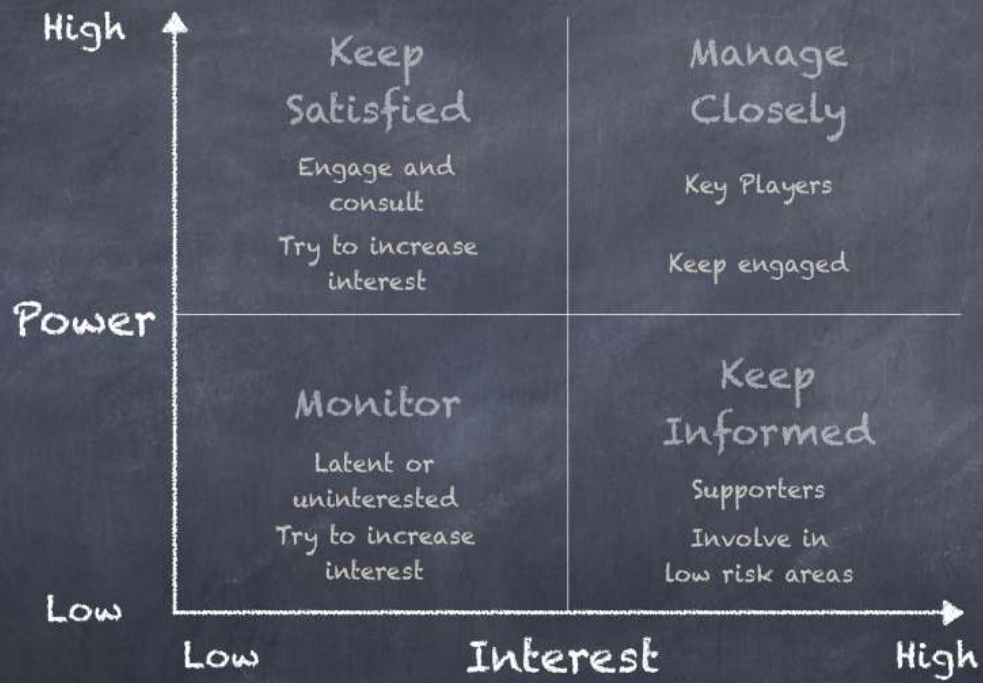
Who has the  
decision making  
power?

*Who holds the  
key?*



Who can act on your proposal?







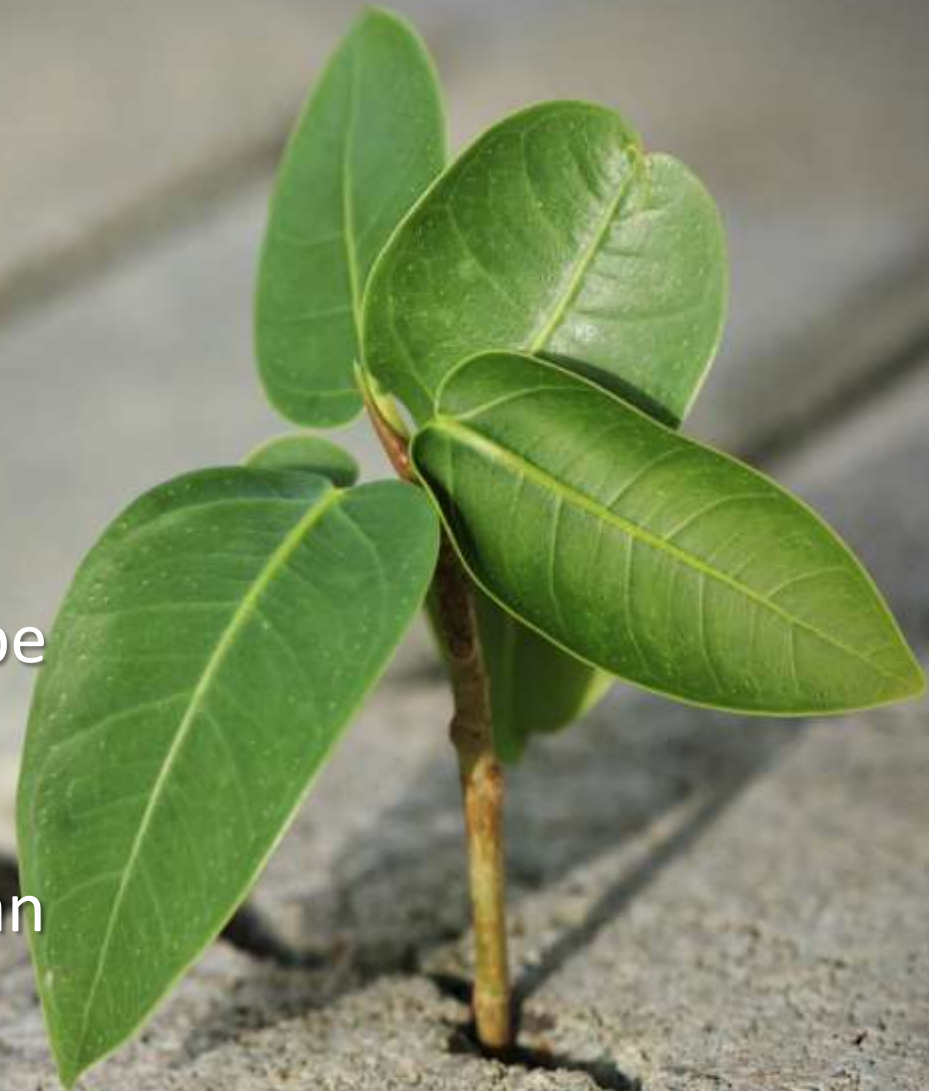
- What do they know?
- What do they think?
- What do they believe?
- What do they do?
- What do they like?
- What kind of argument will convince them?



# Seize opportunity

How / when will decisions be made?

Are there planned or opportune moments you can take advantage of?



INCOMING CALL

! Opportunity  
calling...

ACCEPT

REJECT

## Step 4: Analyze potential influencers



Who can influence them?



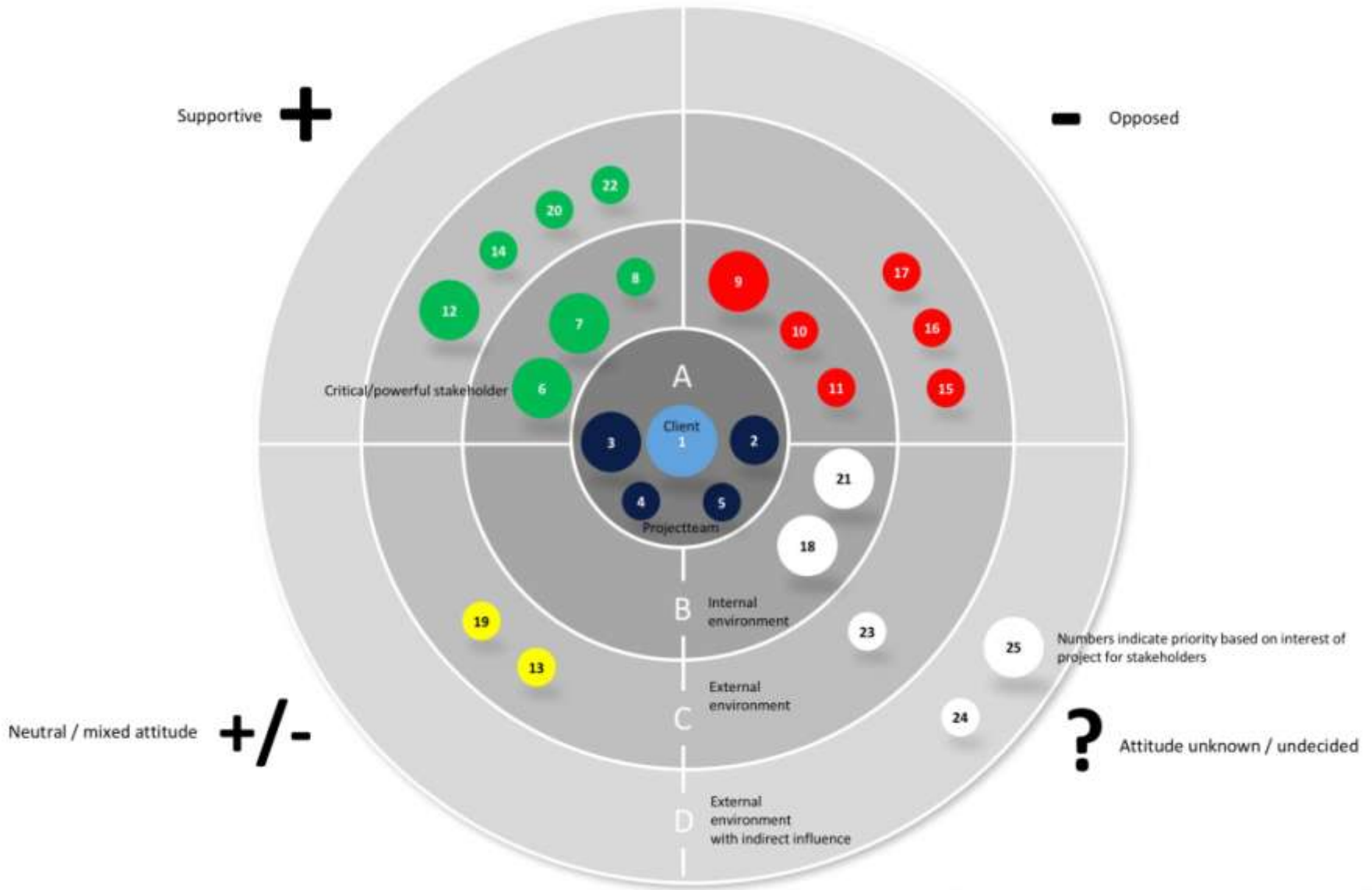
Ally?

Opponent?



Undecided

# Stakeholder analysis: interest, power, proximity, attitude



# What are their interests and motivations?

**What's in it for me?**





*How can we  
persuade them  
to take action?*



# Step 5: Develop key messages, arguments & incentives





**Huh?**

# CLARITY



- clear, compelling, concise
- consistent and convincing
- simple and direct

Repeat and reinforce from a combination of different sources



**“The power of many voices  
with one message.”**

## Primary or core messages

- Are broad – appeal to all audiences;
- the theme that binds your advocacy campaign
- simple and direct in order to gain maximum attention



## Secondary or tailored messages

- support your core message and explain how it can be achieved
- are concise and memorable
- targeted to the needs, perceptions and likes of your key target audience
- answer “what does this have to do with me?”











# Step 6 : Engage media



selling  
customer  
trademark  
commercial  
online  
advertisement  
internet  
radio  
brand  
marketing  
newspapers  
mobile  
media  
ads  
concept  
banner

Advertising



MEDIA  
PUBLIC  
RELATIONS



Opinion/Editorial



EDUTAINMENT





## News Front Page



Africa

Americas

Asia-Pacific

Europe

Middle East

South Asia

UK

Business

Health

Science &amp; Environment

Technology

Entertainment

Also in the news

Video and Audio

Programmes

Have Your Say

In Pictures

Country Profiles

Special Reports

Related BBC sites

Sport

Weather

On This Day

Editors' Blog

BBC World Service

Page last updated at 16:52 GMT, Tuesday, 4 May 2010 17:52 UK

✉ E-mail this to a friend

🖨️ Printable version

## Seeing REDD over forest peoples



### VIEWPOINT

By Arun Agrawal

**By the end of this year, governments may have finalised arrangements for preserving developing countries' forests under the UN climate convention. But, argues Arun Agrawal, forests used to belong to people - and people are being left out of the equation.**

A long time ago - before the Copenhagen summit, before words such as biodiversity or development were invented, before even colonialism - most of the world's forests belonged to people.

People lived in them. People depended on them.

And people used forests for food, for firewood, for timber - indeed, for much of what they needed.

But by the beginning of the 20th Century, governments owned most of the world's forests.

Industrial expansion, coupled with colonialism and blossoming government capacity, made it both desirable and possible for governments to assert control over



Will indigenous groups, and other forest communities, suffer exclusion?

### ▶ THE GREEN ROOM

A weekly series of thought-provoking opinion pieces on environmental topics



#### Pinch of salt

Idea that the world's food production must double "is wrong"

▶ Your comments

### RECENT ARTICLES

- ▶ Time to close global energy gap
- ▶ Mangroves offer win-win opportunity
- ▶ Is wildlife being eaten to extinction?
- ▶ Humanity needs to take 'giant leap'
- ▶ Protecting wildlife in conflict zones
- ▶ Could things go from bad to worse?
- ▶ Fussy eaters - what's wrong with GM?
- ▶ Calls for 'old-fashioned' revolution
- ▶ Payback time for home generation
- ▶ IPCC's 'vital role' in climate policy
- ▶ Decision time for whaling
- ▶ Hooking the 'pirates'

### LINKS

- ▶ Copenhagen summit
- ▶ Richard Black's Earth Watch
- ▶ Earth News

*What will  
success look  
like?*



# Step 7: Develop your activity plan



Lobby



Organize



Educate



Engage



Mobilize





### ACTIVITY PLAN

Activity	Desired outcome	Indicators	Responsible person	Date	Resources

# Step 8: Continuously monitor & evaluate



# Evaluate process

- Are your techniques working? How effective are they?
- Are you reaching your target audience?
- Are the messages and communications channels the most appropriate for achieving your objectives?
- Be prepared to review and revise

# Evaluate impact



- Set your goal and decide how to measure
- Is there firm or anecdotal evidence that your target audiences have changed their attitudes or behaviour?
- Consider conducting market research and opinion surveys to measure effectiveness

Did we get there?



# 8 step strategy



1. Identify & analyse the problem
2. Establish advocacy goals & objectives
3. Identify and understand your target audience
4. Analyse potential influencers
5. Develop key messages, arguments and incentives
6. Engage media support
7. Develop your activity plan
8. Evaluate process and impact

**Good Luck!**



**UN-REDD**  
PROGRAMME

# 4 logical questions

- What do we want?
- Who holds the decision-making power?
- What must we do to convince them to act?
- How will we know if our strategy is working?



# 8 Practical Steps

1. Identify and analyse the problem
2. Establish your advocacy goals and objectives
3. Identify and understand your target audience
4. Analyse potential influencers
5. Develop key messages, arguments and incentives
6. Engage media support
7. Develop an activity plan
8. Continuously evaluate process and impact

# 8 Step Advocacy Action Model

## WHAT DO WE WANT?

1. Identify and analyse the problem
2. Establish your advocacy goals and objectives

## WHO HOLDS THE DECISION MAKING POWER?

3. Identify and understand your target audience
4. Analyse potential influencers

## WHAT MUST WE DO TO CONVINCЕ THEM?

5. Develop key messages, arguments and incentives
6. Engage media support

## HOW WILL WE KNOW IF OUR ADVOCACY STRATEGY IS WORKING?

7. Develop an activity plan
8. Evaluate process and impact