How to convince stakeholders to support development education (DE)?

A toolkit in three parts:

1 Arguments
What is DE? Why is it important? Who are the actors?

2 Methods
Principles of and approaches to successful lobbying

3 Examples
Who did it well? Spotlights on Spain, Poland and the European multi stakeholder process on DE
The following slides will provide information and tips on the following points:

1. What is advocacy?
2. The advocacy strategy
3. Successful lobbying and negotiation

The purpose of this toolkit is to provide you with useful information for advocacy for development education. However, you might use it also as an inspiration for your advocacy efforts in other domains.
Advocacy is putting a **problem** on the political agenda, providing a **solution** to that problem, and building support for applying the solution in order to **change** the situation.
Advocacy aims at **changing policies** of governments, institutions and organisations, in order to **change** the **practice** of these actors.

It is about achieving **specific outcomes** - a change in policies and practices.

Advocacy is a **process**, not an event

It happens at **all levels** – local, national, regional and international.
**Advocacy rules**

**Know your facts!** Over time, you will become a reliable source for politicians and media in your area.

**Network!** This will help you to gain legitimacy. Information sharing will save you resources on research.

**Be legitimate!** Who do you represent? Do you have a mandate? Is there public concern on the topic? Do you represent a strong interest group? Do you have moral and/or legal legitimation?

**Use good timing!** Are there summits, elections or other events taking place? Do they provide opportunities for your cause?

**Keep a long term view!** The anti-slavery movement, the first global movement, took more than 100 years to achieve success. And still continues.

**Don‘t harp on old battles.** Look forward and let losses go.

**What is advocacy?**

**Methods (5/23)**
The following slides will sum up the most important steps in planning an advocacy strategy. As you will see, these steps are quite similar for any project planning process. The steps include:

1. Problem analysis
2. Objectives
3. Stakeholders
4. Strategy
5. Action plan
6. Implementation & Monitoring
Before you start any lobbying action, you should be clear on why you are lobbying, and what for. You should **identify** and **analyse** the problem. A useful tool for this is the **problem tree** (example):
After having analysed the problem, you should fix objectives. Turning the problems into positive statements can help to define objectives and targets. Objectives should be SMART (Specific, Measurable, Appropriate, Realistic, Time-bound). Your policy position should be based on this analysis.
Map and analyse different actors in the advocacy process

Where are YOU on the map?
Who do you represent?

Do you have a mandate?
Your interlocutor won’t listen to you if your cause is not backed by public involvement (public awareness, public action, media attention). Unless you represent an interest group powerful enough to “scare” your interlocutor, or to offer a good opportunity for visibility or re-election. If you have the moral or legal legitimacy, you might “shame” your interlocutor.

Know your facts!
Become a reliable resource for your interlocutor. You might need some research for this, or make connections with other organisations to access their knowledge.

What are your resources?
Not only funds, but also staff, members, volunteers, reputation, skills and networks you are in.

Advocacy Strategy Methods (10/23)
3. Stakeholders

Networking is important!
No organisation is strong enough to need no networking. You gain access to resources and knowledge of others with similar goals. Your priorities may move up on their agenda. Your voice will be amplified when addressing policy makers. However, you must be ready to share your resources (information, access) with your partners. Be dependable in your networking relationships. Your credibility rests on this!

Gain new allies!
Try to convince other actors to become your allies, for example certain media and part of the public.

Do you have competitors or opponents?
What are their interests? Their agendas? Why are they competitors or opponents?

Can your ally become an opponent?
Or your competitor an ally? Or vice versa? Why? Under which condition?

Advocacy Strategy Methods (11/23)
3. Stakeholders

Know your interlocutor!
Is the decision-maker interested in the issue? Did he say something on the issue what you can quote?
What is her/his agenda?
What is her/his power to change?
Does she/he have capacity to allocate funds?
What are the competences and areas of action?
Does he see you as ally, opponent or just another lobbyist?

What are the reasons for a politician to act?
pressure of constitutency/citizens
pressure of lobby groups
public image
national/international commitments
external events
They believe it

What are the limits of your interlocutor?
institutional limits
limits in resources (staff, time)
position towards internal competitors

The main objective of a politician is to be re-elected!

Advocacy Strategy Methods (12/23)
Understand the change process!

In order to set up your strategy, you have to assess all factors and forces which might influence your advocacy efforts. 

**Place the issue in the broader context** to take into account external factors.

There might be **summits** or meetings with political commitments which you can try to influence.

There might be **elections** or other events which can be used to create attention to the issue, or which might result in a change of stakeholders (e.g. changing government)
4. Strategy

Aim to create a *window of opportunity*!

*A set of favourable conditions creating a short period of time during which an opportunity must be acted on or missed.

**Advocacy Strategy Methods (14/23)**
5. Action plan

Set up your action plan!

- **Further research** on each audience
- **Plan activities** for each audience
- Allocate **tasks & develop timeline**
- Agree on **project plan & budget**

You might need to **raise public awareness** on the issue to increase pressure.

Create ways for people to participate, like letter writing, signature gathering, fundraising...

Create a news related story to get **media attention**! In the long run, create relationships with journalists. Be a dependable, reliable source of information!

Keep a long-term, multi-layer view on the process!

Advocacy Strategy

Methods (15/23)
Monitor & evaluate progress!

- **document** what you & others are doing
- **monitor** how your audience reacts
- **evaluate progress** against plans
- **take action**: steer, learn, report, adapt

Long-term goals should be measurable, but short- and mid-term goals might require more qualitative assessment.

There is usually a gap between what you asked for and what you achieve. Far from being negative, this is a sign of "ownership" of the issue by different stakeholders, which is key for the follow-up. For example, the government may not stop arms sales from your country tomorrow, but maybe you can get them to meet with some expert who is visiting for a conference. **It is a first step.**

Look at the potential contained in achievements. New, not predicted "windows of opportunity" might show up. Dare to seize them and **adapt your plan!**

**Learn from your experience!** At least once a year hold a special meeting, to evaluate how the action is going and what needs to be learned for the following year. Try to measure against what you had hoped for at the start of the year. Revise the objectives if needed.
Follow-up

Achieving something is not enough! Assure implementation of achievement. Agree on responsibilities, time table and resources for it.

Keep a long term view! The success of the anti-slavery movement took over a century, and its campaign is still going on!

Don’t harp on old battles! Look forward and let losses go.

Management & co-ordination

Agree at an early stage on the management of the process!

The management should:

- Ensure coordination and internal communications mechanisms are in place and functioning
- Ensure M&E takes place and is documented. Regular activity and progress reports are the basis for review of the plan by the team.
- Make quick decisions to enable rapid response to events and opportunities
- Motivate – give specific, constructive feedback and ensure that everyone celebrates successes, no matter how small
Negotiation

You are not trying to win an argument. If you go into a lobbying situation with that attitude, you will lose.

You are trying to persuade the other person to take a particular course of action that ultimately will benefit your beneficiaries.

Propose compromise solutions (if appropriate), using “if…then” language.

Success only comes from a Win-Win situation.

Successful lobbying Methods (18/23)
Meeting with politicians

Before the meeting

Agree points and questions. Prioritise! Don’t try to cover everything
Agree who is in your delegation (never go alone)
Establish details on the meeting: who? How long? Agenda?
Find out as much as possible about the people you will be meeting.
Anticipate their position and priorities, and what arguments they will use. (However, don’t get stuck in this view – you will need to test it and respond in the lobbying meeting itself).
Assess your sources of power in relation to the lobbying target
Agree who will say what and what roles they will play.
Decide on one person to facilitate/chair from your side
Identify concrete (SMART) asks that they can do for you, as well as your long term objective (which they probably cannot do for you just yet).

Successful lobbying Methods (19/23)
In the meeting

*Keep your cool.* Do not lose the handle no matter what

*Present only pre-agreed points,* don’t diverge into details that distract

*Build relationship* with those you are meeting (e.g. in the coffee break)

*Prepare the basis for further contact,* e.g. ‘We will meet again after the Brussels meeting’ or ‘We will send you that report when it is complete’.

As you progress through the meeting, any item that they agree, or any action that they or you undertake to carry out, your chair should **write it down**.

Finish by your chair **listing what has been agreed** during the meeting, and who will do what, and naming date of when you will next meet.

**Don’t leave without something agreed, even if it is just another meeting** – you must maintain the advocacy process.
After the meeting

Follow-up: Write to them!

Thank for the meeting

Name what has been agreed

Remind them what they committed to

Provide the items you undertook to provide (e.g. report by some group you quoted)
Building relationships

Find reasons for contact
send them newsletters or any research you publish;
invite them to speak at conference/public meeting you organise;
attend their events, etc.

Always be there
Keep turning up (different members of your group showing at launches, conferences,
workshops, etc that they may be at)

Let them depend on you for some things they need (expertise, contacts or simply audience)

Be reliable, keep cool!
Only once ever use emotion to good effect

When you phone or meet, follow up with written response or confirmation

Keep the dialogue open
Show that you are interested in continuing the dialogue and concrete work on agreed issues

Successful lobbying is a long term exercise.
Build up reliable relations and common ownership for the process!
Thank you for using the DEEEP Advocacy Toolkit

This presentation was compiled using elements provided by Angelo Caserta, Conall O’Caoimh and Ian Chandler (www.thepressuregroup.org)

For any questions, feedback or remarks, please write an email to advocacy@deeep.org

Also check out the rest! The toolkit comes in three parts:

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