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**ADVOCACY**

Disarmament  
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Peace lobbyists

Social Progress

Nonviolence

Minorities

Human rights

Indigenous leaders

# ADVOCACY GUIDE

*A tool for influencing opinions  
and decisions contributing to  
peace and human rights*



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## **ADVOCACY GUIDE**

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Foreword from our

# Secretary General

Dear members and partners,

Globally, we are witnessing the destructive consequences of violent conflict and war on people and the planet—especially on the most vulnerable populations and areas—while our space for civic engagement is often shrinking. In this context, our work contributing to peace, the promotion and respect of human rights, and for the voices of civil society to be heard is more important and timely than ever.

Our resilience, achievements and worldwide support give us the strength to strive for a more just and peaceful world. We hold in common the principle of nonviolence, a powerful and just approach for change and a long Catholic tradition, upon which our activities are based. This includes our advocacy actions aimed to inform the public about injustices as well as to push and lobby for policy changes by influential actors upon political parties, governments, regional and international organisations, armed groups, corporations and the Catholic Church.

Together with our partners, we seize opportunities to influence policies for human rights and peace. Through this advocacy guide, the International Secretariat wishes to contribute to the advocacy work of our peace movement and partners. Your courageous work and steadfast commitment to human rights and peace, such as through the advocacy examples mentioned in this guide, give us hope and show that advocacy can bring about change.

I wish you pleasant reading and hope this guide can be of use for your important work!

In peace,



Greet Vanaerschot



# Introduction

*“An authentic faith always involves a deep desire to change the world, to transmit values, to leave this earth somehow better than we found it.”*

*Pope Francis, The Joy of the Gospel (Evangelii Gaudium), 183*

From the local to national and international levels, our peace movement has been involved in advocacy efforts, such as fasting campaigns, demonstrations, media interviews, debates and meetings with church leaders. In our actions, we work together with civil society members, faith-based actors, community leaders and other partners to strengthen our voice in advocacy arenas.

This advocacy guide brings together years of advocacy experience from our network’s members and partners around the world. This advocacy guide is intended for all—whether you are new to this work or deeply experienced in advocacy. We begin by giving an understanding of what advocacy is, but then advance further by sharing examples of effective advocacy work by our network, steps on how to strategise, and tools for advocacy actions.

We would like to emphasise that the best and most effective way to carry out advocacy work will depend on the specific context. In some parts of the world, policy-influencing work can be dangerous, and strategies need to be very carefully deliberated and planned. Also, it’s important to always consider if advocacy is the right avenue to bring about the needed change or if other actions should be taken instead or can be complementary to advocacy work.

SDG training  
Pax Christi International  
Asia-Pacific Consultation  
Manila, December 2017



# Understanding advocacy and its importance

## Meaning of advocacy

We understand advocacy as efforts to influence public opinion and decision-makers for a more just and peaceful society in order to improve the conditions of our members, partners and people experiencing human rights violations, injustice, violence and insecurity. Decision-makers can be politicians, policy-makers and others who have the power to bring about changes, including company shareholders, military chiefs and bishops.



In this guide, we differentiate between two different types of advocacy: advocacy campaigns and lobbying. Both are aimed at increasing our scope of influence to change policies relevant to our peace and human rights work. The main difference between the two is that advocacy campaigns are intended to push decision-makers to change their policies while through lobbying we do it in cooperation with them. Each can complement the other. The difference between advocacy campaigns and lobbying is further explained in the paragraph below.

### **Advocacy campaigns**

Through advocacy campaigns we seek to influence or compel decision-makers to change their policies by highlighting issues for which they are responsible and by amplifying our messages, which often involves mobilising our network and the wider public. These actions are aimed to impact the position of decision-makers, as their constituencies will hold them accountable for taking policy actions on issues that affect them or those about which they most care. Advocacy campaigns may include:

- Demonstrations
- Processions
- Witness missions
- Research
- Polls
- Petitions
- Press releases
- Media interviews
- Opinion articles
- Social media campaigns
- Lawsuits
- Boycott of products

Our participation with partners in a torchlight procession in Oslo following ICAN's Nobel Peace Prize award ceremony, December 2017



# Lobbying

Lobbying is a specialised form of advocacy where instead of demanding changes from decision-makers, we collaborate with them by sharing proposals for their policy work in informal ways. For this it's important to have good relationships based on trust and cooperation. The aim is to create win-win situations where we can help the decision-makers with their work, while we also help improve the situation for the people for whom we work. Some examples of lobbying:

- Personal letters
- Emails
- Off the record meetings
- Phone calls
- Coffee, lunch, dinner, meet-ups
- Talks at receptions
- Private social media messages
- Work visits with policy-makers
- Exchange of documents
- Sharing of text proposals
- Joint events
- Joint projects



**Mary Yelenick, Pax Christi International's Main Representative at the UN in New York, delivering a letter to the USA mission**

## *The world needs more peace lobbyists!*

*In cities like Washington, Brussels, Geneva and capitals around the world, massive numbers of corporate lobbyists are defending the interests of foreign governments and companies in policy areas such as trade, defence and political affairs. Did you know that corporate lobbying is a billion-euro industry in Brussels with about 25.000 corporate lobbyists? NGOs are greatly outnumbered and outspent, so it's important to counterbalance this by being the 'other voice' lobbying for peace, human rights and sustainable development to prevail over political and economic interests.*



## Our peace movement's advocacy work

Many Pax Christi International member organisations and partners do advocacy work, while joint work also takes place within countries and between countries and regions. In addition, the International Secretariat facilitates common work on priorities. Strategies and actions at the national and international level are coordinated through working groups composed of people who are part of our membership and network.

For its advocacy work, Pax Christi International can count on the help of volunteer representatives based at several international organisations. Through our representatives, we are currently active at the United Nations (UN) in New York, Geneva, Vienna and Paris (UNESCO), thanks to our consultative status which we received in 1979; the United States (US) government in Washington, D.C. in coordination with our US members; the Council of Europe (CoE) in Strasbourg; and the European Union (EU) institutions in Brussels.

The International Secretariat also facilitates advocacy learning, exchanges and strategising during its regional consultations. During the consultations, peace and human rights challenges that our members and partners face are discussed, as well as advocacy strategies to respond to them. After consultations in the African region (2016), the Asia-Pacific region (2017), and the Latin American region (2018), the next consultation will take place in Eastern Europe (2019).



## Importance of our advocacy work

Around the world, Pax Christi International, its members and partners have been involved in advocacy campaigns and lobbying leading to important policy changes for the advancement of human rights and peace, of which some examples will be given in the next chapter. In the current worldwide context, it's important that we continue to do advocacy work and even increase our activities when possible, as our peace movement has an important added value in the advocacy arena, such as:

- Giving Catholic views on international affairs on issues of human rights and peace.
- Bringing the voices of our members and partners to the public debate and to policy levels, while including them in our struggle for change.
- Holding decision-makers accountable for their choices and pushing them to make policy decisions that advance human rights and peace.
- Contributing to the promotion of nonviolent solutions to violent conflict and violence based on the experience of our members and partners as well as Catholic social teaching.

## Examples of advocacy work by our peace network

In this chapter, we share examples of advocacy work by our peace movement and our partners from around the world that resulted not only in crucial policy changes, but also effectively informed, empowered and mobilised people and the media. These examples show that advocacy results come from years of work by dedicated teams of civil society members working together and representing key constituencies, including faith-based ones. Also, it shows that effective advocacy work often involves a combination of advocacy campaigning and lobbying.



**Latin America members and partners speak at a press conference after a consultation on communities' nonviolent resistance to the extractives industry May 2018, Mexico**



CHURCH INTERNATIONAL ORGANIZATIONS PEACE CATHOLIC CHURCH

## Pax Christi presidents promote Catholic Nonviolence Initiative

**Pax Christi International lobbies church leaders at the Vatican on nonviolence.**

[Pax Christi International](#) initially proposed to the Vatican that Pope Francis write a World Day of Peace message on nonviolence in 2013. Several years later, after regular contact with Cardinal Peter Turkson and other church leaders, Pax Christi International organised the Vatican co-sponsored conference on nonviolence and just peace, which took place in April 2016. We brought 85 people from around the world to discuss the need to call the Church to re-commit to the centrality of Gospel nonviolence. Significant media attention was given to an [appeal](#) to the Catholic Church that was written during the 2016 conference and promoted by the [Catholic Nonviolence Initiative](#), our project founded following the conference. We made a formal proposal that Pope Francis write the World Day of Peace message on nonviolence and provided extensive background material to make that easier for the Vatican to prepare. In 2017, the theme of Pope Francis's [World Day of Peace message](#) was "Nonviolence, a style of politics for peace". A second conference will take place in early 2019 focusing on the work of five online roundtables which met for more than a year and from which the Vatican will receive important material exploring the many aspects of nonviolence. We have maintained regular contact with the Vatican about the possibility of a major social teaching – possibly an encyclical – on nonviolence.



**Pax Christi International representatives lobby at the UN for the nuclear weapons ban treaty.**

The Pax Christi International representatives in New York and Geneva have been highly active in advocating for the [Treaty on the Prohibition of Nuclear Weapons](#) (TPNW) at the UN, working closely with members and partners in the International Campaign to Abolish Nuclear Weapons (ICAN). Joint efforts of the disarmament movement have led to the adoption of the treaty in July 2017 and the recognition of the work of ICAN through the 2017 Nobel Peace Prize. In the period leading up to adoption, Pax Christi representatives worked on text proposals for the draft treaty text that fed into the work of ICAN which led to concrete changes. Representatives also lobbied a number of government representatives at the UN urging them to approve the treaty. They helped organise a side-event at the UN in New York during the treaty negotiations, interfaith services each day of the negotiations, and the public showing at the UN in New York of a documentary film highlighting the work of Catholic disarmament activists. More recently, the Pax Christi team has delivered letters to UN Missions urging the signing and ratification of the TPNW. Through its sustained and visible work at the UN and its active participation in a number of non-governmental organisation (NGO) working groups, the Pax Christi UN team has built strong connections with other organisations and country missions.



### **DHUMA supports the Aymara community in Puno in undertaking nonviolent actions.**

In Peru, almost half of the people belong to an indigenous group. The Aymara in the region of Puno have seen the water of the Condoraque River contaminated by a tungsten mine that opened near their community in the 1970s. The contamination affected not only their environment, but also their health and those of their animals. The indigenous people were not consulted before the mining operations began their activities. When the mining company left in the 1990s, it did not restore the damage it caused. Another mining company later began operations in the area on the condition that it repair the environmental damage caused by the first mine, but didn't do so. The association Human Rights and Environment ([DHUMA](#)) – a member of Pax Christi Peru and [supported](#) by the Maryknoll Office for Global Concerns, a US member organisation – has been working together with the community in monitoring the water and on a legal defence case in court. DHUMA facilitated various training sessions for informing communities about their rights and an advisory group, as well as the strengthening of their capacities for undertaking nonviolent action to claim their rights. After years of advocacy actions, the mining company has finally launched a plan to restore the Condoraque River back to a healthy state. This remediation is still under implementation and its full compliance is now under surveillance by the Aymara community and DHUMA.



### **Pax Christi Toronto joins campaign for a Canadian ombudsperson for the extractive sector.**

[Pax Christi Toronto](#) partnered with [Development & Peace](#) which has been campaigning for more than ten years for an ombudsperson to be appointed to handle complaints from communities negatively affected by Canadian extractive industries abroad. They have learned about the extractives situation in Latin America and from solidarity visitors. Pax Christi Toronto has worked with Development & Peace and KAIROS to bring the message to their parishes and religious communities, joined public rallies, and written letters to Members of Parliament and Prime Minister Justin Trudeau together with Pax Christi Montréal and Pax Christi International. Support by Latin American and Canadian Church leaders – including a [letter](#) from the Canadian bishops conference to Prime Minister Trudeau – and media attention from outlets such as the [Catholic Register](#) were crucial. This ongoing work of many peace and justice organisations led to the Canadian government's decision in January 2018 to set up an ombudsperson, the first country in the world to do so! An appreciation letter sent to the Canadian government by Pax Christi Toronto, Pax Christi Montréal and Pax Christi International asked that the ombudsperson's office be independent, have the power to investigate, and have the necessary budget to be effective in its activities. A reply was sent by the Canadian government explaining what first steps they are taking in setting up the ombudsperson's office.



### **Pax Christi Flanders joins campaigns and lobbies KBC bank for nuclear weapons policy changes.**

Since 2015, [Pax Christi Flanders](#), as part of the Nobel Peace Prize-winning International Campaign to Abolish Nuclear Weapons ([ICAN](#)) has used advocacy campaigns to put sustained pressure on the Belgian KBC Bank in regards to its policies and investments on nuclear weapons. Pax Christi Flanders did this in the context of the annual [Don't Bank on the Bomb](#) report from Pax Christi International's Dutch member organisation PAX and through a coalition of Belgian peace organisations against nuclear weapons. The coalition met regularly with KBC staff, were engaged in media work through op-eds and press releases, and held a demonstration at KBC's headquarters in Brussels. After generating significant pressure on the bank to change their policies, on 8 June 2018, the KBC bank [announced](#) that it will no longer invest in nuclear weapons. Companies involved in the production or development of nuclear weapons will therefore be excluded from all KBC group activities. In a press release, the bank explicitly referred to the Treaty on the Prohibition of Nuclear Weapons endorsed by 122 UN member states on 7 June 2017 as the basis for its decision to exclude nuclear weapons producers. Several major banks and pension funds also have changed their policies regarding nuclear weapons. In the coming months, Pax Christi Flanders, with the Belgian coalition, will release a report and additional actions are planned towards banks such as BNP Paribas and ING.



### **Pax Christi Germany campaigns and lobbies a company to stop doing business in the OPT.**

Since 2013, [Pax Christi Germany](#) has been actively campaigning and lobbying one of the 30 companies in the German stock index operating a big plant exploiting Palestinian natural resources in the illegally occupied Palestinian territories (OPT) and two production plants in the illegal Israeli settlements in the West Bank. As lobby and advocacy work is ongoing, the name of the company is not disclosed. Each year they attend the shareholders' assembly, speak to the shareholders, publish press releases and deliver leaflets through a rally of Pax Christi Germany members and local NGOs. Pax Christi Germany is in contact with the company's management using information gained from Israeli and Norwegian NGOs. For years the company has always explained that their activities adhere to national and international law, which is actually not the case. A few months ago, the management of the company decided to withdraw from the settlements. The strategy of Pax Christi Germany has been to tell the company, the shareholders and the public again and again that the company's activities undermine international law and damage its reputation. They have been successful due to their persistence and growing cooperation with NGOs in Germany and abroad, because some big pension funds in Scandinavia and in The Netherlands excluded the company from its funds and because the German company fears for its international reputation.



### **Pax Christi Philippines lobbies the government to institutionalise peace education.**

Almost 30 years ago, the Peace Education Network (PEN), a network of Philippine civil society including [Pax Christi Philippines](#), proposed to the Secretary of the Department for Education to undertake a more systematic teacher orientation and human resource development for peace education and a more systematic utilisation of peace education materials. The absence of a response did not stop PEN from pursuing this goal. In 2006, PEN collaborated with one of its members, the Office of the Presidential Adviser on the Peace Process (OPAPP), to have peace education established in the country. Executive Order 570 on institutionalising “Peace Education in Basic Education and Teacher Education” was adopted in 2006, followed by the implementing rules in 2008. When the possibility of adopting a Bangsamoro Basic Law—a law that would grant Muslims in Mindanao greater political autonomy—was on the horizon, the Center for Peace Education (CPE), the Philippine Council for Peace and Global Education (PCPGE) and youth from Pax Christi Miriam College successfully lobbied Congress to include peace education in the draft law, which unfortunately was not adopted. In 2018, when the new Congress resumed deliberations on the Bangsamoro Organic Law (BOL), lobby work continued. The BOL was passed by Congress in July 2018 with a provision on institutionalising peace education in all levels.



### **Pax Christi Uvira brings together community leaders for the integration of Burundian refugees.**

[Pax Christi Uvira](#) has organised meetings with local leaders in the Fizi territory of the Congolese province of Southern Kivu for Burundian refugees settled in and outside refugee camps to peacefully coexist with their host community. The meetings brought together both the community leaders and representatives of the Burundian refugee group to discuss ways on how to integrate both groups to have a peaceful society. In consultation with the local leaders, the host community agreed to share arable land with Burundian refugees for their agricultural work. Furthermore, the children of Burundian refugees now study in the same schools with those of the host community and receive humanitarian assistance and protection by Pax Christi Uvira and other stakeholders giving assistance, such as the United Nations. The host and refugee communities also integrate through sharing other community spaces, such as markets where they buy groceries. Furthermore, both communities participate in community resilience and ad hoc peace groups that Pax Christi Uvira organises. The lobby work for community resilience succeeded because both communities were brought closer together through meetings with their leaders, but also by integrative activities. It has also been very helpful that Pax Christi Uvira is very much anchored in both communities and is highly trusted and respected.



### **Africa Reconciled lobbies an influential leader for community radio in Southern Kivu.**

[Africa Reconciled](#), the newest member of Pax Christi International, works with several groups in Kivu in Eastern Congo. Since the beginning of 2017, they advocated for the installation of community radio in the Irambi Katana territory of Kabare (Southern Kivu). The population was in dire need of communications. Local communities in Katana were not able to access the information they needed in a timely manner. This was expressed to Africa Reconciled by the local population in talks with them. Political leaders at both local and national levels have remained insensitive for a long time, while the lack of information was a hindrance to the community's development. However, it was important for Africa Reconciled to fully understand the extent of the needs, so they organised focus groups with the local population and key people in the community to consult with them. This also enabled the organisation to identify influential local people and those from the community (but living elsewhere) to contribute to the solution. Following lobbying efforts, a politician of Katana origin has decided to set up a radio channel for the community. This gives hope to a population that has for a long time been in misery as victims of the armed conflict. Their work has been successful thanks to their advocacy messages being linked to the importance of information and their ability to convince key influential people.



### **SIPAZ accompanies indigenous people in Southern Mexico in advocating for their rights.**

In the Southern Mexican state of Chiapas, home to the largest diversity of indigenous peoples in Mexico, the struggle for the right to self-determination and autonomy is an historical struggle. This was one of the central demands of the Zapatistas in the San Andres Accords in the nineties. Since 1995 [SIPAZ](#) (International Service for Peace), a partner organisation of Pax Christi International, has accompanied indigenous peoples in their struggle for self-determination and autonomy. This accompaniment has included nonviolent actions convened by the indigenous peoples and organisations, as well as joint advocacy actions. As a result, the Electoral and Citizen Participation Institute of Chiapas has recently recognised the municipality of Oxchuc as mostly indigenous so that elections will take place according to their own rules instead of those of political parties. Next a consultation with the population of the municipality will be held to confirm if and how the elections will take place according to their customs. SIPAZ has supported indigenous communities in their abilities for mobilisations as well as for lobbying and legal actions at the state and federal levels. What contributed to the success of their actions is that they could count on the support of thousands of indigenous people grouped in the Movement in Defence of Life and the Territory ([Modevite](#)).

# Strategising for effective advocacy work

## Strategise your advocacy work

After getting to know inspiring advocacy examples from our peace movement and partners, we now move on to your organisation's or group's policy-influencing work. This part of the advocacy guide will focus on the importance of strategising advocacy work. You can make use of opportunities as they arise, but you will have stronger results if you carefully choose the advocacy work on which to best focus your resources and energy, the strategies to bring about concrete changes, and the plan for accomplishing this.

Since decision-makers hold the power to make changes, the policy impact of your advocacy work isn't in your hands—your influence depends on your political and public debate space. Thinking and acting strategically can really help. Your strategic advocacy work also will mean that you will monitor and evaluate the results of your policy-influencing efforts on a regular basis and, if necessary, adapt or change your strategies for increased impact.



### *Five benefits of strategising your advocacy work!*

- 1. More concrete results by choosing your focus*
- 2. Less being overwhelmed, more structure*
- 3. More clarity for your members and partners*
- 4. Easier to communicate about your advocacy results*
- 5. Increased support from your network and funders*

## Strategise while being flexible

Strategising your advocacy work doesn't mean you will be able to plan all your strategies and actions in advance. Advocacy take place in a fast-paced and changing political environment, so it's important to constantly monitor developments and assess how they influence your work, while making the necessary readjustments. Examples of developments to track include: hot topics that have surged in the media, policy changes, new cooperation opportunities, decision-makers leaving and taking up offices, and sudden security threats against your work. Being flexible also means that some room is left for ad hoc advocacy work on unexpected issues that your organisation or group absolutely should respond to – if they affect your members or partners or they relate to your funding and programs.



Advocacy strategy training,  
Pax Christi International Africa  
consultation, Johannesburg,  
December 2016



## Eight steps for building an advocacy plan

How do you concretely strategise the advocacy work of your organisation or group and what steps could you take? The eight-step approach explained in this chapter can help you develop a plan for effective advocacy work with your members and network. It should be noted that these steps are part of an ongoing process, meaning that when arriving to step 8, one should go back again to step 1 to continue strategising. Following are descriptions of each step along with different advocacy exercises to use in order for the results to be included in your advocacy plan.



The first step is to define within your organisation or group why advocacy work is relevant and how it advances your mission, vision and objectives. This will help with gaining support and getting everyone on board for the implementation phase. The discussions need to take place with those involved in decision-making and implementation, such as board members, the Secretary General, staff and volunteers working on communication, advocacy, research, publications, event organisation and fundraising.

You can use the information obtained in this first step for further strategising work and decision-making in the subsequent steps. By doing this team exercise, it will also be easier for your organisation or network to make visible to your members, network and funders how you are advancing your mission, vision and objectives through advocacy activities in significant ways. This way you will build both internal and external support for advocacy.

**Tip:** Organise reflection sessions with input from external experts. Possible topics include: What have been the results of our advocacy work? What can we learn? How is our work perceived by our members, journalists, policy-makers, other NGOs, funders and the public? What is our added value in the advocacy arena and on which issues? Are there any developments or trends that we should consider for our future work?

## STEP 2

### • ASK YOUR MEMBERS AND PARTNERS FOR THEIR INPUT AND INVOLVEMENT

To increase support for your advocacy, involve your members, the people who give you legitimacy, and your partners with whom you are and will be closely cooperating. What are the expectations from the people you represent? What focus would they like to see in advocacy work? In what ways would they like to be included in your advocacy activities? On which issues would your partners like to work together and in what ways? These are all very important questions when strategising advocacy work.

It's good to have these consultations regularly so that you know that you are right on track or that adjustments are needed. However, in organisations like ours it's also important to manage expectations. While many peace and human rights challenges exist, we can't do everything, so we need to choose. Thus, it's important to be clear to your members and partners about what you realistically can and should take up and also on what help would be needed for the realisation of your advocacy work.



## STEP 3

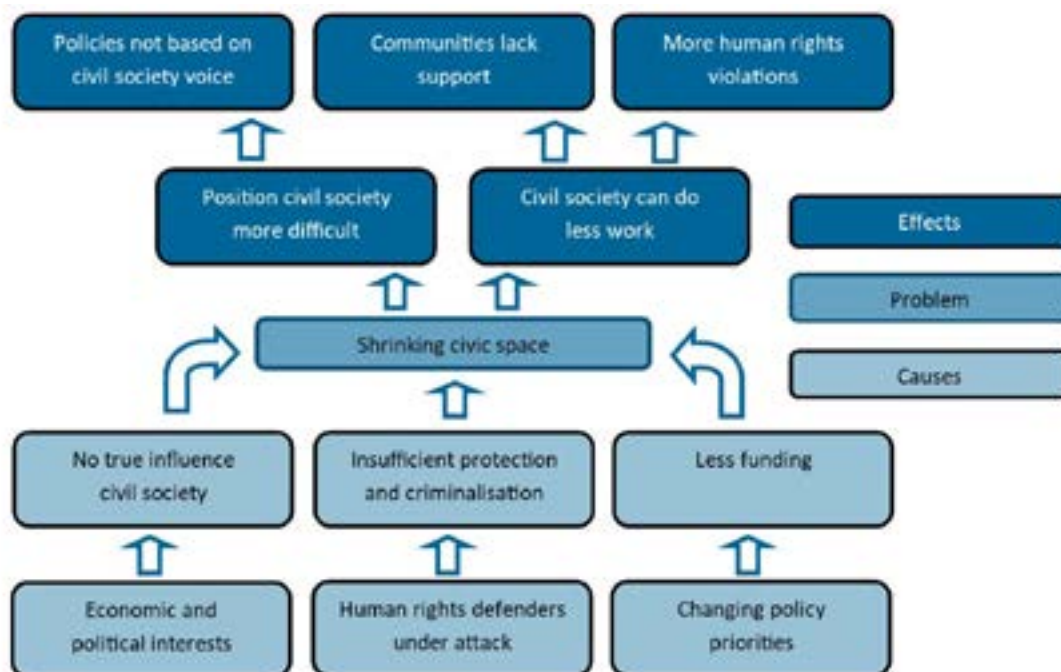
### • ANALYSE THE CORE PROBLEM YOU WANT TO CHANGE

Based on discussions on your advocacy work, you have been able to detect a core issue or issues that your organisation or group could focus on. Otherwise you could do an additional brainstorming. The next step would be to analyse, preferably with the people who are affected by it, the essence of the problem you would change, its causes and its consequences.



Your organisation or group can do this analysis through the 'Problem Tree' exercise. Use a poster with a tree drawn on it, with the core issue at the centre, in the trunk of the tree. The participants in the exercise then reflect on the causes and effects of the core problem, writing them down on sticky notes and putting the causes on the roots and the consequences on the leaves of the tree. You can then create solutions by translating effects and causes into solutions and, as part of the next step of the eight step-approach, translate them into advocacy goals and objectives.

## Example of Problem Tree Exercise on shrinking civic space



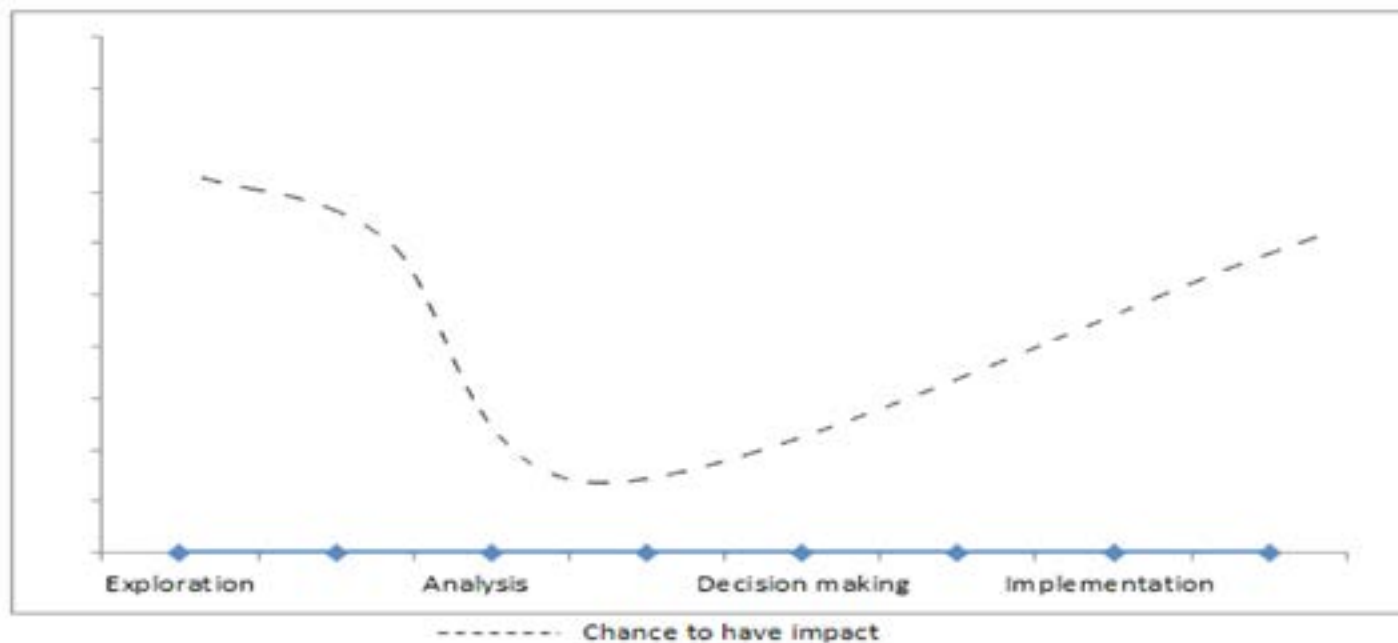
### STEP 4

#### • CHOOSE YOUR ADVOCACY STRATEGIC GOAL AND OBJECTIVES

Next, choose your advocacy strategic goal and objectives, aiming to bring about change regarding the analysed issue. What policy solutions can solve the causes and effects taken up in the Problem Tree (e.g., if there is insufficient protection of human rights defenders, one solution might be to train those who can protect). Based on this analysis, formulate a strategic goal that must state what you want to change in terms of policy-making, implementation and evaluation, while considering these questions:

- Is this a goal that our members would like us to contribute to?
- In what phase is the policy process and what can we ask (see graphic)?
- Do we have messaging capacity in terms of expertise and means?
- Could we have good cooperation with members and partners?

### Graphic on the policy cycle and chances of impact



Then select short- and mid-term advocacy objectives as steps that will lead you towards the advocacy strategic goal. When formulating both the advocacy strategic goal and the objectives, formulate them as “SMART” as possible: Specific, Measurable, Achievable, Realistic and Time-bound. Your advocacy milestones will be clearer and easier to share and celebrate with your members, network and funders.

## *Example of advocacy strategic goal and objectives*

***Strategic goal:*** During the next budget round in January 2019, the Peruvian Minister of Justice will agree to start a program to train 200 judges and lawyers for the better protection of the rights of human rights defenders.

***Objective:*** By September 2018, national media will incorporate into their news agenda the situation of human rights defenders and the proposal for a training programme.

***Objective:*** By October 2018, the Ministry will launch a consultation with Pax Christi Peru and other civil society members on the proposal for a training programme.

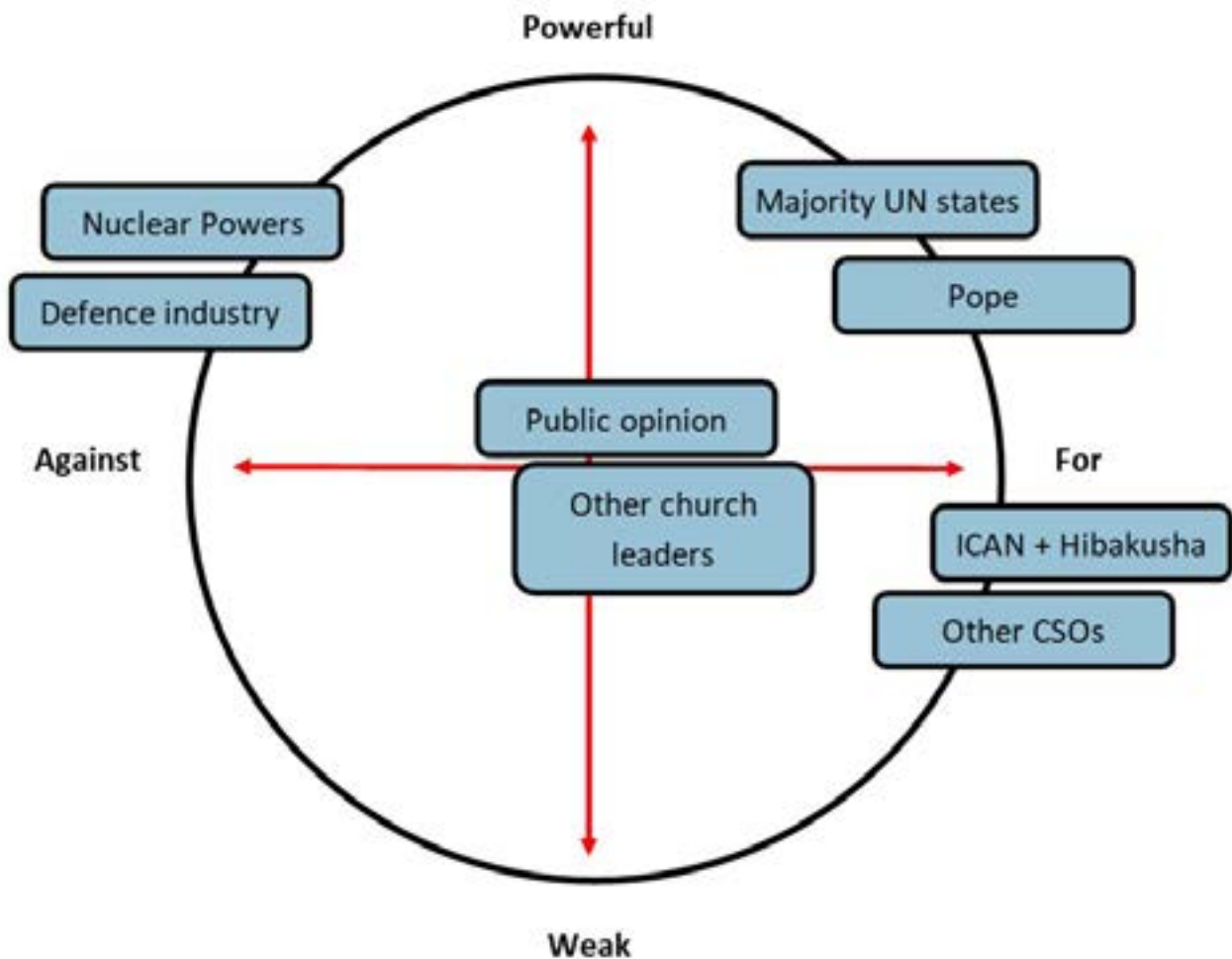


Advocacy strategy training, Pax Christi International Africa consultation, Johannesburg, December 2016

The next step is to identify possible stakeholders regarding the policy issue your organisation or group wants to affect—only by reaching out to them will you be able to achieve your advocacy strategic goal and objectives. Stakeholders can include the public, politicians, policy-makers, CEOs and church leaders as well as other civil society organisations. You can use the ‘Stakeholder Analysis’ exercise to get an overview of the stakeholders relevant to your strategic goal and objectives, their positions and their influence.

On the basis of the results of the stakeholder analysis, you can make a list of key people who are primary targets for your advocacy work, people who might be able to influence your primary targets, potential allies and potential spoilers. When reaching out to people, it’s important to consider their mandates and positions, interests and strategies, their strengths and weaknesses, your links with them and the best ways to communicate with them.

### Example of stakeholder analysis on the nuclear weapons ban treaty



After going through the previous steps aimed at making analysis for your advocacy work, the next step of strategising is to use the results to make an advocacy plan for your organisation or group to move towards action. You will need this plan to work with your members and partners towards your advocacy strategic goal and objectives in a planned manner and through concrete activities. This plan will also help you to look for resources for those activities. It's important to involve the people who need to approve and implement the advocacy plan, so that the plan has broad support within your organisation or group. This will also help everyone to be on board for the implementation phase of the advocacy plan and to take up their tasks for its realisation.

Are you ready?

Organisations and groups make advocacy plan documents in various ways and based on different models, so feel free to make a version that will work best in your context, with your people and corresponding to your capacities. What is important is that the document is clear to the people you will work with and your funders, and that you update the plan regularly to incorporate the necessary adjustments. Consider incorporating the following information in your advocacy plan of your organisation or group:

- How advocacy contributes to your mission and vision
- Issue you will focus on and its problem analysis
- Policy context including processes and key moments
- Advocacy strategic goal and objectives
- Stakeholders and your tactics in approaching them
- Relevant policy documents, materials and research
- Timetable with activities (what, when, who involved)
- Internal organisation, budget and resources
- How you will do monitoring & evaluation

***Tip:** It's recommended to make an advocacy preparedness assessment with your organisation or group to get an idea of your current capacities and what more is needed to deliver the new plan. Some questions can be: What are your organisation's or group's strengths to use and weaknesses to improve (e.g. expertise, legitimacy, finances, bureaucracy, staff)? What advocacy experience is missing with regard to foreseen activities and how can coaching and training help? Are the internal procedures for quick responses clear?*

In this phase, your organisation or group will move towards your desired results by implementing the advocacy plan with your members and partners. It will be an exciting and enriching experience for all those involved in your work. Together you can make your organisation or group more visible in policy and public debate spaces, build new relationships and bring your messages across to the public and policy-makers!

Good coordination is key for the implementation of an advocacy plan, so it's good to have a person who keeps the overview of the implementation of the advocacy plan and motivates people to give input and reach deadlines. This person also can make sure that standpoints are taken in line with those of your organisation or group. If your members and partners communicate conflicting messages on your policy issue, your credibility and trustworthiness are undermined. With regard to coordination, it's important to have regular meetings to discuss the implementation with all those involved looking at results, developments, adjustments of strategies, as well progress.



**Pax Christi International  
Mexican delegation,  
EU advocacy meetings,  
Brussels, October 2017**



## Five tips and tricks for the implementation of your advocacy plan

1. Use social media and newsletters to be updated about relevant developments.
2. Don't stay behind your computer: go out and make contacts with other civil society members, decision-makers and even sympathetic corporate lobbyists.
3. Relationships are key. Invest in them, and don't underestimate the influence of assistants, secretaries and other staff members of decision-makers.
4. Keep track of decision-making processes by exchanging information and policy documents that are not yet publicly available with your contacts.
5. Join advocacy networks and coalitions that increase the impact of your advocacy work.

### STEP 8 • ENSURE REGULAR MONITORING & EVALUATION

While implementing your advocacy plan with your members and partners, it's important to regularly monitor and evaluate your advocacy work. Through monitoring you can collect information about the specific results of your advocacy efforts and what to consider for future work. On the basis of the results of monitoring, you can, together with your members and partners, evaluate the impact of your advocacy work and assess what needed changes or adjustments of your strategies should be.

Monitoring & evaluation can help your advocacy work in several ways:

- Evaluate the progress of the advocacy plan and what to learn, adjust and celebrate;
- Improve your position towards decision-makers and the public through learning for future advocacy work;
- Create a more focused way of working with your members and partners and keeping them committed;
- Be accountable to your people, partners and funders through the communication of your results.



There are different ways to do monitoring, but if you don't have a lot of capacity you could consider using an Excel logbook. You can write down each advocacy objective and, with input from the people involved, the action's implementation, the results (for instance regarding empowerment of people, new relationships, social media exposure, policy changes and further contacts, media coverage), developments, lessons learned, as well as the needed follow-up.

Based on the results of monitoring, your organisation or group can evaluate its advocacy work once or more a year and present the results to the board/general assembly. Amongst other things, assess what the impact of your advocacy work has been in terms of further support and cooperation by your members and partners, a better position of your organisation or group in your network, increased awareness by policy-makers about your work and willingness to include your proposals in their policy work, and more awareness on your policy issue among the public.

# Annex 1:

## How to make an advocacy statement

Making a good statement is key for your advocacy work, as through it you are presenting your organisation's or group's standpoints on what actions are needed on a certain policy issue to your members, network, the public and decision-makers. It's important that your message has legitimacy by basing your standpoints on the views of your members, your partners and those affected by the policy issue, and by including evidence that strongly substantiates your points.

Questions to consider prior to drafting your statement:

- Who should be consulted for the making of the statement (members, partners, experts)?
- Do your members and partners working on the policy issue have similar views or would your organisation or group have to find common consensus?
- Do you have or would you need to collect evidence (research, polls) and/or stories from persons affected by the policy issue that can support your statement?
- What would be the best process to draft the statement, including decision-making?
- What kind of tone (cooperative, moderate, confrontational) should the statement have for the greatest impact and considering the current public and policy debate?

Once you start compiling information for your advocacy statement and commence writing it, keep in mind that, although there's not one way to make your statement, it's good to be brief, clear and to the point. People, including decision-makers, are overwhelmed with information in their inboxes and social media accounts. You want to make sure you can capture their interest quickly and they can easily find information that they can use to form their opinion and use for their policy work. Also, consider that a good message will touch people's emotions.

### The structure of an advocacy statement

<b>Statement</b>	<b>The central idea of the message</b>
<b>Evidence</b>	<b>Support the statement with facts and figures</b>
<b>Example</b>	<b>Add a human face to the message</b>
<b>Policy asks</b>	<b>What you want decision-makers to do</b>

Pay specific attention to your policy asks to make sure you formulate them as concrete as possible in your advocacy statement by making them SMART (Specific, Measurable, Achievable, Realistic and Time-bound). You can use your goal and objectives in your advocacy plan and convert them into policy recommendations to decision-makers. Be as concrete as possible, so it can be clear to the policy-makers what they can do. Policy-makers that are already on your side can often be really open and in need of your input and suggestions for their policy work.

## Examples of infographics to promote a statement



**RESISTANCE**

**DIPLOMACY**

**COOPERATION**

**Pax Christi International Calls on the International Community to Support Policies that Promote Nonviolent Approaches to Sustaining Peace**

"Policies that promote nonviolent options will transform conflict, prevent violence, build durable peace in post-conflict situations, promote good governance and address the root causes of direct and structural violence. They will help foster and strengthen resilience of individuals, families, communities and societies, and promote sustaining peace."

From "Call to the International Community to Support Policies that Promote Nonviolent Approaches to Sustaining Peace," issued by Pax Christi International, May 2018, online at [www.paxchristi.net](http://www.paxchristi.net)

**PAX CHRISTI INTERNATIONAL**

**#ThisIsNonviolence**

**Nonviolence**



**PAX CHRISTI INTERNATIONAL**

**2018 WORLD WEEK FOR PEACE IN PALESTINE AND ISRAEL**

16-23 SEPTEMBER 2018

**NO WALL**

**"YOUTH AND CHILDREN: RAISING HOPE AND MAKING CHANGE"**

# Annex 2:

## How to build a social media campaign

To have an easily accessible and identifiable social media campaign that raises awareness and moves people to action for your advocacy work, consider employing some of these tips.

### 1. Reach out across multiple social media platforms with your message.

Facebook, Twitter, and Instagram are the most popular social media platforms, but others have their own unique niche audiences. Explore what social media platforms your members use and ask people in your organisation or group with expertise in them to manage your accounts. Set up accounts across platforms that adhere to your specific branding (same colors, logos, handles, etc.) so as to create an “echo-chamber” that delivers your message to different audiences but maintains easy identification with your organisation.

### 2. Consider creating special accounts for long-term campaigns, projects or programmes.

If you are launching a long-term campaign or project, it is often best to single it out with its own social media presence so that the message particular to that campaign isn't lost amidst the other messages you are promoting on social media. Make sure to tie the account back into your main organisational account through the use of hashtags, handles and other identifiers, and use your organisational account to echo the messages from the campaign-specific account.

### 3. Tag your messages so that they are easily identifiable to those who come across them.

For instance, choose a hashtag (or hashtags) that is catchy, brief, and evocative. Hashtags are easy ways for other users to identify immediately what your campaign is about. They also serve as gateways to more tweets, posts, etc., that are similarly tagged and promoting the message or conversation around the message. Tagging your messages allows people to follow what's going on, engage in the conversation, and check later what they missed. It also allows you to pull user-generated content to curate report-backs.



### 4. Engage those who you are trying to reach or influence for your advocacy work.

Find and follow the social media accounts of those who have the power to make decisions on your issue, or those who can help promote your message. Tag them in your messages by using their handles or their profile names or linking to them. Retweet or re-post them to show you are following and paying attention. Direct other social media followers to do the same. This is an excellent way to create pressure on those making decisions or garner support from people with large followings who can exponentially increase the reach of your message.

## 5. Be visual and be creative, as social media platforms are places of informal conversation.

Using lots of visuals—photos, memes, infographics, video clips—captures eyeballs more than words do. Use visuals and then supplement them with words. Together with images, tags and hashtags, a key way to be catchy is to add symbols, for example arrows to invite people to follow the link, the video camera in the case of a video to watch, flags to identify countries, and so on. You can use the [pilliapp](#) platform to search symbols and emojis.


## 6. You need to “give” in order to “get”. Social media is just what it says: SOCIAL.

Social media is not a one-way street or a simple means of dispensing your message to the masses. It is about engagement and conversation. You want people to follow your organisation on Twitter? Then follow them on Twitter. You want someone to like your posts on Facebook? Then be actively liking others’ posts. You have to spend the time reading and staying current with what your partners and followers are doing on social media in order to acquire their help when you need it for your campaign. Build connections with other organisations’ posts by sharing them and linking them to your own. Use their hashtags for related messages and tag them on messages of mutual importance.

For a concrete example of a social media campaign that Pax Christi International did around the issue of active nonviolence—with infographics, sample tweets and Facebook posts, etc.—visit our website at <https://www.paxchristi.net/news/join-thisisnonviolence-campaign-twitter-facebook/6521>. Below you can find an example of an infographic of a nuclear weapons ban treaty social media campaign that we carried out with several of our members.



**Pax Christi Int'l** @PaxChristi · Apr 5

Supporting our International Catholic Peace Movement, @PAXforpeace Netherlands calls upon the  government to sign the Nuclear Weapon Ban Treaty #TPNW to say NO to the #nuclearweapons ! #endofnukes @markrutte @ministerBlok @NLatUN



1 6 8

# Annex 3:

## How to prepare a lobby meeting

To get ready for a lobby meeting with a decision-maker or a group of decision-makers with a delegation of your organisation or group, use the following checklist.

### Contact the decision-maker or decision-makers

- Find out and contact who in our network can help with contact details and how to best approach the decision-maker or decision-makers.
- Make sure to get the contact details of the right person or persons who actually have the power to decide on your policy requests.
- Send a polite letter or email requesting the meeting, name the issues to discuss and add the names of a few individuals whose participation might generate interest.
- Follow up with the decision-maker or his/her assistant/secretary to arrange the meeting if a reply is not received within one week.

### Choose your delegation

- Choose a delegation to go along to the lobby meeting based on who should be present considering their position, background, expertise and experience.
- Consider who the decision-makers could feel a special connection with (e.g. they have the same background or they are affected by the issues to discuss).
- Make sure that everyone agrees on the composition of the delegation and that those not joining are able to give input for the meeting.
- Send the names and positions of your delegation to the decision-makers you will be meeting with, as this is also handy for their preparation.

### Prepare the meeting with your delegation

- Organise an online or in-person briefing with your whole delegation to discuss your strategy for the lobby meeting.
- Agree on who will say what during the meeting (introduction, why you are there, what your organisation or group does, key messages, stories, evidence).
- Read materials to familiarise yourselves with the policy issue and positions of the decision-makers and assess how you can convince him, her or them.
- Make a briefing document for the delegation for last-minute preparation before the meeting (names of people to meet, their standpoints, key messages, practicalities).

## Get ready just before the meeting

- Check the social media accounts and websites of the decision-makers for any relevant updates.
- Remind everyone of the meeting, to read the briefing document carefully, check last-minute updates and be constructive, diplomatic and flexible during the conversation.
- Ask people to bring your organisation's leaflets and advocacy materials, a camera to make pictures or videos, and business cards.
- Agree who will take the notes during the meeting in order to brief others in your organisation or group, and to follow up with a thank you email afterwards.

## Agree on the practicalities

- Know where and what time you will meet. Be sure to be 15 minutes in advance or even earlier if you still want to meet for last-minute preparations over coffee.
- Decide if you want to make pictures or videos prior to the meeting to communicate to your members, while not sharing confidential information.
- Discuss the dress code for the meeting and wear appropriate clothing, as it's important to look professional as lobbyists.
- Point out to everyone to not forget to bring an identity document, as this is usually requested when entering the buildings where decision-makers work.



Human rights defenders  
Environmental guardians

Justice

Disarmament activists

Peace building