



NABZ IRAN
E-LEARNING COURSE
Advocating to Improve Your Community



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Introduction

Think about your community. What is working? What needs would you like to see better addressed?

There are many ways to address community needs, whether through awareness-raising, fundraising or just by doing it yourself. Sometimes these approaches work, but many times, the only way to ensure that the government takes responsibility for creating long-term, sustainable solutions to community needs is through the policymaking process. And citizens, like you, have a role to play in influencing the government to respond with the specific solution that you and your neighbors would like to see implemented. This is called **advocacy**.

If you are someone who has a vision for how to improve your community by working with your neighbors to influence the government through the policymaking process, then this is course can be useful for you. By taking this course on *Advocating to Improve Your Community*, you will learn how to plan for and implement an advocacy campaign that can help you to influence the policymaking process and make positive change in your community.

This course is divided into five lessons:

- Introducing Advocacy
- Planning for Advocacy
- Developing Advocacy Messages
- Implementing Your Advocacy Campaign
- Conclusion: Learning from Your Efforts and Looking to the Future

At the end of each lesson, you will take a short quiz to test what you have learned.

Take this Course

LESSON 1: INTRODUCTION TO ADVOCACY

There are many ways that a community can work together to address common needs. In many situations, the best way to ensure that the government takes on its responsibility to respond to community needs in a sustainable way is for citizens to influence the policymaking process by advocating for their preferred solution. This lesson will provide an introduction to advocacy as a strategy for effective community improvement.

When you complete this lesson, you will be able to:

- Explain what advocacy is and who advocates are;
- Distinguish between a variety of strategies for addressing community needs and understand why advocacy is often the best approach; and
- Understand how communities can benefit from advocacy campaigns, even if they do not achieve their policy goals every time.

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What is advocacy?

Advocacy is the process by which people, groups, networks and coalitions seek to bring about positive change by influencing policies, policy implementation and policymaking processes of governments. In simpler terms, it is influencing the government to respond with the specific solution that you and your neighbors would like to see implemented.

Who is an advocate?

Advocates are people like you and your neighbors who care about bringing about positive changes in their communities. In some cases, where the advocacy focuses on local institutions, one individual or a small loosely organized group can successfully influence policy. In other cases, where large institutions are the focus, successful advocacy requires one or more formal organizations, often working together through networks and coalitions.

Who are advocates trying to influence?

Who an advocate is trying to influence depends on the need he or she is trying to address. An important part of effective advocacy is understand which institution is responsible for what services and policies. This lesson will provide some resources to help you figure out which institutions are responsible for what, if you do not already know.

Why use advocacy to address a need in my community?

Let us say, for example, that you've spotted a road in your town that needs to be repaired, yet for some reason the government has not done so. There are many different approaches to addressing a need like this:

- An **Awareness Raising Approach** is to educate people about the road needing to be repaired.
- A **Self-Help Approach** is everyone taking road repair classes and fixing the road themselves.
- A **Legal Approach** is hiring a lawyer to take legal action for the road to be repaired.
- A **Fundraising Approach** is raising money for the community to pay for a new road.
- *The **Advocacy Approach** is mobilizing the community to persuade government officials to fix the road and to ensure that the roads continue to be maintained, for example by introducing a law that mandates that the government to repair a road no later than one week after it has been damaged.*

Although there are many ways to address a need in your community, you will likely find that an advocacy approach is the best way to ensure that the government becomes more responsive to similar needs as they arise in the future. This often includes passing laws or changing regulations that improve the system in addition to fixing the particular immediate problem. The goal with advocacy efforts is to improve the policymaking process, which will result in more sustainable improvements over the long term.

Keep in Mind

One important thing to keep in mind is that advocacy efforts are not always successful. Sometimes there are not resources available to address the need you have identified or perhaps the government does not have the capacity to respond.

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In other cases, the government - or individuals within it - may have an opposing opinion and will not be convinced immediately. Even in difficult situations, however, advocacy initiatives still provide great benefits, such as:

- Strengthening the community by working together to address a need;
- Identifying and training new community leaders;
- Establishing relationships with local officials; and
- Giving the group the experience and leadership needed to take on other issues.

Example of advocacy

Members and volunteers from a community organization in the town with the damaged road would work together to influence politicians and government agencies responsible for road repair by launching an issue campaign. This might include meeting with a local council member to ask him or her to get the city to repair the road and then drafting a law with the support of the council member which mandates that the government will fix roads no later than one week after they've been damaged. The community members would then hold a press conference to tell the press about this and other damaged roads and the need for such a law. The group would also meet with other local councilors to persuade them to pass the law.

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Lesson One: Key Points to Remember

- Advocacy is the process by which people seek to bring about positive change by influencing policies, policy implementation and policymaking processes of governments.
- Advocates are people who care about bringing about positive changes in their communities.
- An important part of effective advocacy is to understand which institutions are responsible for what services and policies.
- The goal with advocacy is to improve the policymaking process, which should result in more sustainable improvements over the long term.

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Quiz

1. **Advocacy can be defined as which of the following:**
 - a. A solution to a community problem
 - b. A process by which people seek to positively influence policies
 - c. A way that the government maintains current policies
 - d. A process by which people hold their government accountable

2. **Which of the following are not eligible to be advocates?**
 - a. You
 - b. Local organized groups
 - c. Large institutions
 - d. All of the above can be advocates

3. **Who an advocate is trying to influence depends on the need he or she is trying to address.**
 - a. True
 - b. False

4. **Understanding which institution is responsible for certain services and policies is NOT an important part of effective advocacy.**
 - a. True
 - b. False

5. **Which of the following is *not* a sustainable approach to address a need in your community?**
 - a. A legal approach
 - b. The advocacy approach
 - c. The riot approach
 - d. A fundraising approach

6. **Which of the following is a benefit of the advocacy approach?**
 - a. It strengthens the community by working together to address a need
 - b. It identifies and trains new community of leaders
 - c. It establishes relationships with local officials
 - d. All of the above are benefits of the advocacy approach

7. **The goal with advocacy efforts is to improve the policy making process, which will result in more sustainable improvements.**
 - a. True
 - b. False

8. **Advocacy efforts are always successful.**
 - a. True
 - b. False

LESSON 2: PLANNING ADVOCACY

Before you launch your advocacy campaign, it is important to take some time to make a plan. To be successful - as well as efficient with your time, money and efforts - you need to evaluate your own values and goals, the community needs, preferred solutions and political dynamics and entry points for influencing things. This lesson will provide an overview of various exercises you and others in your organization or community can undertake as you prepare for your advocacy initiative.

When you complete this lesson, you will be able to:

- Assess your own resources, and those of your organization (if you have one) or community;
- Assess your community's needs and propose effective and achievable policy solutions; and
- Map your advocacy strategy by evaluating appropriate entry points and advocacy audiences (sometimes known as "*targets*").

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Why Plan?

Before jumping into an advocacy campaign, it is important to stop and think about what you want to do, why you want to do it and how you will do it. This means planning, because:

- Time and resources are limited;
- You want to achieve real results; and
- You want to minimize conflicts and differences.

Taking an Inventory

The first planning step is to evaluate how conducting an advocacy campaign will help you and your organization or community and if it is something you have the capacity to take on right now. Take an inventory of what you and your group have and see if an advocacy project is appropriate. This worksheet will help with your planning exercise.

People	Do you have staff or volunteers who can commit to an advocacy campaign? What do they do now? How much time can they give to a new project? Are there people in your community who could be mobilized to contribute to your campaign?
Supplies and Equipment	List any resources that you have access to, such as computers, copy machines, phones, office supplies, internet connections and meeting spaces. How much of these resources could be dedicated to an advocacy project?
Money	Look at how much money you and your group have overall. How much of these resources could you make available for an advocacy campaign? How much could you expect to raise?

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Defining Community Needs and Proposing Solutions

(Adapted from *The Democracy Owners' Manual*)

For advocates, a “need” is something that happens when government policies and/or services do not respond to the desires or priorities of citizens. Examples of needs are addressing poor healthcare, damaged roads or environmental degradation. These general needs are found in many places, but their characteristics vary widely depending on the context. Each need is made of a variety of “issues,” which allows you to find a way to talk about the broader need. A good advocacy issue is focused enough so that it can be linked to a clear policy or political solution and can be easily communicated to many people. Here are five basic steps you can take to help turn your need into an advocacy issue.

Keep in Mind

A good advocacy issue is focused enough so that it can be linked to a clear policy or political solution and can be easily communicated to many people.

❖ *Step 1: Define the Need*

Start by developing a problem statement. First, explain the need you see in a very basic way. Then add some more detail:

- *How much*, which provides perspective on the scope of the need;
- *Why*, which explains the causes of the need; and
- *So what*, which explains why it is important to address the need.

When thinking about needs to address through advocacy, it is important to consider addressing needs that will result in real improvements in people’s lives, whether ensuring streetlights are working and maintained to keep neighborhoods safe or ensuring those who need health services have timely access. Showing tangible results will go a long way in helping your advocacy efforts to succeed.

EXAMPLE OF A PROBLEM STATEMENT

Basic explanation of need

Pollutants are seriously damaging our rivers.

Explanation of need with additional detail

(how much, why, so what)

As more and more factories locate along the river in our town, pollution levels have increased and are beginning to contaminate local drinking water supplies, which has serious health impacts.

Test Your Skills: Define Your Need

On a separate piece of paper, develop a problem statement. What does your community need? Why does your community need it? Why is it important to address this need?

❖ *Step 2: Gather Some More Information*

You will now need to gather some more information so that you fully understand the need and evaluate possible solutions. Let's continue using the polluted river as an example.

IDENTIFIERS	FACTS
Get some information about the history and context , including long-term trends and background on previous government responses.	<p>The river has become more polluted over the past 20 years.</p> <p>In the past, the government has responded by suggesting that factories use more effective waste disposal measures, but has not required it.</p>
Get some basic facts and statistics about the nature and scale of the need , including who or what is suffering as a result.	<p>What are the acceptable levels of pollutants in water for it to still be safe for drinking?</p> <p>What are the current levels of pollutants?</p> <p>Whose drinking water is affected by the contaminated river? How many people? Are there specific groups that are hurt more than others?</p> <p>How is the contaminated water impacting the health of those affected?</p>
Determine what new proposals are being suggested for addressing the need.	<p>The factories have agreed to start using slightly better processes for disposing of waste.</p> <p>An economist suggested that the factories pay a tax or fee linked to how much they pollute, which will be used to help with cleanup efforts.</p>

Here are a few suggestions on where you can look for more information:

- Start by searching the Internet for reports and news articles that provide information about the need you have identified.
- Next, meet with experts, journalists and other advocates that have important information about your topic to share. Make sure to prepare specific questions in advance of meeting with experts. To get access, be polite, be as clear as possible about what you are looking for, and fit into their schedule.
- Finally, you may need to do some original research to get the information you need. This could include community surveys, discussion groups or case studies.

For more guidance on conducting research check out the Nabz-Iran e-learning course on [service delivery monitoring](#).

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❖ *Step 3: Develop a List of Policy Alternatives*

Ideas for policy solutions can come from many sources. You can look at how other communities have addressed the same need. You can look at how your own community has addressed a similar need. You can also brainstorm ideas from scratch.

- **If the goal is to limit unwanted behavior, possible options might include:**
 - Prohibiting the behavior that is causing harm, such as dumping pollution into the river.
 - Providing financial disincentives to change behavior, such as a tax or fee on factories that pollute to be used for clean-up.
- **If the goal is to increase the supply of something, possible options might include:**
 - Increasing funding for certain government services, such as pollutant monitoring.
 - Using taxes or other financial incentives to encourage businesses to provide services, such as installing water purifying equipment.

❖ *Step 4: Judge the Alternatives and Choose Among Them*

Judging the alternatives is about looking at several considerations all at once. These questions will help you evaluate the various policy alternatives you have developed and choose the best one for your advocacy campaign.

- What is most likely to address the need?
- What other problems could it solve or create?
- Who will support and oppose each alternative?
- Which alternatives could attract enough political support to be adopted?

Keep in Mind

Don't worry if you don't have all the answers right away. The information in the upcoming lessons will focus more on how to do this, and you will regularly adapt your plans as you go based on developments and new information that you acquire.

Test Your Skills: Policy Alternatives

On a separate piece of paper, write down three different potential policy solutions that might address the community needs you identified previously in your problem statement.

Design Your Advocacy Strategy

(Adapted from [The Democracy Owners' Manual](#))

As you move through the lesson, you can draw on this [worksheet](#) to guide your planning.

❖ Define Your Objectives

Taking on the challenge of advocating for positive change in your community is hard work. One of the hardest parts of that work is staying clear about your objectives and sticking to your message. Advocacy campaigns are long journeys and the strategy is the map that keeps you focused and guided along the way.

Start developing your advocacy strategy by defining your **objective**.

- ✓ An objective describes your desired outcome or the proposed advocacy solution to a specific issue.
- ✓ Your objective needs to be compelling and able to attract the involvement of people busy with other priorities, as well as attract the interest of the media.
- ✓ At the same time, your objective should be something that you can achieve in a reasonable amount of time over the course of one or two years. This doesn't mean that you have to win a total victory that quickly; just something substantial enough to give those involved a sense of momentum and hope. In fact, consider what smaller goals you might address to move the issue forward and demonstrate success, perhaps within six months or so.
- ✓ Finally your objective should lay the groundwork for future advocacy campaigns by drawing public attention to larger issues and bringing together people who care about these issues.

Here is a step-by-step guide on developing advocacy objectives, using an education situation as an example:

TASK	OBJECTIVE
What is Your Vision?	Every child should have access to pre-primary education.
What is Your Intermediate Goal Toward that Vision?	<ul style="list-style-type: none">• Participation in pre-primary education is up by 25% in three years.• The number of families with preschool children but without access to child health services is cut by 50% in three years.
What do you Need to Change to Advance Toward that Goal?	<ul style="list-style-type: none">• A change in public policy• Additional spending in the budget• Changes in how programs are administered• Changes in public behavior
Define the Problem in the Most Basic Way	Not all the children who need it get to go to preschool.

List Out the Key Elements of the Problem	<ul style="list-style-type: none"> • The issue is voluntary access not mandatory participation. • The quality of those services is also of concern. • Preschool participation is linked to a many child development issues (education, health, nutrition, etc.). • Family income is a main barrier to access. • Lack of public understanding about the value of preschool is also a barrier.
Restate the problem in a more complete way	Access to quality preschool is vital to child development; however, that access is limited based on family income and family understanding of the importance of preschool.
Lay out the policy or institutional factors behind the problem	<ul style="list-style-type: none"> • Lack of effective government leadership • Lack of appropriate standards for programs • Insufficient financing
Identify the long-term changes needed to address the problem	<ul style="list-style-type: none"> • Shift responsibility for program development and planning to provincial level. • Develop national standards for preschool programs. • Add budget support to allow for family preschool subsidies
Consider some key criteria for picking shorter-term advocacy objectives	<ul style="list-style-type: none"> • What will help move toward solving the problem? • What is politically achievable? • What kind of support will it generate? • What kind of opposition will it generate? • Does it build momentum toward bigger things?
Develop your advocacy objectives	<ul style="list-style-type: none"> • Development of policy paper on access to preschool • Formation of working group to develop draft standards • Formation of government roundtable on reorganizing responsibility • Modest increase in coming year budget allocation for preschool education • Accessible information for parents about the benefits of sending their children to preschool

Test Your Skills: Map Out Your Advocacy Objectives

Using the chart from above as guidance, fill out this form to develop your objectives for the issue for which you developed a problem statement earlier.

❖ *Know the Political Terrain*

One of the most important aspects of an advocacy campaign is understanding the political context. As an advocate, you must become familiar with the policymaking process you are attempting to influence. The more you know about the process, the more power you have to influence it.

It is important to know the formal rules and procedures of the policymaking process. Using the formal process has several important benefits. This policy or program change is official, “on the record” and more permanent. The policymaking process will also likely become more participatory and open to your ideas and proposals in the future, thanks to your efforts.

There are four main phases of the policymaking process:

- Issues becoming a part of the legislative agenda
- Issues getting translated into legislation
- Legislation being enacted into laws
- Laws being implemented

Although final decisions at the national level in Iran often rest with unelected officials, these steps in policy development still occur at all levels - local, provincial and national - and there are often ways to influence opinions and policies. In fact, sometimes it is important to think about shorter-term goals that can help you build success rather than trying to tackle too big of an issue all at once.

It is helpful to know which part of government is responsible for the issue you are advocating on and how decisions are made. You do not want to waste your time and resources trying to influence people that have no authority to make the changes you are asking for. These overviews of public services, [local government](#) and the legislative process are good places to start researching roles and responsibilities of the various government structures.

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❖ *Identify Forces, Allies and Opponents*

Once you know the policy focus of your advocacy, you can determine the institutions, individuals and interests you will be engaging. You will need to continually weigh the political forces both for and against you. This process will help you identify your targets, allies and potential opponents.

Identifying Forces

An assessment of political forces for and against your advocacy effort is essential. You need to determine who has more power, who has less, and what kind of power the different actors use. There are three different tools you can use as part of your advocacy strategy:

- *SWOT Analysis*: SWOT analysis is used to identify a group or organization's strengths and weaknesses and the opportunities and constraints it faces in the external world. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats.
- [Force Field Analysis](#): A force field analysis helps to think about forces affecting the advocacy campaign effort including, but not limited to external groups, internal divisions, psychological powers and other blockages. Through discussion with others, the force field analysis can help us tease out differences of perspectives within a group involved in advocacy. It can thus produce a rich analysis of potential places of growth for the campaign. It builds on the analysis of the external environment that began with the SWOT analysis.
- [Power Map](#): A power map will help you consider the social and political context within which you are developing your strategy. You will be able to consider allies, opponents, targets and constituents prior to embarking on a campaign.

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❖ *Classifying Targets as Allies and Opponents*

Targets are individual decision-makers with the power to respond to your advocacy proposals.

The **primary target** is the decision-maker with the most power to give you and your neighbors or organization what you are asking for. It is the main person to whom you will advocate. Even if the power to give you what you want is actually held by an institution, such as a municipal council, try to personalize it. Find out the name of the person who can strongly influence the decision and make that person your target.

Examples of a Primary Target:

Advocacy for Campaign for Pre-Primary Education

Provincial Governor

Ministry of Education

Municipal Council Commission

Members of Parliament

Here are two questions to help you identify your primary target:

- Who has the power to give you and your organization what you want? Who makes the decision regarding the law or policy, or who is responsible for enforcing it?
- What power do you have over that person?

Test Your Skills: Identify Your Primary Target Audience

On a separate piece of paper, list three people (or types of people) who might be part of your primary target group? Think about who would most likely to be interested in your message.

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The **secondary targets** are people who do not have power or authority to give you what you want but have the power to influence the primary target. Although secondary targets might not have the direct mandate and authority to decide on a particular issue, they have the ability to sway or affect others. Usually you will have more power over this person than you have over the primary target.

Examples of a Secondary Target:

Advocacy for Campaign for Pre-Primary Education

Teacher Associations
Child Advocacy Groups

School Principals
Parent Associations

Here are two questions to help you identify your secondary targets:

- Who can assist you in convincing your primary target to give you and your group or organization what you want?
- What power do you have over them?

Test Your Skills: Identify Your Secondary Target Audience

On a separate piece of paper, list three people or groups who might be a secondary target? Think about who would most likely be interested in your message.

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Once you have identified your primary and secondary targets, you need to decide whether they are your **allies** or **opponents**.

❖ *Allies*

Allies are those people, organizations and/or institutions that might help you. These are the ones that you should solicit to work with you to obtain your goal.

Questions to ask when identifying allies:

- Who else does the issue also affect?
- Who would also benefit from addressing the issue?
- Who might be interested in working with you?

❖ *Opponents*

Opponents are those who are interested in seeing your issue addressed differently than you would like to see or not addressed at all. Opponents are those interested in impeding your advocacy campaign.

Questions to ask when identifying opponents:

- Who would be damaged if this issue is addressed in the way you are suggesting?
- Who might be interested in seeing the campaign fail?
- Who might act as an obstacle, for any reason?
- Are there opponents who might be persuadable?

You can use the SWOT analysis to help you identify and document your targets and classifying them as allies or opponents. You should also keep track of opponents who might be persuaded to your side of an issue. We'll learn more about this in the next lesson.

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Lesson Two: Key Points to Remember

- Stop and think about what you want to do through advocacy because time and resources are limited; you want real results and you want to minimize conflicts.
- A good advocacy issue is focused enough so that it can be linked to a clear policy or political solution and can be easily communicated to many people.
- A “need” is something that happens when government policies and/or services do not respond to the desires or priorities of citizens.
- As an advocate, you must become familiar with the policymaking process you are attempting to influence; it is helpful to know which part of government is responsible for the issue you are advocating on and how decisions are made.
- An assessment of political and environmental forces for and against your advocacy effort is essential.
- The primary target is the decision-maker with the most power to give you and your neighbors or organization what you are asking for.
- The secondary targets are people who do not have power or authority to give you what you want, but have the power to influence the primary target.
- Allies are those people, organizations and/or institutions that might help you.
- Opponents are those who are interested in seeing your issue addressed differently than you would like to see, or not at all.

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Quiz

1. **In order to launch a successful advocacy campaign, you should evaluate:**
 - a. Your own values and goals
 - b. Community needs
 - c. Preferred solutions, as well as political dynamics and entry points
 - d. All of the above

2. **Which of the following is *not* a reason that you should plan your advocacy campaign?**
 - a. Time and resources are limited
 - b. You want to minimize effects on policy
 - c. You want to achieve real results
 - d. You want to minimize conflicts and differences

3. **Which of the following should you take inventory of before you start an advocacy campaign?**
 - a. People
 - b. Supplies and equipment
 - c. Money
 - d. All of the above

4. **The first planning step is to evaluate how conducting an advocacy campaign will help you and your organization or community, and if it is something you have the capacity to take on right now.**
 - a. True
 - b. False

5. **How is a “need” defined in the eyes of an advocate?**
 - a. Something that happens when government policies and/or services do not respond to desires or priorities of citizens
 - b. Something that citizens feel will enhance their leisure time
 - c. Something that the government feels will suffice for the citizens’ livelihood
 - d. When government services are adequate and citizens are happy with the status quo

6. **Which is the correct order of defining community needs and proposing solutions?**
 1. **Gather more information**
 2. **Define the need**
 3. **Judge the alternatives and choose among them**
 4. **Develop a list of policy alternatives**
 - a. 1, 2, 3, 4
 - b. 2, 4, 3, 1
 - c. 2, 1, 4, 3
 - d. 4, 3, 2, 1

7. **What describes your desired outcome or the proposed advocacy solution to the specific issue?**
 - a. Your strategy
 - b. Your objective
 - c. Your alternatives
 - d. Your financial incentives

8. **It is NOT important to consider the political terrain in your advocacy campaign.**
 - a. True
 - b. False

9. **Which of the following are tools you can use when identifying parts of your advocacy strategy?**
 - a. SWOT analysis
 - b. Force field analysis
 - c. Power map
 - d. All of the above are useful tools for your advocacy strategy

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LESSON 3: DEVELOPING ADVOCACY MESSAGES

Your message, or how you communicate your advocacy goal and objectives to the public, is a key element in conducting a successful advocacy campaign. Through the message, you inform, motivate, and energize people to join your efforts. The message should summarize the problem and explain the solution clearly. An effective message speaks directly to people's feelings and interests. The strongest messages can convey a sense of exhilaration as people see a way through to the solution of a difficult problem.

When you complete this lesson, you will be able to:

- Understand key principles for crafting an effective advocacy message;
- Understand ways to review and test your message; and
- Identify channels for distributing your message.

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Message Development

Your advocacy message is what you choose to say about your issue and its solution. To develop a message, you will need information to back up the arguments you use. You need a clear understanding of what you want to achieve before you start: Do you want to pass or defeat anything? Do you want to clarify and heighten the image of your group? The following are some basic principles of message development to apply to the goal you want to achieve.



IDENTIFY YOUR TARGET AUDIENCE(S)

Think about whom you are trying to educate, motivate or convince. Your message should be tailored accordingly to that audience. Is it potential new members? Is it business leaders? Is it media, which can convey your goals and objectives to the broader public? Is it policymakers? A message for policymakers, for example, might refer to past legislative efforts on your issue, while a basic civic education message for the general public should use simple language and relate to people's daily lives. It is particularly important to take into consideration the literacy level and language fluency of your audience.



KNOW YOUR ISSUE AND THE PUBLIC DISCOURSE ABOUT IT THOROUGHLY

The more knowledgeable you are about the issue, how it has been debated in the past and how the public discusses it currently, the more creative and effective you can be in shaping your message. Know what has already been done. Know what you want done. Be prepared to answer questions. Incorrect information or making things up will discredit your organization. Never work on an issue that you don't know well!



RESEARCH THE VIEWS OF YOUR TARGET AUDIENCES

Knowing your audience's experiences and perspectives will allow you to develop a more persuasive message that speaks directly to their concerns. Are they friendly or hostile? Where do they live, and in what kind of conditions? What is their economic status? How are they the same as or different from the majority of people living in the area or nation? What are their problems and concerns? What is their knowledge of and attitude toward the government, the political process and civic groups? The more factual information you have about the audience, the better your message development will be.



REVIEW PAST MEDIA COVERAGE

Past media coverage will tell you how your group's mission and efforts have been conveyed and perceived by the media in the past. Examine the editorial and news coverage in local and national media on key issues. Note the terminology used, the perspectives presented, the key arguments cited and the quotes used. Is there a difference in the way issues are portrayed in different languages? Are there regional differences? Ask yourself what works and what doesn't, and apply that analysis to your own message strategy.

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Crafting Your Message

Good messages have several common traits: they are clear, so people aren't confused; they are concise, so people understand quickly; they are creative, so they are remembered; and they are compelling, to pique people's interest.

Here are some techniques you should keep in mind as you craft your message:

- **Create strong messages.** Make them ones that are short, truthful, relate to the attitudes and concerns of the target audience, and "speak to the heart." Repeat them again and again and again throughout your advocacy effort.
- **Identify your core principles or objectives in your message.** Your message should not list every objective you have or all the causes of the problem you are addressing. It should be short and focused. What are the elements of your advocacy strategy on which you cannot compromise?
- **Be brief.** Use bullet points and clear formatting. The easier it is to read the message, the more likely it is the message will be read.
- **Make the message crystal clear.** There should be no room for interpretation. Define yourself or else you will be defined by others, which may not be in a positive light.
- **Use facts to support and give justification for your message.** Most audiences are persuaded by facts. Find those that will support your specific argument and create a sense of urgency about resolving it.
- **Describe the benefits of achieving your objective.** Focus on benefits, but also know the costs. How will it improve the country? The local community? Your audience's daily lives? Identify connections between your issue and other "hot" or important issues. For example, "Creating more opportunities for children to go to preschool will ensure they are better prepared to succeed in school and have the skills for a modern economy when they join the workforce."
- **Use "real life" examples.** If you can tell the audience a story about a real life situation they can relate to, they are more likely to respond to your message. A story about how a local group was the driving force behind bringing about new jobs to your community will help overcome other local groups' insecurity and doubt about their ability to make a difference. A short personal anecdote or an account of experience builds interest while providing unassailable testimony; your experience cannot be refuted. Stories should be short and to-the point. For example, "Iran's 11.2 percent unemployment rate is more than just a statistic. It represents millions of people like Reza, a college-educated man, struggling every day to find a decent job and provide food for his family."

- **Study opponents' messages and determine a counter-strategy.** Often, issues involving programs and services are perceived as competing with other groups' agendas. You may choose not to counter an opponent's argument directly in your message, but you will need to be prepared to answer their charges and correct their factual errors in your talking points, which develop your message in more detail. Show how your objectives can help everyone involved work together to achieve and improve the quality and performance of your community, business, school, etc. For example, going back to the river pollution example, if opponents are suggesting it will be too expensive, you could have a counter message that shows how healthcare savings over five years will offset the up-front costs of installing new equipment.



Reviewing Your Message

Before you use your message publicly, it is important to review the message and think of strategies to maximize its reach.

Here are a few guidelines to keep in mind:

- **Brainstorm with your peers and colleagues.** Whenever possible, take time with local, regional, and national leaders to work out broad message strategies. Doing so will help ensure that your message resonates with them. If you involve them in decision-making, they will be more likely to contribute human and material resources to support your campaign.
- **Pre-test your messages in small groups.** Once you have developed your message, test it on friends and others not directly involved in your efforts. This will provide you with the informal equivalent of a focus group, and you can use the results to modify your plan.
- **Share your message with your partners and allies.** It is important that your partners and allies understand your message, so they don't contradict or weaken it. In addition to materials, supply them with a copy of your talking points, which should explain your message in more detail.
- **Develop visual and graphic materials to coincide with your verbal message.** Banners, literature, posters and buttons all send messages. Make sure that all your visual materials complement, rather than contradict, what you are saying verbally.

For more on how to develop a message for advocacy, see Nabz Iran's course, [Creating Persuasive and Powerful Messages](#) which provides lessons on the basics of messaging, elements of a good message and how to effectively use a message to advance your goals.

[Campaign For Women's Rights Defenders in Iran](#)



[Clean Water Campaign by Charity: Water](#)



[Amnesty International: Everyone has the right to freedom of opinion and expression](#)



[UN Human Rights Day](#)



Test Your Skills: What Do Messages Say

Look at the sample visuals above and consider the messages. What approach did each take in its message? Who are they trying to reach? How might you have approached it differently?

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Message Delivery

There are a variety of ways you can deliver messages. Some involve using the mass media, but others happen face-to-face, whether individually or in small or large groups.

Some of the options for delivering a message include the following:



PERSON-TO-PERSON

- One-on-one discussions
- Lobbying visits
- Group or community meetings
- Seminars, workshops and conferences
- Public hearings



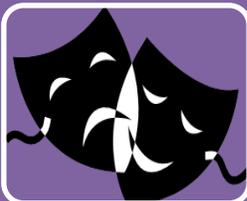
PRINT

- Newspapers and magazines
- Journals, bulletins, newsletters, updates notes
- Posters, leaflets, fliers, action alerts, pamphlets, bumper stickers
- Reports, studies
- Letters to decision-makers



ELECTRONIC

- Radio
- Television
- Videos and films
- Internet
- Text messages and Bluetooth



DRAMA AND FOLK ART

- Street theater
- Songs, music and poems
- Dance
- Flash mobs

Lesson Three: Key Points to Remember

- An advocacy message is what you choose to say about your issue and its solution.
- A good message is clear, concise, creative, and compelling.
- Identify your core principles or objectives in your message.
- Use "real life" examples. A short personal anecdote or an account of experience builds interest while providing unassailable testimony.
- Study opponents' messages and determine a counter-strategy.
- Take time with local, regional, and national leaders to work out broad message strategies and test them with small groups.
- There are a variety of ways you can deliver messages such as face-to-face or through mass media.

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Quiz

1. **Your _____ is what you choose to say about your issue and its solution.**
 - a. Advocacy message
 - b. Target audience
 - c. Strategy
 - d. Community need

2. **What is the correct order of the steps for message development?**
 1. **Review past media coverage**
 2. **Research the views of your target audience**
 3. **Identify your target audience(s)**
 4. **Know your issue and the public discourse around it thoroughly**
 - a. 1, 2, 3, 4
 - b. 2, 3, 1, 4
 - c. 3, 4, 2, 1

3. **When identifying your target audience, think about:**
 - a. Who you are trying to educate, motivate, or convince
 - b. Identifying potential new leaders
 - c. What kind of media you can use to convey your goals and objectives through
 - d. All of the above

4. **Knowing your audience's experiences and perspectives will allow you to:**
 - a. Avoid talking about issues that they are not familiar with
 - b. Develop a more persuasive message that speaks directly to their concern
 - c. Only talk to the people who will definitely support your advocacy campaign
 - d. None of the above

5. **Which of the following statements is true?**
 - a. Strong messages are long and deceiving
 - b. Strong messages are short and truthful
 - c. Strong messages are only repeated once
 - d. Strong messages relate to your personal concern

6. **Messages can be delivered by mass media, face-to-face individually, and/or in small or large groups.**
 - a. True
 - b. False

7. **Which of the following are strategies to review your message and maximize its reach?**
 - a. Brainstorm with your peers and colleagues
 - b. Pre-test your strategy in small groups
 - c. Develop visual and graphic materials to coincide with your verbal message
 - d. All of the above are appropriate strategies

8. **What is one person-to-person way to deliver your message?**

- a. One-on-one discussion
- b. Television
- c. Street theater
- d. Radio

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LESSON 4: IMPLEMENTING YOUR ADVOCACY CAMPAIGN

Now that you have identified your advocacy goals, mapped out your overall strategy and developed your message, it is time to think about the specific tactics and organizing that you want to use in your advocacy campaign. This lesson will provide guidance that will help you implement your advocacy campaign and hopefully lead to success.

When you complete this lesson, you will be able to:

- Use media to share information about your issue;
- Employ effective lobbying techniques to communicate with lawmakers; and
- Build alliances and coalitions that can strengthen your ability to influence the policymaking process.

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Using Mass Media

Media – through print, broadcast, Internet and other outlets – are the essential instruments for getting your message out widely.

Getting the media interested involves a set of strategies, including these:

- *Make your story newsworthy:* Why is it important? Who is affected and in what way? Why is it important now? Is there new information? Is it tied to some larger event in the news? Is a decision about to be or recently been made?
- *Make your story easy to cover:* Give reporters the information they need and give reporters access to the people they will want to talk with.
- *Build relationships with reporters:* Who covers the issue? Make contact, even when you aren't pitching a story.

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Lobbying

Lobbying is an advocacy tactic that involves meeting face to face with decision makers as part of your effort to build support for a particular policy change. Through lobbying, you have the opportunity to discuss the specific issue that you are advocating with someone who may have the ability to influence the policy process. If this person is an ally, lobbying is a good way to cultivate a relationship with that person, as well as coordinate efforts and get advice. If that person is an opponent, you may find that you are able to persuade him or her to see your side or come to some compromise through negotiation.

The public officials you wish to influence fall into very different categories. Some will already be in favor of your plan, some you will never win over, and most will be somewhere in the middle. Correctly targeting your lobbying efforts is essential. Effective lobbying campaigns begin with strong information gathering to find out where decision makers might stand on your issue. The exercises you did to identify allies and opponents should provide some useful insights.

Test Your Skills

On a separate piece of paper, make a list of the public officials you think you could win over and a list of the public officials that you might never win over.

Using this information, you can classify the stakeholders on the basis of where they stand on your issue and how much influence they have. Here are the five main categories:



CHAMPION

Wholeheartedly supports your issue and your efforts. Willing to sponsor legislation or take the lead on speaking to his or her colleagues about why they should also support the bill.



SOFT SUPPORTER

Agrees with your issue in principle, but may not be willing to take the lead on moving the issue forward politically. Will likely vote for your issue.



UNDECIDED

Has not made a final decision on how he or she will vote on your issue, and therefore open to persuasion tactics.



SOFT OPPONENTS

Opposes your issue and will be unlikely to vote for it, but is not likely to take any political action to block your advocacy efforts.



HARD OPPONENTS

Opposes your advocacy issue and is also willing to lead a charge to block your efforts.

Once you've identified your lobbying targets, you should meet with each of them, prepared with an appropriate message about your issue. Here are some tips to make your meetings go smoothly and produce results.

- ✓ **Make appointments with those you want to lobby and ask how much time is available so you can use it to your best advantage.**
 - Attempt to meet with any official who you believe may be interested in or connected to your issue.
 - Attempt to meet with officials who represent districts that are particularly affected by your issue.

- ✓ **Make sure you are well prepared for your meeting.**
 - Have two or three well-briefed speakers.
 - Prepare a brief written summary of your case, your organization's origin (if you have one), your credentials and your area of work; refer to it at the meeting and submit it to the official and others at the meeting.
 - Agree on the order of who will speak from your delegation and the issue each speaker from the group will address.
 - Assign someone to take notes.
 - Arrive five minutes early.

- ✓ **Consider these tips for presentation and discussion with the official.**
 - *Let them know who you are.*
Introduce everyone in your party and your organization: Explain why you wanted to meet and ask if you can begin by presenting your views and concerns and then get his or her reaction.
 - *Share facts and stories.*
When presenting your issue and views, it is important to have facts and statistics that show you have done some research. However, also find a few stories that illustrate your arguments. Stories personalize an issue and may resonate with a politician more than statistics.
 - *Stick to the basics.*
Try to keep your conversation focused on a few basic points. The more complicated and convoluted your message, the greater the chance the conversation will wander into uncharted territory. If the official you are lobbying changes the topic, gently return to your main point.
 - *Welcome questions.*
Ask if there are any questions and do your best to answer them. If you do not know an answer, say so and offer to try to find the answer and get back to them.
 - *Don't lose your temper.*
Don't get angry, sarcastic or discourteous. In rare cases, you may find an official is unresponsive or even openly hostile to your concerns. If that's the case, and you cannot find any common ground, you may wish to calmly reiterate your key points and end the meeting.
 - *Get a commitment.*
Ask your politician to do something concrete to show support for your issues. For instance, you may ask her/him to:

- Make a statement to the plenary of a legislature;
 - Ask a question during the question period of a meeting;
 - Ask a relevant committee to look at the issue;
 - Raise your concerns within the party group, help you arrange a meeting with several other officials in their party or their party caucus chair;
 - Invite the officials to address your group or a local meeting that you are hosting; and
 - Talk to the press about the issue and share your points.
- ✓ **After the meeting with the official, it is important to do some follow-up.**
- Write a note of thanks for the time you were given to present your case and reiterate any agreed upon actions to prompt follow-up.
 - If there were requests for more information, ensure that they are followed up.
 - Keep the record of what was said at the meeting on file, especially if the official made any commitments to your group. Files of meetings can be useful for preparing for future meetings or presentations.

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Alliances and Coalitions

A coalition is a temporary union between two or more groups for the purpose of gaining more influence or power than the individual groups or parties can hope to achieve on their own. By focusing on their common objectives and goals, all of the member groups can build their strength and get an advantage on issues of common interest.

With a particular objective in mind, coalitions have a limited life span until the objectives are achieved. All of the partners should feel as though they are winning or getting something out of the coalition – a win/win situation.

Why build a coalition?

The primary reason for forming, joining or building a coalition is to gain more influence and power than the individual organization has on its own. This can be done by combining resources during an advocacy campaign. Working together, the groups are able to accomplish more together than they would on their own.

There are many aspects that should be thought about when considering forming or joining a coalition. These may include: conducting better research, sharing information, mobilizing supporters, informing the public, advocating on an issue, raising money, organizing against a stronger force and gaining more power and influence. Not every coalition will do every one of these things, but they should at least consider them and decide what makes sense for them.

The **Congo Advocacy Coalition**, made up of local and international nongovernmental organizations, was established in July 2008 to advocate for greater protection of civilians and respect for human rights in eastern Congo.

The Civil Campaign for Electoral Reform (CCER) is a broad alliance of more than 65 civil society organizations that advocate for electoral reform in Lebanon. Founded in June 2006, CCER works at the national and municipal levels campaigning for reform of Lebanon's electoral law.

ADVANTAGES TO BUILDING OR JOINING A COALITION	DISADVANTAGES TO BUILDING OR JOINING A COALITION
<p><i>There are various potential advantages for organizations in joining coalitions to advance their advocacy agenda:</i></p>	<p><i>There are potential disadvantages to joining a coalition that should be considered:</i></p>
<ul style="list-style-type: none"> ● By combining forces coalitions allow organizations to gain something that they could not gain on their own. ● By gaining influence or power, coalitions provide groups with tangible results that they could not accomplish on their own. ● Coalitions can provide the member groups with ways to build their organizations and broaden their base of support. ● Member organizations of a coalition can 	<ul style="list-style-type: none"> ● In order to find common ground with other members of a coalition, each group may have to compromise on priorities or principle. ● By joining a coalition, groups may lose some control over the message and tactical decisions. This can lead to disagreements or squabbling between the coalition members and within the individual member organizations. ● By associating with other members of the coalition, groups may also be associated

focus on their strengths while relying on the strengths of coalition partners in other areas and still sharing in the accomplishments with the other members.

- Partners in a coalition are able to learn from other organizations and acquire new skills. By combining efforts and sharing experiences members of the coalition can broaden their knowledge and abilities.
- Shared resources often mean that the coalition can overcome deficiencies. The sum is often greater than the parts.
- Increased numbers – more people – can overcome deficits in time and money. More people may mean that it will take less time to accomplish an objective and could cost less with more volunteer effort.

with negative aspects or perceptions of those other members.

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Qualities of Successful Coalitions

There are a number of points to consider that make it more likely that the coalition will stick together and accomplish the objectives.

Clear Objective	Determine a clear objective for the coalition and what the common ground will be. It is important to focus on the points where the members of the coalition can agree and avoid points where disagreement will waste time. It is not important that the members agree on every issue but that they find at least one or two issues that are important enough for them to focus their energies.
Equitable Benefit	Make sure that all the members of the coalition receive some equitable benefit from the coalition. It is important that all members feel that they are gaining in power or influence from the coalition. If a member organization feels that it is not receiving its fair share of the benefits from the coalition, it will see its interests are better served by dropping out of the coalition.
Agreement on Disagreeing	Members of the coalition will not agree on all issues (if they did, they should become a single group). There may be topics which are off limits to discussion in order to avoid conflict or issues where the coalition partners decide that they will not agree but that disagreement will not impede their pursuit of common objectives.
Compromise	Be willing to compromise. In order to find common ground with coalition partners, member groups will have to be flexible and may have to concede on certain issues to reach a consensus.
Negotiation	Be able to negotiate - or "give and take" - to receive what you want in exchange for a lesser priority.
Defined Decision Makers	Decision makers for each group must negotiate. Clearly designated representatives of the organizations must be in a position to make decisions for their group and implement the agreements.
Trust and Cooperation	There must be trust and cooperation between the partners. Member organizations have to believe that others in the coalition are honest and working fairly with the partners.
Respect	Respect the interests of the partners. Respect positions, difficulties, strengths and weaknesses of member organizations. Each organization contributes a unique experience, structure, program, values and leadership qualities to the coalition. It is important to secure mutual understanding between the members of the coalition to reach the common advantage.
Clear Understanding of Roles	Determine a clear understanding of the role, as well as the responsibilities, each member of the coalition will have within the

	coalition. Once the common ground has been agreed upon, it is important that all the members understand what is expected of them as members of the coalition. This may require clear planning with members dividing the various tasks and concentrating their resources.
Focus on Tangible Results	Coalitions must achieve results that are clear to the members and the public. They must not only achieve these goals but they must be able to clearly demonstrate their achievements. In some cases winning on an issue may be a success and in other cases blocking someone else from winning may be a success.

Maintaining the Coalition

Once the partners have agreed to form a coalition and come to an agreement about all the various aspects of the coalition, the hard part is maintaining the coalition and making it work so that it achieves its goals and is a win/win for everyone involved.

- ✓ **Maintain trust:** Keep the philosophy of your organization but be sensitive to others in the coalition to build and maintain the trust between organizations. Organizations may need to develop confidence building measures or at the very least ways to check on partner confidence to make sure that once the original euphoria is past the partners continue to see the benefits and continue to work together.
- ✓ **Decision maker meetings:** Decision makers within the group will need to have regular, agreed-upon meetings to maintain communication, ensure ongoing trust and resolve any differences that may arise.
- ✓ **Internal communication:** Partners will need to maintain communication among one another and within each involved group.
 - Make sure information flows in all directions.
 - Establish an environment of openness that encourages the free flow of communication and information in all directions.
 - Listen to others, and act quickly and appropriately on their questions, suggestions and concerns. This is probably the most important aspect of developing an atmosphere of openness.

It is crucial to the partnership that there are clear information flows among partners. This will help the partners understand how their alliance functions, constraints under which it operates, and the respective roles of the other partners. (*See the OECD document ["Successful Partnership: A Guide"](#) for more information*).

- ✓ **External communication:** Partners will need to maintain agreed upon procedures for dealing with the public and the press.

Lesson Four: Key Points to Remember

- Mass media is an essential tool for getting messages out widely and requires cultivating relationships with journalists and editors.
- Lobbying is an advocacy tactic that involves meeting face to face with decision makers as part of your effort to build support for a particular policy change.
- Lobbying is a good way to cultivate a relationship with an ally, as well as coordinate efforts and get advice.
- Make appointments with those you want to lobby and be prepared with your main talking points.
- During your meeting, keep your conversation focused on a few basic points.
- A coalition is a temporary union between two or more groups for the purpose of gaining more influence or power than the individual groups or parties can hope to achieve on their own.
- An advantage of joining a coalition is that organizations can focus on their strengths while benefitting from the strengths and resources of coalition partners in other areas to share in the accomplishments.
- Qualities of a successful coalition include: a clear objective; members receiving equitable benefit; agreement to disagree; a willingness to compromise and negotiate; trust and cooperation among the partners; respect for the interests of the partners; and a clear understanding of roles.

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QUIZ

1. **What are important things to consider in your mass media strategy?**
 - a. Make your story newsworthy
 - b. Make your story easy to cover
 - c. Build relationships with reporters
 - d. All of the above

2. **What is lobbying?**
 - a. A tactic that involves using mass media to get your message across
 - b. A tactic that involves meeting face to face with decision makers as part of your effort to build support for a particular policy change
 - c. Both of the above
 - d. Neither of the above

3. **Who would be considered a "soft supporter" of your advocacy campaign?**
 - a. Someone who has not made a final decision on how he or she will vote on your issue
 - b. Someone who opposes your advocacy and is willing to lead charge to block your efforts
 - c. Someone who agrees with your issue in principle, but may not be willing to take the lead on moving the issue forward politically
 - d. Someone who whole heartedly supports your issue and efforts

4. **Once you identify your lobbying targets, you should:**
 - a. Meet with each of them
 - b. Ignore them
 - c. Send them letters
 - d. None of the above

5. **After meeting with the official, it is never important to follow up since he/she should remember you.**
 - a. True
 - b. False

6. **What is a coalition?**
 - a. A permanent group of people who assemble in order to gain collective influence
 - b. A temporary union between two or more groups for the purpose of gaining more influencer power than the individual groups or parties can hope to achieve on their own
 - c. An individual hoping to gain power by himself
 - d. An information sharing website

7. **Which of the following is *not* an advantage of building or joining a coalition?**
 - a. Coalitions allow organizations to gain something that they do not have on their own
 - b. Member organizations of a coalition can focus on their strengths while relying on the strengths of coalition partners in other areas and still share in the accomplishments with other members

- c. Groups may have to compromise on priorities or principle in order to find common ground with other members of the coalition
 - d. Increased numbers of people can help overcome deficits in time and money
8. **Which of the following is an important point to consider that makes it more likely that the coalition will stick together and be successful?**
- a. Determine a clear objective
 - b. Make sure that all members receive some equitable benefits from the coalition
 - c. Be willing to compromise; agree to disagree
 - d. All of the above are important points

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CONCLUSION: LEARNING FROM YOUR EFFORTS AND LOOKING TO THE FUTURE

Monitoring and evaluation are key activities for keeping your advocacy effort on track. They also allow you to assess the policy changes you have achieved. As you go along, your advocacy activities will often need to be adjusted and revised based on what is working and what is not working.

Monitoring is when you keep a record of your activities and what you learn as a result of each activity and/or tactic, which can make you more effective as an advocate.

For example, you may want to track new information about your target audience that will affect your message. Or you may track activities that are successful, rather than those that are less successful. In addition, you should track changes in your target audiences' position, interest, opinion and knowledge about the policy issue. The exercises you did to evaluate targets, allies and opponents provide a good place to start and can be re-examined at regular intervals.

Evaluation assesses whether your policy goals have been achieved, as well as the ultimate impact of these changes on the well-being of you and your neighbors in your community.

The information you gathered during the research phase of your advocacy planning provides some good baseline information for your evaluation. When new laws or policies are passed, it can sometimes be difficult to know exactly what led policy makers to make a certain decision, so it can be difficult to assess what role an advocacy effort might have played. The following chart suggests some questions you can use to reflect on and evaluate your advocacy efforts.

Questions for Evaluating Your Advocacy Initiative <i>(Adapted from CARE Advocacy Tools and Guidelines)</i>	
Evaluating Impact	<ul style="list-style-type: none">• Have policy changes resulted in improvements in people's quality of life? Why or why not?• Can you provide data to support your findings?
Evaluating Effects	<ul style="list-style-type: none">• Has the policy change you tried to achieve occurred, or are the prospects better than they were before?• Have new policies been approved, or outdated/adverse policies been changed? Are policies enacted at the national, regional and/or local levels? Why/why not?• What factors enabled/hindered the success of your policy change, that is, the creation, reform or enactment of policies?• Were bills or proposals formally introduced in the legislature or other government body? Were informal decisions made?• Who made final decisions that enabled/hindered your policy change?
Evaluating Your Strategy	<ul style="list-style-type: none">• Did you select appropriate primary and secondary audiences? Did you have to change the targets of your advocacy along the way? Why/why not?

	<ul style="list-style-type: none">● Did your advocacy messages change your target audiences' opinions or knowledge on the policy issue? Which messages were most successful, and which failed to convey your point?● Did you advocate in a coalition? What were the benefits/drawbacks for advocating in a coalition?● Did the advocacy initiative raise public awareness and interest in the policy issue?● What were the major obstacles faced by your advocacy initiative? What did you do to overcome those obstacles?● What can you learn from your strategy implementation for future advocacy initiatives?
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It is important to remember that you may not achieve your goals every time you undertake an advocacy effort. This is why setting your expectations and identifying shorter and longer term goals are important. But the relationships you build and the new ideas you share are vital to future efforts to making policy changes that are beneficial to your community. So don't stop now, you are just beginning!



QUIZ ANSWERS

Lesson One Quiz

1. B. Advocacy is a process by which people seek to positively influence their policies
2. D. You, local organized groups, and large institutions are all eligible to be advocates.
3. A. True. Who an advocate is trying to influence depends on the need he or she is trying to address.
4. B. False. Understanding which institution is responsible for whatever services and policies is a very important part of effective advocacy.
5. C. In order to address a need in your community, you can take a variety of sustainable approaches, including legal, advocacy, and fundraising.
6. D. Benefits of the advocacy approach include: Strengthening the community by working together to address a need; Identifying and training new community of leaders; and establishing relationships with local officials.
7. A. True. The goal with advocacy efforts is to improve the policy making process which will result in more sustainable improvements.
8. B. False. Advocacy efforts are not always successful.

Lesson Two Quiz

1. D. In order to launch a successful advocacy campaign, you need to evaluate your own values and goals; community needs; and preferred solutions and political dynamics and entry points.
2. B. You should plan your advocacy campaign in order to maximize effects on policy.
3. D. Before you start an advocacy campaign, you should take inventory of people, supplies and equipment, and money.
4. A. True. The first planning step is to evaluate how conducting an advocacy campaign will help you and your organization or community, and if it is something you have the capacity to take on right now.
5. A. In the eyes of an advocate, a "need" is something that happens with government policies and/or services do not respond to desires or priorities of citizens
6. C. When proposing solutions to community needs, you must first define the community need; second, gather more information; third, develop a list of policy alternatives; lastly, judge the alternatives and choose among them.
7. B. Your objective is the desired outcome or the proposed advocacy solution to the specific issue
8. B. False. It is important to consider your political terrain in your advocacy campaign.
9. D. When identifying parts of your advocacy strategy, you can use SWOT analysis, force field analysis and power mapping.

Lesson Three Quiz

1. A. Your advocacy message is what you choose to say about your issue and its solution.
2. D. When developing your message, you must first identify your target audience; second, know your issue and the public discourse around it thoroughly; third, research the views of your target audience; and lastly, review past media coverage.
3. D. When identifying your target audience, think about who you are trying to educate, motivate, or convince; Identifying potential new leaders; and What kind of media you can use to convey your goals and objectives through

4. B. Knowing your audience's experiences and perspectives will allow you to develop a more persuasive message that speaks directly to their concern
5. B. Strong messages are short and truthful
6. A. True. Messages can be delivered by mass media and also face-to-face individually or in small or large groups
7. D. Strategies to review your message and maximize its reach include: Brainstorming with your peers and colleagues; pre-testing your strategy in small groups; and developing visual and graphic materials to coincide with your verbal message
8. A. One-on-One is a possible person-to-person way to deliver your message.

Lesson Four Quiz

1. D. It is important to consider making your story newsworthy, make your story easy to cover, and build relationships with reporters regarding your mass media strategy
2. B. Lobbying is a tactic that involves meeting face to face with decision makers as part of your effort to build support for a particular policy change.
3. C. A "soft supporter" of your advocacy campaign is Someone who agrees with your issue in principle, but may not be willing to take the lead on moving the issue forward politically
4. A. Once you identify your lobbying targets, you should meet with each of them.
5. B. False. After meeting with an official, it is always important to follow with him/her.
6. B. A coalition is A temporary union between two or more groups for the purpose of gaining more influencer power than the individual groups or parties can hope to achieve on their own
7. C. The fact that groups may have to compromise on priorities or principle in order to find common ground with other members is a disadvantage of building or joining a coalition.
8. D. Willingness to compromise, making sure that all members receive some equitable benefits from the coalition, and determining a clear objective are all important points to consider to make it more likely that the coalition will stick together and be successful.