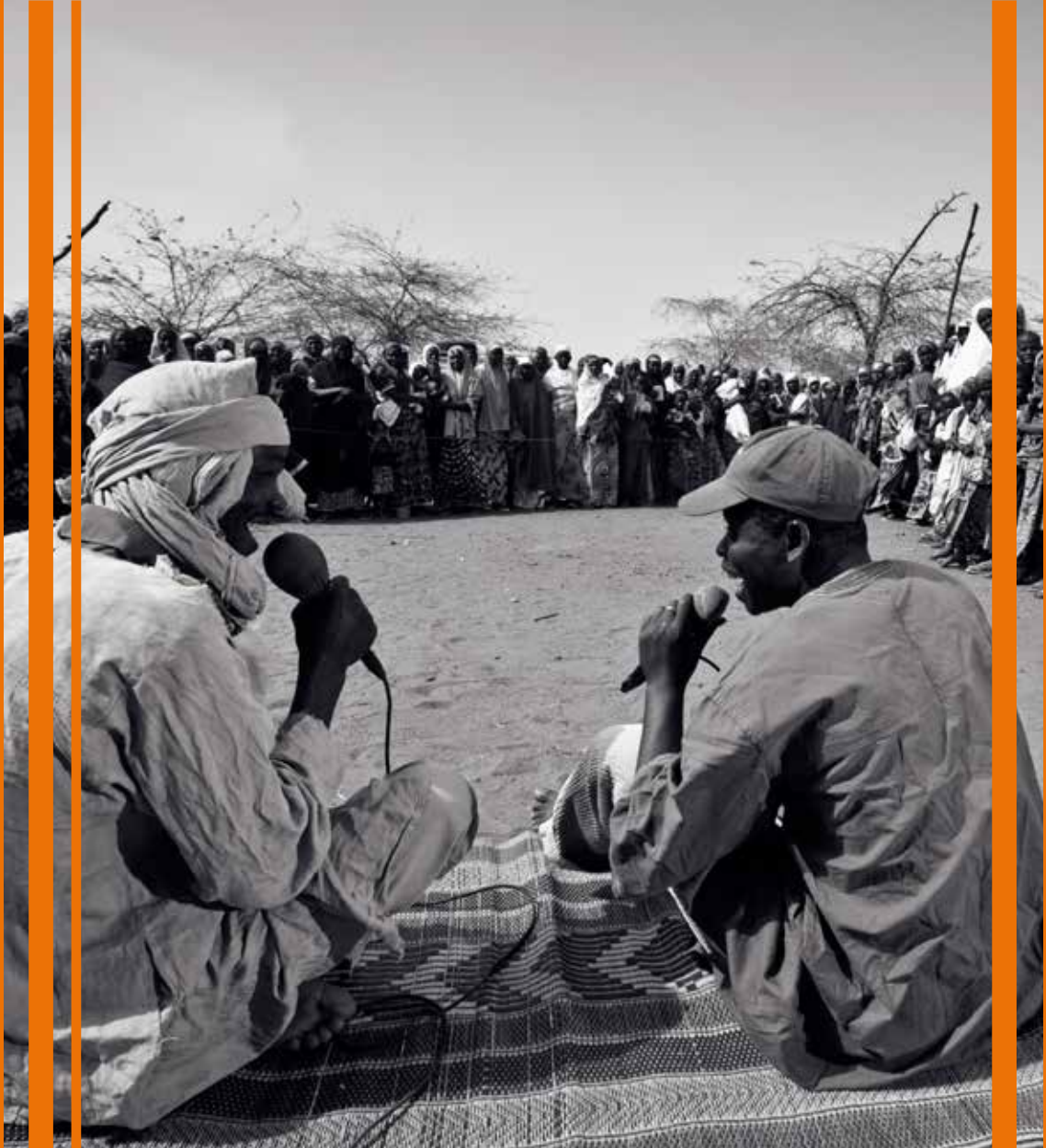




ACF INTERNATIONAL ADVOCACY TOOLKIT





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INTRODUCTION

Advocacy: a tool to complement ACF's programmes

Action Against Hunger | ACF International (ACF) is an NGO with extensive field experience which has witnessed the effects of hunger for more than three decades. It is therefore in a clear position to report and advocate on issues relating to hunger and to influence change at political level. Its work in around 45 countries to tackle hunger and undernutrition provides it with unrivalled, specialised evidence that can be used to inform and influence major stakeholders.

ACF has been carrying out advocacy work as a joint strategic effort since 2005 with what was initially called the "Hunger Watch" project. With the development of ACF's International Strategic Plan (ISP 2010-2015), advocacy became a key pillar of ACF's strategic ambitions. In October 2012, ACF International adopted its new International Advocacy Strategy for the period 2012-2015.

What is the purpose of this toolkit?

This toolkit intends to assist ACF staff at mission, regional and HQ levels to plan, implement and monitor the parts of the advocacy strategy that relate to them. It is not meant as a stand-alone guide on how to carry out advocacy activities. Instead it provides key questions for reflection and discussion, basic advocacy pointers (the theory) and some tools to help ACF staff work their way logically through the different stages of an advocacy planning cycle. In each chapter, ACF's previous advocacy experiences are used to illustrate the different areas in which advocacy can work.

This toolkit is envisaged as a living document. Available electronically via ACF's Intranet, it will be reviewed regularly and updated to incorporate new learnings and experiences from different missions and offices.

How is the toolkit structured?

The toolkit is structured into two main chapters:

Chapter I: A general overview of what advocacy means for ACF's programmes and technical work. How advocacy complements and provides guidance to articulate the different levels of advocacy between missions, regional offices and headquarters.

Chapter II: Different phases for developing, implementing and monitoring an advocacy strategy giving, when relevant, some tools to assist in the process. Chapter II is structured in the following sections:

- Section 1. Steps to develop an advocacy strategy
- Section 2. The different steps to implement an advocacy strategy. Specifically, when they should be made and why
- Section 3. Guidance for monitoring and evaluation



CHAPTER I. INTRODUCTION TO ACF ADVOCACY

What does advocacy mean to ACF?

The ACF International Strategic Plan (ISP 2010-2015) states that “advocacy is an essential tool for the organisation to accomplish our mission and realise our vision of a world without hunger”. This is particularly true for ACF to achieve aims 3 and 4 of its ISP.

THE AIMS OF ACF’S ISP 2010-2015	
Aim 1: Increase our impact on acute malnutrition, curatively and preventively, especially in young children	Aim 2: Respond to, and prevent humanitarian crises, address vulnerability and reinforce longer term resilience to food, water and nutritional crises
Aim 3: Develop partnerships with local, national and international stakeholders to increase the number of people we assist and promote sustainability	
Aim 4: Build our capacity to ensure effective and efficient responses to humanitarian crises	
Aim 5: Maximise our pre-eminence as an advocate and reference source on hunger and malnutrition	

There are many definitions of advocacy but fundamentally, advocacy is a set of organised activities designed to influence policies and actions of those in power, with the aim of achieving lasting and positive change. Hence, advocacy requires a good understanding of power relationships (who makes decisions and at what level, and who has the power to influence them?) and sets out to effectively engage with and influence the multiple expressions of power to achieve a desired change.

The 5 pillars of the ACF International Advocacy Strategy

The ACF International Advocacy Strategy reflects the organisation’s advocacy priorities and goals. It is a roadmap guiding our actions in the near future and reflects our long term ambitions as an internationally recognised humanitarian organisation.

“Advocacy within ACF aims to make lasting changes to the policies, practices and intervention capacities in order to put an end to hunger and undernutrition and especially acute malnutrition in children under five by influencing political and economic decision makers and by mobilising public support.”

(ACF International Advocacy Strategy – October 2012)



Building and expanding on the Acute Malnutrition Advocacy Initiative (AMAI), the new ACF International Advocacy Strategy 2012-2015 includes five pillars, each of which has set goal in 2015, to promote a multisectoral response to undernutrition. The strategy therefore sets out our advocacy activities for 2012-2015¹.

KEY PILLARS OF ADVOCACY ACTION				
PILLAR	PILLAR I Scale up diagnosis, prevention and treatment of Severe Acute Malnutrition (SAM)	PILLAR II Mitigate the effects of seasonal hunger and recurring crises	PILLAR III Promote sustainable access to food and water for all	PILLAR IV Drive change on global humanitarian issues
RATIONALE	Nowadays fewer than 10% of the 19 million children suffering from SAM receive treatment. Although most SAM children in emergency contexts have access to treatment through humanitarian responses, the prevention and treatment of acute malnutrition in non-emergency contexts is severely neglected. And yet the majority of children suffering from SAM are found in developing and countries.	Approximately 600 million people are affected by cycles of seasonal hunger, and we know that acute malnutrition rates in children under five closely follow seasonal patterns. Hence on the whole, the hunger in the world is most severe during the hunger gap period. At the moment, assistance is inadequate to meet the needs of households during this critical period of the year.	Given the multiple causes of under-nutrition, it is essential that high-burden countries develop an integrated approach which incorporates the key sectors of food security and livelihoods, water and sanitation (WaSH) and health.	The types, dimensions and frequencies of humanitarian crises are increasing. As such there are now increasing challenges facing affected populations and humanitarian actors
OBJECTIVE	ACF calls for the recognition of SAM as a major health issue and integration of its prevention and treatment into strengthened national health systems. Its ultimate aim is to achieve universal coverage of SAM treatment.	ACF wants to promote 'seasonal' thinking in risk management and development planning. It is necessary to adopt a twin track approach, which ensures that the immediate needs of vulnerable populations are met whilst simultaneously building their long term resilience. This calls for a rethink in the way humanitarian and development programmes are conceived and delivered.	ACF promotes the development of 'nutrition-sensitive' food security and livelihood policies. Furthermore, we advocate for better access to clean water, good sanitation, a healthy environment and adequate hygiene practices. Indeed, these are all factors that have an impact on mortality and morbidity due to undernutrition and other preventable childhood diseases. Focusing on these issues is thus central to addressing undernutrition.	We believe that secure access to vulnerable populations and the safety and security of humanitarian workers must constantly be reaffirmed and preserved. We also feel it our duty to defend the core principles of humanitarian aid, i.e. neutrality, impartiality, humanity and independence.
PILLAR V Bring ACF advocacy to its full potential				
This transversal objective appears as a sine qua non condition for the achievement of our four external objectives (i.e. without it, none of the other pillars would be achievable. It will give rise to the capacity building of ACF staff in advocacy techniques and planning.				

¹ The five pillars of the ACF International Advocacy Strategy are shown in Annex 1



The “Justice for MUTTUR” campaign: <http://www.justiceformuttur.org/>

The principles of humanitarian assistance and international humanitarian law were violated to their very core when, in 2006, 17 ACF aid workers were executed in Muttur in Sri Lanka. ACF has since developed an advocacy campaign around this case to raise awareness of the principles upon which all humanitarian action is based, and to sensitise governments to the need to protect humanitarian workers. In 2012, ACF launched a video-petition calling for an international investigation into the crime and actively lobbied the Human Rights Council and UN member States to take action to end impunity in Sri Lanka.

Complementarity regarding advocacy, programmes and technical research

Advocacy is interrelated with the rest of ACF’s programmes, research and technical work. The three areas support, complement and strengthen one another. Indeed, our evidence-based advocacy draws legitimacy and credibility from our technical knowledge and research and our operations and direct work with communities in emergency, recovery and development contexts. Our expertise in the fields of nutrition, food security & livelihoods and water & sanitation adds the most value to our voice in the political scene. This will enable us to become a force for change.

In turn, ACF advocacy also supports our programmes when, for example, we defend humanitarian access to populations or zones in a country or promote the elaboration or improvement of national technical protocols.

Through our advocacy we promote our technical positions and evidence to political authorities and institutions, seeking to influence not only technical frameworks but also policy or financial frameworks to achieve our objectives. The added-value of advocacy is thus critical, since it is the most powerful way of fostering the strong political will that is necessary to achieve our mission of a world free from hunger.

When programmes lead to advocacy

ACF in Burkina Faso implemented a project which associated some cash-for-work activities (development of lowlands for rice production) with the acquisition of land by the beneficiaries at the end of the project. The capitalisation of the project enabled ACF to promote the lessons learned and finally to influence the funding of the project, with DEVCO accepting to fund the project after an initial phase funded by ECHO. Moreover, the project is now cited as an example in the fact sheets which accompany the European Commission (EC) communication on resilience. It is also used by ACF to influence the initiative of the EC (“AGIR”) which promotes resilience in the Sahel region.

Advocacy for the elaboration of CMAM guidelines in Bangladesh

Until recently, the Government of Bangladesh (GoB) refused to adopt the Community Management of Acute Malnutrition (CMAM) approach, and rejected the use of Ready-to-use therapeutic food (RUTF). In terms of protocols, only an in-patient treatment guideline was available for severely acutely malnourished children.

Spurred by ACF and other actors (Concern, ICDDR-B, MSF, Save, TDH, UNICEF and WFP), a CMAM working group was created in 2010, with the aim of lobbying for the elaboration and adoption of CMAM national guidelines, despite the lack of political will from the GoB. The group decided not to go into confrontation with the GoB and began to work on a technical guidance document in October 2010.

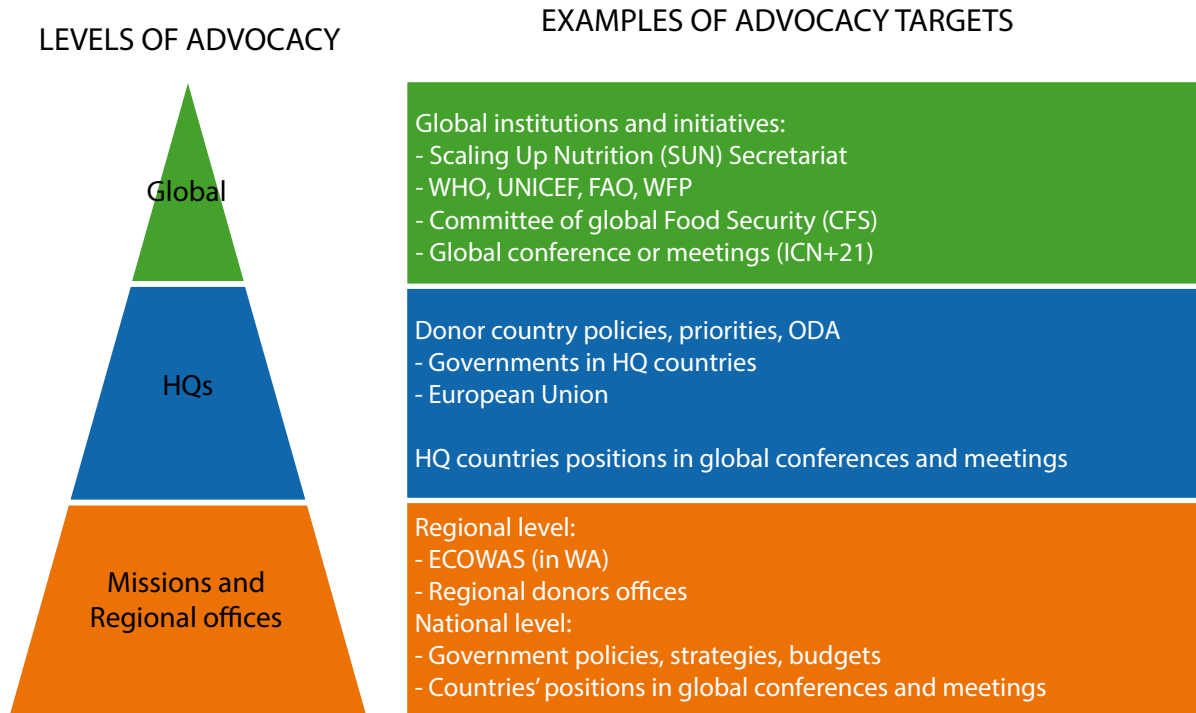
In March 2011, the efforts of the group paid off when the national health authorities took ownership of the process and used the materials to develop a national guideline. Finally, in August 2011, the final version was drafted and the “National Guidelines for Community Based Management of Acute Malnutrition in Bangladesh” were adopted in early 2012.



Articulation between global and regional headquarters and local levels

One of the guiding principles of ACF advocacy is ensuring complementarity and coherence of its messages across all levels of the organisation. The coordination of actions and messages is necessary to maximise the impact of advocacy efforts and lead to positive changes in policies and practices towards a reduction in undernutrition rates.

Advocacy is considered a strategic objective of the organisation and the ACF International Advocacy Strategy 2012-2015 therefore intends to be a framework for advocacy activities across the entire ACF network. ACF advocacy is thus managed as a global function, with one strategy and one common plan of action for all ACF headquarters and missions. However, adopting a common strategy does not mean that all levels of ACF's organisation will share the same advocacy tasks and objectives. On the contrary, each mission, regional office or headquarter will have specific targets, objectives and activities tailored to their context. However together, all of their individual targets, objectives and activities will contribute towards the achievement of the objectives set in the ACF International Advocacy Strategy 2012-2015.





The Scaling Up Nutrition movement (SUN):

The international SUN movement focuses on implementing and expanding proven nutrition interventions and supports the integration of nutrition into national streams of work in agriculture, social welfare, education and others sectors. The SUN “Framework for Action” has been endorsed by more than 100 organisations – one of which is ACF – and to date, 30 countries have joined the movement. As ACF is currently implementing nutrition programmes in 18 of these countries, it undoubtedly has a role to play at national and global levels:

- In SUN countries, ACF promotes the roll-out of the initiative. It does this by participating in national consultations, experience-sharing, priority setting in nutrition and fostering direct relations with national focal points and donors involved in the SUN.
- At the global level, ACF presented the report “Under the Sun” at the annual meeting that took place in New York from 25-28 September 2012 on the occasion of the 67th United Nations General Assembly (UNGA). Based on assessments of the progress of the SUN in Bangladesh and Niger, this report draws global recommendations for the movement.

Additional Resources

In October 2012, ACF international completed two strategic documents which act as the main guides for advocacy work and initiatives through the network:

- ACF International Advocacy Strategy 2012-2015
- ACF International Advocacy Policy



CHAPTER II. DEVELOPING AND IMPLEMENTING AN ADVOCACY STRATEGY

The advocacy cycle is similar to other Project Management Cycles. The main differences lie in the objectives of the project, which focus on policy change, and the activities, which are very specific (see chapter 3 on tactics and tools). Otherwise, the broad advocacy cycle can be summarised in different stages: identification of the problem, elaboration of the strategy, development of a plan of action, implementation phase and monitoring and evaluation. The following chart outlines the specific tasks and steps in each of these stages.

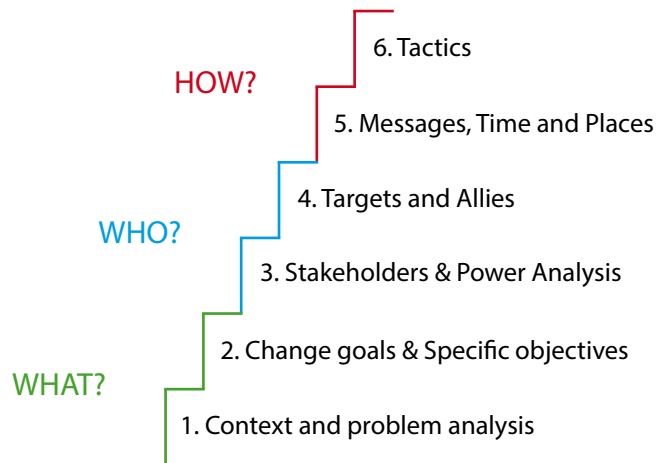
The Advocacy Cycle





SECTION 1: ELABORATION OF AN ADVOCACY STRATEGY

Taking a strategic approach to advocacy helps to pinpoint the problem and identify the change needed to reach an objective. It also helps to identify the individuals and organisations that are able to make that change happen and provides guidance on how to influence them. Once written, an advocacy strategy is essentially an outline of what we are trying to achieve and how we intend to get there. It ensures that our plans are thorough, commonly understood and adequately resourced before we begin advocacy work on a specific issue.



Key elements of an advocacy strategy

- **WHAT** change do we want to bring about?
This includes consideration of what is going wrong and what needs to change (context and problem analysis). It is important to provide strong evidence and to be clear about what must stop, as compared to what must change, and what alternative solutions might be adopted (change goals and objectives).
- **WHO** can make changes happen?
This includes asking who has the power to make the desired change happen and who may be potential allies and opponents (stakeholder analysis, targets and allies). It is important to be very clear that those identified as having power can actually make the change and to understand how they get involved in the decision making process (power analysis).
- **HOW** can you make them bring about the desired change?
This includes considerations of potential strategies and tactics for influencing people with power, but also to define the messages you will deliver to the different targets and to identify key moments and places where you will concretely advocate for change.

It is important to remember that if you are participating in technical forums, many of you are likely to already be engaged in advocacy without realising it. By developing and strategy and improving your tactics you may be able to carry out much more effective advocacy.

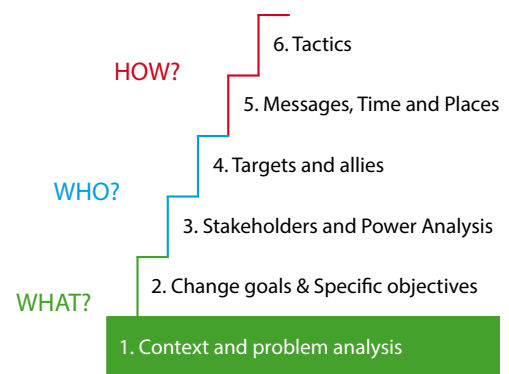
This chapter aims to give you clear guidance on the different steps needed to develop an advocacy strategy and to highlight the main questions you should answer.



1. Context and problem analysis

This analysis needs to focus in particular on the policy, financial or technical frameworks that relate to the issue you are working on (whether it's nutrition, food security, water and sanitation, etc.) but also on the way it is translated – or not – into concrete actions, and on the effect of these actions on the population.

Without a clear analysis of these elements, it is likely that you won't be able to identify what change should be sought, nor how advocacy can help in achieving it.



Checklist of questions

Identifying the problem and selecting key issues

- What is the problem we want to address? What are the main causes of the problem? Are these causes technical, economic, cultural, political or a combination of all four?
- Does the problem relate to a weakened political or institutional framework? If so which policies or strategic documents need to be developed or changed? Who/Which institutions bear responsibility?
- Does the problem relate to a gap in implementation? If so which practices need to change? How can advocacy support this change?
- Which constraints are blocking the necessary change? (E.g. Lack of political will, lack of finance, lack of interest of a specific group or organisation, etc.)

Understanding the external advocacy environment and assessing our internal capacities (SWOT analysis)

Strengths and Weaknesses of ACF to assess our legitimacy, credibility, accountability, capacity and funding to work on the issue:

- Does ACF have expertise in the area? What is our added value? (E.g. experience, field evidence, legitimacy, etc.)
- How is the problem we have identified relevant to ACF's mission and national strategy?
- How is it relevant to our operational work? How much evidence could ACF provide or help to gather to document the issue?
- What capacity do we have to engage in this issue?

Opportunities and threats external to ACF:

- What opportunities exist to make the change happen? (E.g. national political process, calendar of events, focus of the media, international initiative, existing alliance of influential actors, etc.)
- What are the potential risks for ACF?
- What factors could have a negative impact on our efforts?

An analysis of the laws, policies, strategies, technical guidelines or budgetary documents relevant to your issue (or the lack of them and the constraints in their implementation) is necessary to understand what priority the issue you have identified is given by the stakeholders you are hoping to influence. These documents will set up the broad framework in which the different stakeholders are involved and how they will deal with the issue.



See the guidance below on what should be looked at when doing the context analysis.

	TYPE OF DOCUMENTS	RELEVANCE TO ACF WORK
LAWS	Laws are the principles and regulations established in the country, approved by the legislative body, applicable to its people and enforceable by judicial decision. Governments that have signed up to international Human Rights Conventions are duty-bound to respect, protect and fulfill those rights.	Enjoyment of the right to food, water and health for all is crucial to achieve ACF's mission. If in existence, ACF should join national civil society coalitions that advocate for the incorporation of these rights into national legal frameworks and/or for the creation of effective mechanisms to enforce them.
POLICIES	Policies outline the goals of a government or ministry and the methods and principles it will use to achieve them. It may be necessary to pass a law to enable a government to put in place the necessary institutional and legal frameworks to achieve their aims. Laws must be guided by current government policy.	<p>Sectoral policies, such as national health policies or agriculture and food security policies, represent the frameworks in which specific programmes are implemented. ACF should assess whether and how they are effective to ensure adequate nutrition for all and, taking into account ACF priorities and positioning, understand what changes need to be made (if any) in these documents to ensure adequate management of the problems.</p> <p>For example, regarding a national health policy, particularly attention needs to be paid to:</p> <ul style="list-style-type: none"> - The existence (or not) of a specific section on malnutrition, and the priority it is accorded; - The share of the health sector budget allocated to nutrition (as well as the contribution of donors); - The degree to which nutrition interventions are mainstreamed into other health programmes. <p>The policy should also be assessed to determine whether it adheres to ACF's principles of non-discrimination and equality of treatment and access.</p>
STRATEGIES	Strategies outline broad lines of action to achieve the goals and objectives set in government policies. Both policies and strategies are documents which have a long term perspective and which are periodically revised. Strategies include institutional, social, economic and technical considerations and constraints as well as reference to who should be involved and when action needs to be taken.	<p>When specific strategies exist on ACF's core areas of action (nutrition, food security, water and sanitation, etc.), these documents should be carefully looked at, as they specify the degree of prioritization given (or not) to the issue and identify the actors that should be engaged.</p> <p>For instance, regarding a national nutrition strategy, the following questions should be asked:</p> <ul style="list-style-type: none"> • Is the management of acute malnutrition prioritised? (including both prevention and treatment); • Has the CMAM approach been adopted by the government? • Does the institutional structure give the nutrition unit/division adequate power and voice?
ACTION PLANS	Action plans are the operational documents which outline the concrete activities that will be conducted to achieve the policy and strategy and by whom and in what timeframe they will be achieved. They should also contain detailed budget requirements as well as potential risks and mitigation strategies. They usually are short term documents, periodically revised to adapt to the evolution of the context.	<p>The analysis and revision of action plans are where ACF's field experience adds the greatest value. ACF should capitalize on its experiences to advise on action plans and promote good practices.</p> <p>When a strategy does not have an action plan, ACF and other civil society organisations can encourage the government to develop one and advise them on what should be in it.</p>
GUIDELINES	Guidelines and protocols (the terms are usually used interchangeably) are documents which aim to guide decisions on technical or medical issues, set criteria and facilitate a standardised approach.	As ACF's activities are often technical in nature, the organisation has a strong interest in being involved in the design or revision of national guidelines in the countries where it works. These guidelines will have a direct impact on the way ACF's programmes are developed in the country.



This context analysis should involve both technical and programmes staff with an ACF mission. Technical coordinators and other experts based in the capital will have access to ministries, donors and other actors, will participate in coordination groups and will have access to relevant documents and information. Programme managers and field staff will be in direct contact with the population and beneficiaries, but also with local authorities. They can bring useful analysis and good practices on the way a policy or strategic document is implemented on the ground, but also identify gaps, bottlenecks and constraints.

When carrying out this context analysis, it is crucial that specific attention is paid to the official calendar of events for the elaboration or revision of relevant documents as, the earlier ACF can become involved in such processes, the greater their chance of achieving their aims.

However, for real change to happen, it is not enough to ensure that good laws, policies, guidelines and action plans are developed and approved; they must also be made public and implemented on the ground. This is where ACF and other NGOs can play an additional important role.

Where ACF supports the roll out of a country's strategy or policy in a sector, its experience on programme implementation is invaluable as it is able to identify the local or district institutional capacities to efficiently deliver the strategy and the bottlenecks and constraints that need to be overcome. This field perspective should be included in the overall analysis to complement the diagnosis of the situation. Moreover, when ACF is running a pilot project, the organisation should capitalise on its experience of identifying and integrating good practices.

CMAM Grid for the context analysis

This grid offers a framework for systematic analysis of the integration of management of acute malnutrition into the national health system.

Leadership & Governance	<ul style="list-style-type: none"> • Policies, strategies, technical guidelines (National nutrition strategy, CMAM Protocol) • Institutional capacities (Nutrition unit/division) • Coordination of actors & consultation process
Financing	<ul style="list-style-type: none"> • CMAM costing • Budget & Aid allocation to nutrition • Community mobilisation budget allocation
Human Resources	<ul style="list-style-type: none"> • Geographical distribution / gaps • Training and education (pre- and in-service, Material) • Management (supervision, performance, incentives)
Supply	<ul style="list-style-type: none"> • Availability of RUTF • Integration of RUTF in MOH supply list and supply chain • Local or regional RUTF production
Service delivery	<ul style="list-style-type: none"> • Coverage and access • Quality of care and of community participation • Free access to AM treatment
Information System	<ul style="list-style-type: none"> • Reporting & data collection on treatment • Nutrition surveys

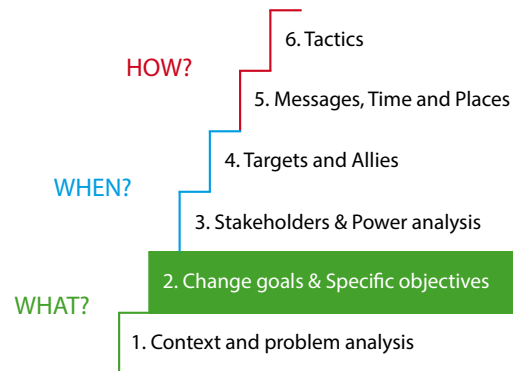


2. Change goals and Specific objectives

Checklist of questions

Advocacy objectives should answer the following questions:

- What change/s do you aim to bring/achieve? What is stopping us?
- What is your proposed solution?
- Who can make the change happen?
- When should the objective be reached?



Once you have identified your advocacy problem you can define your advocacy goal and objectives.

While change goals will be comprehensive and formulated as a vision for change, advocacy objectives should be as specific as possible. Advocacy objectives contribute to the achievement of your change goal. There could be one or more specific objective and each needs to be a SMART objective (Specific; Measurable; Achievable; Realistic and Time-bound). In this way they can be monitored and it is clear if the objective has been achieved or not (and why not). Change goals and advocacy objectives should be categorised into either policy, institutional or practice changes.

Example of the ACF Niger Advocacy Strategy

Problem identified	CMAM is not sustainably integrated in the health care system
Change goal	Long-term “development” financing is available for Nutrition
Advocacy objectives	<ol style="list-style-type: none"> 1. The government (Ministry of Finance) respects the commitments made at the Abuja summit in 2001 to devote 15% of its budget to the health sector 2. A specific programme on nutrition is included in the next revision of the Health development plan by the MoH in October 2013, including a specific budget for the Nutrition Division 3. In 2014, IMAM support is included in EU and U.S. development priorities in Niger (not only in their emergency programmes)

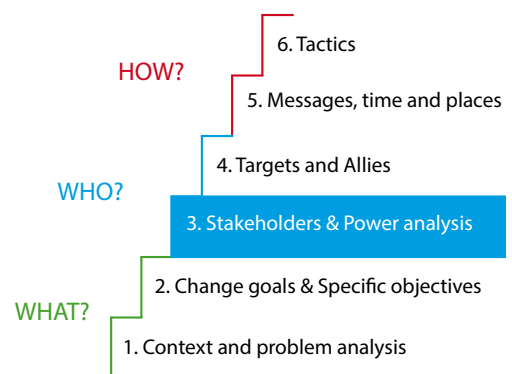


3. Stakeholder and power analysis

When you have defined your advocacy goal and objectives, you need to understand how policy-making processes work in the organisation you are targeting, who has the power to make the change you seek and how you can influence them.

Definitions:

- A stakeholder is a person or a group who has something to gain or lose through the outcomes of a planning process or project, and who may have a powerful bearing on it. Undertaking a stakeholder analysis will help you to identify the individuals or groups that have an interest related to your advocacy issue. It will help to identify allies and opponents and prioritise who you need to target.
- The power analysis will help you understand how each stakeholder is involved in the decision making process and define to what extent they can influence the final outcome. It will help to identify who to target and when.



Checklist of questions

- Which stakeholders are involved in the issue? i.e. which actors have something to gain or lose from the process?
- How much influence do they have?
- What is their position or attitude towards the issue? Do they agree or disagree with our position?
- How are the different actors involved in the decision-making process (formally or not)?
- What opportunities are there to contribute formally to the decision-making process or to influence it informally?

The stakeholder and power analysis is a key process for identifying different groups who may have an interest in a policy or debate, and for assessing what ability they have to influence the final outcome. It will help you develop strategies to involve, convince or otherwise manage the various stakeholder groups.

Usually many actors are involved in the development or revision of government policies and strategies (different ministries and other public bodies, donors and technical partners, research organisations, etc.), and official consultations may take place with civil society organisations and/or private sector organisations.



Examples of key stakeholders

National institutions	Technical & Financial partners	Global Initiatives	Civil Society	Academics	Private sector
<ul style="list-style-type: none"> Ministries and divisions Admin. and technical bodies National agencies Parliament Political leaders Local government 	<ul style="list-style-type: none"> Bilateral and multilateral donors UN: UNICEF, WFP, WHO, UNHCR, FAO... Private donors Private foundation (Gates, Clinton Foundation) 	<ul style="list-style-type: none"> Global Fund IHP+ GAVI SUN REACH 	<ul style="list-style-type: none"> Media Churches and faith based organisations Women's groups Social movements Trade unions NGOs and INGOs 	<ul style="list-style-type: none"> Schools and universities Research institutes 	<ul style="list-style-type: none"> National and International companies Professional bodies Individual business leaders Financial institutions Farmers' groups Small traders

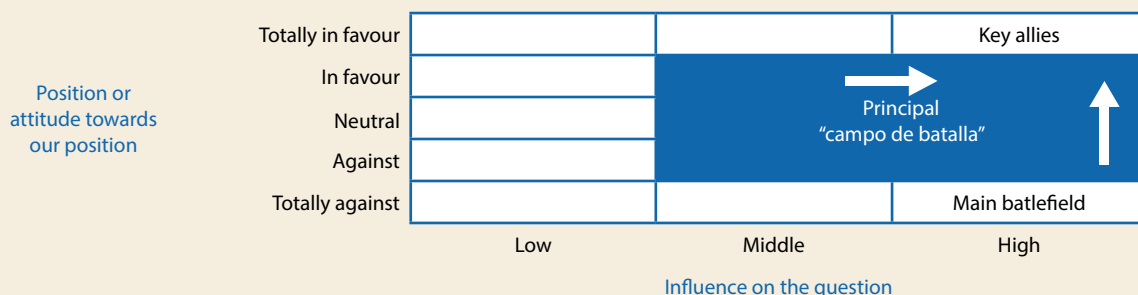
Once you have identified the main stakeholders, you need to understand how they are involved in the decision-making process. You must therefore have a good understanding of how decisions are made.

The process of elaboration of a policy, strategic document or a guideline is usually long and involves many actors: it can involve negotiations between different ministries and between different divisions within a ministry, and may involve donors and technical partners active in the sector. It also sometimes includes research institutes, private sector organisations, unions and CSOs. Formal stakeholder consultations may be organised by the officials or the issue may be put on the agenda of a sectoral working group or cluster. Even without such processes, there is still room to influence the final output, so long as you are aware of who is involved in the process and when they are involved.

To find out about this information, you need to liaise with the stakeholders who are part of the process and who willing to engage with you. This information is occasionally shared with all actors concerned during cluster meetings or nutrition working groups. If not, you should proactively engage with civil servants, donors and other key actors. So long as your organisation is recognised as an important actor in the sector and you demonstrate your will to maintain a constructive dialogue, you should not any trouble in getting this information. You should also be prepared to share information with them, rather than just expect them to give you information. Networking and regular participation in platforms and alliances should also improve the quality of the information collected and make it easier to divide up the sourcing of information.

The following "Stakeholder and power analysis matrix" should help you to interpret and analyse all of the information collected on the stakeholders and therefore facilitate the selection of targets, allies and opponents.

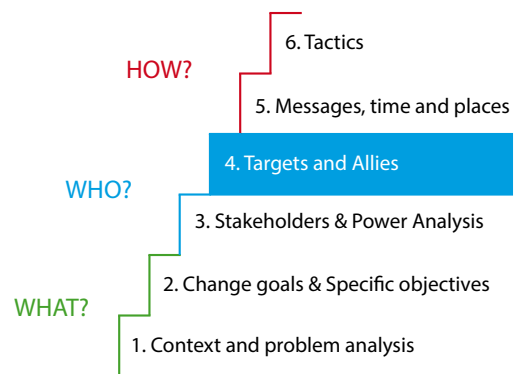
To help you identify your key allies and your main opponents, the matrix below helps you to classify the different stakeholders in terms of the influence they have on the subject (direct or indirect) and the degree to which they agree with your own position on the issue.





4. Targets and allies

The ultimate aim of a “Stakeholder and power analysis” is to identify targets and allies - a central step of the advocacy planning process.



a) Identifying targets

Checklist of questions

- Which actors have the power to solve the problem or help us achieve our objectives, and who do we therefore want to influence?
- Which actors are most likely to support us? Who can help us to influence them?
- Who is likely to oppose the changes we want to achieve and why?

Some institutions and individuals have the power to bring about changes in policies or practices while others are able to influence these institutions and individuals. Therefore primary and secondary targets should be defined –the latter are often more difficult to identify.

For instance, for ACF’s nutrition work, the primary targets might include ministers from different departments or the Chief Medical Officer. However, most senior staff are unlikely to be able to allocate sufficient time and attention to one particular one subject. Therefore deputies and senior advisers, as well as other people who interact with ministers, should be considered as secondary targets. They are often easier to access and they are the people who are actually writing the policy.

Donors to the health and nutrition sectors are also important targets for advocacy. Not only can they provide additional funding but they can also exert significant influence on governments when it comes to policy and practice change.

Finally, while the Ministry of Health is often a common target for advocacy, it tends to be less powerful than other ministries, even in relation to health sector issues. Therefore, some advocacy objectives and strategies will need to target other ministries and sub-national authorities, such as the Ministry of Finance or the Ministry of Planning. The latter may have the final say when it comes to crucial decisions, such as budget allocations or decentralisation.

b) Building alliances

Checklist of questions

- Which organisations/actors share a common goal/interest?
- Is there an existing group or coalition who could help us to achieve our objectives?
- How can we create a simple and effective coalition?



As advocacy targets tend to be flooded with a range of messages and advocacy materials and are unable to address all issues (which may even be conflicting), working in partnership is generally the key to success. By introducing your campaign to potentially powerful groups, you can also increase your sources of power. The greater, more powerful and more united a group of advocates is, and the better they are able to agree on one key solution, the higher the likelihood of success.

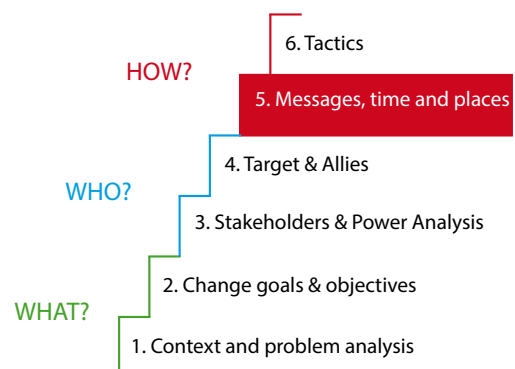
Potential allies include organisations that are already part of a formal coalition, organisations who we can collaborate with on an ad-hoc basis or organisations we can spur into action. These may include other NGOs, national civil society organisations, community-based organisations, journalists, academics, think-tanks or trade unions. By involving people or organisations affected by the issue on which we are advocating, we can ensure that the right demands are made. Additional support can also be a source of legitimacy, credibility and accountability which can strengthen our advocacy. Furthermore, collaboration is essential to ensure that long-term changes take place even after the targeted policy changes have been achieved. It is also very important to include beneficiaries as equal partners in the process as we can learn a lot from them.

A “Stakeholder and power analysis” will enable you to think outside the box and identify not only the obvious or essential allies, also the less obvious ones. At the global level, there are a number of initiatives that may be linked to your advocacy issue. In addition to being useful sources of information and material, the members of these initiatives may be important partners or able to engage with partners at national and local level in the country you are advocating in.

5. Messages, time and places

Checklist of questions

- In one sentence, what is the change we want to happen? How will we articulate our messages in order to achieve that change?
- How will we adapt our messages to each target? What action do we want each target to take?
- How can we make best use of the different events in the calendar to present your messages (meetings, summits, working groups, etc.)?



Advocacy messages should be:

- Clear and brief: use precise, powerful language and active verbs;
- Simple: make sure your message is clearly understood. Avoid jargon;
- Evidence-based: build on your experience and programmes;
- Action-oriented: provide concrete ‘asks’ to the target audience and suggest solutions tailored to your different audiences.



When developing your messages, you need to keep in mind what actions you want your targets to take and what might prompt them to act. For example, a representative from a ministry may already be aware of the issue and therefore require detailed technical information on how change can be achieved and what benefits it would bring. A high-level, political official may be less concerned about technical details but will need to be aware of political issues related the advocacy message such as how much donor support is available, how would the message increase popularity with the electorate or what are the measurable outcomes.

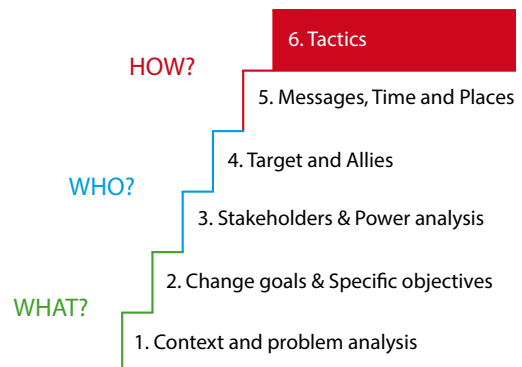
Once your messages are defined, the success of your work will largely depend on your ability to be in the right place, at the right time and to be talking to the right people. Therefore it is crucial to identify opportunities and to have the best possible understanding of the process, places, timing and actors involved. There is no point in conducting research or publishing a briefing paper if the strategic document you would like to influence is already at a stage where it cannot be changed. This is why it is important to have a very good understanding of the decision making process and to conduct the “Stakeholder and power analysis”.

Meetings and conferences are good advocacy opportunities because they often present good opportunities for you to speak to key targets and influencers, especially during coffee breaks. You can also contact the organisers in advance to ask for a slot on the official agenda to make a presentation or organise a side event explaining the results of your research or main recommendations of your briefing paper.

6. Tactics

Once targets, time and places have been identified, tactics to influence the targets can be developed. But before going further, it is useful to underline that advocacy is not necessarily confrontational.

On the contrary, most of the time, achieving your objectives will involve a mixture of tactics such as identifying and working with allies within the organisation you are targeting, influencing and lobbying behind the scenes, understanding and accepting some of the constraints faced by your targets or using technical expertise to reinforce capacities and support the change.



Checklist of questions

- Which tactics will be the most appropriate to influence our target (cooperative, persuasive or confrontational)? Will we try to:
 - Discredit our opponents’ speech or report their actions?
 - Convince some key actors to support our positions and to lobby others?
 - Propose alternatives to decision makers based on evidence?
 - Support the decision makers in the implementation of the solution (technical support/ assistance)?
- How will we use the different “modes of action” (expertise, lobbying, media work and mobilisation) to reach our objective?

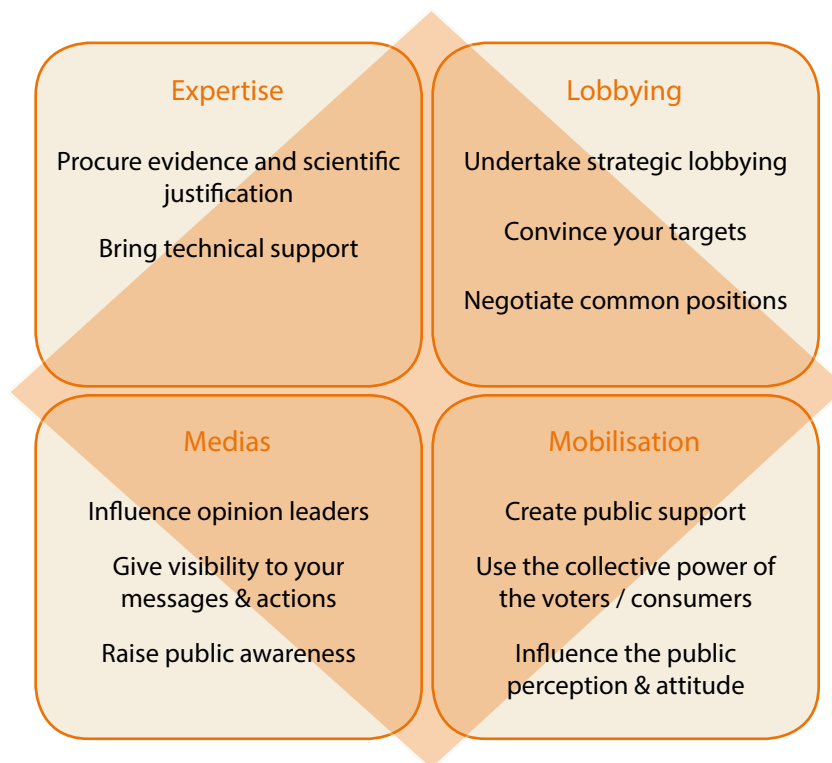


Many different actions can be taken to influence your targets. You need to decide which would be the best tactic or combination of tactics to employ at any one time to achieve maximum influence, bearing in mind that links to programmes are your source of evidence and legitimacy. This section is at the heart of the strategy and needs to be fully developed in your plans.

List your actions under these headings:

- Expertise and Research: case studies and evidence from programmes, technical support, major reports, etc.
- Lobbying: face-to-face contact with a range of targets, lobby letters, informal information sharing, etc.
- Media: field trips, articles and interviews (radio, TV, newspapers), use of celebrities, etc.
- Sensitisation and Mobilisation: email/postcard actions, plays, demonstrations, etc.

Advocacy: Modes of action





SECTION 2. ACTIVITIES: USING TACTICS AND TOOLS

The modes of action and tools presented in this section are not all specific to advocacy. Communication and media tools can be used for advocacy purposes and can prove to be very effective tools, however they are not used solely for advocacy. Similarly, research activities can target scientific and operational work while also serving to elaborate and support the messages and positioning of advocacy work.

While each mode of action has a specific goal, they are inter-linked and can overlap. For example a public petition that targets a specific decision maker or policy process can “open doors” for the organisation of a lobbying meeting and allow you to meet people that had previously failed to respond to your meeting requests. Meanwhile a press release can be picked up by the media and therefore reaching a decision-maker who previously had not been receptive to your messages.

While, in theory, a lot of activities can be implemented to help with the achievement of your advocacy objective, you will need to select and prioritise them based on several criteria such as your context (political, security), and their potential impact in comparison to cost (some could need a specific budget and some are more time consuming than others). Nevertheless, it is often the use of a large range of activities and tactics that will give you the best chance of success. Your selected activities should be written into a plan of action.

EXPERTISE

USE OF CAPITALISATION / RESEARCH / SURVEYS	
Objective	<p>Based on ACF’s experience in the field, to provide evidence of the causes of the problem and examples of what works and what does not work in efforts to resolve it (capitalisation) or to provide technical or scientific justification (research and surveys) that will influence the position of actors or decision-makers.</p> <p>The use of capitalisation, research or surveys will:</p> <ul style="list-style-type: none"> • Underpin the legitimacy of ACF’s advocacy initiatives ensuring they are evidence-based • Enable ACF to formulate its position based on its operational actions or on solid scientific and technical evidence • Highlight constraints and bottlenecks, good and bad practices and lessons learned. • Enhance the visibility of ACF action (e.g.: evaluation of the results of a pilot project)
Targets	<ul style="list-style-type: none"> • Decision-makers and influencers (national authorities, donors, UN agencies, private sector, etc.) • Media • Other non-governmental organisations (local or international), think tanks and academia
Format	<p>The final results can take diverse forms (and may be done in partnership with other organisations):</p> <ul style="list-style-type: none"> • Publish a leaflet/briefing/report based on the analysis of ACF data, evidences, surveys • Organise a workshop with relevant people/organisations • Organise a visit to a project/programme



Success factors	<p>Capitalisation, research and surveys are the backbone of advocacy work as they define the key recommendations that guide advocacy strategies and campaigns. they should be conducted before other advocacy activities and, if necessary, throughout the advocacy process. They need to be:</p> <ul style="list-style-type: none"> • Published at an appropriate time in the decision making process (i.e. in advance of a specific meeting or summit) • Targeted as relevant to the specific decision-maker or policy process and the final product should include policy recommendations • Planned from the beginning of the process • Disseminated appropriately. A good dissemination strategy is essential to ensure that the results of the capitalisation/research/survey reach your defined targets: <p>Possible formats for dissemination: hard copies and electronic copies of reports, fact-sheets, video clips, position papers, lobbying notes, media briefs, Q&A, online interview with author, etc.</p> <p>Possible channels/networks for dissemination: direct dissemination to targets via post/email with a cover letter, website, press, workshops, meetings, etc.</p>
Examples	<p>Based on the success of the the REPI project in Burkina Faso, which associated some cash for work activities (development of lowlands for rice production) with the acquisition of land by the beneficiaries at the end of the project, ACF devised an advocacy strategy which successfully influenced key major donors. The lessons learned and good practices derived from the project were used to influence:</p> <ul style="list-style-type: none"> • The donor to extend the funding of the project: initially funded by ECHO, it was taken over by DEVCO • The EU's Report on Resilience: the project is mentioned in the Fact Sheet which is an annex in the report • The EU's AGIR Initiative (building resilience) in the Sahel <p>Dissemination of the "Under the SUN: Tracking Progress of the Scaling Up Nutrition movement in Bangladesh and Niger" report. The report included case studies conducted in Bangladesh and Niger and includes specific recommendations for the SUN movement. This report enabled ACF to influence:</p> <ul style="list-style-type: none"> • The SUN global framework and intervention priorities • SUN activities at national level in countries where ACF is present <p>Trials are ongoing in India to test of the effectiveness of different therapeutic treatments for the management of Acute Malnutrition with the aim of convincing the Indian government to adopt a CMAM approach. (On-going)</p> <p>The feasibility of integrating the CMAM approach into Bangladesh's Health System were evaluated to convince the Government to integrate CMAM into its health system (2011)</p>
Limitations	<ul style="list-style-type: none"> • The short duration of projects can make capitalisation difficult • Lessons learned can be very context-specific and cannot be applied to all programmes / contexts • The limited scale and extent of programmes can make it difficult to predict their impact if scaled up • Political or financial factors can impede decision-making, despite strong operational or technical evidence • Research time-frames are often difficult to match up to political agendas (and thus to advocacy activities) • Difficulty in transforming complex technical messages into policy oriented, simplified messages.



TECHNICAL SUPPORT AND ADVICE

Objective

- When the assessment of the situation indicates that at the heart of the problem is a lack of capacity or knowledge of decision-makers on the issue raised by ACF, advocacy work can involve technical support (even though it is not technically considered to be advocacy).
- Technical support can therefore reinforce the credibility of ACF's advocacy messages. By working within the organisation or government body it aims to influence, ACF is better placed to bring about change through a collaborative approach rather than through a critical inquiry or proposal.

Targets

- Policy, administrative or technical staff in charge of the elaboration or implementation of the targeted policy or programme.

Format

- Technical support can take place over different time-frames:
- During one-off technical surveys, technical training sessions, or meetings to advise or co-elaborate technical documents.
 - Over longer periods, especially when it aims to reinforce capacities.

Success factors

- The timeframe and objectives of the technical support should be well defined and understood by all stakeholders.
- A clear plan should be established to hand-over of activities initiated by ACF.
- The management and accountability of the secondee should be clearly defined.

Examples

- Technical assistance to the nutrition division to improve the quality of data collected during the Comprehensive Food Security and Nutrition Survey in Liberia.
- Long-term technical assistance to the Nutrition Department of Liberia's Ministry of Health to build the capacity of national staff and promote the development and implementation of a CMAM strategy.

Limitations

- The successful provision of technical support is reliant on the capacity of technical personnel or on the political orientation of their government. Certain countries are not always in favour of accepting technical assistance from NGOs as it might involve adopting a collaborative approach to undertaking the project and some degree of transparency – some governments may be wary of this.
- Capacity building can only be considered a change objective if the problem is identified as a structure which has weak capacity – governments or the structure in question may be reluctant to admit this.

LOBBYING

STRATEGIC MONITORING & INFORMATION GATHERING

Objective

- To keep informed of the latest technical and policy developments or political events of the subject you are following. This work forms the basis of the context and power analysis. It should enable you to:
- Understand the decision-making process;
 - Identify key event dates & political dynamics,
 - Identify allies & opponents and the most relevant advocacy targets.



Targets	<ul style="list-style-type: none"> • Decision-makers • Other NGOs/CSOs • Key informants
Format	<p>Strategic monitoring can be carried out in several ways, often depending on the subject:</p> <ul style="list-style-type: none"> • Reading official notes and documents: sectoral policies and strategies, national budgets, donor strategies and reports, NGO reports, briefing papers ... • Internet searches: newsletters, RSS feeds, Google filters, thematic web platforms/groups, mailing lists, information bulletins, press reviews ... • Networking: participation in thematic task forces or groups, round-tables, conferences, formal meetings or informal discussions with decision-makers and informants...
Success factors	<ul style="list-style-type: none"> • Key organisations (and actors) should be identified whose objective is to summarise and gather information a particular theme (e.g. the OCHA website, prospective centers, etc.) • Research should be conducted throughout the implementation phase to update and adjust your analysis. • Information gathered through the research should influence your advocacy plans; adapt your plans to new opportunities or constraints. • Where appropriate, Information should be shared with others – this will make your work easier • Simple tools should be defined to share information and successes
Limitations	<ul style="list-style-type: none"> • Often the difficulty is not so much access to information but rather in knowing how to manage and prioritise relevant information. • The extent to which you are able to access information will mostly depend on how open and transparent decision-makers (governments, donors, UN) are to civil society. Depending on your context or subject, this data collection phase can p be relatively difficult (but it is still essential). It is not unusual to see that a main advocacy objective is a call for greater transparency.

PREPARE A POSITION PAPER	
Objective	To explain what stance your organisation (or coalition) has on a specific subject. The position paper clarifies the position of the organisation/coalition and makes recommendations or proposals for change. It is therefore the basis of your advocacy work
Targets	<ul style="list-style-type: none"> • Decision-makers and influencers • Potential allies • Researchers
Format	<ul style="list-style-type: none"> • A position paper should be short and clear. • In general, it is based on research or expertise provided by your organisation • It includes specific demands and recommendations
Success factors	<ul style="list-style-type: none"> • The document should be distributed on a large scale (distribution lists; internet sites, etc.) internally and externally. • When sending the document to decision-makers, ask for an appointment/meeting to explain and discuss further your position.



Examples	<p>It can be done:</p> <ul style="list-style-type: none"> • On a technical issue: what is ACF's position on chronic malnutrition or about the use of cash for work programmes in specific contexts? • On a political process: what is ACF's view of the budget allocated to the health sector in 2013? • On a specific negotiation: what does ACF want the members of the WHO to decide at the next General Assembly? • On a specific initiative: what should be included in the EU AGIR initiative (promoting resilience) in the Sahel region?
Limitations	<p>While the position paper is an important element of the advocacy process, it can rarely achieve the desired impact on its own. It is therefore necessary to plan specific follow-up meetings with decision-makers (making appointments, informal discussions, etc.) to ensure the buy-in of the stakeholders.</p>

MEET DECISION-MAKERS AND INFLUENCERS	
Objective	<ul style="list-style-type: none"> • To influence the result of a decision-making process by meeting with key players and influencers in the process. Direct meetings also ensure that the intended message is passed on accurately. • To provide decision-makers and influencers with additional information on your position or research... • To acquire information on a subject, a process (for example: negotiations), and the position that a stakeholder takes.
Targets	<ul style="list-style-type: none"> • Decision-makers and influencers (government authorities, UN organisations, donors, private sector).
Format	<ul style="list-style-type: none"> • In general meetings should be requested formally, in line with a prescribed process, by one or several organisations (official letter). • You can participate in a meeting alone or as part of a group of NGOs.
Success factors	<ul style="list-style-type: none"> • Good preparation for the meeting is essential. You will not necessarily have the chance to meet with these people a second time so come well prepared for the meeting (both you and the people who accompany you) (See the TIPS WITH DECISION MAKERS AND INFLUENCERS box) • Lobbying should not involve confrontational methods. It is more synonymous with an approach which involves negotiation or collaboration with the various actors concerned. • Efficient lobbying implies maintaining regular contact with a wide variety of actors and remaining aware of changes to their schedules.
Limitations	<ul style="list-style-type: none"> • Arranging meetings can be time consuming, as they need to be arranged in line with the agenda of the decision makers • Lobbying can lead to negotiations and a compromise being reached which does not necessarily reflect the position of ACF. • Meetings are reliant on the degree to which target organisations or bodies are transparent and open to civil society - in certain countries/contexts there may be only limited access to decision-makers.



TIPS FOR MEETINGS WITH DECISION MAKERS AND INFLUENCERS

To help you get the most out of your meeting, practice responding to the following questions:

- How does this meeting fit into your wider strategy? Why are you meeting with this person at this particular time? Who have you already met and who will you meet with next?
- What specifically do you hope to get out of this meeting? What are your objectives? To acquire information, influence his/her position, keep them updated on your current activities?
- How does this meeting fit into your wider strategy? Why are you meeting with this person at this particular time? Who have you already met and who will you meet with next?
- Who are the people you are going to meet with (previous and current position, interests, concerns, etc.)? Doing some research online will help you better acquaint yourself with the person before you meet them: have they recently contributed to a publication on a certain subject? Were they working with another institution or organisation before this position? Do you have any acquaintances or experiences in common?
- How will the time be split between the meeting participants? Who will address which point? Have you prepared an agenda for the day? Have you shared it with the person(s) you are going to meet?
- What do you expect to achieve from the meeting? Do you wish to see these people again on a regular basis? Do you wish to follow-up by email or telephone? If you gave him/her some the documents during the meeting, don't forget to send him/her the documents by e-mail after the meeting so that he/she can share it with colleagues. And don't hesitate to remind them if they promised to send you some documents!
- Have you thought of subjects/issues that might interest them and have you prepared answers to questions related to them? The people you meet with may be in contact with your organisation through different networks: other colleagues, media work and communication (perhaps they saw a press release), a campaign that your organisation participates in, their own professional or personal networks, etc. In general, they will do a background check on you in the same way that you do on them!
- Read the newspaper just before your meeting to get the latest information on recent events! You never know, your subject (or the person you are meeting with) may have been mentioned in the news that day!

PARTICIPATE IN COORDINATION & WORKING GROUPS

Objective

To establish long term relationships with other stakeholders based on common interests (on your positions, political elements, responses to emergency situations, etc.) to share information and take common decisions on specific issues.

Targets

- Decision-makers (government authorities, UN organisations, donors)
- Private sector
- Other NGOs/CSOs, think thanks and academia



Format	<p>Different groups and coordination meetings could include:</p> <ul style="list-style-type: none"> • Ministerial or interdepartmental working groups • Strategic or sectoral coordination meeting • Technical or operational coordination groups (e.g. clusters)
Success factors	<ul style="list-style-type: none"> • This kind of meeting depends heavily on interpersonal relations and it is therefore important to stay in contact with those at the meeting after it has finished. It is also important to get other key civil society actors involved. • Be proactive and be ready to provide information (on the relevant position, research or activities) instead of just receiving information.
Example	ACF's participation in the establishment of the CMAM sub-group within the "Nutrition Working Group" in Bangladesh and in drawing up guidelines on the CMAM approach for adoption by the government.
Limitations	These meetings can take up a lot of time and energy and result in limited gains: make sure you participate in the most relevant meetings and that these are the forums where strategic decisions are taken.

TIPS TO ENGAGE WITH DECISION MAKES AND INFLUENCERS

- Have a proactive role but be cautious; if your target feels under too much pressure they will limit their exchanges with you. Even if some processes leave them with no other choice than to meet with civil society, your goal is to help them understand the benefits of liaising with you. You should aim to propose solutions and alternatives to their position. Make sure you can provide a concrete solution to the issue you are raising: for example, are you able to draft the amendment that you would like members of parliament to take up?
- Share information, help your target: can you provide them with information that is not easily accessible to them / contacts that might be useful / articles that they have not seen? You will get so much more from the person you are interacting with if they do not feel that the interaction is one-sided. But be careful not to overload their inboxes!
- Use all levels of stakeholders in the target organisation's hierarchy: don't focus all your efforts on influencing just the "high level" representatives. Much of the decision-making process happens lower down in the hierarchy and the positions taken by civil servants generally change less often than those of ministers. Generally, their attitudes and habits are more strongly seeded.
- Build long-term relationships: contacts that you make today in one organisation will be working at another organisation in a different job position tomorrow. Update them with your activities: you never know when they might be able to help you in the future.



ORGANISE A WORKSHOP OR A SIDE-EVENT	
Objective	<p>Workshops and side-events can be organised for several reasons:</p> <ul style="list-style-type: none"> • To present key findings of research and surveys and to discuss the proposed recommendations (workshop) • To bring your position and recommendation on an issue to a key forum or summit for discussion (side-event)
Targets	<ul style="list-style-type: none"> • Decision makers (governments, donors, UN, private actors) • Journalists
Format	<ul style="list-style-type: none"> • Several experts should be speak with a clear division of the subject areas to avoid repetition and save time for questions. • It is important to include sessions with decision-makers to give them a chance to contribute or react to the presentation. It is also valuable to have a session with the beneficiaries or population affected by the report or research, so that they can also present their views.
Success factors	<ul style="list-style-type: none"> • The workshop or side-event needs to be organised at the appropriate time in the decision making process (i.e. in advance of a specific meeting or summit). • Joint organisation of a round table with key decision makers (a minister, a development agency or a member of parliament), or inviting them to the roundtable will clearly enhance its impact. • Workshops and side-events also offer good opportunities to disseminate reports and conduct research with participants. • Inviting journalists may also lead to better media coverage of your event.
Example	<p>ACF co-organised a side-event in the lead-up to the Geneva WHO conference in May 2012 on the adoption of a “Comprehensive Implementation Plan for Maternal, Infant and Young Child Nutrition”. The objective of the side-event was to raise the profile of wasting which was not initially included in the plan. As a result of the side-event, the final plan included an objective to reduce wasting.</p>
Limitations	<p>Before or during summits, it might be difficult to mobilise high-level decision makers to attend your event. This might be frustrating as they will be the ones who take the final decision.</p>

COMMUNICATION AND MEDIA (FOR ADVOCACY)

DISSEMINATE A PRESS RELEASE	
Objective	<p>The press release (PR) is a major media tool. It can have several objectives:</p> <ul style="list-style-type: none"> • To react to news or inform media agencies about something which is going to happen (i.e. a speech during a summit). • To inform media agencies about the launch of a report, campaign, or project. • To influence the agenda of a negotiation or the position of an actor ahead of a conference. • To improve visibility of a message or activity with the public and decision-makers. <p>Ultimately, the goal of a press release is to secure an interview (newspaper, radio, or TV) or to be quoted by the media or a press agency.</p> <p>This is an indirect influencing technique that can sometimes prove more powerful than other modes of action. It is particularly useful when you are trying to introduce a discordant voice into a debate, or if the targeted decision-makers are particularly concerned about their public image.</p>
Targets	<ul style="list-style-type: none"> • Decision-makers and influencers (Government authorities, donors, UN agencies, Private sector) • General public



Format	<ul style="list-style-type: none"> • A press release should be no more than one page • It generally consists of some analytical content with quotes which can be directly used by journalists. • It must demonstrate ACF's expertise and encourage journalists to interview ACF staff as specialists on the topic.
Success factors	<p>It is essential to understand what appeals to journalists and media agencies:</p> <ul style="list-style-type: none"> • The content should be sufficiently incisive to spark the interest of journalists: a dull press release has little chance of being picked up! • It is necessary to submit press releases punctually: if the PR is released after editorial staff have finished their work then the chances of your content being used are minimal <p>Writing a PR is not an objective as such. It will be only successful if it leads to an interview or is quoted by the media! (See the TIPS! Below)</p>
Example	<ul style="list-style-type: none"> • The day before a summit, NGOs often publish an "opening PR" which explains the main messages of the summit. Then they aim to conduct interviews during the summit and finally publish a "closing PR" after the final statements have been made to summarise the final agreements and decisions. • Within the ACF network, the mission in the Philippines developed a media strategy to raise the awareness of journalists, the general public and decision-makers on the need to consider SAM as a public health issue and not simply a problem of food. E.g.: http://newsinfo.inquirer.net/292686/sam-hunger-food-alone-cant-cure • World/International Days such as Food (16th October), Rights of the Child (20th November), Breast-feeding (1st October), Women (8th March) and Water (22th March) are all excellent opportunities to draw the attention of the media to ACF's main areas of concern.
Limitations	<ul style="list-style-type: none"> • The validation process internal to your organisation can conflict with the need to be reactive and punctual when sending out PRs. This problem is especially true when the PR is written by a few organisations. It is important that you all agree ahead of time on the process so that you can react quickly! • It is not the intention of PRs to "create news" and they are not best suited for it (they are too short to really develop a subject). In any case, the distribution of a press release is not a goal in itself. If it does not generate interest from media agencies, it's fair to say that the goal was not achieved. • If the PR is picked-up by anyone, you will have limited control on how the media intend to use it. It is therefore important that the content is clear so that your message cannot be misinterpreted. • The Media might not be sensitive to or interested in your messages; in certain countries/contexts they may not even understand them. In the Philippines and in other countries (a number of countries in West Africa) organises training/awareness-raising sessions on nutrition issues for journalists in order to ensure that the information provided by ACF is appropriately handled and presented. • In certain countries/contexts the media has limited influence on policy decisions (not professional enough or impartial enough or they are "profit-based"). If so, there might be little point in devoting so much effort to writing PRs and engaging with media. • Public criticism of the position or activity of an actor (especially the government) might not be possible in certain countries/contexts. It is important to weigh up any potential risks (for programmes, staff or beneficiaries) before engaging with the media.



TIPS FOR A MEDIA INTERVIEW!

In theory, conducting an interview is easy but can quickly become an ordeal when faced with issues such as shyness, difficulties in summarising or simply lack of experience. The following suggestions may help you to respond to journalists, without eliminating the need for training:

- Don't hesitate to have a "pre-interview":
 - What does the journalist wish to talk about? What questions does he want to ask you? (especially true for a radio or TV interview; in written press you can take longer to explain)
 - What will be the final format? You won't say the same thing if the journalist only wishes to use one of your phrases (for a newspaper for example) or if the final product lasts a few minutes...
 - Don't hesitate to ask them to call you back in 5 minutes so that you have time to prepare. However, don't make them wait too long because they will find someone else!
- Keep in mind that everything you say can be used against you! The concept of "offline" is not always respected and it is easy in a long interview for a journalist to use one sentence which you said that they view as controversial but which doesn't really represent your point of view. On the other hand, don't feel obliged to respond to all of the questions ("it is not your question but my response"). You are there to pass on your message.
- Prepare one or two main messages: they should be clearly stated in a few sentences and, if possible, they should be followed or explained by a real life story, examples and figures.
- Keep in mind that your audience is not specialised in the subject (otherwise they would not be asking you!) and that, above all, you need to foster their intrigue in the topic (use plain language and avoid jargon, speak about your own experiences, make a comparison with something they can relate to, try to keep your messages in line with the public interests, etc.)
- Ask for the publication or broadcast date. Journalists often forget that it interests you too! Ask if they can send you a copy of the recording or article before it is broadcast or published.

If necessary, explain to the journalist ahead of the interview that some topics are "off limits", too sensitive or can jeopardise your activities and that you will not be able to answer them. This shows that you are transparent and they usually understand.



PUBLISH AN EDITORIAL

Objective

The purpose of an editorial is to develop an opinion piece which can help ACF contribute to debates on current or future events. It can be published ahead of a summit or negotiations to attract attention on a neglected issue.

Targets

- Decision-makers and influencers (Government authorities, donors, UN agencies, Private sector)
- General public

Format

- The writing needs to follow a standard format: an editorial should be short (one page maximum), should bear an original opinion and should include a conclusion.
- It can be proposed to several newspapers and disseminated online and through websites and blogging.

Success factors

- The style, quality of writing and author are often the defining factors which decide whether it is published or not.
- It is usually easier to propose well-known authors in the subject field. You can also ask a well-known person who shares the same interests as your organisation to sign or co-sign your editorial.

Example

- In the heart of the food price spike in 2008, ACF called for the creation of a Global Fund Against Hunger and Malnutrition: <http://www.actioncontrelafaim.org/fr/content/crise-alimentaire-mondiale-la-france-doit-concretiser-ses-promesses-de-rome>
- World/International Days: such as Food (16th October), Rights of the Child (20th November), Breast-feeding (1st October), Women (8th March), and Water (22th March), etc. are all excellent opportunities to draw the attention of the ACF's main areas of concern.

Limits

- The publication of an editorial can be difficult: most newspapers won't have much space for them.

ORGANISE A PRESS CONFERENCE

Objective

- To raise a topic which has not been widely covered by the media or to launch a campaign.
- A press conference allows you to develop a subject with multiple speakers and to interact with journalists.
- It can also be used to inform journalists that are not specialists on your issue, so that they are able to write with more knowledge about the expertise.

Targets

- Decision-makers (Government, donors, UN, Private sector)
- General public
- Journalists

Format

- Press conferences should last between 30 mins and 1 hour, with speakers addressing different perspectives.
- A facilitator can be used to introduce speakers. However, they should not monopolise the time.
- Make sure you send a "press pack" beforehand: this is made up of a summary of the topic or report which allows the journalist to become more familiar with the subject and provides different perspectives on topics, facts and figures (e.g.: human impact, environmental, political, etc.)



Success factors	<ul style="list-style-type: none"> • Keep in mind that if a Director’s speech is likely to attract more journalists, the speaker must know the subject well enough to speak clearly and respond to specific technical questions! • Share the themes to be discussed between speakers (if there are many organisations represented) to avoid repetition, save enough time for questions and possibly interviews at the end of the conference. • Journalists like to hear first-hand “stories”: try to include testimonies or witnesses
Example	World/International Days: such as Food (16th October), Rights of the Child (20th November), Breastfeeding (1st October), Women (8th March), Water (22th March), etc are all excellent opportunities to draw the media’s attention to ACF’s main areas of concern.
Limitations	While linking to current events may not be absolutely relevant, it should not be completely forgotten: your conference needs to have a link to current hot topics or journalists will not be interested in coming!

PUBLIC MOBILISATION

DISSEMINATE A PETITION	
Objective	<ul style="list-style-type: none"> • To use public support to strengthen your position (as electors, consumers, patients, etc.) and reflect the importance of your issues. It can call for change or a political commitment and directly target one or several decision-makers. • To raise awareness of the issue with the general public • Public support for our cause can justify ACF’s continued advocacy action (particularly lobbying). Moreover it can “open the doors” of decision-makers
Targets	<ul style="list-style-type: none"> • Decision-makers and influencers (Government authorities, donors, UN agencies, Private sector) • General public
Format	<ul style="list-style-type: none"> • A petition generally includes an informative part on why it is important to mobilise this subject now and to state the solutions proposed by the organisation. A specific action is then proposed to the public. • Petitions can be issued in different ways, such as post cards, internet sites, SMS, etc. Numerous on-line tools have been developed over recent years (AVAAZ, CHANGE, etc.) that can be efficient and simple ways to put this type of action into practice. Social media (Facebook, Twitter) are also commonly used to disseminate petitions.
Success factors	<ul style="list-style-type: none"> • A few suggestions that can maximise the potential for success: mobilise the public around an event (eg: an international summit, elections), stay up-to-date with current affairs (political, media), try to mobilise people in their daily lives, avoid subjects that are too technical, use testimonials, etc. • Tools to distribute the petition are obviously the key to success (web banners, blogs, use of social networks, relay in the press, buzz, etc.) • Adapt the tools to the specificities of different countries or people who we wish to mobilise. A good example is the use of cell phones in advocacy campaigns: http://www.mobileactive.org/files/mobileActive_02_fr_v6_0.pdf • In the same way as working with the media, international days are excellent occasions to organise awareness-raising events to mobilise the general public.



Example	<ul style="list-style-type: none"> • ACF’s “Justice for Muttur” campaign called on the general public to appeal to the Member States of the UN Human Rights Council via the on-line petition site AVAAZ.org to launch an independent enquiry into the assassination of 17 of ACF’s humanitarian workers on 4th August 2006: http://www.justiceformuttur.org/ • ACF’s forthcoming campaign on the treatment of acute malnutrition will propose a variety of methods with which to mobilise ACF’s supporters and the general public in order to put pressure on decision-makers (governments of countries affected by AM, donor countries, international institutions)
Limitations	<ul style="list-style-type: none"> • Tools and messages often need to be adapted to a given population and their traditions, resources and lifestyles (e.g.: written vs. oral) • Public criticism of the position or activity of an actor (especially the government) might not be possible in certain countries/contexts. It is important to weigh up any potential risks (for programmes, staff or beneficiaries) • Funds may be required to carry out these activities and they may be time consuming • You need a minimum number of supporters to have an impact

ORGANISE A STREET EVENT OR EXHIBITION	
Objective	Street events or exhibitions can serve the dual purpose of mobilising the general public around a particular issue or cause whilst also generating interest from the media. If enough of a “buzz” is created around the event, journalists may even publish articles in their newspaper or online which would generate even more public awareness.
Targets	<ul style="list-style-type: none"> • Decision-makers and influencers (Government authorities, donors, UN agencies, Private sector) • General public • Journalists
Format	<ul style="list-style-type: none"> • Events can vary considerably depending on their goals and the issue that they are presenting. They can be either static (display of photographs with captions) or dynamic (display of documentary or film).
Success factors	<ul style="list-style-type: none"> • The exhibition, film or activities should depict the situation you are denouncing or fighting for. The visual component of the event must be very strong. • If the goal is to influence a political process, the exhibition or projection of film can be followed by a discussion/debate with decision-makers. If this is the case, the event must be scheduled at the most appropriate time in the decision making process. • Events such as these are usually used during important meetings, or on World/International Days, which serve as excellent opportunities to draw the attention of the media to the subjects that concern ACF the most: Food (16th October), Rights of the Child (20th November), Breastfeeding (1st October), Women (8th March), Water (22th March), etc.
Example	<ul style="list-style-type: none"> • On World Food Day on the 16th October 2012, ACF France organised a Press/Media event to raise awareness of malnutrition by constructing immense crime scenes in Paris and 30 other French towns which led to numerous interviews and wide media coverage for ACF http://www.actioncontrelafaim.org/fr/scene-de-crime • The Haiti and Liberian missions organised “Races Against Hunger” to raise awareness at mission level.
Limitations	These activities need significant advance planning, and often require dedicated budgets and human resources both before and during the event.



SECTION 3. MONITOR & EVALUATE YOUR WORK

The periodic monitoring and evaluation (M&E) of advocacy activities is essential for assessing progress, tracking accountability and ensuring lessons are learned to improve future advocacy initiatives. M&E will help you to determine whether your advocacy work is on track and the objectives are being achieved or whether any changes need to be made to the advocacy strategy. It should also help you to assess whether the activities are being implemented as planned.

Checklist of questions

- What worked well? What did not work?
- What lessons can be drawn for next time?
- Which action turned out better than hoped for? What could be improved?
- Which messages resonated?

The evaluation of an advocacy initiative can be challenging especially when it focuses on the assessment of impact. Firstly, advocacy is often a long-term activity. Policy change may be incremental and slow and implementation may lag significantly behind legislative change, which sometimes makes it difficult to assess the final impact of your action. Also, it is usually difficult to clearly demonstrate cause and effect in advocacy work. You will be making use of a number of advocacy tools, and it may not be clear which activity made the decision-maker take one action or another. Lastly, advocacy work is often carried out through a large number of actors and in changing contexts. Working through coalitions can increase your influencing capacity, however this also makes it more difficult to attribute achievements to a particular organisation².

For these reasons, it is interesting to assess progress and not just impact. Advocacy M&E should therefore focus the advocacy journey and on the destination. This approach enables us to celebrate progress achieved within a particular time frame. This includes progress on interim outcomes which are important milestones even if policy and practice changes are not fully achieved.

Differences between Monitoring and Evaluation activities

MONITORING	EVALUATION
Continuous throughout the project	Periodic review
Measures activities	Evaluates success and progress towards objectives
Asks whether the project is being implemented as planned, whether it is on track	Asks whether the specific objectives have been achieved and contributes to the change goal, whether the project is successful
Undertaken through regular meetings and reviews	One-off meetings, data collection exercises, interviews of external actors
May result in minor action to correct the plan of action and activities undertaken	May result in major strategy change

Adapted from: The Advocacy Sourcebook, Water Aid & Advocacy Toolkit. Tearfund

² Adapted from: Advocacy Sourcebook, Water Aid.



Several aspects of advocacy work can be monitored and evaluated:

- Data should be collected regularly to monitor advocacy activities and the immediate results of the actions using simple, manageable procedures. Information that needs collecting and logging includes responses to emails, the number of meetings with decision-makers, reports produced and/or published, mentions of your initiative in the press, etc.
- Progress towards the achievement of your objectives should be monitored and evaluated regularly. Based on periodic reviews you should revise and update your plan, shift your focus or re-direct resources as necessary.

Self-assessment questionnaire to review progress (Adapted from Sharma's Advocacy Training Guide)

Advocacy objective

- Which obstacles have you encountered in the achievement of your advocacy objective? How can they be overcome?
- How much does the policy/programme change reflect your objective? Did you win your objective entirely, partly or not at all?
- What else can you do to move your objective forward? Would building new alliances or increasing your media outreach help move your objective through the decision-making process?

Message delivery/communications

- Did your message reach the key audiences? If not, how can you better reach those audiences?
- Did your audiences respond positively to your message? Which messages worked? Why? Which did not work and why?
- Which formats for delivery worked well? Which were not effective and why? How can these formats be changed or improved?
- Did you receive any media or press coverage? Was it helpful to your efforts? How could your media relations be improved?

Use of research and data

- How did using data and research enhance your effort?
- Were data presented clearly and persuasively? How could your presentation be improved?
- Did your advocacy efforts raise new research questions? Is more data needed to support your advocacy objective? If so, is the data available elsewhere or do you need to conduct the research?

Decision-making process

- How did your efforts make decision-making process more open?
- Will it be easier or harder to reach and persuade the decision-makers next time? Why?
- How could you improve the way you move the decision-making process forward?
- What alternative strategies can you pursue to help take the discussion forward? Should you target different decision-makers? Should you consider different activities?

Coalition-building

- Why was your coalition successful in drawing attention to the issue and building support for the advocacy objective?
- Is there a high level of cooperation and information exchange amongst coalition members? How could internal coalition relations be enhanced?
- How was your network helpful to your advocacy? How can you expand your network?

Overall management/organisational issues

- Are your advocacy efforts financially viable? How could you raise additional resources?
- How could your financial resources have been used more efficiently?
- Should you narrow your goal or extend your timeframe to make your effort more manageable?

Source: Sharma, R. R., no date. An Introduction to Advocacy: Training Guide. Support for Analysis and Research in Africa (SARA) and Health and Human Resources Analysis for Africa (HHRA), USAID Office of Sustainable Development, USA.





ANNEX 1. Monitoring & Evaluation : Advocacy indicators

ACF International's Strategic Plan 2010-2015 (Mid-term review October 2012) includes the following indicators to support M&E of both ACF advocacy activities and its impact and can be used as reference indicators to M&E advocacy work across the ACF network.

BECOME PREEMINENT AS AN ADVOCATE AND REFERENCE SOURCE ON HUNGER AND MALNUTRITION.		
Sub Objectives	Actions	Outcome Indicators
A. ACF engages successfully with the wider public on undernutrition issues	<p>I. ACF's field analysis on key and major humanitarian, food & nutrition issues and crises is disseminated widely via:</p> <ul style="list-style-type: none"> • Media and social media • Public engagement campaigns <p>II. Timely communications and advocacy actions to engage the public and dissemination of its reaction to looming and rapid onset crises by:</p> <ul style="list-style-type: none"> • Promptly sharing its positioning externally • Enhancing internal links between operations, advocacy and communications teams • Promoting ACF's branding in a consistent way <p>III. Further develop and promote ACF's capacity to undertake strategic and creative advocacy by:</p> <ul style="list-style-type: none"> • Expanding its human resources dedicated to advocacy • Mainstreaming advocacy into the work of its missions • Reinforcing advocacy as a fundamental area of ACF's expertise • Promoting forums of analysis and debate on key issues pertaining to ACF's mandate and vision 	<p>I. Dissemination via:</p> <ul style="list-style-type: none"> • Social media: number of media and social media actions; number of people reached through these actions; number of references to ACF messages in media / social media • Public engagement campaigns: number of people taking part in public engagement campaigns; ACF policy asks successfully change targeted policies <p>II. Timeliness:</p> <ul style="list-style-type: none"> • Number of ACF positions shared externally in a timely manner • Number of coordinated actions between OPS, Advocacy and communication teams leading to timely external positioning • Number of mainstreamed advocacy objectives in OPs and COMS annual plans of action • Branding indicator [COMMS] <p>III. Advocacy capacities and culture</p> <ul style="list-style-type: none"> • Number of advocacy representatives strategically located around the ACF network • Number of missions with advocacy embedded in their strategies; number of missions with advocacy activities included in their action plans; number of field staff participating in advocacy working groups • Number of mainstreamed advocacy guidelines and training sessions • Number of organised discussions and report launches; number of influential thinkers / figures invited to join advocacy work; number of debates and analysis linked to technical and operational activities



Sub Objectives	Actions	Outcome Indicators
B. Implement an effective advocacy campaign to scale up the diagnosis, prevention and treatment of severe acute malnutrition	<p>I. Advocate for International Initiatives (SUN, WHO, WHA, MDGs) to recognise and address SAM as a major public health issue</p> <p>II. Advocate with governmental institutions (Heads of state, MoH, MoF, Regional Institutions in WA) in up to seven pre-selected countries (Bangladesh, India, Niger, Nigeria, Burkina Faso, Liberia, the Philippines) to recognise SAM as a major public health issue</p> <p>III. Ensure that nutrition-led international & national platforms are engaged in promoting universal coverage for the treatment of acute malnutrition</p> <p>IV. Advocate for increased funding for treatment of SAM in all contexts where it is prevalent</p>	<p>I. SAM as a major public health issue internationally:</p> <ul style="list-style-type: none">• Number of SAM reduction targets and coverage of SAM treatment targets mentioned in international legal and policy documents <p>II. SAM as a major public health issue nationally:</p> <ul style="list-style-type: none">• Number of governments integrating prevention and treatment of SAM in their national policies as a developmental priority;• Increased coverage of SAM treatment via CMAM programmes <p>III. Platforms:</p> <ul style="list-style-type: none">• Number of platforms, ACF staff and partner individuals mobilising southern networks, national governments and international initiatives at country level to increase impact of acute malnutrition treatment coverage;• Number of times ACF is quoted as a reference organisation in the universal coverage of SAM treatment <p>IV. Increased funding:</p> <ul style="list-style-type: none">• Nutrition funding targets on track;• Reporting practices to OECD implemented;• Change in the targeting of funding for SAM treatment as per advocacy targets



<p>C. Develop a coherent advocacy approach aimed at mitigating the effects of seasonal hunger and recurring crises</p>	<p>I. ACF's analysis and positioning on seasonality and resilience is matched with national and international advocacy action and lobbying on seasonality</p> <p>II. Advocate that long term or predictable funding for community-led DRM, seasonality and resilience activities is committed by major donors and initiatives (DFID, ECHO, AFD, CIDA, AJIR...) in two key ACF priority regions (Sahel and East Africa)</p> <p>III. Ensure that the analysis and learning from ACF's programme and technical approach to seasonality, food price crises and early warning is incorporated into advocacy and that best practices are promoted</p>	<p>I. Seasonality & resilience:</p> <ul style="list-style-type: none">• Number of advocacy initiatives dedicated to seasonality and resilience with specific targets (initiated alone and/ or with other organisations) <p>II. Long term, predictable funding:</p> <ul style="list-style-type: none">• Increased donor commitments <p>III. Technical approach incorporated into advocacy & best practices:</p> <ul style="list-style-type: none">• Number of external actions with targets, peers and partners which integrate seasonality and early warning mechanisms into early warning systems and programme and funding design;• Number of times ACF is quoted as a reference organisation in discussions relating to seasonality and recurring crises
<p>D. Define an advocacy approach which contributes to overcoming the underlying causes of undernutrition</p>	<p>I. Strengthen advocacy actions which ensure that food security & livelihoods policies, programmes and investments are nutrition-sensitive and lead to improved nutrition outcomes for children most at risk of undernutrition.</p> <p>II. Further develop advocacy work which pressures donors to invest in access to water and sanitation for vulnerable people as an essential measure to respond and prevent food, water and nutrition crises</p>	<p>I. Nutrition sensitive approaches & outcomes:</p> <ul style="list-style-type: none">• Number of reports / statements incorporating evidence and recommendations• Number of advocacy initiatives promoting nutrition-sensitive approaches to specific targets (initiated alone and/ or with other organisations)• Number of times ACF is quoted as a reference on nutrition-sensitive policies and outcomes <p>II. Access to water & sanitation / prevention of crises:</p> <ul style="list-style-type: none">• Number of advocacy activities on water and sanitation with specified targets (initiated alone and/or with other organisations);• Number of reports / statements incorporating evidence and recommendations;• Number of times ACF is quoted as a reference on access to water and sanitation as a precondition for the fight against undernutrition



<p>E. Increase the reach of ACF's advocacy work on Humanitarian issues</p>	<p>I. Increase the reach of ACF's humanitarian advocacy which raises awareness of the access of vulnerable populations to humanitarian assistance and of humanitarian space available to NGOs.</p> <p>II. Expand the analysis and advocacy activities which highlight the importance of principled and needs-driven humanitarian response work</p> <p>III. Reinforce ACF's role as an active advocate which promotes the importance of effective humanitarian action</p> <p>IV. Continue to promote and protect justice and dignity in humanitarian issues</p>	<p>I. Access:</p> <ul style="list-style-type: none"> • Number of humanitarian issues identified and addressed through advocacy which is based on field evidence <p>II. Principled and needs-driven humanitarian response:</p> <ul style="list-style-type: none"> • Scale of dissemination of ACF's positioning linked to the future of humanitarian action <p>III. Effective humanitarian action:</p> <ul style="list-style-type: none"> • Number of reports or statements which present evidence and case studies to lobby ACF's prime funders on issues of coordination and the role of the UN vs. NGOs; • Level of participation in the third pillar agenda for NGOs <p>IV. Justice & dignity:</p> <ul style="list-style-type: none"> • Implementation of advocacy strategy which aims to uphold justice for victims of violations of Humanitarian Law: Muttur Massacre and Human Rights Council Periodic Review
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