

Theory of Change long-term outcome: Media and journalists, as independent players in civil society, constitute a diverse and professional information landscape and function as catalysts for change	
Intermediate Outcome 1: Journalists and media actors work professionally and are effective and sustainable	
Indicator fields 2. Journalist Safety and Security; or 3. Legal and regulatory framework	
Programme: No News is Bad News	
Programme specific indicator name: 2. Journalist safety: advocacy initiatives towards journalist safety; or 3. Relevant policy makers and legislators establish legal and regulatory frameworks	
Country	
Organization	
Name (optional)	
Job title/Function	
Date:	
Facilitator	

Mapping an Advocacy Strategy

(based on the Pathfinder International publication: Straight to the Point. Mapping an Advocacy Strategy)

Introduction

If you have not applied this tool before you may want to read:

Straight to the Point: Mapping an Advocacy Strategy

Straight to the Point: Setting Advocacy Priorities

Straight to the Point: Mapping an Advocacy Strategy

Baseline

Advocacy Goal:			
No change	<i>Project specific defined</i>	<i>Project specific defined</i>	Evidence-based achieved target situation
0	1	2	3

Issue, Goal and Objectives

Issue

Your advocacy issue should be specific and concrete. It should clearly reflect the policy change you want to achieve (i.e., the issue should be directly linked to your goal). The Stakeholder analysis tool and Setting Advocacy Priorities tool can assist you in identifying your issue.

Strong example issue: Journalists regularly face threats and harassment by government officials

Weak example issue: Journalists are not safe

What is your issue?

Goal

Your advocacy goal builds on your advocacy issue by adding who (e.g., person, institution, office) will make the policy change, how the policy change will be made (e.g., through a specific bill, guidance, regulation), and when it will be achieved. Set an attainable goal with a realistic timeframe.

Strong example issue: Public prosecutioners will investigate 75% of acts of violence against against journalists by 2020

Weak example issue: The government will fight against impunity

What is your goal?

Objectives

Your goal should be broken down into a few short-term objectives that will directly contribute to achieving your goal. Objectives are the smaller steps you must complete in order to reach your overall goal. They should be clear and focused, and should include:

- the change you want to see
- who (e.g., person, institution, office) will make the change, and
- when it will be achieved.

They should be limited in number (no more than 3). Note: If your objective is likely to take longer to achieve than your goal, it is not a good objective

Strong example objective: Five high-level champions in the Ministry of Justice will make public statements in support of journalist safety by June 2018

Weak example objective: Build ministry support for journalist safety

Objective
1

Objective
2

Objective
3

Partners and Alliances

Forming strong partnerships with other groups/organizations is essential to a successful advocacy strategy. You need to identify partners who will bring helpful, unique skills and contributions to your effort. Make sure you and your potential partners are in agreement about the issue and its potential solutions. A stakeholder forum may be necessary to build consensus.

Identify 5–10 potential partners and what they can contribute to your advocacy initiative. Include your own organization and its resources in the list.

Potential Partners	Contributions (human resources; funding; political and media connections; advocacy, communications, and technical expertise, etc.)

What resources are still needed?

Targets

Your primary targets are the policymakers/offices/etc. that have the power to make the change you are advocating for. When you cannot influence your primary targets, choose secondary targets. A secondary target is the person/group/etc. you can influence who can then, in turn, influence your primary target. The targets must be specific (e.g., a person, newspaper, department, committee) —“the public” or “the government” are too general and, therefore, are not good targets.

Identify primary targets for each objective. Then fill in the target’s position on your issue based on 2 criteria: supportive/neutral/ opposed, and informed/uninformed.

Next, note who in your organization/partners has the connections needed to influence each primary target. If you do not have the connections you need to influence the primary target, choose a secondary target (who can influence the primary) and fill in the information in the Secondary Target table

Objective 1		
primary target name	position on your issue	partner with connections to influence target
Objective 2		
primary target name	position on your issue	partner with connections to influence target
Objective 3		
primary target name	position on your issue	partner with connections to influence target

Timing

Advocacy activities should be timed to occur just before key decisions are made or before an important event. What upcoming events, significant dates, or government decisions might be important mobilization and communication opportunities?

Approaches & Activities I

Approaches

There are different ways of approaching advocacy. One way is a public approach, which generally means mobilizing broad support from the government and/or the public through highly visible activities. Compare this to a private approach, which involves working quietly with a few key partners to make changes behind the scenes.

You might also want to consider direct versus indirect approaches. Direct approaches involve directly asking policymakers to take action. Indirect approaches involve influencing opinion through a third party such as the media, public, or other actors.

Which approach(es) do you want to take?

- Public
- Private
- Direct
- Indirect

When selecting your advocacy approach(es) think about the best way to exert influence, given the information you gathered in the Stakeholder Analysis or Assessing the Political Environment for Advocacy tool. The approach(es) you choose will inform your activities.

Activities

Your advocacy activities should be designed to help you achieve your individual objectives, moving you toward your goal. Below is a list of common advocacy activities. You should consider pursuing a combination of them for each objective.

Do not be afraid to use your imagination as well, but be selective. You cannot and should not do everything. Think about your expertise, capacity, what will have the greatest impact on your target, and your funds.

Examples of activities:

- Arrange site visits or study tours
- Hold educational briefings & events
- Conduct advocacy trainings
- Launch public awareness campaigns
- Hold policy dialogues & forums among key stakeholders
- Document problems for policymakers (e.g., commission a report)
- Engage the media to cover your issue
- Hold face-to-face meetings with policymakers
- Mobilize groups (community members, public interest groups, etc.) in support of policy change
- Provide technical information and recommendations to policymakers
- Utilize email, phone calls, letters, petitions, and social media to mobilize constituents to contact policymakers

Approaches & Activities II

Fill out the chart below to help you decide which activities you will conduct to meet your objectives. For each activity, determine the approximate timing. Timing will depend on each activity's priority. Do not try to do everything at the same time. Identify the cost of the activity and the person/organization primarily responsible for leading it, along with partners who will support them.

Be as detailed as possible regarding your specific plans and tactics, including how they will reach your targets. For example, do not just write "public awareness campaign"—include the topic of the campaign, who you will target, what forms of media you will use, etc. Decide on 5 activities for each objective.

Objective 1

activity	Lead person/organization	partner(s)	timing	cost

Objective 1

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