

**developing an
anti-corruption advocacy plan
a step-by-step guide**

Transparency International (TI) is the global civil society organisation leading the fight against corruption. Through more than 90 chapters worldwide and an international secretariat in Berlin, TI raises awareness of the damaging effects of corruption and works with partners in government, business and civil society to develop and implement effective measures to tackle it.

www.transparency.org

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preface

Successfully fighting corruption requires widespread public engagement and pressure. But effective engagement doesn't just happen; it is a creative and constructive process that involves planning strategic activities to inspire people to confront corruption as a major social, economic and political offence and a violation of human rights.

This Transparency International (TI) advocacy guide seeks to assist TI's National Chapters and other civil society organisations through this process of:

1. Analysing problems, finding solutions and identifying stakeholders;
2. Defining the objectives and other building blocks of an advocacy plan;
3. Assessing risks and reviewing feasibility and sustainability;
4. Planning activities and linking them with resources; and
5. Checking how successful the advocacy plan has been.

Thoughtful and organised advocacy plans:

- Provide people with the structures and tools to engage in fighting corruption;
- Unlock synergies across organisations fighting corruption; and
- Increase supporter and fundraising opportunities.

We all have a right to legal and institutional mechanisms to protect and promote our rights as citizens – and ultimately to live in a world free of corruption. TI's challenge is to plan advocacy work that informs, raises awareness of and articulates the changes that decision-makers in government, business and civil society need to make for this to become a reality.

This guide has been produced to assist develop and implement anti-corruption advocacy plans. It lays out the process for planning focused, consistent and effective engagement activities. It is not the final word on how to make advocacy more effective – other excellent campaign planning manuals and tools exist – but it is a starting point for you to explore how to best use limited resources and achieve real impact.

To illustrate the tools provided in this guide it uses a sample case study – **fighting corruption in politics**.
But the process is just as effective for other sectors where you may seek to develop an advocacy plan.

table of contents

1 what is advocacy?	4
1.1 introduction	4
1.2 defining advocacy.....	4
1.4 creating change	8
1.5 advocacy planning	9
2 Analysing problems and identifying stakeholders.....	12
2.1 introduction	12
2.2 analysing problems	12
2.3 stakeholders	20
2.4 addressing potential forces.....	26
3 Setting the direction of an advocacy plan	29
3.1 introduction	29
3.2 defining the direction of your plan	29
3.3 indicators and sources of verification	33
4 Assessing Risk	35
4.1 introduction	35
4.2 risk analysis	35
4.4 analysing the political space.....	38
4.5 reviewing the advocacy plan.....	40
5 linking activities with resources	41
5.1 introduction	41
5.2 activity planning	41
5.3 communications strategy	47
6 monitoring and evaluation	49
6.1 introduction	49
6.2 monitoring and evaluation.....	49
6.3 general principles.....	50
6.4 monitoring and evaluation in practice.....	50
7 conclusion	54
8 acknowledgements	55
9 resources	55

1 | what is advocacy?

1.1 | introduction

As part of a healthy democracy, actions taken by the government and private sector should be informed by the views of civil society. Advocacy is the way in which these views are put forward. Depending on the tactics chosen, advocacy can be either friendly or confrontational to those in power. But ultimately advocacy is about creating political change – both in policy and behaviour.

Achieving change is not an easy task. Great forces resist it: political inertia, vested interests or corruption. An effective advocacy plan has a clear understanding of what needs to be changed and how to change it. It is grounded in a well-developed strategy with effective techniques for influencing others and creative forms of communication.

Learning objectives

The purpose of this module is to create a shared understanding of the role of advocacy.

By the end of this module, you should be able to:

- Discuss the working definition of advocacy;
- Explain where advocacy takes place;
- Describe advocacy planning and implementation; and
- Outline the key components of the advocacy planning process.

1.2 | defining advocacy

Advocacy aims to change policies, practices and attitudes. It is easily confused with other types of work, such as education, campaigning and communication, but this undermines its emphasis on 'political action' and its effectiveness in creating change.

1.2.1 | definitions of advocacy

Transparency International's working definition of advocacy is: a critical and constructive engagement with all stakeholders to promote change and end corruption. It means influencing and engaging people to find ways to challenge, change or compromise with constructive arguments.

different definitions of advocacy

A process of influencing the attitudes and behaviours of targeted people in order to change the policy and practice of governments and other institutions.

Pressure Works, London

Advocacy is speaking up, drawing a community's attention to an important issue, and directing decision-makers toward a solution. Advocacy is working with other people and organisations to make a difference.

Centre for Development and Population Activities

Advocacy is the process of managing information and knowledge strategically to change and/ or influence policies and practices that affect the lives of people (particularly the disadvantaged).

WASH Partnership Workshop

Changes in the policy and/ or practice of institutions (e.g. budget allocation, legislation, access to services); Changes in the attitude and behaviour of certain groups of people (e.g. the public to welcome asylum seekers); Changes in the social, political and legal environment (e.g. access to information).

Amnesty International

Advocacy is the process of influencing key decision-makers and opinion-formers (individuals and organisations) for changes to policies and practices that will work in poor people's favour.

Action Aid

Some common elements emerge: targeting key stakeholders; working with others in partnership; using advocacy as an organising process; changing behaviour and attitudes; and working on behalf of the marginalised.

Advocacy overlaps, intersects with and complements other activities. The table below presents a list of activities that are often confused with advocacy.

TABLE 1: activities often confused with advocacy

COMPARING ADVOCACY WITH...	TARGET AUDIENCE	OBJECTIVES	ACTIVITIES
	Similarities and differences...	Similarities and differences...	Similarities and differences...
Activism	May target any group or the general population.	Seeks to raise awareness, increase knowledge, change perceptions or generate political change.	Activism may be part of an advocacy strategy when it seeks to achieve political change.
	<i>An advocacy strategy has decision-makers as its target audience.</i>	<i>An advocacy strategy always seeks to generate political change.</i>	
Awareness-raising	May target any individual or group who may be interested in or affected	Seeks to increase public awareness of an issue.	Awareness-raising consists of providing material to inform the

	by an issue. <i>An advocacy strategy only targets those who can change an issue.</i>	<i>An advocacy strategy always seeks to generate political change.</i>	public about an issue. It may be one component of advocacy.
Campaigning	May target anyone that a group is trying to mobilise. <i>An advocacy strategy targets a group that is mobilised to effect change in decision-making spaces.</i>	Seeks to mobilise support for a cause or person. <i>An advocacy strategy is a process to take action for political change.</i>	Advocacy and campaigning both include working with groups to gain support when raising awareness on an issue.
	May target any individual, group or audience. <i>An advocacy strategy creates messages for those who can make policy decisions.</i>	Seeks to transmit information. No expectation of action. <i>An advocacy strategy transmits information for political change.</i>	Products: videos, brochures, posters, radio and other communicative tools. Communication is an element that enables parts of an advocacy strategy.
Fundraising	May target people or organisations with the potential to provide financial resources. <i>An advocacy strategy targets political decision-makers.</i>	Seeks to raise funds to make the organisation more independent and sustainable. <i>A successful advocacy strategy can create trust so that the public feels confident in supporting the organisation.</i>	Activities serve different purposes: one seeks to create political change, the other to make organisations sustainable.
	May target political decision-makers, just like an advocacy strategy, but in more direct ways.	Seeks to generate political change through influencing decision-makers, just like an advocacy strategy.	Lobbying implies a direct dialogue or interaction with decision-makers and so depends upon having access to decision-makers. <i>An advocacy strategy encompasses wider activities and seeks to influence decision-makers even when direct access to them is not possible.</i>
Public education	May target the public, including decision-makers. <i>An advocacy strategy will always target decision-makers.</i>	Seeks to increase public knowledge. <i>An advocacy strategy uses knowledge to effect political change.</i>	Public education activities include workshops, public presentations etc. These may make up part of an advocacy plan, but this is not always the case.

Adapted from: International Planned Parenthood Federation. Handbook for Advocacy Planning. (2010)

Advocacy work is multifaceted and most of it does not take place in the limelight of the media. The visible elements – conferences, media coverage, lobbying meetings – account for only a small proportion of the total activity. Much of the work lies in identifying issues to be addressed as priorities and planning activities to ensure that the desired changes are successfully achieved.

Each advocacy strategy is different and must take into account the political and social context and the resources available.

1.3 | why engage in advocacy?

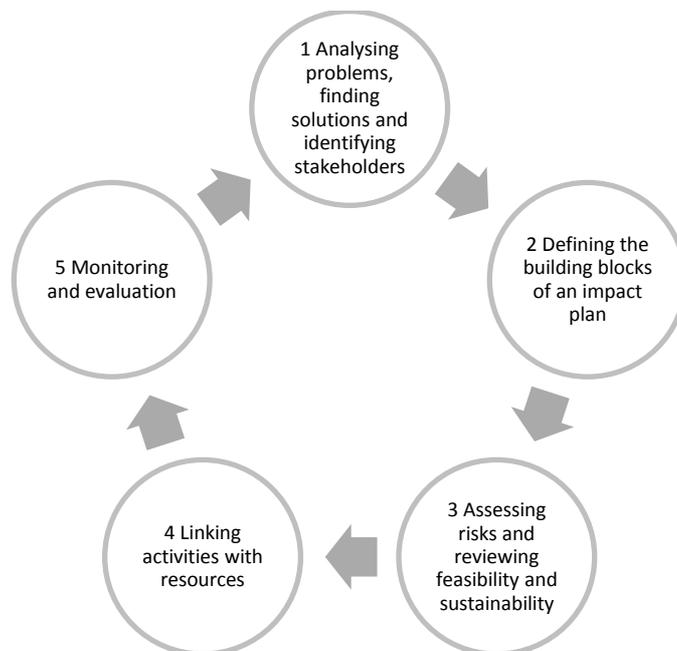
Transparency International's mission is: 'to stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of society'.

Transparency International's vision is: 'a world in which government, politics, business, civil society and the daily lives of people are free from corruption'.

TI helps to establish norms and promote behaviours and frameworks that can prevent and provide sanctions against corruption. Advocacy can promote transparency, accountability, integrity, solidarity, courage, justice and democracy.

In the TI context, advocacy is planned through a **five-step** iterative **process**.¹

FIGURE 1: advocacy plan – planning advocacy activities



Transparency International's advocacy is guided by the following principles:²

- **Anti-corruption:** TI condemns bribery and corruption vigorously and courageously wherever it has been reliably identified.

¹ This is quite common to other planning processes.

² A list of TI's general principles can be found in the TI Strategy 2015 at: www.transparency.org.

- **Building coalitions:** As coalition builders, TI works cooperatively with all individuals and groups, including government, private sector and civil society groups committed to the fight against corruption.
- **Accountability:** TI is open, honest and accountable in its relationships.
- **Democracy:** TI is democratic and politically non-partisan and non-sectarian in its work.
- **Quality research:** TI positions are based on sound, objective and professional analysis derived from high standards of research.
- **Independence:** TI only accepts funding that does not compromise its ability to address issues freely, thoroughly and objectively.
- **Respect for human rights:** TI respects and encourages respect for fundamental human rights and freedoms.

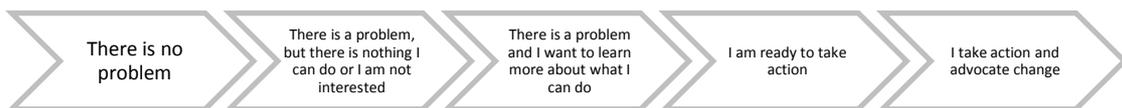
1.4 | creating change

Successful advocacy *changes behaviour and policies*. But how is change created? And what kind of change can advocacy hope to achieve?

1.4.1 | behaviour change

Changing behaviour is a complex process with multiple steps. It means taking people from a position where they may not be aware of a problem, or may be actively ignoring it, through the stages of awareness and knowledge gathering towards becoming motivated to *change*. This process is influenced by internal and external factors that can either impede (e.g. vested interests) or encourage (e.g. political support) the process of change. Figure 2 illustrates the continuum of behaviour change.

FIGURE 2: continuum of behaviour change



Individual behaviour change can have an influence on governments, leading to even greater change (and *policy change*). Effective advocacy for anti-corruption will move people and institutions along the continuum towards action.³

People are more likely to stand up and take action if they can ‘trust’ whoever is calling for change. Credibility and an impeccable reputation, as well as effectiveness in delivering change are elements that cement trust.

Engaging people means reaching out to them with a common level of understanding and a two-way communication. People need to be empowered to start advocating for change, without waiting for an established organisation to do it for them. Where such exist, it will be easier to gather and work together. Change comes not only from a handful of leading organisations, but of the masses that join in their quest for change.

³ This is just one among different theories of change that can be employed in advocacy. These theories are included in the resources section at the end of this guide.

1.4.2 | policy change

Policy change means targeting decision-makers and can take considerable time, effort and skill. Policy change can be a result of cultural change that raises awareness of the need for change, or it can lead to cultural change and potentially even more progressive policies. Figure 3 illustrates the continuum of policy change.

FIGURE 3: continuum of policy change



Successful advocacy requires a good understanding of the policy-making process and the actors involved. In different contexts and depending on the desired change, different approaches will be necessary.

Pathways for change

There are six strategies about how policy change happens:

- Large leap: where large-scale policy change is the goal.
- Coalition: which involves coordinated activity among a range of individuals with the same core belief.
- Policy windows: advocates using a window of opportunity to push a policy solution.
- Messaging and frameworks: the key issue for influence is how issues are framed and presented.
- Power politics: where policy change is achieved by working directly with those with power.
- Community organising: where policy change happens through the collective action of the members of a community who work on changing problems affecting their lives.⁴

The key to creating change through advocacy is the capacity to choose the appropriate strategy for the context and issue, identify opportunities for progress, develop relationships, reflect on practice and make mid-course corrections, and communicate effectively.⁵

1.5 | advocacy planning

1.5.1 | what is advocacy planning?

Advocacy planning is the process of developing a plan for *change*. An advocacy plan outlines the activities necessary for achieving change and builds in effective monitoring and evaluation

⁴ Adapted from: Organisational Research Services.

⁵ Adapted from: Organisational Research Services (2009).

systems. Advocacy plans can be developed as collaborative efforts and involve all stakeholders in the change: NGOs, funders, project designers, evaluators, local communities etc.

An advocacy plan should provide a detailed map of activities linked to the aims, purpose and expected results or outcomes. The long-term vision should be understood in the context of the current reality and benchmarks, mid-term objectives and the most significant elements of *change*.

An effective advocacy plan should:

- Establish a common vision and principles for how the advocacy will be conducted;
- Make implicit assumptions explicit to ensure that all stakeholders reflect and agree on the plan;
- Identify resources and decide how to bring strategic partners together in an alliance;
- Clarify lines of responsibility to define roles and responsibilities and establish accountability mechanisms;
- Be realistic and ensure people confront their assumptions about what works and is good value; and
- Develop monitoring and evaluation criteria and indicators to map the path to a successful advocacy campaign.

1.5.2 | advocacy planning process

An advocacy plan requires a structured process, involving a number of steps that need to be reviewed and repeated as necessary – it can be seen as a cycle or a loop (see Figure 1).

STEP 1: Analysing problems and identifying stakeholders

This step begins with (a) *identifying* the corruption challenges in a country, community or sector, followed by (b) turning these challenges into *objectives*, leading to (c) *stakeholders* being identified that will be affected or may affect the outcome of these objectives.

STEP 2: Defining the purpose and objectives

This step involves defining the ‘why’ within the plan – it is a way of ‘organising’ and clarifying the foundations and direction of the advocacy. The building blocks of an advocacy plan include the *aim*, the *purpose*, the *expected results* of the advocacy and the *activities*.

STEP 3: Assessing risks and reviewing feasibility and sustainability

Once the building blocks have been established, the next step is to assess the strengths and weaknesses of the plan and identify factors that may influence its implementation, including analysing the risks associated with its feasibility and sustainability.

STEP 4: Planning activities and allocating resources

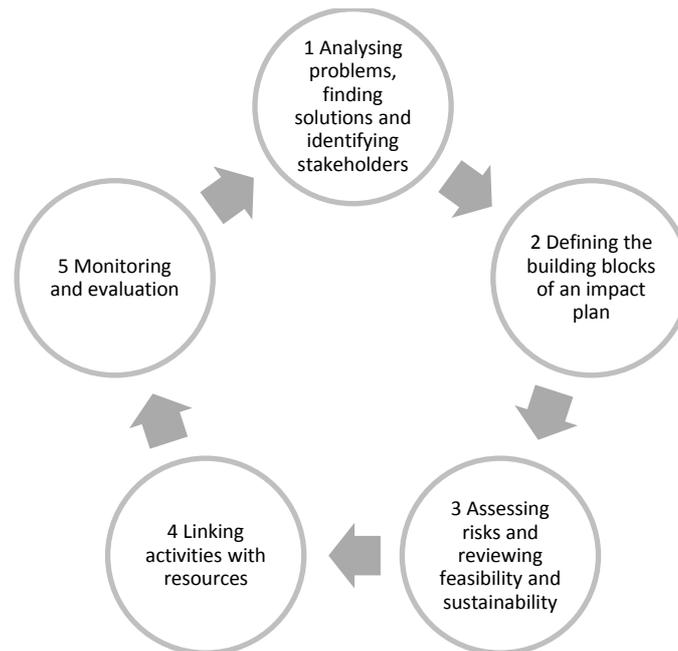
Following an assessment of risk, the building blocks should be developed into a comprehensive activity plan and linked to the necessary resources – human and material. This stage also involves consideration of the communications strategy, which will be essential to convey information to relevant audiences.

STEP 5: Monitoring and evaluation

Monitoring refers to the on-going collection and review of information; and *evaluation* refers to the process of assessing the effectiveness of the advocacy plan in achieving its stated objectives and the extent to which observed change is attributable to its activities.

These steps can be imagined as a cycle (see Figure 1), where each step informs the next and monitoring and evaluation (in step 5) is reflected in a better understanding of the problems, solutions and stakeholders (in step 1) and so on.

FIGURE 1: advocacy plan – planning advocacy activities



The following chapters will present you with an introduction to the basic concepts of each step, and will introduce a series of tools or exercises to help you through the process. Further reading or references to other resources will also be offered.

2 | Analysing problems and identifying stakeholders

2.1 | introduction

The path to achieving change has many courses: sometimes so numerous that it is difficult to choose the most effective. The first step in the development of an anti-corruption advocacy plan is to systematically identify the **corruption problems** in a country, community or sector. Once problems have been identified you need to turn them into **advocacy objectives** and map out the **key stakeholders** who may directly or indirectly affect the achievement of the objectives.

You will find **tools** to assist you in this process throughout this guide.

Learning objectives

By the end of this module you should be able to:

- Identify the problems;
- Turn problems into objectives; and
- Analyse key stakeholders affected by/ affecting the advocacy plan.

2.2 | analysing problems

To identify the corruption problems in a country, community or sector, you should conduct an initial study of the relevant literature, including National Integrity System (NIS) assessments and government and civil society studies, surveys and indices. A literature review, combined with consultations with local experts can form the basis of an advocacy plan. This review should be conducted as systematically as possible, as it will inform the decision making process ahead.

Once a range of problems has been identified you need to organise them and identify the ones that can be realistically tackled through advocacy activities.

The tools below provide guidance on how to accomplish this. They can be applied to any kind of advocacy plan.

tool one • pick a winning issue

Once you have completed the literature review – or in the case of TI chapters you may have already identified issues through previous research – you need to make a choice about which issue/ issues to focus on. This tool enables you to rank issues and select the most important one(s) to include in the advocacy plan.

why do it?

Picking a winning issue allows you to:

- Prioritise issues in order of impact and importance; and
- Regroup issues along common lines.

what do you need?

Picking a winning issue hand-out, flip-chart, pens.

how do you do it?**STEP 1: Brainstorm the corruption issues facing a country, community or sector**

This can be done with no preconceived notions, or through a more structured process using the literature review or recommendations from previous research as guidance. All issues should be listed.

STEP 2: Answer the survey questions for each issue

In order to pick a winning issue, use the table below to assess each issue identified in the literature review and brainstorm. Each of the issues should be scored according to each of the questions in the table on a scale of 0 (lowest) to 3 (highest).⁵

TABLE 1: assessment of each issue

	Will resolving the issue...	ISSUE 1 VALUE 0 (lowest) 3 (highest)	ISSUE 2 VALUE 0 (lowest) 3 (highest)	ISSUE 3 VALUE 0 (lowest) 3 (highest)
importance	Address a key weakness in the National Integrity System?			
	Reduce corruption and promote good governance?			
	Result in real improvement to people's lives?			
	Strengthen anti-corruption networks and alliances?			
	Provide opportunities for citizen/stakeholder engagement?			
Align- ment	Promote awareness of and respect for rights?			
	Require your involvement (i.e. there is clear value added)?			
feasibility	Have clear solutions based on good governance?			
	Be easy to communicate and understand?			
	Provide opportunities for regional synergy and action?			

⁵ It is also possible to weight the questions according to their importance. To do this, for each question allocate a score between 0 and 3 and multiply the score for each objective by this number. The multiplied scores for each question should then be summed to a total that can be used in the ranking exercise.

development	Increase the organisation's visibility and reputation?			
	Build internal capacity of the organisation and staff?			
	Grow volume and diversity of funding?			
	TOTAL (SUM)			

Depending on your own organisational needs, you could add or replace some of this table's questions. The important step is to ensure that all of your potential issues are run through the process of answering these questions, to ensure that they have all passed your criteria for choosing them.

STEP 3: Rank the issues according to their total score

The total value for each issue can then be ranked, so that the most relevant issue/ issues can be identified.

further resources

Just Associates (JASS). The new weave of power, people and politics: the action guide for advocacy and citizen participation.

tool two • problem tree

A problem tree is a participatory visual method that leads to a structured mapping of the cause and effect relationships between problems. It identifies the relationships between problems and your key issue to help guide the focus of your advocacy plan.

why do it?

A problem tree allows you to:

- Identify priority problems – distinguish between those that are central or secondary, actual or apparent, past or future;
- Highlight knowledge and information gaps; and
- Build a shared sense of understanding, purpose and action.

what do you need?

Flip chart, paper, pens, sticky notes or overhead projector.

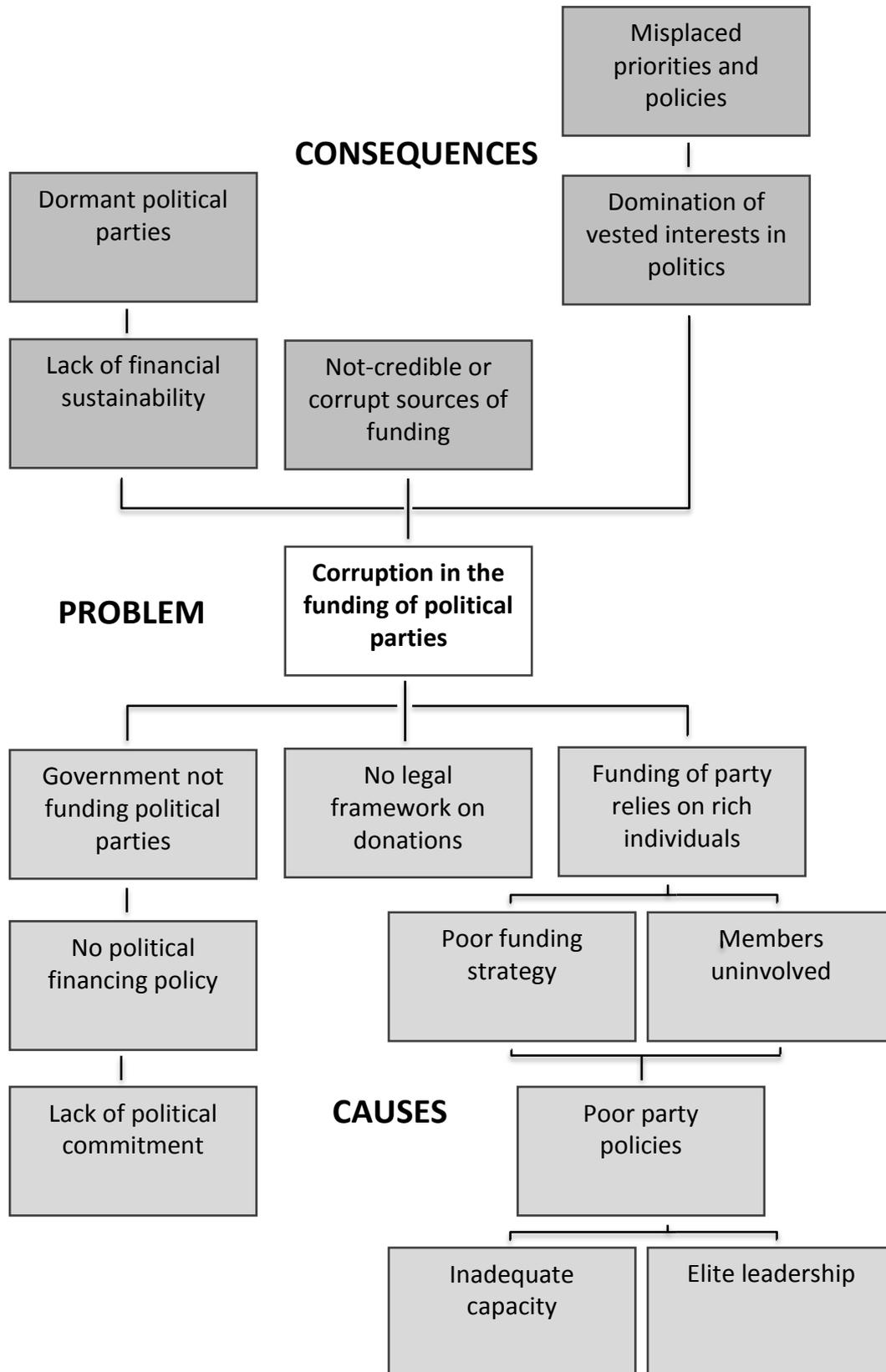
how do you do it?

STEP 1: Identify a key problem as a focus of the analysis

Building on the issues identified by the 'picking a winning issue' tool, write an issue on a flipchart sheet, and start identifying problems around it, writing them on sticky notes or cards. Problems that are the cause of the key issue are placed *below* it and the problems caused by the key issue are placed *above* it. If two or more problems cause the same effect, place them at the same level.

In this way you develop a systemic cause and effect hierarchy around your identified key issue; and a natural image of a tree, with roots and branches will emerge.

FIGURE 1: problem tree



STEP 2: Connect the problems with cause and effect arrows

These arrows should clearly show the linkages between problems.

STEP 3: Review the diagram and verify that the problems are valid and that you covered all areas

In reviewing the diagram you may find gaps that need to be filled. At this stage you may also assign different colours to different problems based on their perceived importance and group problems that share common elements.

This tool helps you dissect the problems, have a clearer idea of their many facets and see their relationships in an easy graphical way. It lays the ground for further discussions on identifying problems and tracing possible courses of action.

further resources

Department for International Development (DFID). Social development toolkit.

Complex Emergency Response and Transition Initiative (CERTI). Crisis and transition toolkit.

European Commission. Project cycle management guidelines.

tool three • objective (or solution) tree

An objective tree turns the problems identified in the problem tree into objectives for advocacy, which can also be seen as identifying 'solutions'.

why do it?

An objective/ solution tree allows you to:

Identify the solutions to the problems identified in the problem tree;

Turn problems into objectives, enabling easier planning of activities later;

Identify and create a visual representation of the relationships between objectives; and

Recognise opportunities, constraints and possible strategies.

what do you need?

An outline of the problem tree, flip chart, paper, pens, sticky notes.

how do you do it?**STEP 1: Reformulate problems into positive objectives**

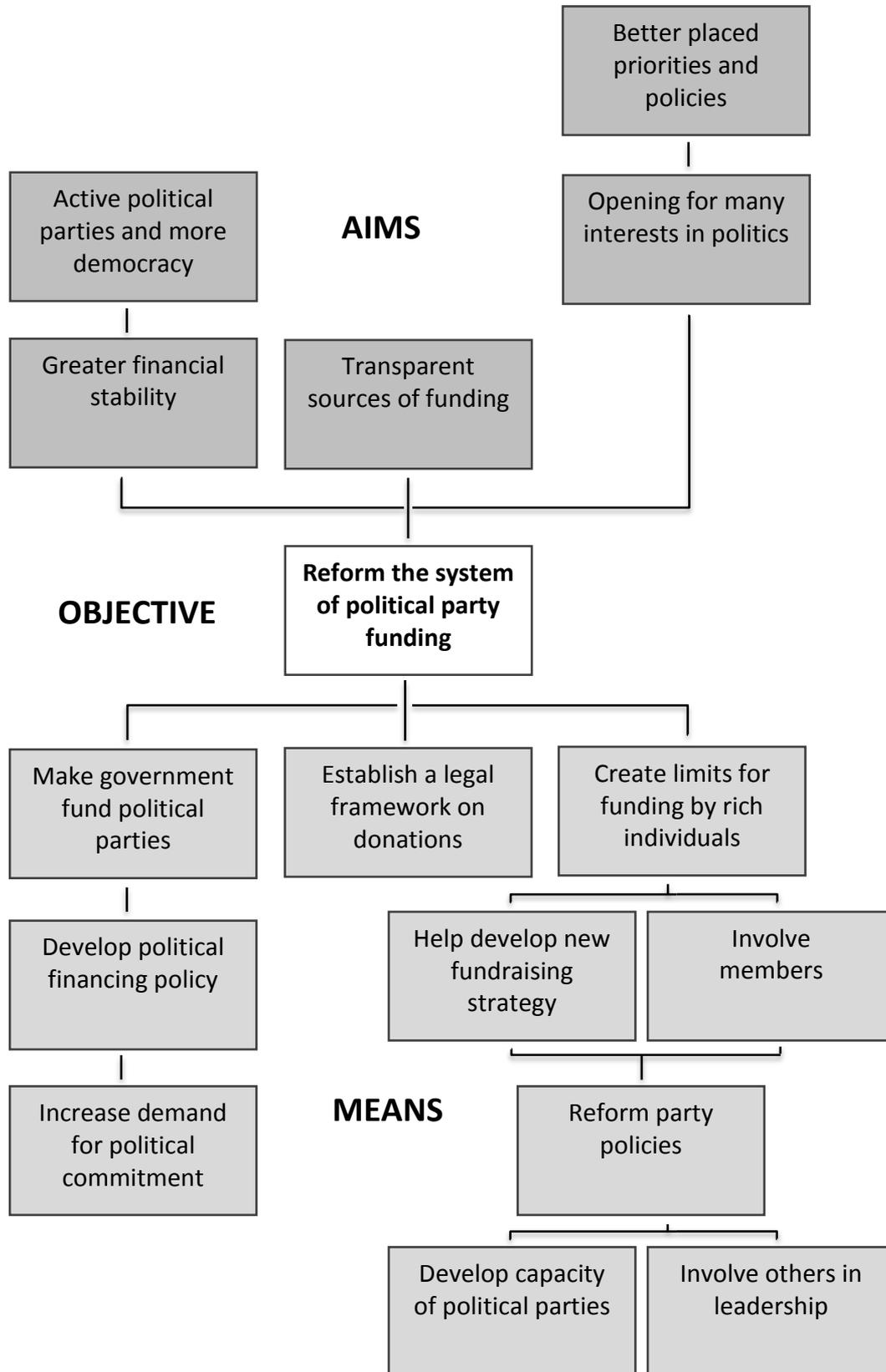
Using the problem tree restate each problem in positive terms. Starting with the key issue, turn each problem into a positive statement – or objective – that reflects a desired, achievable change or outcome.⁶

Once reformulated in positive terms:

- Key problems on the trunk of the tree become the overall aim of the anti-corruption advocacy plan;
- Consequences on the branches become the overall aims of the plan – answering the question 'what'; and
- Causes in the roots become the means – answering the question 'how'.

⁶ An outcome is the measurable impact that a set of actions should create.

FIGURE 2: objective tree



STEP 2: Connect the objectives with cause and effect arrows

These arrows should clearly show the linkages between objectives.

STEP 3: Review the diagram and verify its validity and completeness

In reviewing the diagram you may find gaps that need to be filled. Examine each relationship and assess the impact of achieving each objective.

STEP 4: Make each objective SMART

You should have a list of objectives that can be analysed in light of their value and relevance. Each objective should be made SMART:

- **Specific:** clear and unambiguous, indicating exactly what is expected, why it is important and who is involved.
- **Measurable:** include specific criteria for measuring progress.
- **Achievable:** realistically achievable within a given timeframe and with the available resources.
- **Relevant:** address the scope of the problem and feature appropriate steps that can be implemented within a specific period of time.
- **Time-bound:** include a specific timeframe for achieving the objective.

Example:

Within the next three years, Congress/ Parliament will pass a new law regulating political party financing that outlaws anonymous donations, puts a cap on corporate donations and establishes a transparent and accountable system for the public to monitor who funds political parties.

SMART objectives will enable you to measure how successful your actions have been in achieving what you set out to do.

further resources

Department for International Development (DFID). Social development toolkit.
Complex Emergency Response and Transition Initiative (CERTI). Crisis and transition toolkit.
European Commission. Project cycle management guidelines.

2.3 | stakeholders

Stakeholders affect or are affected by policies, decisions or actions within a particular system; they may be individuals, groups or organisations/ institutions at different levels – international, regional, national and local.

TABLE 2: stakeholders at different levels

INSTITUTIONAL LEVEL	ACTORS
Global/ International	International agencies Donors Business lobbies International NGOs Multinational companies
National	National governments National NGOs
Regional	Police departments Regional authorities
Local	Local communities Local authorities

tool four • stakeholder analysis

The stakeholder analysis identifies individuals or groups affected by the advocacy plan. It assesses their interests, positions, allegiances and relative importance for the implementation of the plan. It enables effective and strategically targeted activities and identifies the avenues for accessing necessary stakeholders and ways to influence them.

why do it?

A stakeholder analysis allows you to:

- Identify individuals and groups that affect processes and are potential allies or opponents;
- Prioritise who should be targeted; and
- Identify individuals and groups to collaborate with.

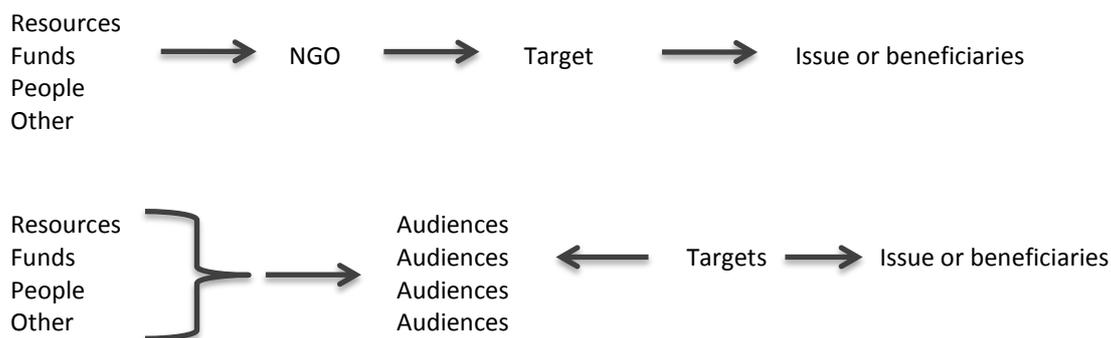
what do you need?

Objectives tree flipchart for the key issue/ problem identified, flip chart paper, pens.

how do you do it?**STEP 1: Brainstorm all the actors directly or indirectly affected by or with the ability to influence the change you want to create**

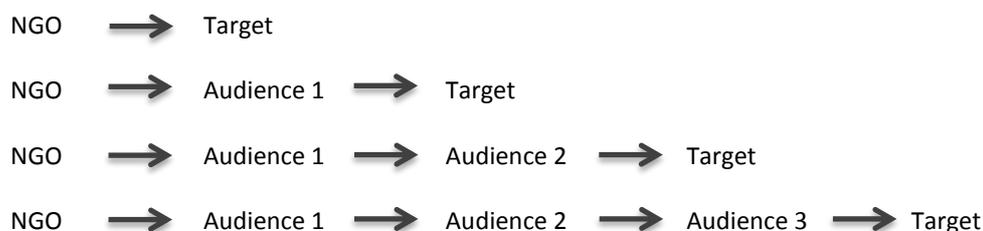
It may not be immediately obvious who the stakeholders are because they may not be in positions of power, but a large constituency with the ability to influence those in power. Consider the 'channel of influence' and 'chains of influence' illustrated below – these can help you to think through all the groups that may be considered stakeholders.

FIGURE 3: channel of influence



The following diagram illustrates chains of influence. The aim of the brainstorming exercise is to produce a comprehensive list of actors.

FIGURE 4: chains of influence



Example:

Who is directly or indirectly affected by reforming the funding of political parties?

- Political party leaders;
- The president/ head of state;
- Government;
- Minister of Justice;
- Public;
- Private sector; and
- Anti-corruption commission.

STEP 2: Define and categorise the stakeholders

Stakeholders should be divided into groups that share a common position or interest on the issue.

STEP 3: Assess each stakeholder group

Each stakeholder group should be assessed according to three basic criteria:

- To what extent does the stakeholder agree or disagree with the objective; what is their position on the issue?

Strongly in favour; in favour; neutral; against; strongly against

- How important (relative to others) does this stakeholder consider the issue to be?
High; medium; low
- How influential (relative to others) is this stakeholder in relation to the decision-maker?
High; medium; low

For easy interpretation of the results, the stakeholders and their ratings can be transferred into an alignment, influence and interest matrix and different coloured symbols can be used to indicate the importance of the issue for each one.

TABLE 3: stakeholder group assessment

STAKEHOLDER	ATTITUDE OF THE STAKEHOLDER	IMPORTANCE OF THE ISSUE TO THE STAKEHOLDER	INFLUENCE OF THE STAKEHOLDER OVER THE DECISION-MAKING PROCESS
Minister of Justice	+	M	M
President	0	M	H
Government	0	M	H
Permanent Secretary of the Ministry of Justice	+	H	L
Anti-corruption Commission	++	H	M
Political party leaders	0	M	M
Private business	--	H	H
Public	0	M	H
-- = Very Anti; - = Anti; 0 = Neutral; + = Pro; ++ = Very Pro; L = Low; M = Medium; H = High			

STEP 5: Reformulate the results into a combined stakeholder matrix

This clearly illustrates the stakeholders that must be taken into consideration during the development and implementation of the advocacy plan as either 'enemies' or 'allies'. The combined stakeholder matrix facilitates the identification of approaches you may use to access the stakeholders.

The new combined stakeholder matrix is developed from the previous one and involves reorganising the stakeholders according to their interests, influence (power) and attitudes.

FIGURE 5: combined stakeholder matrix

HIGH INFLUENCE	↑	Private business	→	President		
			→	Public		
			→	Government		
MEDIUM INFLUENCE			→	Political party leaders	→	Minister of Justice
						↑
						Anti-corruption Commission
LOW INFLUENCE					↑	Permanent Secretary of the Minister of Justice
	--	-	0	+		++

Importance of the issue to the stakeholder: ↑ High → Medium ↓ Low

Stakeholders need to be engaged in order to use their influence. Engagement options may be summarised in the following five categories:

- Persuade others to agree with the issue – with influential neutrals and soft opponents.
- Persuade others that the issue is important – with disinterested allies.
- Build alliances – with influential allies.
- Increase their influence – with allies of low influence over decision-makers.
- Decrease their influence – with opponents with high influence over decision-makers.

The table below provides an example of different engagement options and related activities.

TABLE 4: engagement options

RULING PARTY TO PROPOSE A LAW REQUIRING TRANSPARENCY OF POLITICAL PARTY FUNDING	EXAMPLE OF ENGAGEMENT	EXAMPLE OF ACTIVITY
Persuade others to agree with the issue...	Persuade the public that corruption in political party funding damages their lives.	<ul style="list-style-type: none"> • Lobbying meetings • Influential allies talk to target • Communications and engagement campaigns with constituencies/ target audiences
Persuade others that the issue is important...	Make the issue more important to political party leaders and the Ministry of Justice.	<ul style="list-style-type: none"> • Media campaign • Emails, or petitions • Phone calls • Letters
Build alliances with influential allies...	Ask the Ministry of Justice to talk to legislators.	<ul style="list-style-type: none"> • Collaboration on research • Conferences • Town-hall meetings
Increase allies' influence...	Help the Anti-corruption Commission become more influential with legislators.	<ul style="list-style-type: none"> • Capacity-building activities • Meeting coordination
Decrease opponents' influence...	Use the media to decrease the influence of private business.	<ul style="list-style-type: none"> • Negative media coverage • Publishing opinion articles • Law suits

Referring back to the combined matrix, the figure below illustrates the options available depending on the importance and influence of the stakeholder.

FIGURE 6: relative importance and influence of the stakeholder

HIGH INFLUENCE	Neutralise	Convince about importance	Build alliance/ persuade to act		
MEDIUM INFLUENCE	Monitor		Increase allies' influence		
LOW INFLUENCE					
	-- Very Anti	- Anti	0 Neutral	+ Pro	++ Very Pro

Using the data from the example presented above, the following table illustrates the different options for engagement.

FIGURE 7: options for engagement

HIGH INFLUENCE	Private business	President	Minister of Justice		
MEDIUM INFLUENCE		Public Government	Anti-corruption Commission		
LOW INFLUENCE		Political party leaders	Permanent Secretary of the Ministry of Justice		
	-- Very Anti	- Anti	0 Neutral	+ Pro	++ Very Pro

further resources

World Bank. Operationalising political analysis: the expected utility of stakeholder model and governance reforms.

World Bank. Stakeholder analysis.

tool five • decision-makers mapping

Decision-makers are a specific type of stakeholder that should be targeted in your advocacy plan. These are the people who actually have the capacity to make a decision and can make the *change*. Other people, who might be advisers to the decision-makers are not included in this exercise – but rather identified in the stakeholder analysis matrix (tool four). They may be particular individuals or groups of individuals, such as local or Congress/ Parliament committees or regional councils.

why do it?

A decision-makers mapping allows you to:
Pinpoint key decision-makers that may influence or be influenced by the advocacy plan.

what do you need?

Flip chart, cards, tape, paper and pen.

how do you do it?

STEP 1: Return to the objectives tree and identify the decision-making process

In order to identify the key decision-makers, ask the following questions for each objective:

How and why are decisions made in relation to a specific issue?

Why country X, politician Y or civil servant Z, take a particular view on a specific issue?

If there is little information readily available, are there alternative ways, new techniques or other people who may be able to access it?

STEP 2: Map out the answers and identify linkages

Using the 'problem tree' mapping technique, map out the answers and draw arrows between the different elements to reveal the relationships between the issues, causes and resources.

Once the key decision-makers are identified and the decision-making process understood, it is possible to identify all the stakeholders that may influence this person or process.

2.4 | addressing potential forces

Once the problems have been identified, the objectives determined and the stakeholders listed, you need to assess the forces that may positively or negatively affect the successful achievement of the objectives.

tool six • force field analysis

Force field analysis provides a visual method to identify and evaluate forces that may encourage or hinder the successful implementation of the advocacy plan. It is used to inform decision-making by providing a comprehensive overview of the forces acting on a specific process and assessing their sources and strengths.

why do it?

A force field analysis allows you to:

Identify the positive and negative forces that influence the successful implementation of the impact plan; and

Assess the relative strengths of those forces.

what do you need?

Flip chart, paper, pens or overhead projector.

How do you do it?

STEP 1: Select an objective , based on your choice during the exercise ‘picking a winning issue’ and deconstructed using the objectives tree, and write it in the centre of a piece of paper

STEP 2: List all the forces

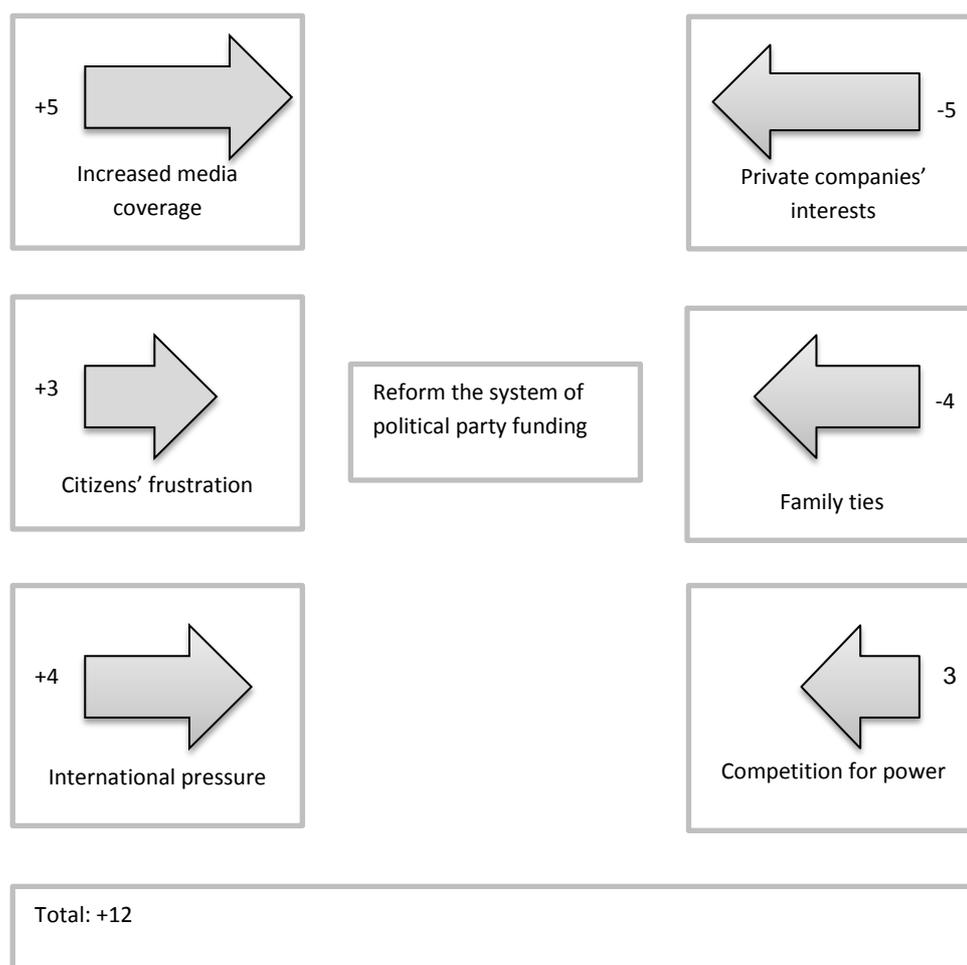
List forces in support of achieving the objective (positive) on the left side and forces opposed to achieving the objective (negative) on the right side. You can also go back to the tool to identify stakeholders to remind you of all the actors who are relevant in the context you are now examining.

STEP 3: Positive and negative forces should be organised

Organise the forces around common themes and assign them a score – from 1 (weak) to 5 (strong). During the stakeholder analysis you also identified who had influence, so you can use that information here too.

Throughout the process, discussion and debate should be encouraged to clarify the relationships and the strength of the different forces identified, in order to understand what role they might play during the implementation of the advocacy plan.

FIGURE 8: force field map



further resources

Lewin K. Field theory in social science. Harper and Row, New York (1951).

Mind Tools. Force field analysis in management.

Mycoted. Force-field analysis.

3 | Setting the direction of an advocacy plan

3.1 | introduction

An anti-corruption advocacy plan is made up of a series of building blocks to define what you want to achieve. The building blocks of an advocacy plan include the *aim*, the *purpose*, the *expected results* of the advocacy and the *activities* to achieve those results. They provide substance and direction to the advocacy plan and contribute to the achievement of the desired change.

This module provides *tools* to assist you in this process.

Learning objectives

By the end of this module, you should be able to:

- Define the aim and purpose of an advocacy plan;
- Establish the advocacy expected results (AERs);
- Select the most appropriate activities to achieve the AERs; and
- Select appropriate indicators and sources of verification.

3.2 | defining the direction of your plan

To set the course of your plan, you need to establish why you want to create change, what you want to achieve, and establish some general idea of the activities that will help you achieve change.

This step builds on what you have already worked on in Part 1, namely identifying the problems and solutions, and establishing the relevant stakeholders to engage in your advocacy plan and activities. The causal pathway provides achievable steps towards building the basic components of your advocacy plan and shows how they can function together.

tool one • setting a course ‘one thing leads to another’

Setting a course will help you understand the cause-effect relationship between the *aim*, the *purpose*, the *expected results* of the advocacy plan and the *activities*.

why do it?

Defining the direction allows you to:

Orient the advocacy plan and provide direction for activities;
 Create a shared understanding among those involved in the implementation of the plan; and
 Establish bridges across different advocacy strategies.

what do you need?

Flip chart, paper, pens.

how do you do it?

To define the causes and effects of your plan, and understand how these are linked to the activities, the objective tree and the stakeholder analysis should be used in conjunction with the table illustrated below.

TABLE 1: linking activities, results, purpose and aim

KEY ACTIVITIES	ACTIVITY EXPECTED RESULTS	PURPOSE	AIM
Actions that are carried out to achieve the advocacy results.	Outputs due to successful implementation of the advocacy plan.	Concrete change sought through the advocacy plan.	Desired long-term change.

STEP 1: Define the aim

{ **AIM:** the long-term change you would like to see }

The aim reflects the ambition – or guiding principle – that informs all the components of the causal pathway. The aim may not be achievable in the life cycle of a single advocacy plan, but each plan should contribute towards its attainment.

The aim should include the following elements:

Identify the desired effect or change it means to achieve – counteracting, reducing or eliminating a defined problem.

Specify the target population and location – including the key stakeholders.

Means to achieve it [optional] – how it will be achieved.

TABLE 2: aim

KEY ACTIVITIES	ACTIVITY EXPECTED RESULTS	PURPOSE	AIM
			To reform the political party funding system [example].

STEP 2: Choose a purpose

{ **PURPOSE:** identifying the concrete change that you seek to achieve through the advocacy plan }

The purpose should include the following elements:

Political action or change;

Relevant actors – decision-makers and other stakeholders; and

Specifications – elements of the decision.

The purpose is established from the results of the process of ‘picking a winning issue’ (see Part 1), by assessing the importance of objectives in relation to each other and selecting the most relevant to be included in the advocacy plan. This is then matched with the results of the stakeholder analysis, to identify the stakeholders with influence on the particular issue.

TABLE 3: aim and purpose

KEY ACTIVITIES	ACTIVITY EXPECTED RESULTS	PURPOSE	AIM
		To establish a legal framework on political party donations within 2014.	To reform the political party funding system [example].

STEP 3: Selecting advocacy expected results (AERs)

{
ADVOCACY EXPECTED RESULTS: the concrete outputs of the successful implementation of the advocacy plan
}

Using the objective tree (see Part 1) as a reference, the expected results correspond to the objectives, so that if these were achieved they would contribute to the concrete change: your purpose.

TABLE 4: aim, purpose and AERs

KEY ACTIVITIES	ACTIVITY EXPECTED RESULTS	PURPOSE	AIM
	1. A political financing policy is developed by the government by the end of 2014. 2. Legislation requiring obligatory disclosure of political party funding is passed by the government by the end of 2014.	Establish a legal framework on political party donations by the President within 2014.	To reform the political party funding system [example].

STEP 4: Matching activities with expected results

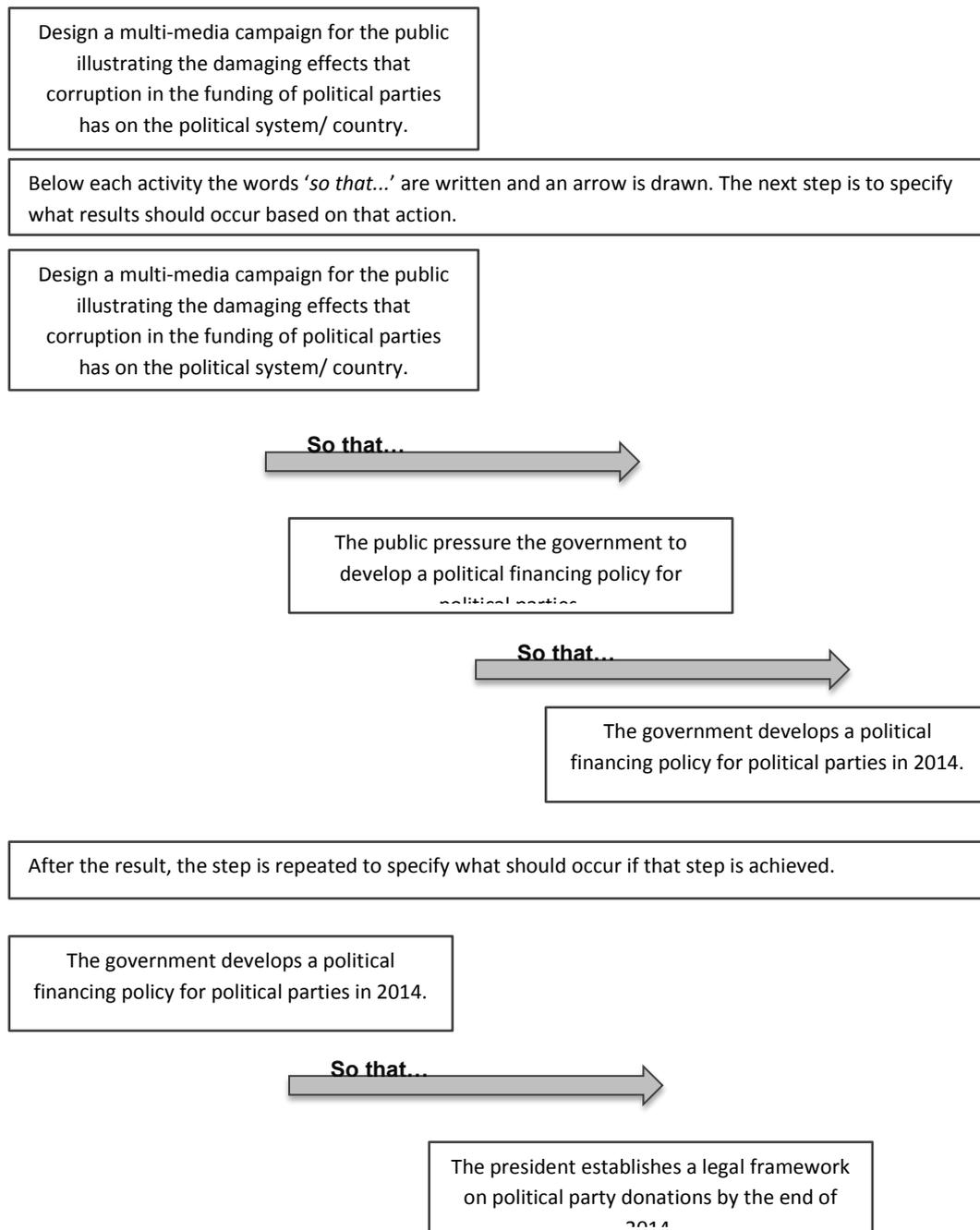
This involves summarising the tasks to be executed during the advocacy plan and should be matched to the advocacy expected results that they will contribute towards.

The following questions may guide in the selection:

- Is the activity relevant to the fulfillment of the expected result?
- Is the activity in line with the aim and purpose of the advocacy plan?
- Can the activity be implemented given the available human and financial resources?

A useful exercise to help identify concrete and realistic activities is the ‘*so that...*’ exercise. This is done by selecting an activity and writing it in the middle of a flip chart or piece of paper.

FIGURE 1: 'so that...'



Performing a '**so that...**' exercise allows you to verify that the planned activities relate directly to the expected results, the expected results relate directly to the purpose, and the purpose contributes to the achievement of the overall aim.

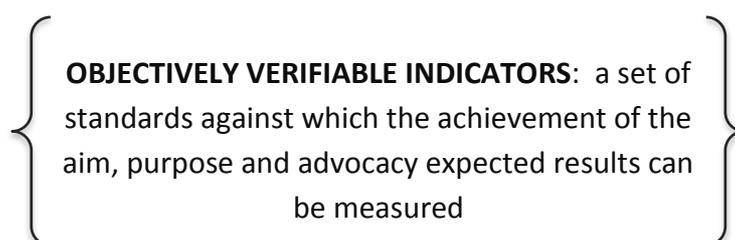
TABLE 5: aim, purpose, AERs and key activities

KEY ACTIVITIES	ACTIVITY EXPECTED RESULTS	PURPOSE	AIM
1. Lobby the government to develop a political financing policy. 2. Design a media campaign for the public illustrating the damaging effects of corrupt political funding on the political system/ country.	1. A political financing policy is developed by the government by the end of 2014. 2. Legislation requiring obligatory disclosure of political party funding is passed by the government by the end of 2014.	Establish a legal framework on political party donations by the President within 2014.	To reform the political party funding system [example].

further resources

Partnership Initiative of the International Budget Partnership. The super duper impact planning guide.
 International Planned Parenthood Federation. Handbook for advocacy planning.
 European Commission. Project cycle management guidelines.
 TearFund, Graham Gordon. Advocacy toolkit: practical action in advocacy.

3.3 | indicators and sources of verification


OBJECTIVELY VERIFIABLE INDICATORS: a set of standards against which the achievement of the aim, purpose and advocacy expected results can be measured

Below are some guidelines for developing objectively verifiable indicators:

- Be realistic – select indicators that will clearly and unambiguously indicate the extent to which the objectives have been achieved.
- Go beyond what is already known – discard indicators that do not reveal anything new or interesting.
- Establish a baseline – indicators only work if there is something to compare them with.

TABLE 6: developing objectively verifiable indicators

		INDICATOR	Sources of Verification
AIM	To reform the political party funding system [example].		
PURPOSE	Establish a legal framework on political party donations by the president by the end of 2014.	1. A national budget is established for the funding of political parties by the end of 2014. 2. Obligatory disclosure of political party financing is implemented by the end of 2014. 3. Sanctions for non-compliance and enforcement measures are put in place by the end of 2014.	

To make sure you are making progress towards the change you want to achieve, you have to find ways to measure how your activities are having an impact. For this, you will need to identify sources of information to verify objectively if the indicators indeed exist.

In establishing these sources of verification you should consider:

- How information should be collected – e.g. from administrative records, special studies, sample surveys, observations.
- The available documented sources – e.g. progress reports, project accounts, official statistics.
- Who should collect the information?
- How regularly/ frequently the information should be collected.

To ensure that data is reliable, where possible information should be confirmed by more than one source and all efforts should be made to collect data in a credible manner. Published documents, press articles, official documents, public interviews or media reports are good examples of verifiable data. If you obtain information in the form of informal quotes from stakeholders, you should document this by recording the time, date and the occasion you were told the information. Hearsay that cannot be verified should be avoided as sources of verification.

To minimise cost and time, information should be collected through already existing systems, or at least through supporting improvements to existing systems.

Below are some guidelines for selecting sources of verification:

- Look for information that is cost-effective to collect – attention should be paid to the costs and benefits.
- Be creative – information can be collected in a number of ways.
- Put systems in place – such as databases, centralised email, shared logs, scrapbooks, etc.

TABLE 7: developing objectively verifiable indicators with sources of verification

		INDICATOR	Sources of Verification
AIM	To reform the political party funding system [example].		
PURPOSE	Establish a legal framework on political party donations by the President by the end of 2014.	1. A national budget is established for the funding of political parties by the end of 2014. 2. Obligatory disclosure of political party financing is implemented by the end of 2014. 3. Sanctions for non-compliance and enforcement measures are put in place by the end of 2014.	1. Quarterly reviews of the government budget allocated to political parties. 2. Monitoring of public government records concerning parties' spending. 3. Monthly reviews of political parties' disclosures of their donations.

4 | Assessing Risk

4.1 | introduction

Once the building blocks of the advocacy plan are in place, the next step is to assess the strengths and weaknesses of the plan and identify external factors that may affect its successful implementation.

This module provides *tools* to assist you in this process.

Learning objectives

By the end of this module, you should be able to:

- Analyse the risks associated with the implementation of the advocacy plan; and
- Analyse the feasibility/ sustainability of the proposed approach.

4.2 | risk analysis

Risk analysis aims to identify and assess the factors that may jeopardise the success of an advocacy plan. It also defines the preventative measures that may be used to reduce risk.

tool one • SWOT analysis

The SWOT analysis is a strategic planning tool to assess the strengths and weaknesses (internal factors) and opportunities and threats (external factors) that may influence the implementation of the advocacy plan.

why do it?

A SWOT analysis allows you to:

Assess the internal and external factors that may hinder or facilitate your advocacy strategy, in order to fine tune your goals, objectives and activities.

Identify measures to mitigate the negative effects of internal or external factors; and

Take advantage of the strengths and opportunities available.

what do you need?

SWOT matrix, flip-chart, paper, pens.

how do you do it?

The matrix below serves as guideline to conduct a SWOT analysis.

Table 1: SWOT

INTERNAL FACTORS

Strengths (S)	Weaknesses (W)
Opportunities (O)	Threats (T)
EXTERNAL FACTORS	

Adapted from: The Change Agency – SWOT Analysis process guide

Objective:

STEP 1: List the internal factors affecting the advocacy plan

This includes the strengths and weaknesses; general areas to consider include:

- Human resources: staff, volunteers, board members, target population.
- Physical resources: location, building, equipment.
- Financial resources: grants, funding agencies, other sources of income.
- Activities and processes: programmes run, systems employed.
- Past experiences: building blocks for learning and success, reputation in the community.

Although this is an internal reflection, perspectives from people outside the group may also be valuable – they may be able to see strengths or weaknesses that are not immediately apparent to those within the group.

STEP 2: List the external factors affecting the advocacy plan

This includes the opportunities and threats; general areas to consider include:

- Future trends: in the anti-corruption field or culture.
- Groups or structures relevant to the issue
- Organisations that are sources of resources: technical, human, political, financial
- Economy: local, national or international.
- Demographics: changes in the age, race, gender and culture.
- Physical environment: your ability to function as a civil society organisation in that country, your safety (premises, communication)
- Legislation.
- Local, national and international events.

Table 2: SWOT

INTERNAL FACTORS Human resources , Physical resources, Financial resources, Activities and processes, Past experiences	
Strengths (S) Refers to what works well now – the actions, approaches, mechanisms, resources, etc. – that must be maintained and strengthened in order to achieve the expected results.	Weaknesses (W) Refers to what does not work well now – i.e. actions, approaches, mechanisms and resources – that must be modified or fixed to achieve the expected results.
Examples: staff skills, links with the community, funding base, commitment, common purposes, political credibility	Examples: lack of staff skills, uncertain funding, internal fighting, low morale, limited community support, no common vision in the organisation
Opportunities (O) Refers to potential short-, medium-, or long-term actions, circumstances, resources, mechanisms, and approaches that are worth prioritising and pursuing to achieve the expected results.	Threats (T) Refers to potential short-, medium-, or long-term, actions, circumstances and mechanisms that must be tackled to make sure they do not interfere with the achievement of the expected results.
Examples: elections, a reform process, new policy initiatives, international conferences, important visitors, incidents that catch public attention.	Examples: restrictive environment for NGOs, no coordination among NGOs, political or social forces against change, limited political freedom, cultural attitudes towards corruption, lack of opportunities to participate in the political process.
EXTERNAL FACTORS Future trends, Other relevant groups or structures, Economy, Sources of resources, Demographics Physical environment, Legislation, Local, national or international events	

STEP 3: Develop a strategy to address the results of the SWOT analysis

After completing the SWOT analysis, an action strategy should be discussed to address the issues identified. Such actions could include:

- Strengthening alliances with strategic actors (e.g. networks and NGOs) that monitor corruption in a country/ region.
- Increase the organisation’s skills and knowledge in the areas where weaknesses were identified, for example in communication and influence.

The following questions may be used as guidelines in developing the strategy:

- Strengths: what kinds of action should be included to ensure that the advocacy plan takes advantage of the strengths?
- Weaknesses: what kinds of action should be included to transform weaknesses into strengths?
- Opportunities: what kinds of action should be included to ensure that the advocacy plan takes advantage of the opportunities?
- Threats: what kinds of action should be included to transform weaknesses threats into opportunities, or at least to minimise them?

The knowledge generated by a SWOT analysis provides an element of control over the internal and external forces that may affect the successful achievement of the outcomes of the impact plan.

A flexible view of strengths, weaknesses, opportunities and threats recognises that just as weaknesses or threats can be turned into strengths or opportunities, this can also work the other way around. As such, ongoing consideration of the context of the advocacy plan is necessary to ensure its successful completion.

STEP 4 [optional]: Examine the context around your issue

This is a complementary analysis and tool that you could use, in addition to the SWOT analysis, to examine a broader context for your advocacy or campaigning action.

For a more in-depth assessment of the contextual external factors that may influence the advocacy plan, you can assess six factors: **p**olitical, **e**conomic, **s**ocio-cultural, **t**echnological, **l**egal and **e**nvironmental. This is also known as the **PESTLE** analysis

PESTLE Analysis is often linked with SWOT Analysis, however, the two tools focus on different areas. SWOT Analysis explores these factors at a concrete project or programme level. A PESTLE Analysis looks at "big picture" factors that might influence a decision, a policy, or a potential new campaign.

These tools complement one another and are often used together.

PESTLE Analysis:

POLITICAL FACTORS	ECONOMIC FACTORS
SOCIO-CULTURAL FACTORS	TECHNOLOGICAL FACTORS
LEGAL FACTORS	ENVIRONMENTAL FACTORS

further resources

The Change Agency. SWOT Analysis.
http://www.thechangeagency.org/_dbase_upl/tCA_PG_SWOTAnalysis.pdf
http://www.thechangeagency.org/01_cms/details.asp?ID=57
 Mind Tools. SWOT analysis.
http://www.mindtools.com/pages/article/newTMC_05.htm

Mind Tools. PESTLE analysis.

4.4 | analysing the political space

Understanding the characteristics of the political space is essential for successful advocacy, as it affects the kinds of strategy and activities that can be included in an advocacy plan.

Political space in some places is naturally more open and tolerant of criticism than others. In some countries it is acceptable to criticise the political leadership, while in others it is considered highly offensive to criticise prevailing ideologies or established political institutions.

Considering the key features of each political space, it is possible to divide countries into three main categories: *closed*, *narrow* and *open*.

The following table provides a brief comparison of different categories of political space.

Table 3: Political Space

TYPE OF POLITICAL SPACE	ILLUSTRATIVE CHARACTERISTICS	ADVOCACY OBJECTIVES	POSSIBLE ADVOCACY STRATEGY
Closed	<ul style="list-style-type: none"> • Single party rule • Disagreement with the government is punished • Media is controlled by the state • Interaction with foreigners is risky 	To provide opportunities for citizens to participate in decision-making processes in relatively safe areas that the authorities support.	Cooperate with the authorities in making policies and systems, and providing services in benign areas accepted by authorities, such as getting ready for natural disasters, or organising a campaign to address a health crisis, e.g. HIV/AIDS.
Narrow	<ul style="list-style-type: none"> • Multi-party system • One party prevails • Mix of state and private owned media • Citizens and media can criticise other members of government • Criticising heads of state is risky and relatively rare 	To increase the population's confidence and ability to effectively participate in the policy-making processes in several areas. They should be relatively safe, and establish the principles of participation, transparency and accountability in the decision-making process.	Use legitimate advocacy strategies, including cooperating with, and confronting authorities as far as possible. The focus should be on sectorial (health, education, housing etc.) areas, and/or local areas (e.g. provincial and local levels).
Open	<ul style="list-style-type: none"> • Multi-party system • Parties rotate • Citizens and media can openly criticise the authorities and any official at any level including the head of state 	To exercise people's rights, especially marginalised and disadvantaged groups in effectively participating in making and monitoring policies at all levels.	Use all known legitimate and peaceful advocacy strategies to broaden the space for participation of marginalised groups and enhance democracy and justice.

The examples provided above are based on current available reports.

Political spaces do not only exist at the national level: they span the international to the local community levels. In certain societies political spaces may be open to certain groups, but exclude others such as women or minority communities. In such cases advocacy strategies need to be sensitive to the needs of the excluded and as far as is possible within the cultural environment encourage them to participate. In some cases, some groups may use high-risk measures to challenge the closed or narrow political spaces.

Within the TI Movement it is up to each National Chapter to determine how much risk they are willing to take when engaging in limited political spaces. The tools provided in this guide should provide the resources to make decisions that fully consider the possible consequences of all advocacy activities and the risks and dangers they may entail.

4.5 | reviewing the advocacy plan

No matter how good your initial risk analysis, the environment in which an anti-corruption advocacy plan is created can change dramatically over time. New presidents are elected, new ministers appointed and new challenges face the implementation of the plan. Advocacy plans require frequent reviews to ensure that they remain feasible and sustainable.

The following questions will guide you in assessing whether or not your advocacy plan continues to be feasible and sustainable:

- **Organisational factors:** what factors influence/ have influenced the implementation of the plan? How have they influenced it? How have they changed? Key thoughts:
 - Knowledge and skills: do you have the necessary knowledge and skills to implement the advocacy plan?
 - Organisational policy: do colleagues elsewhere understand and support the advocacy? What can be done to increase support?
- **Political factors:** what factors influence/ have influenced the implementation of the advocacy plan? How have they influenced it? How have they changed? Key thoughts:
 - Changes in the political context: how some targeted decision-makers become more or less influential? Have the positions/ interests of the decision-makers vis-à-vis the plan changed? Has any factor in the policy debate shifted?
- **Socio-economic factors:** what factors influence/ have influenced the implementation of the advocacy plan? How have they influenced it? How have they changed? Key thoughts:
 - Changes in the socio-economic factors: has any increase or decrease in disposable income and employment occurred?

Each of these questions can guide you to continually review the feasibility and sustainability of your advocacy plans.

5 | linking activities with resources

5.1 | introduction

Once the anti-corruption advocacy plan is developed and the risks have been assessed the actions should be structured in a comprehensive activity plan. At this stage it is critical to identify the resources – human and material – that will be necessary to implement the plan. An essential consideration is the development of a communications strategy to ensure that the key objectives of the plan are conveyed to the relevant audiences.

This module provides **tools** to assist you in this process.

Learning objectives

By the end of this module, you should be able to:

- Produce an activity planning matrix to identify the sub-activities, responsibilities, resources and timing;
- Understand how to develop a communications strategy tailored to target audiences.

5.2 | activity planning

Activity planning enables you to have an overview of the key activities, sub-activities, responsibilities, resources and timing necessary to implement the anti-corruption advocacy plan. It provides a clear roadmap to achieve the advocacy expected results.

tool one • activity planning matrix

why do it?

An activity planning matrix allows you to:
Lay out the details for the implementation of the activity plan; and
Highlight the relationship between activities.

what do you need?

Outline of the activity planning matrix, paper, pens, or overhead transparency.

how do you do it?

Using the matrix below, fill in the boxes under each category, i.e. sub-activities, responsibility, resources and timing:

Table 1: Advocacy Expected Results

ADVOCACY EXPECTED RESULTS

The government passed legislation that requires obligatory public disclosures of political party funding by

2014.				
KEY ACTIVITIES including all possible details	SUB-ACTIVITIES AND TASKS	RESPONSIBILITY	RESOURCES	TIMING
Key action 1	What sub-activities contribute to the realisation of the planned activity?	Who is responsible for the implementation of the activity/ sub-activity?	What resources are needed to implement the activity/ sub-activity?	What is the timeframe for the implementation of the planned activity?
Key action 2				
Key action 3				

The following steps will guide you in developing the activity planning matrix.

STEP 1: Review the key activities to achieve the advocacy expected results

Use the table below as a guide as it offers an overview of the different actions linked to the implementation of an advocacy strategy.

NETWORKING

Networking is about making contact with people and organisations for the purpose of sharing information and possibly working together. It may be informal through individual relationships, or formal through joining or forming an organised network.

For networking to assist the advocacy work, it is useful to ask the following questions:

- Who shares the same values?
- Who is already working on the issue?
- Who can provide something that is needed?
- Who would co-operate?
- Who has the capacity to act?

CAMPAIGNING

Campaigning is the process of mobilising people to take action to challenge those in power.

Examples of campaigning activities that can be undertaken include:

- Newspaper articles or adverts;
- Newsletters, either paper or email;
- HTML emails;
- Radio programmes or adverts;
- Phone-ins with TV programmes;
- Campaign videos/ DVDs;
- Televised interviews;
- Speeches;
- Website articles/ blogs;
- On-line petitions;
- Campaign postcards, leaflets;
- Fact-sheets or petitions
- Theatre/ drama/ performances;
- Music/ songs/ music videos;
- Meetings, workshops or events;
- Posters;

- Public solidarity events;
- Wearing symbols, badges or stickers.

LOBBYING

The aim of advocacy work is to influence decision-makers, whether they are the local mayor, government officials, business leaders, church leaders, members of parliament, trade unions or other groups.

There are a number of possible approaches to lobbying, including:

- Writing a letter or sending a position paper;
- Making a phone-call to an influential person;
- Arranging a visit or a meeting;
- Participating in a public meeting or conference;
- Taking the opportunities that arise, such as at a chance meeting;
- Using the courts.

MOBILISATION FOR ACTION

There are two types of groups that can be mobilised for action:

- Those who are directly affected by the problem;
- Those who are concerned for others, such as churches and supporters of environmental groups.

Examples of mobilisation activities:

- Public rallies or meetings;
- Parades;
- Collection of signatures;
- Vigils, demonstrations and protests;
- Supporters meeting decision-makers;
- Production of materials (reports, briefings).

EDUCATION AND AWARENESS-RAISING

This is central to empowering people to act on new information. It is important to understand how adults learn in order to think about the most appropriate and effective ways of awareness-raising. Useful methods for passing on information to those who have an understanding of the issues but do not necessarily know all of the facts are:

- Public meetings and rallies;
- Information leaflets;
- Radio broadcasts;
- Newspaper articles;
- Press releases;
- Open air films;
- Slide shows;
- Newsletters;
- Community meetings;
- Posters.

WORKING WITH THE MEDIA

The 'media' includes radio, television, newspapers, magazines and the electronic media such as email and the internet. It is a powerful force that can build awareness, shape public opinion and

influence policy decisions. If media is used well it can enhance advocacy work and increase the chances of change.

Possible methods to work with the media include:

- Radio broadcasts and interviews;
- Newspaper articles;
- Press releases;
- Internet articles.

Important elements to consider:

- Be clear about why you want media coverage;
- Stick to a clear message;
- Target key people;
- Remember that no news is unbiased;
- Put yourself in the shoes of the media and consider what might interest them.

An important source of inspiration is the work of TI National Chapters implementing advocacy strategies across the world. Some examples include:

Table 2: Examples from TI Chapters

COUNTRY	ADVOCACY STRATEGY	KEY ACTIVITIES
Lebanon	Integrated plan for the 'Time to Wake Up' campaign.	The Lebanese Transparency Association began the development of a five-year plan for the development of the Time to Wake Up campaign in Sept –Oct. 2011. The programme will be in full operation from February 2012.
Colombia	Transparent election watch	Local electoral processes in Colombia are tainted with corruption (vote-buying) and a lack of transparency. In 2011, TI-Colombia (Transparencia por Colombia) undertook a campaign against corruption.
Argentina	Quin te banca? [Who's paying you?]	In 2010–2011 TI-Argentina (Poder Ciudadano), developed a campaign called 'Quién te banca' to address the lack of transparency in political party funding. Through social media, citizens were invited to document the real costs of electoral campaigns and the breach of electoral laws.
Kenya	Civic engagement	TI-Kenya adapted the 'Time to Wake Up' campaign to its national context, including using posters and bumper-stickers using local slang from Nairobi. It also used cartoons, banners at public forums and one-to-one civic engagement at the Nairobi Trade Fair.

Georgia	Fix my Street	TI-Georgia uses an online platform for citizens to report problems with city infrastructure in Tbilisi. The cases documented and the citizens' complaints are forwarded to the mayor's office. TI-Georgia is now looking at the possibility of expanding to other cities.
Bosnia	Campaign to amend the anti-corruption law	TI-Bosnia's has developed a campaign to introduce amendments to the anti-corruption law. It has undertaken strategic litigation through Advocacy and Legal Advice Centre (ALAC) cases with an emphasis on the financial sector.
Papua New Guinea (PNG)	Petition in defence of the Ombudsman Commission (against the 'Maladina Amendments')	When a proposal to dilute the power of the Ombudsman Commission was tabled in 2011 by a parliamentarian named Maladina, TI-PNG joined forces with 65 civil society organisations including churches until the proposal was removed.
Hungary	Campaign for transparency in public procurement	TI-Hungary has campaigned for better regulation of public procurement to reduce risks in the process of public bidding and to support fair competition. It also supports the enhancement of the public procurement culture and improvement of control mechanisms.
Hungary	Képmutatás [Hypocrisy] – campaign for transparency in party and election campaign finance	TI-Hungary introduced a major awareness campaign targeting tax-payers with the slogan: 'This is your money'.
Hungary	Whistleblower protection	TI-Hungary successfully promote a law on whistleblower protection with a one-year campaign.
Hungary	Campaign for judicial reform – dialogue with target groups	TI-Hungary developed a programme on transparency in the judiciary through a series of workshops with stakeholders, which led to an 80% endorsement of TI-Hungary's proposals in this area.

When selecting key activities, attention should be paid to the specific context in which they will take place – refer back to the risk analysis and the feasibility and sustainability reviews.

STEP 2: Break down the key activities of the advocacy plan into sub-activities and tasks

During this process it is important to place a limit on the level of detail: you only need enough to estimate the time and resources required for implementation and to identify the person responsible.

STEP 3: Clarify the sequence of activities and dependencies

Once the key activities are broken down into sub-activities and tasks, they must be related to each other to determine:

- Sequence: in what order should the activities be undertaken?
- Dependencies: is the activity dependent on the start-up or completion of any other activity?

Sequences and dependencies may occur between otherwise unrelated activities, but undertaken by the same person (i.e. the person may not be able to complete both tasks at the same time).

STEP 4: Define the expertise and allocate tasks to check whether the advocacy plan is feasible

Once the type of expertise required is defined, activities and sub-activities can be assigned to members of the team and accountability mechanisms between team members and management can be established.

STEP 5: Estimate the resource needs and costs for the successful implementation of the advocacy plan

Resources include human capital (experts, etc.), physical products (paper, printing, etc.), space (renting conference rooms, renting airtime, etc.) and other material items. Resources may be readily available or may be obtained by external providers.⁷

STEP 6: Estimate the duration of each activity, sub-activity and task and establish likely start-up and completion dates

You should also be aware of significant political events, such as elections as these may influence the successful implementation of your plan.

If the timeframe is appropriate, it can:

- Encourage debate;
- Open doors for engagement;
- Maximise impact.

If the timeframe is unsuitable, it can:

- Put people in danger;
- Close doors for engagement;
- Minimise or nullify the impact.

It is not always possible to estimate timelines with great confidence, but this can be aided by consulting those with experience and technical knowledge. Most commonly the amount of time required is underestimated due to:

- Essential activities and tasks being omitted;
- Sequences and dependences among activities are not duly taken into consideration;
- Time necessary to mobilise resources is not adequately estimated;
- Desire to impress with the promise of rapid results.

⁷ You should ensure that tenders have at least three good bids before being reviewed and awarded.

Below is an example of an activity planning matrix that has been filled in.

Example 1

ADVOCACY EXPECTED RESULTS				
The government passed legislation that requires obligatory public disclosures of political party funding by 2014.				
KEY ACTIVITIES including all possible details	SUB-ACTIVITIES AND TASKS	RESPONSIBILITY	RESOURCES	TIMING
To lobby the government on the need to develop a political financing policy.	1. Write X number of official letters to the Ministry of Justice. 2. Make X number of follow up phone-calls. 3. Arrange X number of meetings. 4. Prepare a report illustrating the problem.	X Project manager.	Paper Computer Printer Costs: Paper US\$ 100 Computer US\$ 100 Printer US\$ 100	1. Letters written by X date. 2. Phone-calls made by X date. 3. Meetings arranged by X date. 4. Report prepared by X date.

further resources

The Albert Einstein Institution. Gene Sharp. 198 Tactics [LINK](#)
 Just enough planning guide, Spitfire.

5.3 | communications strategy

A fully developed advocacy plan needs an effective and unambiguous communications strategy. The communications strategy should complement the advocacy strategy and is integral to its successful implementation. There are various resources for developing a communications strategy and careful consideration should be given to the resources needed to complete one alongside your advocacy plan. Communications requires specific skills and in some cases it may be necessary to employ professionals or work closely with your communications department.

This section provides some initial advice on how to develop a communications strategy. Some initial questions to consider include:

- *Message*: what do you want to say?
- *Audience*: who are you saying it to?
- *Planning*: are you saying the right thing to the right people at the right time?
- *Medium*: how do you want to transfer the message?

Messages should be focused and clear, consistent and coherent, and tailored to a specific audience. The basic principles for good messages are:

- Keep it simple: easy to grasp and retain;
- Avoid jargon;
- Use facts and numbers creatively;
- Allow the audience to reach its own conclusion;
- Present a solution, if possible.

Messages should be built around a proposition. A single statement that defines what the communication is about. It should be a short phrase of no more than eight to 10 words that communicates the key message you want your audience to remember.

Messages should be tailored to the specific audience:

- What is most persuasive for the audience?
- What information does the audience need to hear?
- What do you want your audience to do?

Once you have established who your audience(s) is, it can be divided into small groups with similar communications needs. While the core message will remain the same, the way it is communicated will depend on the audience you are targeting. Knowledge about your audience(s) is also crucial: What do they think of a specific issue? What do they care about? What factors will encourage or hinder them from changing their behaviour?

- *Decision-makers and opinion formers:* they are powerful individuals, they have knowledge of the issues and/ or reasons to listen. They are most receptive to detailed but concise messages, supported by rational arguments and evidence. Communications with this group should be personalised.
- *Activists:* they are powerful catalysts for change, they have some knowledge of the issue. They are most receptive to detailed messages, supported by emotive arguments.
- *Public:* communication should focus on simple messages, supported by emotive arguments.

6 | monitoring and evaluation

6.1 | introduction

Monitoring and evaluation are essential components of a successful anti-corruption advocacy plan. *Monitoring* is the ongoing collection and review of information; and *evaluation* is a process of assessing the effectiveness of the plan in achieving its stated objectives and the extent to which observed change is attributable to advocacy activities.

Both components contribute to steer the advocacy work and should be built into the plan from early on. Together monitoring and evaluation constitute a comprehensive process to periodically review progress and assess the ultimate effectiveness of the plan at producing the desired change.

This module provides **tools** to assist you in this process.

Learning objectives

By the end of this module, you should be able to:

- Define and discuss the general principles of monitoring and evaluation;
- Situate monitoring and evaluation in the framework of an advocacy plan and describe information collection and management techniques for monitoring and evaluation.

6.2 | monitoring and evaluation

Monitoring allows you to:

- Enhance performance: it provides an opportunity to introduce mid-course corrections and ensure that the advocacy plan is on track for achieving its key objectives;
- Increase accountability and relevance: it provides an opportunity to implement downward accountability mechanisms and align action with expectations and strategic results.

Evaluation allows you to:

- Assess the effectiveness of the advocacy plan in attaining its originally-stated objectives and the extent to which observed changes are attributable to the project.

Together they allow you to:

- Control whether the advocacy plan is on track and assess whether changes are needed;
- Determine whether the key objectives have been achieved;
- Collect lessons learned and best practices to inform future advocacy efforts;
- Ensure accountability vis-à-vis key stakeholders and donors.

Monitoring and evaluation is not always an easy task. There are a number of particular issues to consider when attempting to monitor and evaluate advocacy work:

- Advocacy is a long-term activity;
- Advocacy is often carried out through networks and coalitions, which are not always consolidated in formal structures and therefore difficult to recognise;
- Advocacy employs a number of approaches at the same time.

6.3 | general principles

Monitoring and evaluation does not have to be time or resource intensive to be effective. If you have followed the steps in this guide, you should already have all the elements of your monitoring and evaluation at your fingertips:

- SMART objectives at different levels;
- Advocacy expected results;
- Activities;
- Indicators;
- Sources of verifications.

In addition to your advocacy plan some other elements will make your monitoring and evaluation more effective:

- **Plan it:** it is essential to consider monitoring and evaluation as an integral part of the advocacy plan; as a specific activity, linked to a timeline and associated with a specific chain of roles and responsibilities.
- **Keep it simple:** it is not necessary to go through time consuming research to evaluate your advocacy plan; it is sufficient to collect information that allows you to draw a reasonable conclusion.
- **Involve partners and beneficiaries:** it is important to involve external evaluators as they may uncover different perspectives and views on advocacy work.

Above all, monitoring and evaluation is a *learning* process. It should be used as a constructive contribution to building stronger advocacy strategies in the future. It is essential to build opportunities for individual and team reflection on the plan.

6.4 | monitoring and evaluation in practice

Monitoring is conducted against the list of activities agreed upon during the early stages of the development of the advocacy plan. It involves answering the following questions:

- Has the activity been completed, according to the agreed criteria and within the agreed timeframe? If not, why not?
- What needs to be changed or done differently to bring the plan back on track with the expected results?

example

Activity: Four visits to the Ministry of Justice within the first six months of the plan to discuss the need to develop a political financing policy.

Monitoring question:

- Did the four visits to the Ministry of Justice take place within the first six months of the advocacy plan? IF YES: What enabled this to happen? IF NO: Why? What needs to be changed or done differently for the activity to take place?

Evaluation is more extensive than monitoring and is conducted against the indicators and using the sources of verification established for the advocacy expected results, purpose and aim. It involves answering the following questions:

- Has the objective been achieved? If yes, to what degree and what are the reasons for success? If not, what are the reason for failure?
- What contributed most to the success or failure?
- What needs to be changed or done differently next time?

example

Objective: Government to develop a political financing policy for political parties by 2014.

Evaluation questions:

- Was the political financing policy for political parties developed by the government within the prescribed timeframe? IF YES: What contributed to the successful achievement of this objective? IF NO: Why? What are the reasons for this failure?
- Is there still a chance of success? IF YES: what changes need to be made to the advocacy plan?

The results of the evaluation can be organised in a table illustrating the possible reasons for success or failure.

Table 1: Monitoring and Evaluation

REASONS FOR SUCCESS	REASONS FOR FAILURE
<ul style="list-style-type: none"> • Good contacts with policy-makers, built on previous good relationships. • Reliable, accurate and detailed information. • Good use of existing contacts, networks and information available. • Realistic objectives that could be reached within the given timeframe. • Proper mobilisation of the local community. • Clear lines of responsibility. 	<ul style="list-style-type: none"> • Policy-makers not inclined to listen. • No access to policy-makers. • Lack of information. • Lack of resources for the implementation of the plan. • Too few supporters. • Process slower than expected. • Lack of technical competency.

At the end of the evaluation process, you should have a clear understanding of the impact of your advocacy work. You should be able to identify successes and failures and consider the lessons learned to assist with better implementation of the plan or future plans.

Monitoring and evaluation covers:

- Inputs: investments and efforts (i.e. financial and human resources);
- Outputs: immediate results of activities;
- Outcomes: intermediate and final changes brought about by activities;
- Impact: long-term results of activities.

Monitoring and evaluation relies on a strong and diversified system for the collection of information that should run in parallel to the advocacy plan.

tool one • shared log of activities

A shared log of activities is a simple method for monitoring the implementation of activities in the advocacy plan. It enables the advocacy team to keep track of activities as they unfold and to collect information that can be used for evaluation purposes. It encourages a constant review and reflection on the work done and what is to come next.

A shared log of activities is an electronic document, accessible to all members of a team on a shared drive. Members can enter information on their activities that may be used to monitor and evaluate the plan.

why to do it?

A shared log of activities allows you to:

- Keep records of all information associated with the different activities;
- Visualise progress at specific points in time;
- Reflect strategically on next moves.

what do you need?

Electronic document, shared drive – also Google docs or ChapterZone.

how do you do it?

STEP 1: Create an electronic document

This should be accessible to all members of the advocacy team on a shared drive.

STEP 2: Invite all members to add information on the activities undertaken towards the implementation of the advocacy plan

Entries should be one line only and in the form of bullet points: ‘meeting with X, discussed Y’. Both positive and negative developments should be included in the comments section to allow for a long-term assessment of progress.

DATE	EVENT, ACTIVITY, ACHIEVEMENT	COMMENT	AUTHOR
Date Date Date			

tool two • shared log of quotes

A shared log of quotes is a simple method to record quotes that are linked to the implementation of the advocacy plan. It also provides a collection of useful material that can be used in advocacy products and reports.

why do it?

A shared log of quotes allows you to:

- Record attitudes and views of key stakeholders;
- Monitor changes in attitudes and views.

what do you need?

Electronic document, shared drive – also Google docs or ChapterZone.

how do you do it?**STEP 1: Create an electronic document**

Accessible to all members of the advocacy team on a shared drive.

STEP 2: Invite all members to record quotes related to the implementation of the plan

These could be from both written and oral sources.

DATE	QUOTE	COMMENT	AUTHOR
Date			
Date			
Date			

7 | conclusion

This guide has taken you through the five stages of creating an advocacy plan. These are integrated stages that build on each other and feedback to the beginning of the cycle to enable frequent evaluations and improvements to your advocacy work.

In working through this guide you will gain insight into the *issues* that you want to tackle, how you turn this knowledge into an advocacy *aim*, how to assess the *risks* associated with this aim, how to ensure that you have the *resources* to carry out the *activities* to achieve your aim, and how to *monitor* and *evaluate* your ongoing advocacy.

Advocacy is about effecting *change*. In the context of this guide – change towards a world in which government, politics, business, civil society and the daily lives of people are free from corruption. Through effective sustained and collaborative anti-corruption activity, we can begin to make the changes necessary for this to become a reality.

Use this guide, practice the five steps and allow your advocacy plan to lead you to success.

8 | acknowledgements

This guide is based on the experience of Transparency International and uses resources from a wide range of organisations with expertise in advocacy strategies.

9 | resources

The following resources have been used in the development of the guide:

Annie E. Casey Foundation

Reisman Jane, Gienapp Anne and Stachowiak Sarah. A handbook of data collection tools: companion to a guide to measuring advocacy and policy. | available online

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Resources were last accessed on 7 February 2012.