

International **TO BAN** CAMPAIGN LANDMINES

1997 Nobel Peace Prize Co-Laureate



**TRADE
JUSTICE
MOVEMENT**



Global
Campaign for
Climate
Action

CIDSE 
together for global justice



Since 1990s, ↑ international advocacy by NGOs because:

↑ International treaties, laws and institutions

↑ Transnational groupings (e.g. EU)

↑ Intervention by international community in national affairs (e.g. human rights, security)

↑ UN consultation of NGOs in policy-making process

What role has Church played?

- **Participation in global advocacy networks. E.g.**
 - Jubilee 2000
 - International Campaign to Ban Landmines
 - Trade Justice Movement
- **Formal presence at UN. E.g.**
 - Holy See
 - NGOs with consultative status:
 - Caritas
 - JRS
 - Franciscans International, etc
- **Statements issued to international media. E.g.**
 - Pope
 - Pontifical Council for Justice and Peace

Where we are now:

- Global governance in state of flux
 - Current international institutions have limited powers
 - Many issues lack international governance body
- ⇒ Lack of clarity: Who to lobby? Who has impact?
- Structure of NGOs working together also uncertain / evolving
- ⇒ No clear “best formula” yet for international advocacy and networking
- ⇒ We are at the stage of social learning

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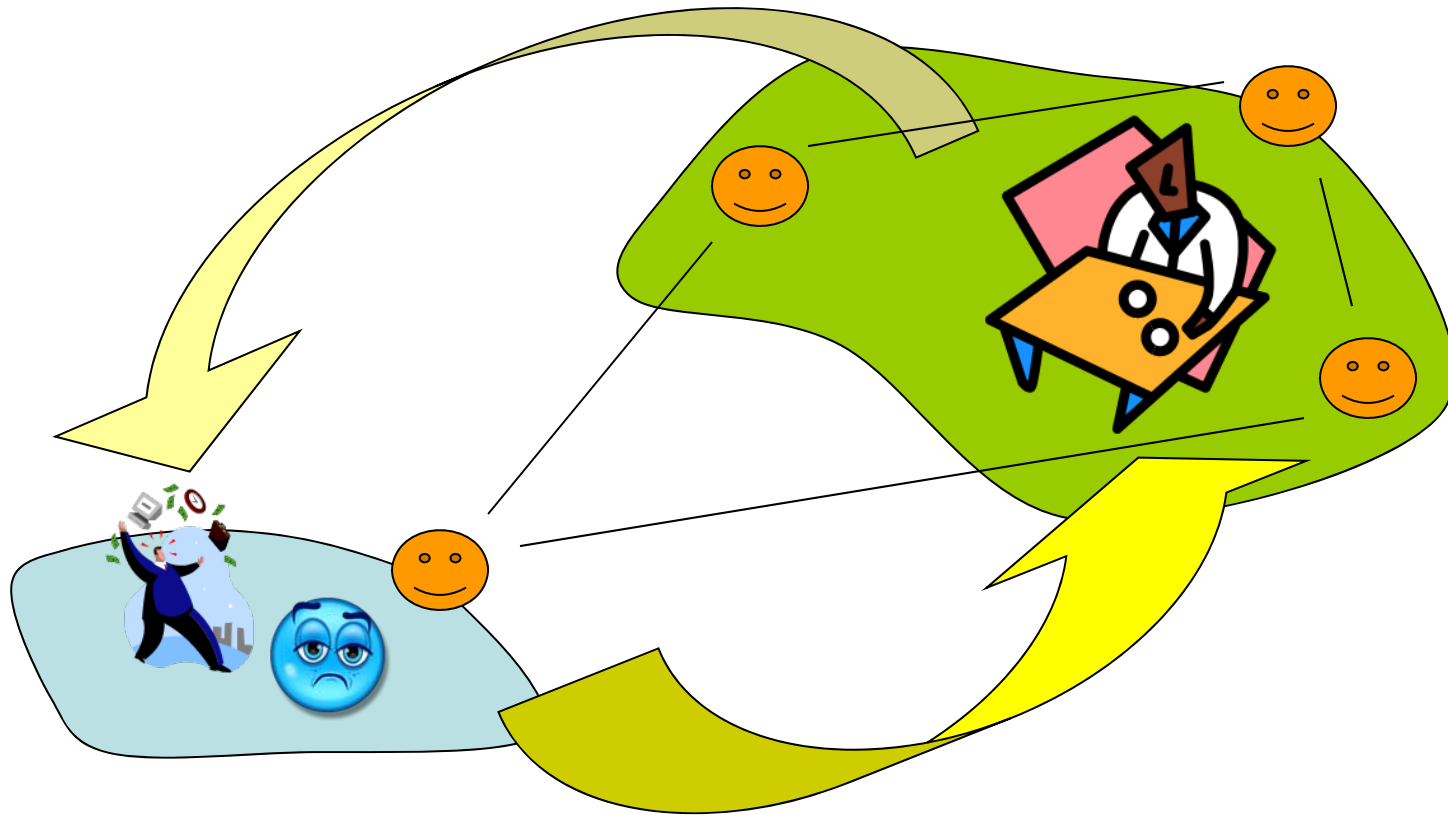
- How to move from local to global?
- How to find common specific advocacy topic within the network?
- What structure is needed to be able to do international advocacy?
- How to do mapping?
- How to find time?



Types of international advocacy networks:

1. Transnational advocacy alliances
2. Peer networks
3. Global advocacy coalitions

1. Transnational advocacy alliance



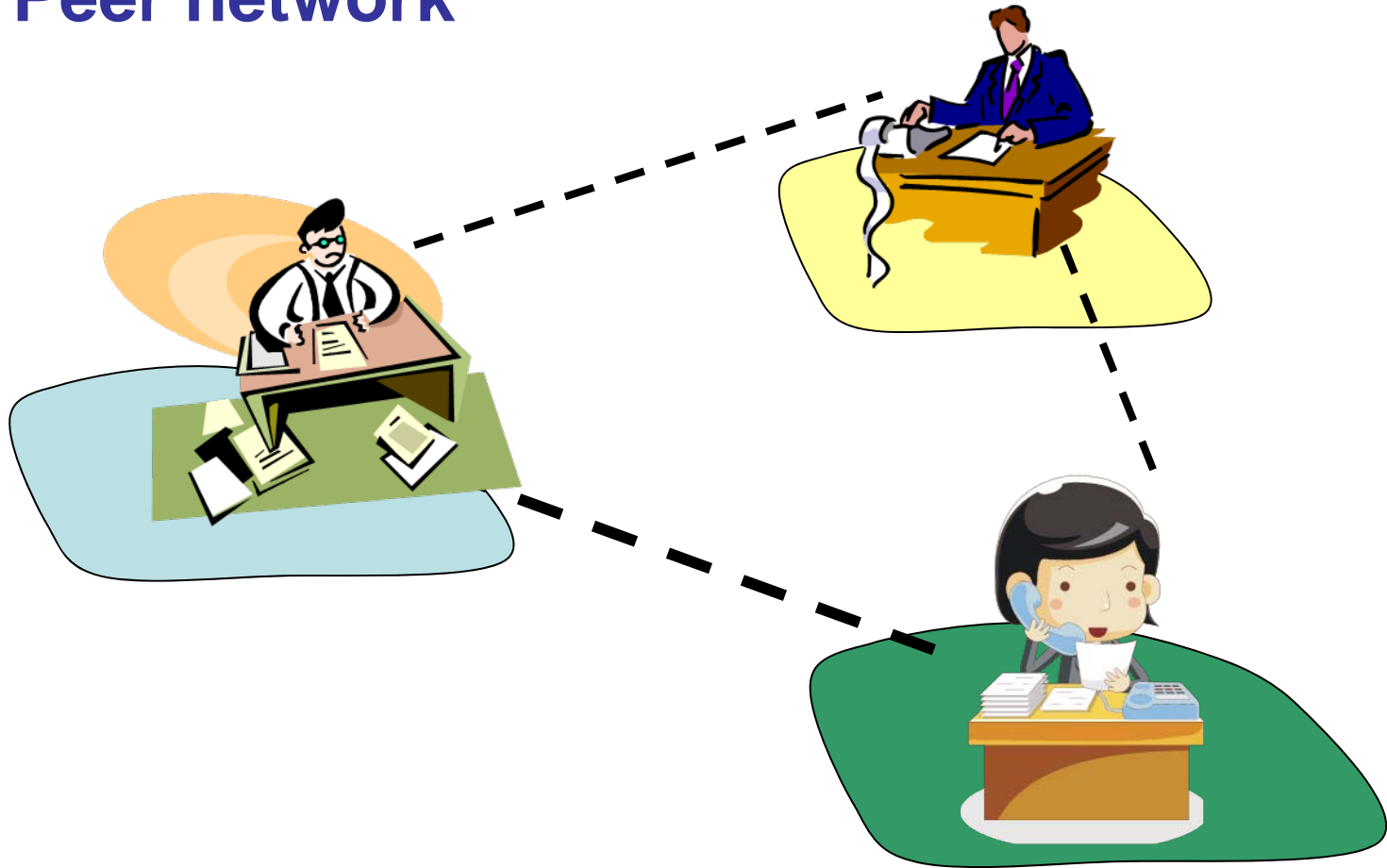
E.g. Mining in Philippines, Indigenous people in Brazil

- Specific local problem → Form transnational alliance to help resolve the local problem

1. Transnational advocacy alliance

- Usually starts with specific local problem
- Solution potential lies in another country
- Build alliance with specific parties who can help (“allies”)
- Target the one who needs to change
- Fixed life-span of alliance
- May or may not need global network
- May or may not need public campaign, social media

2. Peer network



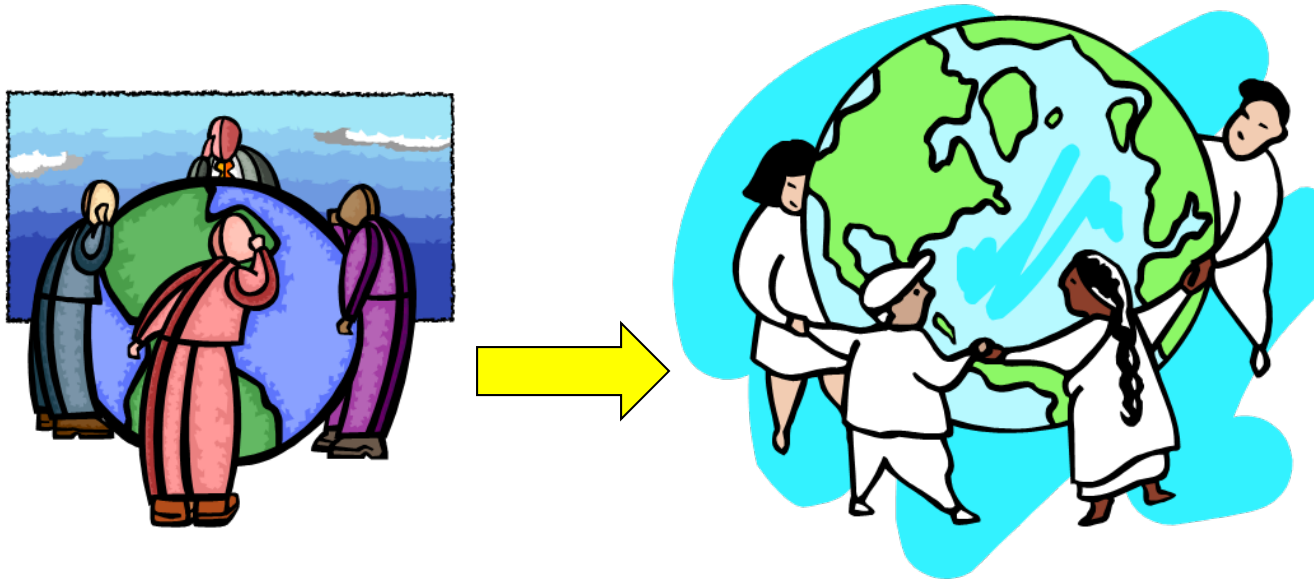
E.g. Social Worker Associations

- Form peer network → Maintain conversation → Common advocacy goal may / may not emerge

2. Peer network

- Organizations working on similar issues, doing local advocacy
- Mutual learning and support, share information, resources, advocacy tips
- Pursue a conversation to deepen understanding of the topic
- Minimum coordination, less specific goals, loose membership
- Over time, may generate interest for common project

3. Global advocacy coalition



E.g. Jubilee 2000, ICBL, Global Call to Action Against Poverty, Global Campaign Against Climate Change

- Several organizations with same advocacy issue → join forces → global campaign / expand membership

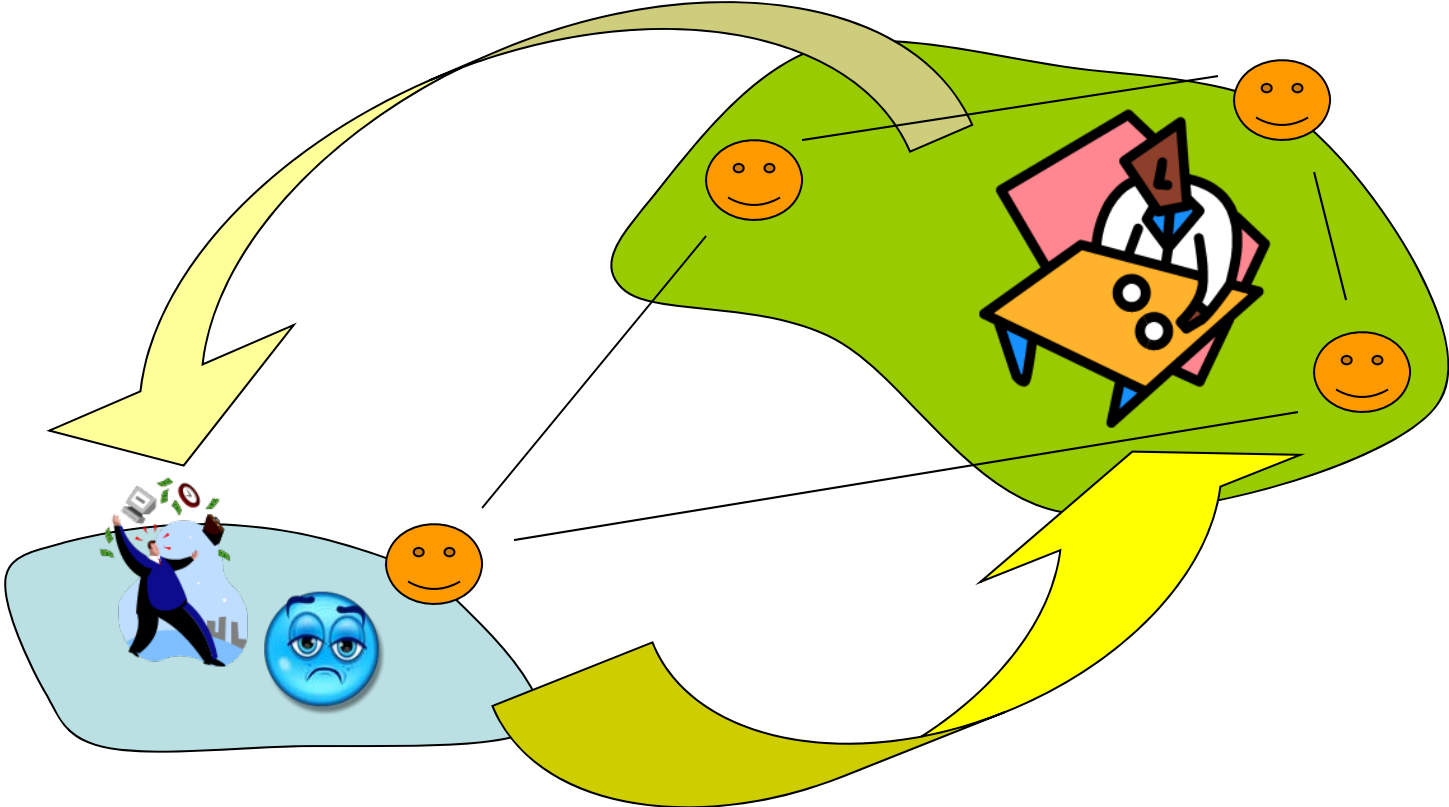
3. Global advocacy coalition

- Several organizations doing advocacy on same specific goal
- More effective if they target international body and/or coordinate global public campaign
- Build coalition with others of similar interest
- Desired outcomes and “demands” are specific

*What is most
needed for the
people we
serve?*



Transnational advocacy alliance



1. It starts
from a
problem
at a local
level



1. It starts from a problem at a local level



2. Listen to the situation



- Voice of the affected
- Multiple perspectives
- People from “the other side”

1. It starts from a problem at a local level



2. Listen to the situation



3. Find out who is already working on it

- What has been done
- What has worked /not worked
- What is their next step

1. It starts from a problem at a local level

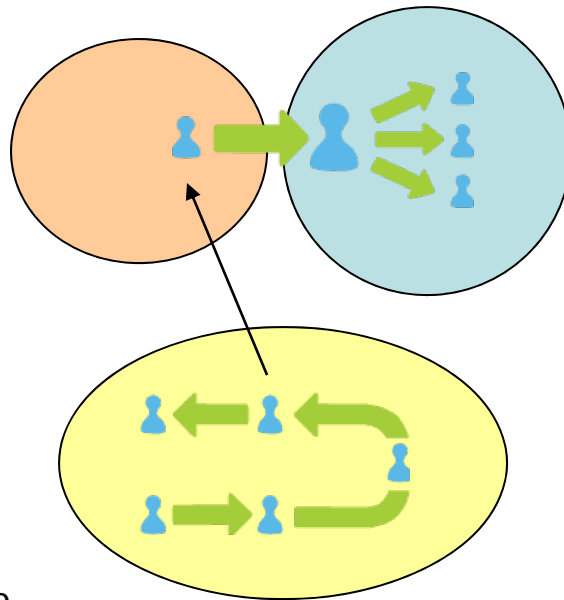


2. Listen to the situation



3. Find out who is already working on it

4. Analyze the problem: Map out the root causes, driving forces and parties involved



- Avoid “good guy” vs “bad guy” thinking
- Systemic, holistic understanding
- Root cause analysis, systems thinking
- Any link to another country? To a global body? (e.g. World Bank)
- Do it in a team
- Avoid “analysis paralysis”!

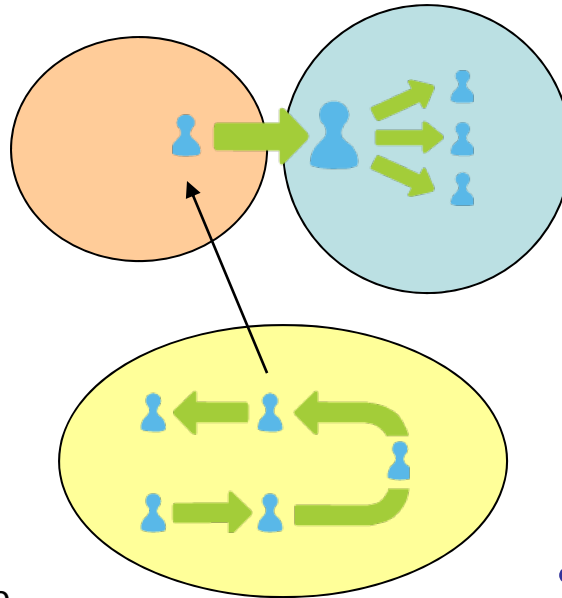
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2. Listen to the situation



3. Find out who is already working on it



4. Analyze the problem: Map out the root causes, driving forces and parties involved

5. Describe the changes desired

- Tangible change
- Promote **Gospel vision**
- Need a SMART target:
 - Specific
 - Measurable
 - Actionable
 - Realistic
 - Time-based
- Propose viable solutions
- List the parties who have to change

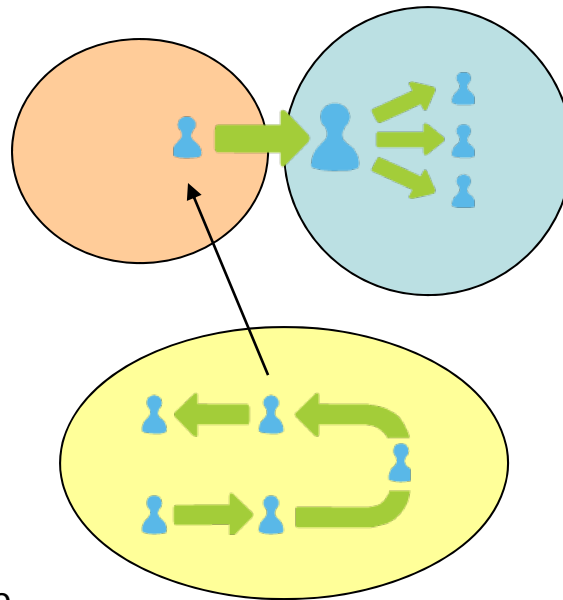
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2. Listen to the situation



3. Find out who is already working on it



4. Analyze the problem:
Map out the root causes, driving forces and parties involved

5. Describe the changes desired

6. Generate and decide on the strategies to achieve the changes

- What will influence them?
- Is cross-border advocacy needed?
- Is mass mobilization needed?
- Assess feasibility, impact, costs, risks, sustainability, side-effects, Gospel-centeredness

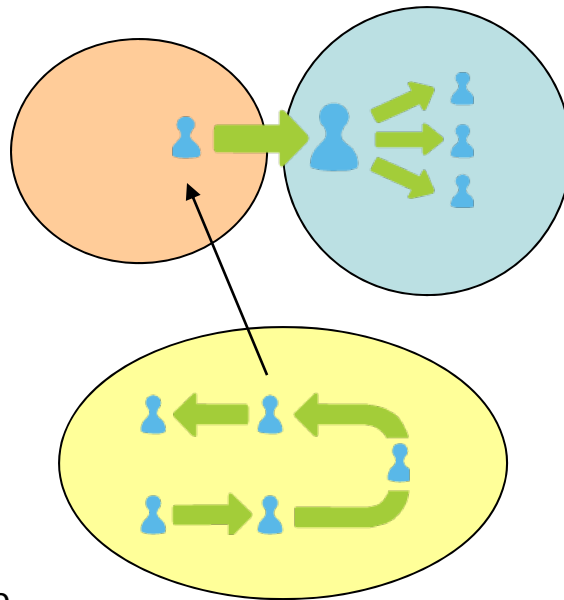
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2. Listen to the situation



3. Find out who is already working on it



4. Analyze the problem:
Map out the root causes, driving forces and parties involved

- Whose help is needed to execute your strategy? What is their role?
- What is their incentive?
- Any existing networks?
- Communicate the problem and your analysis

5. Describe the changes desired

6. Generate and decide on the strategies to achieve the changes

7. Enlist others into your alliance



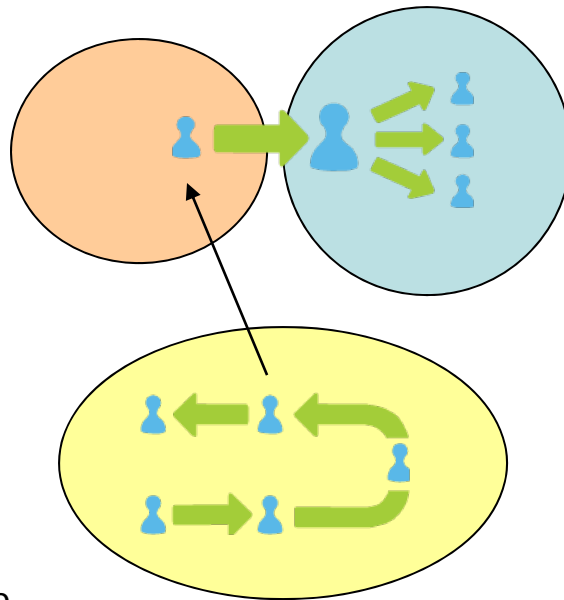
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- Need to be rooted in accompaniment of affected people (“Think Local Act Global”)
- Focus on desired outcomes
- On-going evaluation

8. Develop a plan of action. Implement and monitor

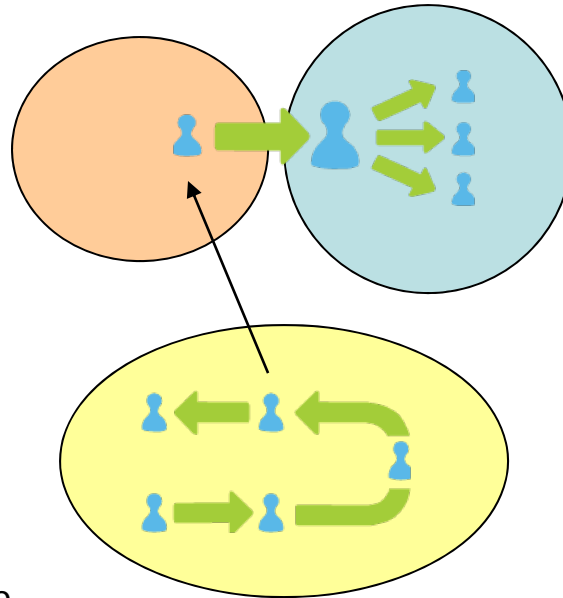
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8. Develop a plan of action. Implement and monitor

Prayer and discernment

1. It starts from a problem at a local level

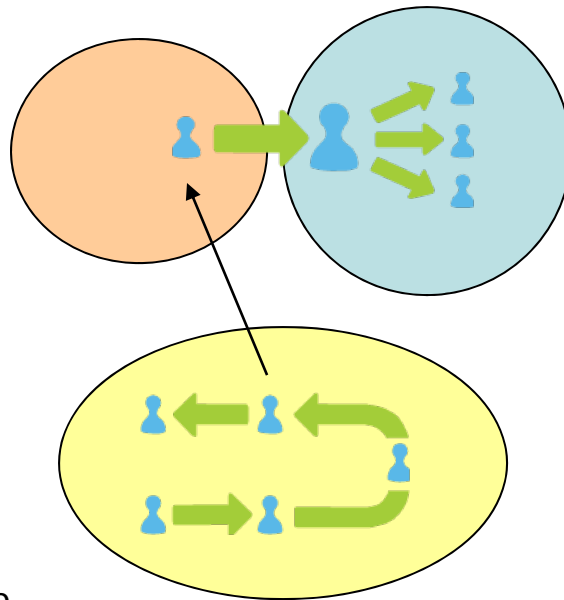


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Mapping:

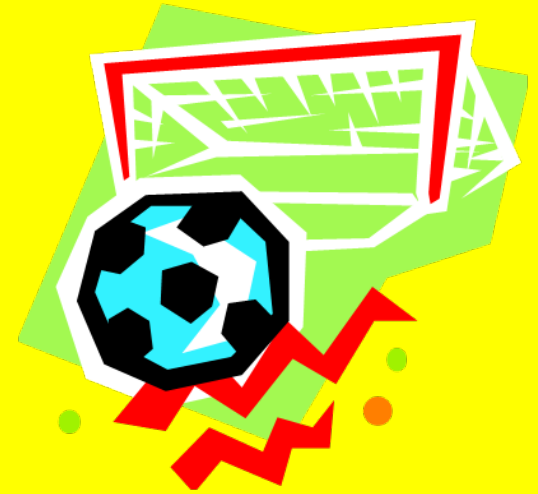
- The stakeholders
 - Their interests, needs, power
 - Points of influence
- Our possible allies, Who is working on this
 - Strengths, interests

8. Develop a plan of action. Implement and monitor

Data gathering is crucial

- Systematic documentation of experience of the affected people
- Show cause and effect
- Magnitude of problem
- Collect information before, during, after advocacy
- Focus on quality: Solid data, holistic analysis, balanced arguments

Transnational Advocacy Alliance: Best practices

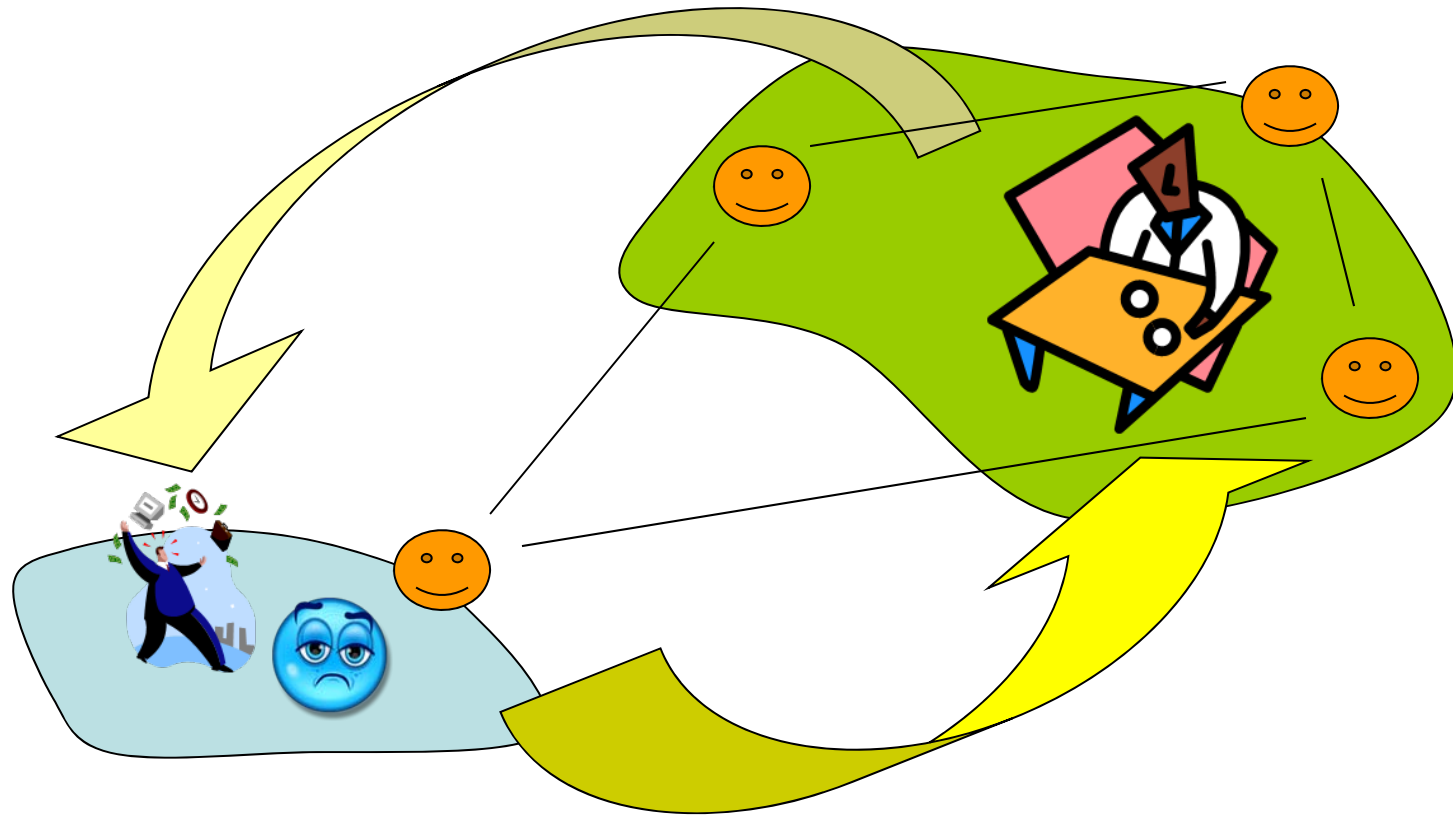


Transnational Advocacy Alliance: Best practices

1. Clarity about who is leading and role of leader
2. Clarity about role of each member and expectations; a way out
3. Ways to move together instead of lone hero running ahead:
 - Agree to discuss key action plans together
 - Meet regularly to evaluate and discern next steps
 - On-going communication; Appoint someone to facilitate communications
4. Clarity about decision-making
 - Who makes decisions? How? When?
 - What decisions can be made by individual? What decisions must be made by whole team?
 - How to break deadlocks? Who has final say?
5. Be cautious about mission creep
6. Relationships: Trust is crucial; Equal voice
7. Long-term institutional commitment
8. Maintaining contact after the alliance
9. Participation of affected people + professional standards
10. Process must be mutually-enriching for all



Transnational advocacy alliance



GNMR, Peace & HR, Migration:

Is anyone in this situation? How can we help them?

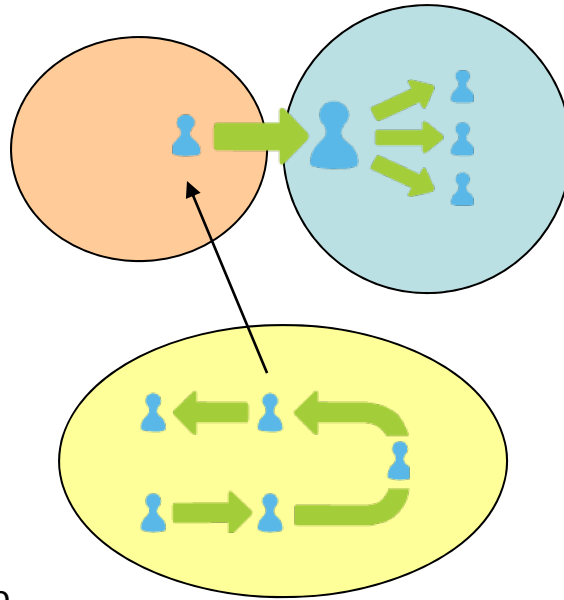
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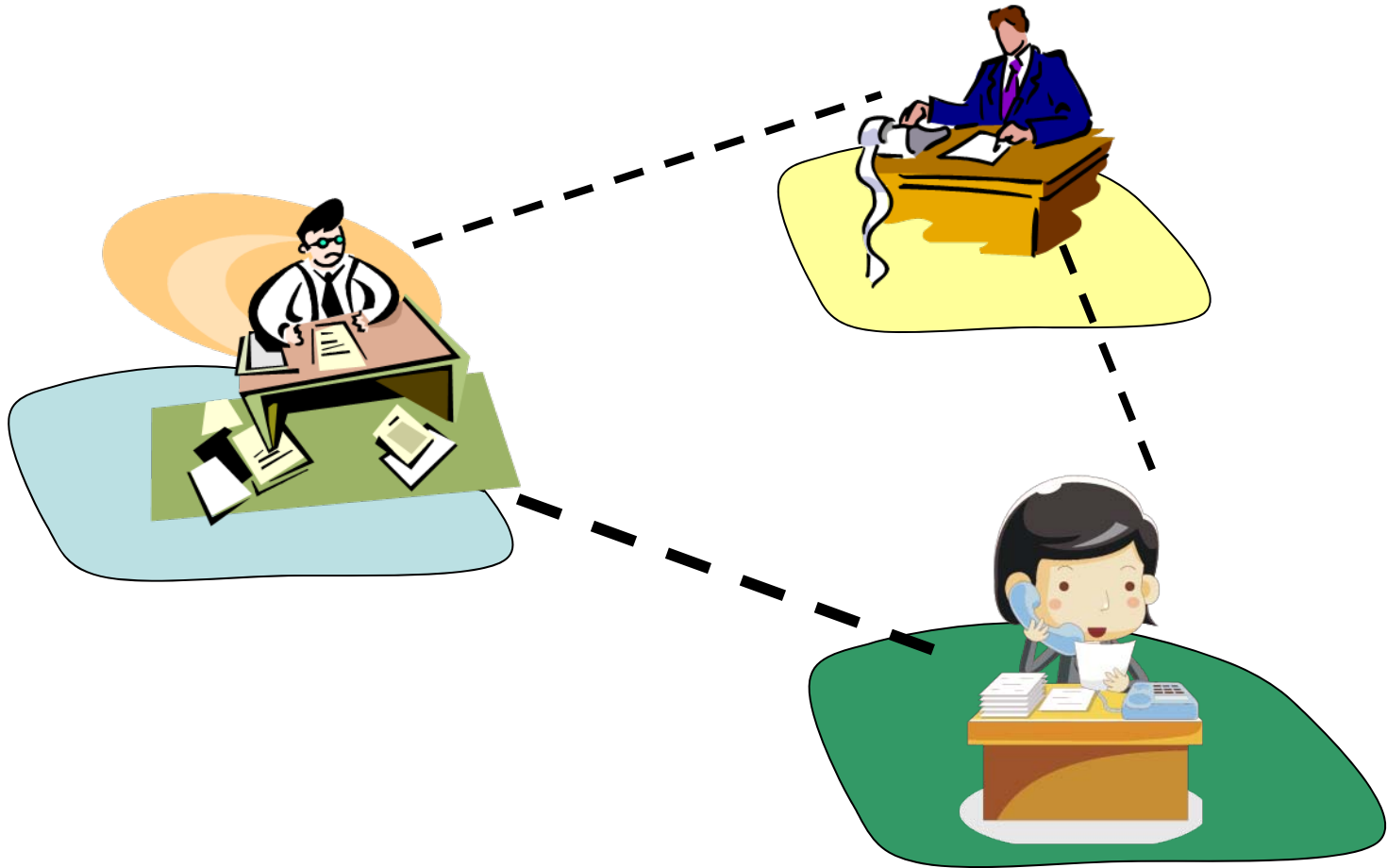


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Peer network

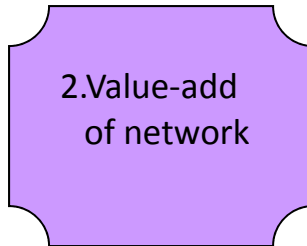


1. Animator:
Benefits?



- Sense of community
- Information and learning from others
- Exposure to international trends
- Funding
- Belief that something can emerge
- Need to decide what resources and time to dedicate

1. Animator:
Benefits?



- Share advocacy resources, ideas and information (Empower/strengthen local campaign)
- Keep updated on international trends
- Connection between research institutes and direct service organizations
- Mutual support

1. Animator:
Benefits?



2. Value-add
of network

3. Channel for your
conversations

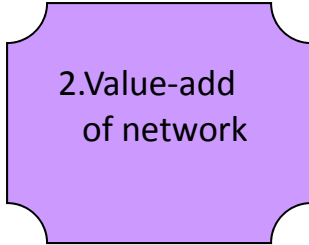


- Common blog
- Regular meeting
- E-newsletter
- Regular email
- Social media, e.g. facebook
- Frequency of communication

1. Animator:
Benefits?



2. Value-add
of network



3. Channel for your
conversations



4. Animator needs
to initiate
conversations



1. Animator:
Benefits?



2. Value-add
of network

3. Channel for your
conversations



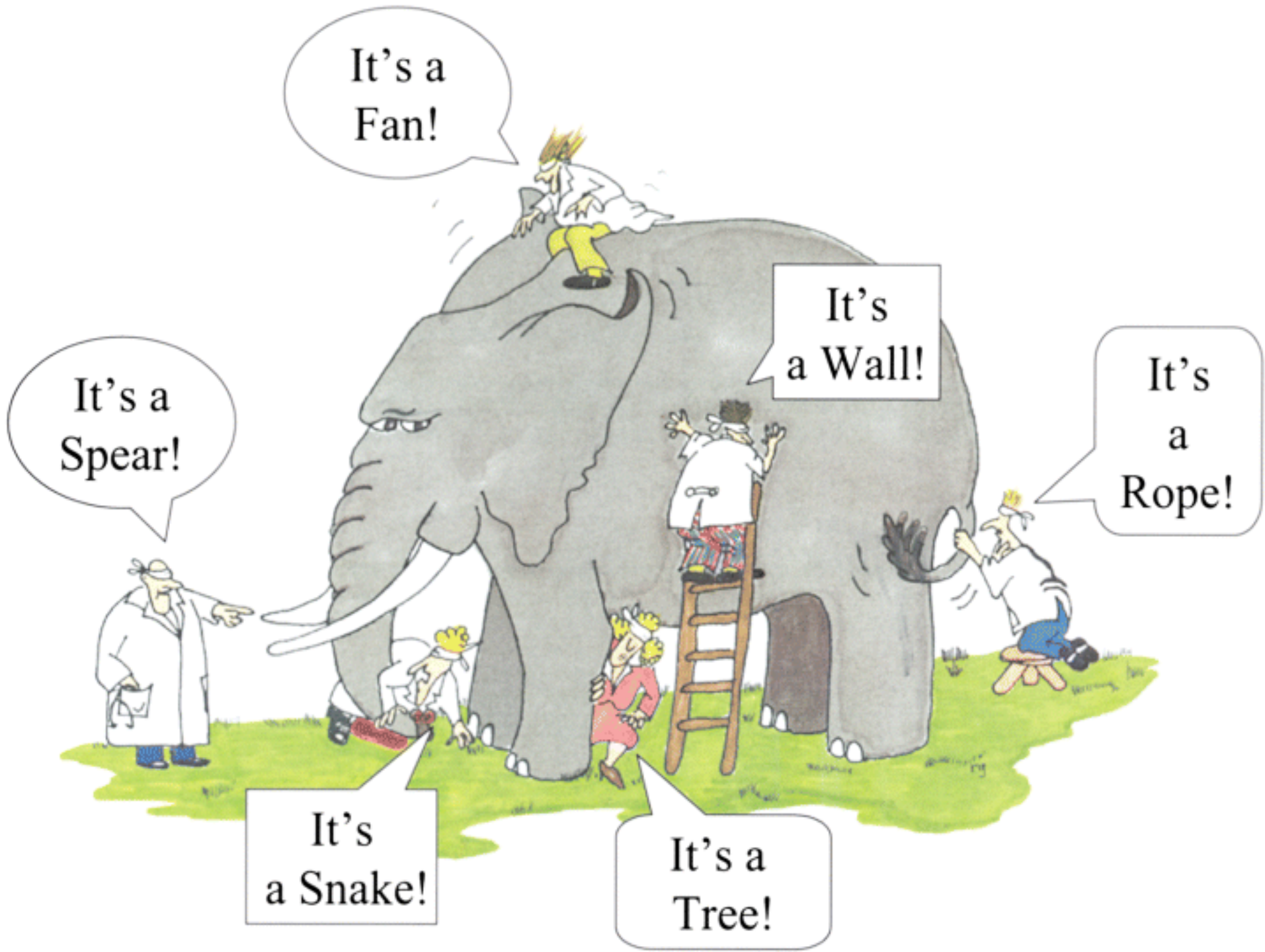
4. Animator needs
to initiate
conversations



5. Identify
a broad
goal to
work
towards

E.g.

- Discover best practices in advocacy
- Seek more holistic understanding of the phenomena. “Generate global thinking”
- Create new knowledge. E.g. Alternatives to neo-liberal capitalism
- Promote **Gospel vision**



It's a
Fan!

It's a
Spear!

It's
a Wall!

It's
a
Rope!

It's
a Snake!

It's a
Tree!

1. Animator:
Benefits?



2. Value-add
of network

3. Channel for your
conversations



4. Animator needs
to initiate
conversations



5. Identify
a broad
goal to
work
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6. Carry out
simple
joint
projects
together

1. Animator:
Benefits?



2. Value-add
of network

3. Channel for your
conversations



4. Animator needs
to initiate
conversations



5. Identify
a broad
goal to
work
towards

6. Carry out
simple
joint
projects
together

7. Evaluate

Mapping

1. Begin with the end in mind: Be clear what actions you will likely take after the mapping
2. What information do you need in order to take these actions? List the questions

Questions (Peer network):

1. Who is working on this issue? What are they doing? What advocacy activities are they carrying out?
2. What are their main strengths? (*to see what they can offer*)
3. What challenges are they facing?
4. In their view, what are the main concerns and underlying causes in this issue?
5. What particular topics are of interest to them?
6. What support would they like from an international network and what would they like to contribute?
7. In this issue, what do they think are the emerging trends or key challenges that the Society needs to tackle? (*This gives impetus for coming together*)
8. Get referrals to others working on the issue

Questions (Global advocacy project):

1. What are their main activities? What advocacy issues are they currently working on? What particular topics are of interest to them?
2. What are their main strengths? (to see what they can offer)
3. What challenges are they facing?
4. What networks or alliances are they already a part of?
5. Which major networks or international campaigns in this issue are they aware of? (Church and civil society)
6. What specific advocacy issues do they see a need to work on together?
7. In their view, what are the main concerns and underlying causes in this issue?

Mapping

1. Begin with the end in mind: Be clear what actions you will likely take after the mapping
2. What information do you need in order to take these actions? List the questions
3. Reduce overlap of questions
4. Try it with 1-2 persons. Fine tune
5. Draft explanatory letter – Objectives, why important, background info, what you already know, what you're thinking, what next, who will see the responses. Two-way conversation
6. Use existing database. Or ask conference coordinators to send to their contacts (Social, AJCU, Education, etc). Give a deadline for responses
7. Translation

8. Based on responses, identify individuals for more in-depth discussion
9. Compile information and analyze: What are the possibilities for working together?
10. Feedback to all respondents
11. Need not capture 100% of people
12. Find out existing NGO/church networks and international campaigns in your theme
 - How?
 - Include in mapping questionnaire
 - Ask your contacts in the international NGOs
 - Ask Julian
 - Check websites (e.g. OneWorld.net, etc)
 - Check major meetings (e.g. World Social Forum)

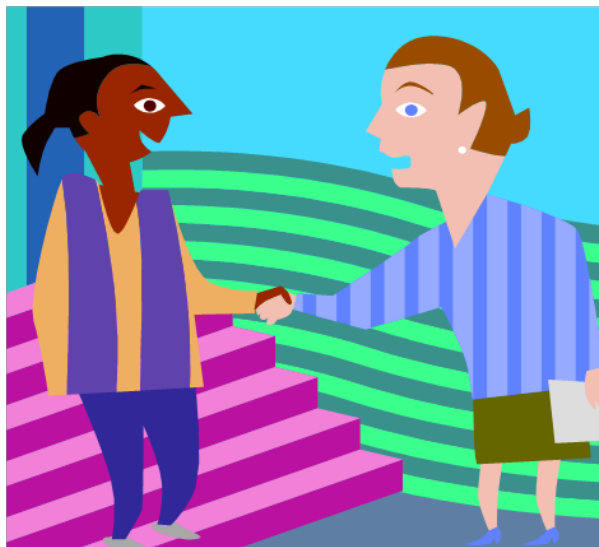
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9. Compile information and analyze: What are the possibilities for working together?
10. Feedback to all respondents
11. Need not capture 100% of people
12. Find out existing NGO/church networks and international campaigns
 - Who are involved?
 - What are they doing? What is their strategy?
 - How do members work together?
 - What have they achieved? What are their next steps?
 - What are their underlying principles? Aligned?
 - Where are the gaps? How can we add value?
 - What are the possibilities for collaboration?

Peer network: Best practices



1. Think of it as a relationship building phase
2. Be flexible and fluid about membership
3. Attract members by being relevant to their local agendas
4. Use technology:
 - Blogs, Followers, Feeds, Social media
5. Operate in 2-3 major languages
6. Leverage on members' existing activities
7. Place the network at the service of others
8. Be patient!





Migration, Peace & HR, Education, Ecology,
GNMR:

- Which aspects of the peer network will benefit us?
- What value can we offer to members?
- What is the potential for common advocacy?
- In the meantime, what simple concrete projects can we do together?



Global Advocacy Coalition

Banding together to:

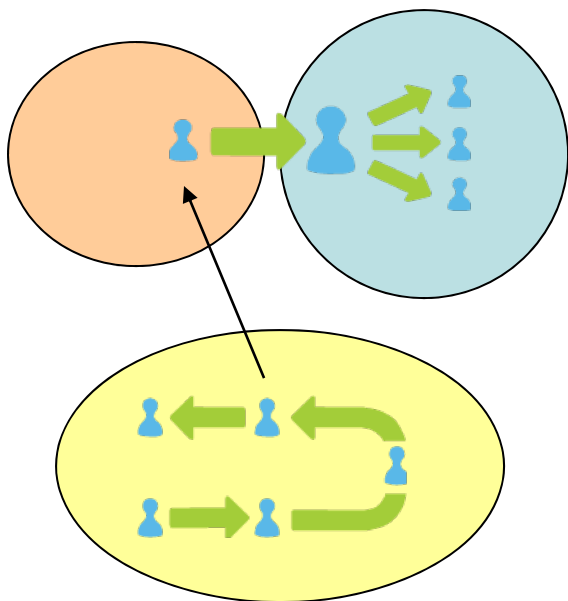
- Target international institutions and laws
 - Change international law or create new ones (e.g. Mine Ban Treaty)
 - Influence international bodies to take action (e.g. UN, World Bank)
 - Influence outcome at global decision-making platforms (e.g. Climate Change, WTO meetings)
- Simultaneous national advocacy to change policies and actions of governments, business firms, etc and/or support international change (e.g. Jubilee 2000)
- Simultaneous public education to raise awareness, generate support, change mindsets and behaviors (e.g. environment)
- Combination of the above
- ❖ Issue is relevant to critical mass of countries



1. Several
members
already
working
on same
issue



1. Several members already working on same issue



Local analysis:

- Root causes
- Stakeholders
- Driving forces
- Systemic factors

➤ Voice and participation of the people affected

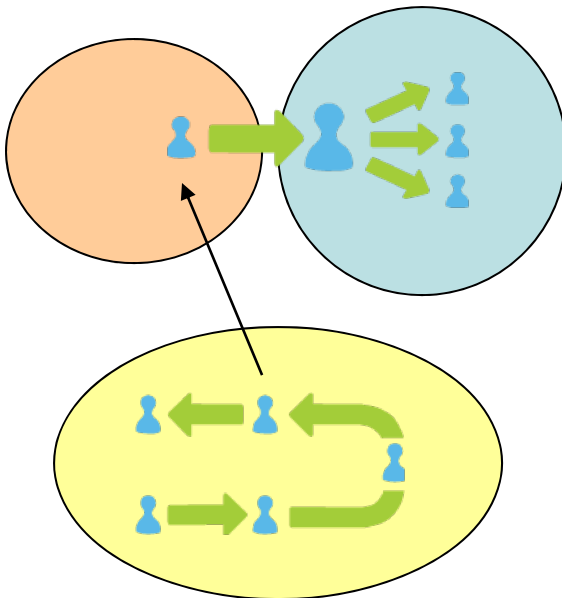
1. Several members already working on same issue



2. Compare insights from your local analysis



- What are the similarities and differences?
- Hear from the “other side”



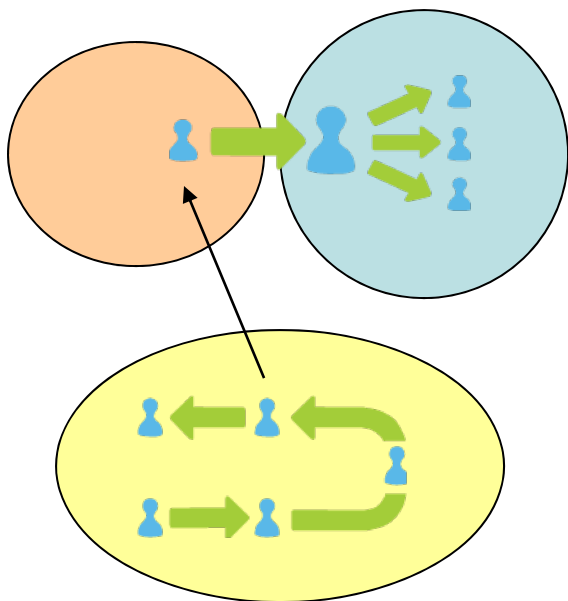
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3. Would common action impact the local situations positively?



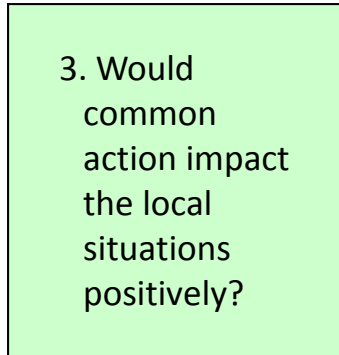
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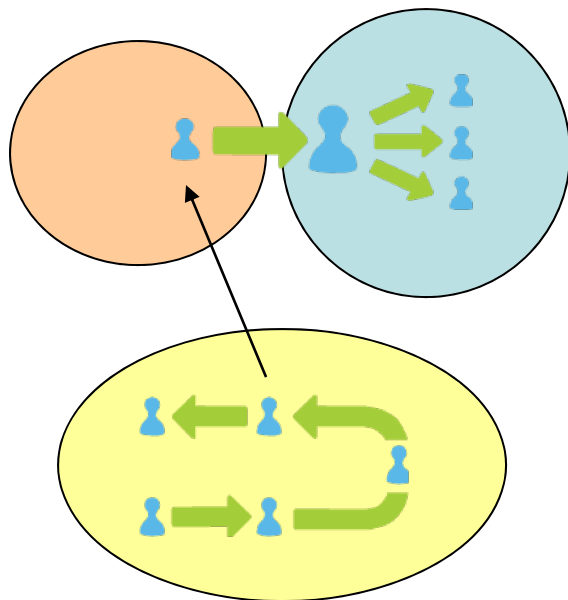
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3. Would common action impact the local situations positively?



4. Agree on the common goals and central principles



- What do you want to change?
 - E.g. New international law? National policies?
- SMART target
- Goal must have good chance of influencing local outcomes
- Propose viable solutions
- **Underlying values are important**
- Promote **Gospel vision**
- Offer new ways of understanding and approaching the problem

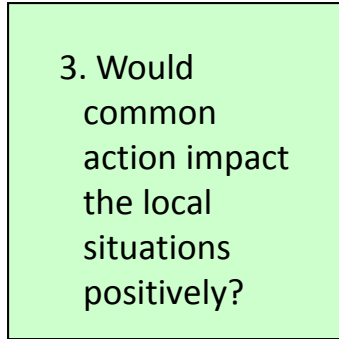
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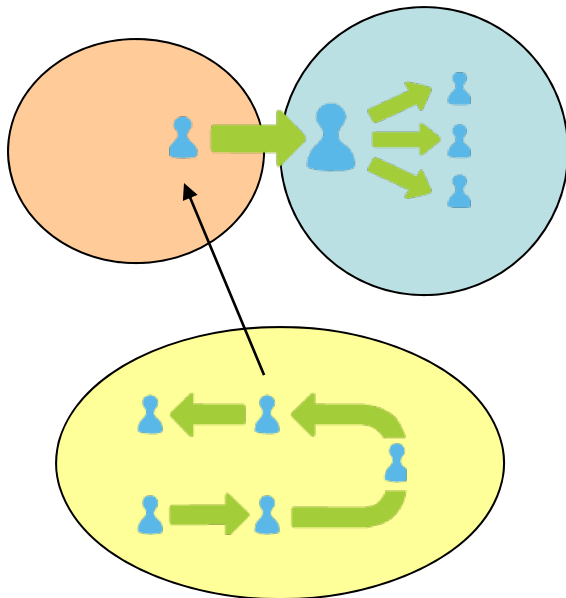
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5. Find out existing coalitions



- What is their approach?
- Successful?
- What are their plans?
- What can we learn?
- Similar principles?
- Support our outcomes?
- Join them? Our value add?
- Leverage on them?

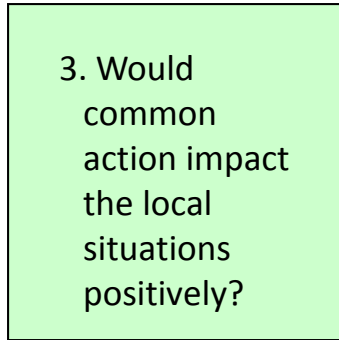
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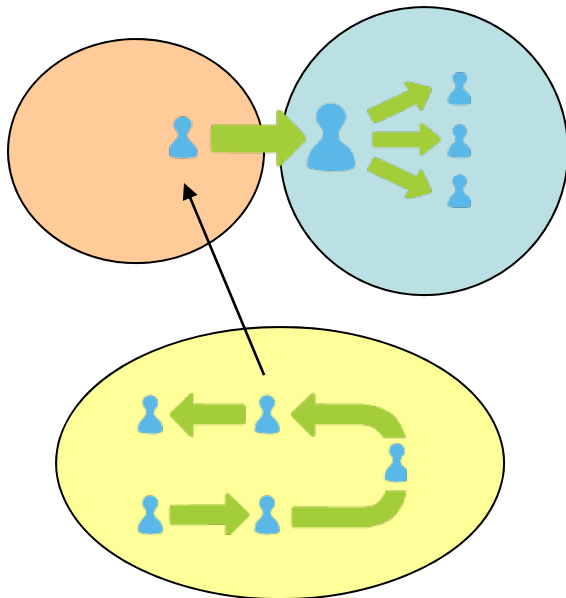
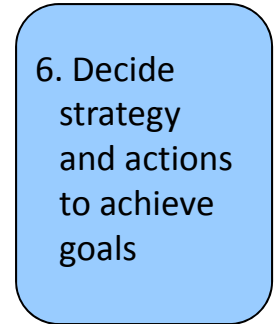
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5. Find out existing coalitions



6. Decide strategy and actions to achieve goals



- E.g. How to influence UN agenda?
- Partner people with expertise and experience
- Assess feasibility, impact, costs, risks, sustainability, side-effects, Gospel-centeredness of strategies
- Start small
- Concrete actions with timeline
- Have complementary actions at global, national, local levels

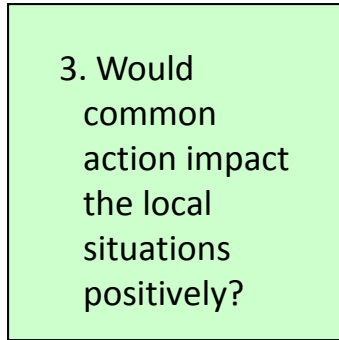
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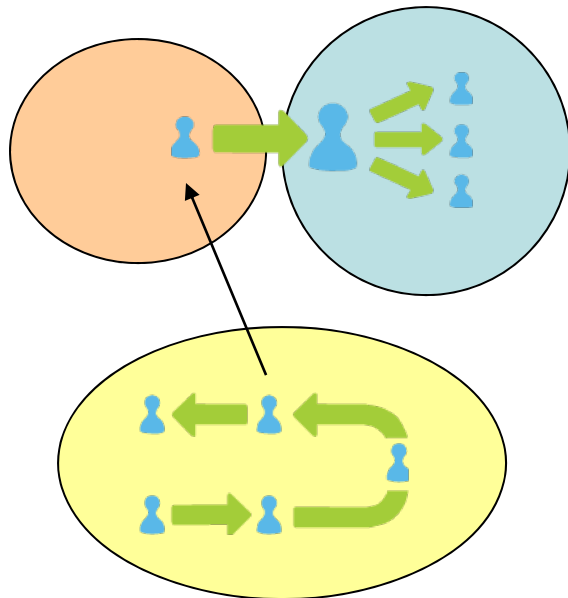
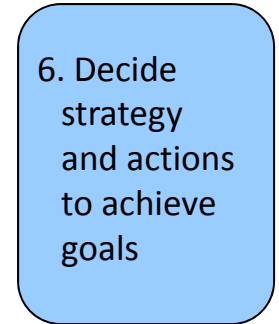
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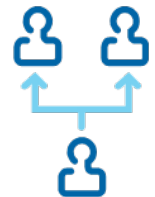


6. Decide strategy and actions to achieve goals



- Leader, Secretariat, Sub-committees?
- Decision-making processes
- Communication channels and frequency
- Who else is needed?
- Credibility
- Framing the issue to gain more support

7. Decide structure of coalition and build membership



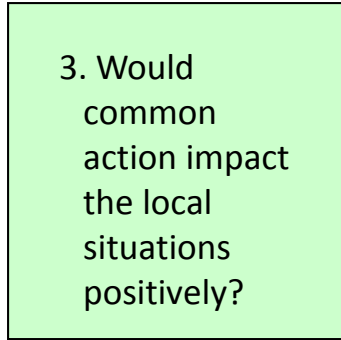
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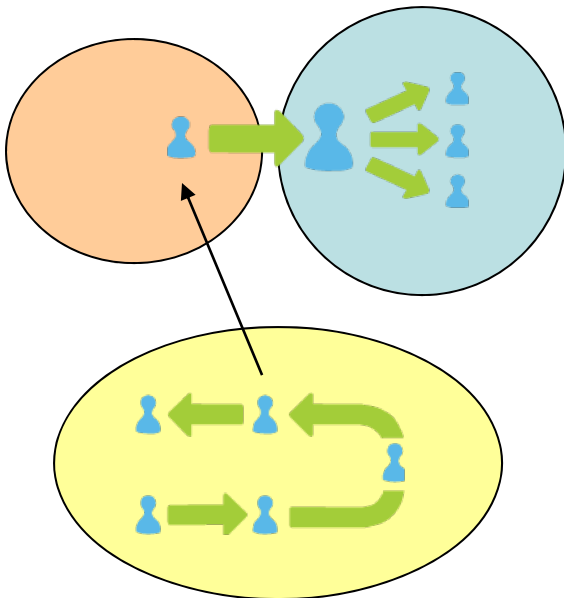
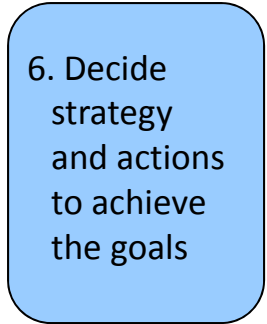
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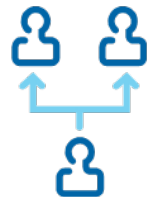
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8. Obtain funding



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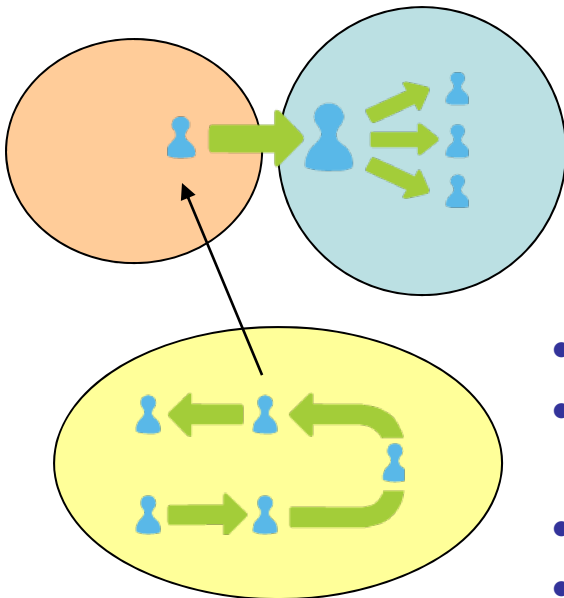
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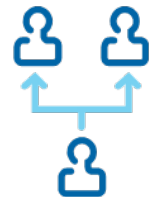
9. Implementation, accountability, monitoring

- Regular evaluation
- Report to funders, supporters, authorities
- Keep public updated via media
- Participation of people affected

8. Obtain funding



7. Decide structure of coalition and build membership



Prayer and discernment

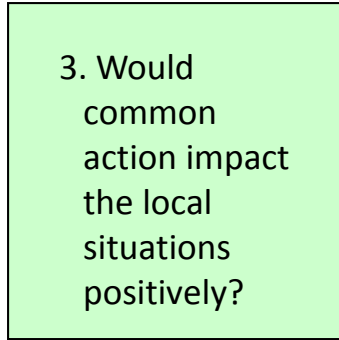
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2. Compare insights from your local analysis



3. Would common action impact the local situations positively?



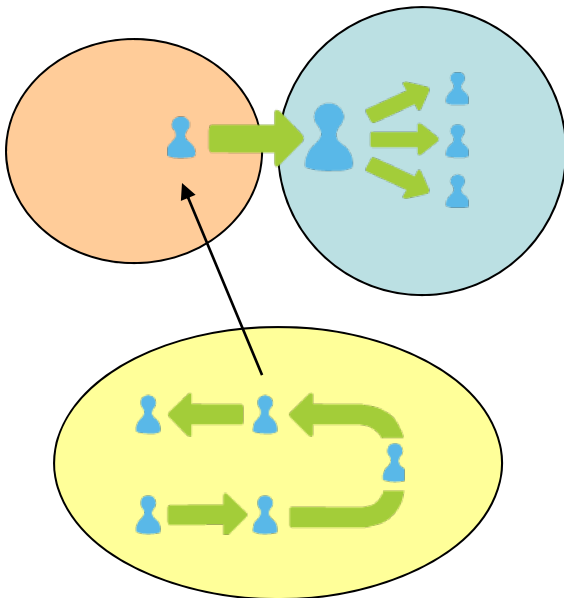
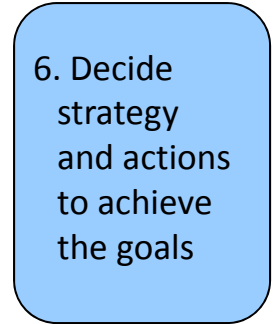
4. Agree on the common goals and central principles



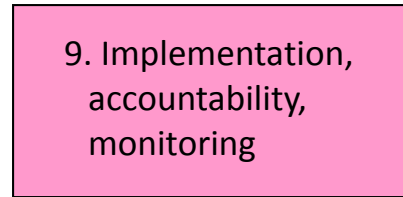
5. Find out existing coalitions



6. Decide strategy and actions to achieve the goals



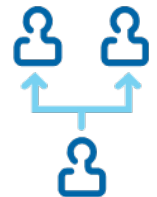
9. Implementation, accountability, monitoring



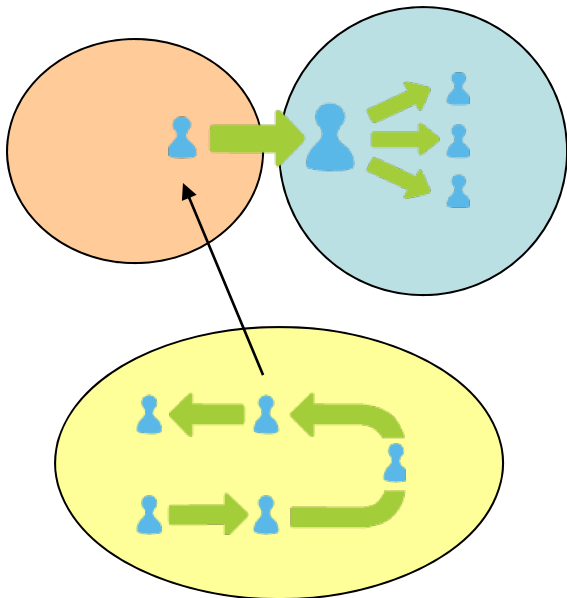
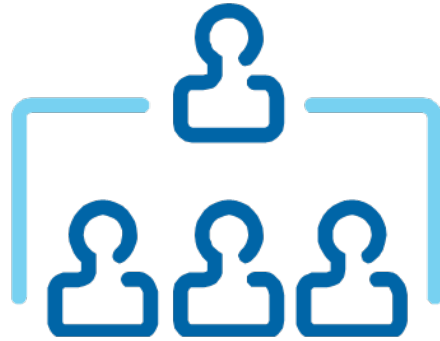
8. Obtain funding



7. Decide structure of coalition and build membership



Mapping



1. Possible members

- SJ and partners – peer network

2. Existing coalitions

- Consult other local NGOs
- International NGOs
- Websites – OneWorld.Net, etc
- Members, History, strategy, Activities, Achievements, Approach, Future plans

3. Stakeholders in the problem

- Solid data
- What's happening on the ground
- Systematic monitoring
- Feedback

Global Advocacy Coalitions: Best Practices



1. Teamwork and dialogue are central
2. Regular communication and decision-making platforms
3. Mobilizing masses
 - Promote holistic understanding of the situation
 - Tell a compelling story in a simple way
 - Clear, memorable message, actionable steps (“Reduce, Reuse, Recycle”)
4. Technology as an ally (but not for its own sake)
 - Communication and coordination among coalition members
 - Outreach and mobilization of masses
 - Share/ process information and images
 - Instantaneous

Global Advocacy Coalitions: Best Practices



5. Common goal but flexible to local contexts, not “one-solution-fits-all”
 - Allow variety in implementation
 - Continue to share about local experiences
 - Have regional groupings
6. Good internal governance
 - Ethical
 - Transparent
 - Democratic
 - Accountable
 - Professional

Global Advocacy Coalitions: Best Practices



7. Spirituality

- Personal conversion in the issues
- Be rooted in building Kingdom of God
- Be a bridge

8. Spread the spirit throughout the Society

9. Society to concentrate on 1-2 issues in global advocacy?

Overall take-aways:

1. International advocacy requires time, resources, energy, perseverance

⇒ Need to be sure that it will actually help your local situation

⇒ Integral to member's agenda; not just an "add-on"

Overall take-aways:

2. Tendency to be absorbed in global activism with other NGOs

⇒ Need to be rooted in Christian mission

Overall take-aways:

3. It takes time for people and organizations to learn to work together

⇒ Start small, focus resources there, keep it flexible and give it time. It will generate momentum

Overall take-aways:

4. If form network and structures before deciding on goal, may not easily find common global advocacy goal

⇒ Find ways to support each other's local and regional / transnational advocacy

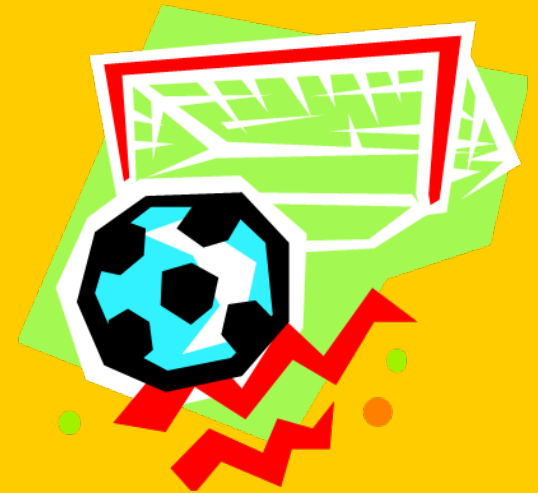
Overall take-aways:

5. Bear in mind broader goal:

Strengthen Church's dialogue of justice with the world, building Kingdom of God, united within and with many other partners.

GIAN: Facilitate the Jesuit family to contribute to Church's international advocacy activity
- Many ways of proceeding

Time of experimenting and adjusting: Learning to play as one soccer team (Church)



Build bridges not buildings