



Funded by
the European Union

ممول من الاتحاد الأوروبي

EMPOWER JORDAN

Enabling and Mobilizing Civil Society Organizations in Jordan through Reinforced Institutional, Advocacy, and Technical Capacities to **Enhance Coordination for Sustainable Development**

TRAINING
MANUAL

Advocacy and Lobbying
Skills' Manual
2025

Implemented by



In partnership with

KING HUSSEIN FOUNDATION
مركز المعلومات والبحوث
INFORMATION AND RESEARCH CENTER



Prepared by:

Majed Abu Azzam – Head of Policy and Advocacy - Information and research center
king hussein foundation

Reviewed by:

Prof. Ayman Halasa – Director, Information and research center king hussein
foundation

Translation:

Rayana Abu Wandu – Advocacy & Communication Officer, Information and research
center king hussein foundation

Proofreading:

Kai Diab

Design: Allam Gharaibeh - AG Desugns

Table of Contents:

Introduction:	4
Target Audience:	4
Manuals' Importance	4
Manual's Primary Sections	5
Manual's Methodology	5
Advocacy and Support Concepts	6
Definition of Advocacy	6
Situation Analysis and Selection of Priorities and Objectives	12
Advocacy Pathway – Situation Analysis and Issue Selection	12
Reality Assessment Tools	12
Advocacy Pathway – Prioritization	14
Advocacy Path – Identifying Stakeholders	17
Stakeholder-Specific Action Strategy	18
Session One: Identifying and Defining the Issue	21
Second Session: Advocacy Strategy for the Selected Issue/Problem	21
Third Session: Implementation Phase	24
Evaluation of Advocacy Campaigns	24
References	26

Introduction

This training manual is part of the project “Empowering Civil Society Organizations in Jordan through Strengthening Institutional and Technical Capacities and Advocacy to Enhance Coordination for Sustainable Development” (EMPOWER Jordan). Implemented in partnership with the Agency for Technical Cooperation and Development in Jordan (ACTED) and generously funded by the European Union, the project seeks to empower (21) civil society organizations, along with (42) additional entities across Jordan, to become active institutions dedicated to protecting human rights and promoting sustainable development by developing their institutional frameworks and technical capacities. Moreover, this training will support the project’s efforts to improve coordination mechanisms among civil society organizations by fostering cooperation and dialogue between these organizations and other key stakeholders, thereby advancing policy reforms related to human rights and sustainable development.

In the context of ongoing political, social, and economic challenges facing communities, civil society plays a pivotal role as an effective agent of positive change. To fulfill this role successfully, civil society practitioners require clear tools and strategies that enable them to advocate for public interests, influence policies and practices, and encourage citizen engagement in public affairs.

This training manual, entitled “Advocacy Skills,” serves as a practical and applied resource informed by both local and international expertise and experience, primarily targeting:

Target Audience:

- Employees and staff members of local and national civil society organizations.
- Activists working in the fields of human rights, social, and developmental issues within civil society organizations.
- Grassroots initiatives, youth groups, and women’s groups emerging from civil society organizations.
- Selected representatives from government entities involved in the project activities.
- Campaign coordinators and community policy designers.

Manuals’ Importance:

Provides a practical and comprehensive framework for effectively designing and implementing advocacy campaigns.

- Focuses on essential skills required to understand the local context, set priorities, and build community alliances.
- Aims to strengthen community voices and achieve justice and representation for marginalized groups.
- Promotes a rights-based, evidence-informed, and participatory approach.

Manual's Primary Sections:

This training manual addresses a set of core topics that form the foundation of any successful advocacy campaign, including the following key areas:

1. Advocacy concepts:

2. Advocacy Pathway:

- Analyze the local reality and identify priority issues.
- Select SMART objectives (Specific, Measurable, Achievable, Relevant, Time-bound).
- Understand the political, social, and cultural context of the issue.

3. Campaign Strategy Design:

- Types of advocacy strategies (awareness, media, litigation, lobbying, peaceful confrontation, scientific evidence, etc.).
- Stakeholder analysis tools (decision-makers, affected groups, allies, opponents).
- Identifying the target audience and creating audience profiles.

4. Message and Communication Plan Design:

- Develop key and supporting messages.
- Select appropriate communication channels (traditional media, digital platforms, community meetings).
- Produce impactful visual and written content supported by evidence.

5. Implementation and Monitoring Plan:

- Prepare activity plans, timelines, and budget estimates.
- Mobilize partners and allies.
- Monitor and coordinate throughout the campaign.

6. Monitoring and Evaluation:

- Define quantitative and qualitative success indicators.
- Use evaluation tools (surveys, interviews, performance reviews).
- Analyze results and extract lessons learned.

Manual's Methodology:

This guide is based on a participatory and practical training approach, with sessions designed to ensure active involvement of trainees in issue analysis, critical thinking, and practical planning. It encourages teamwork and the exchange of experiences through:

- Practical exercises.
- Group workshops.
- Analysis of local case studies.
- Activities for audience mapping and message development.

Advocacy and Support Concepts:

Pre-Training Exercise

Think of the last time you saw something in your community that concerned you. Recall the specific incident and how you responded.

The Situation	Reaction

Definition of Advocacy

- Advocacy refers to the shift from a spontaneous rejection of a certain reality or problem within the community to a strategically organized effort aimed at promoting or enforcing a preferred solution.
- It is a deliberate action intended to influence and change specific policies, behaviors, or attitudes, by engaging relevant stakeholders and persuading both citizens and decision-makers to identify and adopt effective solutions to particular issues.
- Advocacy goes beyond mere discussion of an issue and its priorities; it builds on such dialogue to drive sustainable and long-term change.
- Digital advocacy is the use of digital technologies to build support for a cause, with the goal of influencing social behavior and ultimately shaping policy.
- While traditional and digital advocacy pursue the same goals, they differ in the tools and methods employed.

Advocacy/ Lobbying Concepts

“A set of strategic actions designed to convince others that what you want is also what they want...”

Advocacy, in its simplest form, is:

Coordinated Activities	Group work.
Carefully Planned Strategy	A plan that takes into account the overall framework and current events.
Designed to Persuade	Sound arguments based on solid research, presented in a convincing manner.
Other People	Decision-makers or individuals who can influence them.
That what you want	A specific change goal.
It is what you want	Understanding their needs and interests, and highlighting the shared needs and interests.

Advocacy is not:

- A one-time solution (but rather a change in the decision-making process).
- Just an awareness campaign about the problem (but a call to take a stance).
- A solution imposed on others (but one reached through consensus).
- A campaign to promote a certain candidate (but a defense of a cause, right, or issue).
- Charity work such as providing aid or services (but changing the policy of service delivery).

Participatory Advocacy

Discussion Question:

Have you witnessed advocacy campaigns in your communities that felt disconnected or irrelevant to the context you live in?

Please share some examples!

The Importance of Participatory Advocacy

- Contributes to finding practical, evidence-based solutions.
- Expands the circle of those engaged in the issue.
- Helps understand complex community contexts.
- Returns power to the hands of those directly affected by the issues.
- Ensures representation of all interests.

Principles of Designing an Advocacy Campaign

Types of Advocacy

- Advocacy for Public Interest Issues: Campaigns against corruption, environmental campaigns.
- Advocacy for Changing Public Policy: When the problem lies in policy or law, such as a woman's right to pass citizenship to her children.
- Advocacy for Social Justice: Rights of minorities.
- Rights-Based Advocacy: The right to work for refugees.
- Needs-Based Advocacy: Response to lack of water or education.
- People-Centered Advocacy: Building people's capacity to claim their rights.

Training – Success and Failure Factors of Advocacy Campaigns

Recall an advocacy campaign you participated in or learned about. Choose one that you consider successful and another that you consider a failure. Write the name of the first campaign and its success factors on your sticky notes, and the name of the second campaign and its failure factors on separate sticky notes. Then, place your answers in the designated area.

Levels of Advocacy Campaigns:

- **International Level:** Often related to decisions of the Security Council, the United Nations, the International Court, or international organizations and unions. An example is the Arab countries mobilizing international support for decisions affecting the Palestinian cause within the United Nations.
- **National Level:** Includes legislation and government policies applied at the national level or requiring approval from decision-makers at the center, such as the government or parliament.
- **Local Level:** Concerns services provided to people within governorates and municipalities, such as health centers, schools, public facilities, parks, libraries, infrastructure, and facilities for persons with disabilities and the elderly.
- **Institutional Level:** Relates to workers' rights and working conditions within an institution, company, or other workplaces.

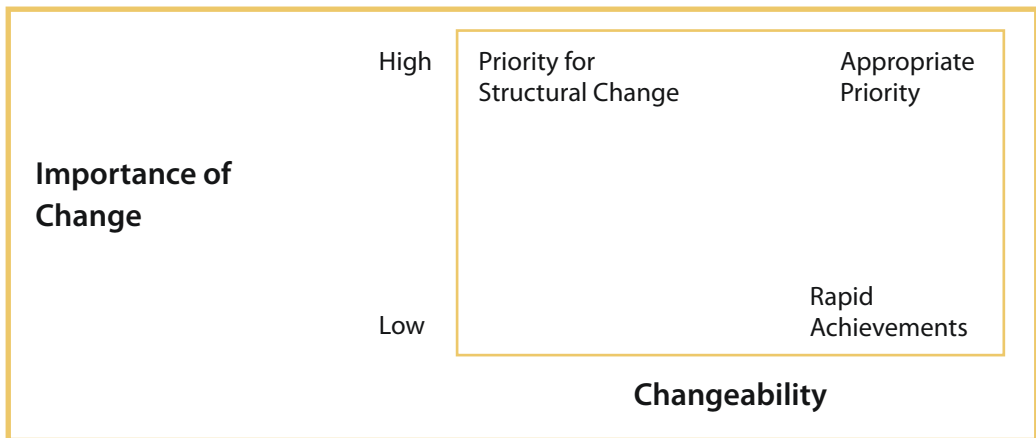
Advocacy Campaign Pathway



Prioritization

The selection of project priorities to address local issues depends on the following three factors:

- Prioritizing causes that have high importance and a high potential for change.
- Prioritizing causes with low importance but high potential for change when seeking quick wins.
- Prioritizing causes with high importance but low potential for change when aiming for structural change and having the necessary resources.



Training: Problem Selection

Each team selects a problem affecting women in the region to work on.

Selection Criteria:

Conviction that the issue is an urgent priority based on the political, social, and economic context.

The team's ability to influence decision-makers to address the issue (in terms of knowledge, interests, resources, etc.).

The following factors are important to ensure their availability before we choose to work on a particular issue. In later stages, we will plan and detail all phases of working on the issue, but it is crucial to make sure we have selected the right priorities before we start consuming resources, only to find out later that working on this issue is impossible.



Alignment with the Group's Goals and Interests	Feasibility of Change	The Importance of Change
<ul style="list-style-type: none"> • Availability of the necessary expertise and human resources • The team's interest in the issue • Proximity to the affected stakeholders and the existence of trusting relationships with them • The extent of the organization's connection to the issue, its supporters, and decision-makers • Availability of the necessary expertise and human resources • The team's interest in the issue • Proximity to the affected stakeholders and the existence of trusting relationships with them • The extent of the organization's connection to the issue, its supporters, and decision-makers 	<ul style="list-style-type: none"> • The complexity of the issue and the interaction of political, social, economic, and cultural factors that exacerbate it • The capacity of supporting stakeholders to provide assistance • The likelihood of securing the necessary resources, expertise, and time • Reasons behind the failure of previous attempts at change 	<ul style="list-style-type: none"> • The complexity of the issue and the interplay of political, social, economic, and cultural factors that exacerbate it • The capacity of supporting stakeholders to provide assistance • The likelihood of securing the necessary resources, expertise, and time • Reasons for the failure of previous attempts at change

Priority Setting Training

Now, let's return to our groups and work on selecting two priorities to focus on within the scope of the issues we have gathered for.

Remember to answer the following questions:

- Does the priority align with the group's goals and interests?
- Is it feasible to change?
- Is the change important and impactful on the lives of the target group?

Situation Analysis and Selection of Priorities and Objectives

Advocacy Pathway – Situation Analysis and Issue Selection

Understanding the Local Reality

- Study the reality of the area targeted by the campaign at all levels (geography, history, population, active organizations, available resources, civil society, political structure, and governance system).
- Analyze the data and crystallize the issues by identifying the most pressing needs and determining the main political, social, and economic problems as well as intervention priorities.
- Define the main pillars of the advocacy campaign, i.e., the key aspects of the issue that the campaign will focus on.
- Use reality assessment tools such as direct observation, semi-structured interviews, and opinion polls.

Reality Assessment Tools

Surveys	Semi-structured Interviews	Direct Observation	Definition and Objective
Understanding the public's opinion and perspective on the issue	Obtaining information by speaking directly with individuals	Systematic observation of objects, events, processes, and relationships, with detailed recording of these observations	Definition and Objective
Determining the level of public interest in the issue	Allows recording information and observing individuals' reactions	Aims to develop an initial comprehensive understanding of the community as a whole	
Comprehending the impact of the issue on all aspects of the lives of affected parties	Enables gathering information from experts and decision-makers		



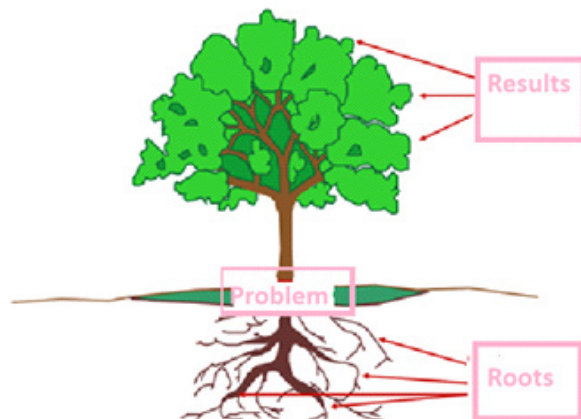
Surveys	Semi-structured Interviews	Direct Observation	
<p>Prepare a questionnaire that may include open-ended or closed-ended questions</p> <p>The questionnaire is completed by a random sample or a selected sample based on specific criteria</p>	<p>Define the research objectives and topic</p> <p>Prepare a list of observations to be made</p> <p>Determine the most suitable time to conduct these observations</p> <p>Conduct the observations and record them</p>	<p>Define the research objectives and topic</p> <p>Compile a list of observations to be made</p> <p>Determine the optimal timing for conducting these observations</p> <p>Conduct the observations and document them</p>	How to Use It

Interactive Exercise – Problem Tree Analysis

The Problem Tree Analysis is an essential tool for systematically examining a problem and its various dimensions. It is common to mistakenly focus solely on the symptoms or outcomes of an issue, treating them as the core problem, or to attempt solutions without addressing underlying root causes resulting in the problem recurring over time.

- Clearly identify the root causes and consequences of the primary problem, and establish the relationships between them.
- Use question marks (?) to indicate areas where information is lacking or uncertain.
- Assess the impact of the problem on different segments of the community, considering factors such as:

- Age.
- Gender.
- Economic status.
- Social status.
- Persons with disabilities.



Advocacy Pathway – Prioritization

The selection of project priorities for addressing local issues depends on the following three factors:

- Prioritizing causes that have high importance and a high potential for change.
- Prioritizing causes with low importance but high potential for change when seeking quick wins.
- Prioritizing causes with high importance but low potential for change when aiming for structural change and having the necessary resources.

This tool facilitates a detailed analysis of the importance and potential impact of the possible priorities for our campaign.

Ability for change	Level of Importance
Level of Complexity (Prior failed attempts at change, interplay of multiple factors, etc.)	Level of Relevance to Everyday Needs
Capacity to Change It (Time, human and financial resources, ability to influence decision-making, etc.)	Severity of Its Impact on the Community

Question: Is the problem you selected in the previous exercise considered a priority?

After selecting the general issue we wish to influence and analyzing its priorities, the next step is to define the specific objectives of our campaign. This step is one of the most important elements of effective advocacy planning, as it directs efforts, helps measure progress, and contributes to motivating campaign participants.

To be effective, objectives should meet the following criteria:

1. Specific

Objectives should clearly define what exactly we want to change and which entity or group is targeted for change.

Example: Instead of saying “We want to support women’s rights,” a more specific objective could be:

“Advocate for amending the civil service regulations to enable women to receive 90 days of paid maternity leave.”



2. Clear (Regarding the Desired Change)

Objectives should answer questions such as:

“Why do we want this change?” and “How will it improve the current situation”?

Example: An objective like “Improve the environment of girls’ public schools in rural areas” should specify that it aims to reduce school dropout rates and increase academic achievement by providing safe sanitation facilities.

3. Measurable

We should be able to track progress through quantitative or qualitative indicators.

Example: For the objective “Expand health insurance coverage to include women working in the informal sector,” success can be measured by increasing the number of women registered with the Social Security Corporation by 20% within one year.

4. Achievable

Do we have the resources, knowledge, and relationships necessary to achieve the objective? Realism is crucial to avoid campaign failure or frustration.

Example: It may be more realistic to advocate for new guidelines from the Ministry of Education rather than pushing for a law amendment through parliament in a short period.

5. Relevant (Aligned with Local Reality)

Objectives should be based on an analysis of the actual context and community needs, not external assumptions.

Example: In an agricultural governorate, a realistic objective might be “Establish a mobile medical unit to serve female agricultural workers,” responding to the absence of nearby health centers.

6. Time-bound

Each objective must have a clear timeframe translated into a concrete work plan.

Example: “Advocate for the adoption of a flexible working system for women in the public sector during the upcoming legislative session starting in November.”

Sometimes, distinguishing between the issue, priorities, and objectives can be challenging. We should consider them as three levels of planning. For example:

Interactive Exercise

Scenario – Domestic Violence Issue

A new study revealed an increase in domestic violence rates in area X. After reading the study results in a local newspaper, a group of women from the village gathered to discuss the possibility of intervening and working to address the issue.

In this case, the issue is domestic violence in the area.

In their first meeting, they discussed different priorities to work on. After analyzing the root causes of the problem, they discovered that some of the women in the group were themselves victims of domestic violence but had never spoken up before, due to the absence of spaces that would allow them to meet, talk, and support each other.

From here, their priority became: supporting women survivors of domestic violence in the area.

After analyzing the importance and feasibility of this step, they found it to be an excellent priority to work on, with a direct and tangible impact on the lives of abused women.

Once they reached the stage of defining goals, they chose the following three, to be reviewed every three months:

Persuade the municipality to commit to establishing a psychological support center for domestic violence survivors in the area before the end of the year.

Raise funds to contribute to establishing the center within three months.

Increase awareness about the rising cases of domestic violence to boost readiness and public support for action.

Now it's your turn to identify two potential goals for campaigns based on your groups!

Time-bound	Relevant to the Reality	Achievable	Measurable	Clear	Objective
Is one year sufficient to achieve the goal?	Are there any obstacles in our area that hinder our ability to carry out the campaign?	Do we have sufficient human resources to carry out the campaign? Does the municipality's context allow for establishing a similar center? Are the necessary expertise and skills available within the municipality to manage the center?	Can we, after the specified time period, simply answer whether we have achieved our goal or not?	Does the goal clearly tell us what we actually want to achieve?	Advocate for the municipality's commitment to establishing a psychological support center for domestic violence victims in the area.

Third Session – Designing the Campaign Strategy and Plan

Give us examples of advocacy campaigns that have stayed with you. What do you remember from their messages?

Advocacy Path – Identifying Stakeholders

Decision-Maker Analysis

- Who are the decision-makers who influence the issue the campaign seeks to change?
- What are the role, interests, background, and methods of influencing each of them?

Analysis of Informal Influential Actors

- Who are the actors that influence the decision-makers?
- What is the nature of their influence positive or negative? What are their sources of power? How would you like them to act regarding the issue and the campaign?

Analysis of Stakeholder Groups Affected by the Issue

- Which groups are likely to be adversely impacted or stand to benefit from the changes the campaign aims to achieve, and for what reasons?
- What are their social, economic, educational, cultural, and demographic profiles?

Stakeholder-Specific Action Strategy

Stakeholder	Knowledge	Advocacy	Action Strategy
Stakeholder(1)	++	++	Collaboration / Partnership
Stakeholder(2)	--	-/+	Awareness Raising
Stakeholder(3)	+	-	Confrontation
Stakeholder(4)	-	-	Phase One: Awareness Raising Phase Two: Depending on the Outcome

Advocacy Campaign Work Plan

Objective	Activity	Timeline	Responsible Team Member	Required Human Resources	Required Material Resources

Types of Advocacy Activities

1. Organizing and implementing activities
2. Forming advocacy/lobby groups
3. Building alliances
4. Awareness raising
5. Analytical and research contributions
6. Conducting campaigns

Message Design and Communication Plan

After defining the objective, activities, and stakeholders, and completing the campaign plan, we move on to developing the communication plan. The communication plan primarily answers two questions:

- What do we want to say?
- And how do we want to say it?



Audience Identification

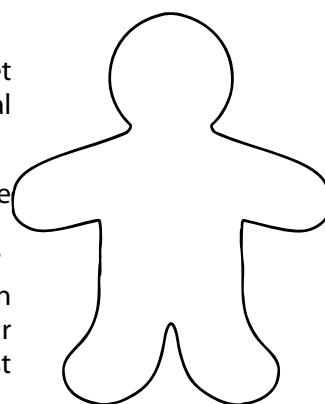
We begin the communication plan by identifying the audience, keeping in mind that the audience is different from stakeholders. Each message targets a specific entity, and that entity itself may be divided into several audience segments.

Demographic Characteristics	Internal Factors
<ul style="list-style-type: none">• Age• Gender• Educational Level• Geographic Location• Occupation (Professional Status)• Economic Conditions	<ul style="list-style-type: none">• Beliefs• Values• Fears• Intentions

Audience Persona Exercise

Choose a segment of the audience you intend to target in the campaign and portray them as if they were a real person:

- Who are they? What do they look like? How old are they? What are their interests?
- Where do they live? What is their educational level?
- Thinking of the audience as an individual person helps us better understand and define their characteristics, enabling us to select the most appropriate messages.



Message Design

General questions to help select messages:

- Address the audience's priorities
- Ensure you are addressing their priorities, not just yours
- What questions are on their minds that your message can answer?
- Which social networks do they use?
- What language do they use when communicating with their friends online?

Characteristics of Advocacy Campaign Messages:

- What you want people to remember
- Words, facts, and figures that have the desired impact on the audience
- Simple and direct: The audience should understand your message quickly and clearly; It is a clear and concise message repeated consistently in various forms
- Supported by credible sources
- Uses a positive tone that motivates action without blaming the victim or the affected group

Types of Content and Selection of Tools

We recommend that you and your team ask yourselves the following questions before selecting the channels to use for the campaign:

1. Is the audience that supports or could support our vision present on this channel?
2. Is this channel primarily used for entertainment purposes?
3. Does this channel allow us to reach a large portion of our target audience in the campaign area?
4. If the channel is digital, does it have policies that might affect our message?

Content Type	Different Forms	Most Suitable Publishing Tools
Written Content	<ul style="list-style-type: none"> - Articles and Blogging - Case Study and Live/ Testimonial Evidence - List Articles 	Blogs (Tumblr, word press, weebly) Websites: Online Newspapers: Daraj, Raseef 22
Visual Content	<ul style="list-style-type: none"> - Images - Infographic - Animated Visuals - Video (Recorded or Live) 	Facebook Twitter Instagram Youtube
Audio Content	<ul style="list-style-type: none"> - Podcast - Audiobooks 	Soundcloud Podeo

Training – Message Design

Continuing with the campaign idea you previously worked on and within the same groups, each group will complete the following table:

Target Audience	Content Type	The Message	Publication Tool

Second Training Day

Interactive Exercise:

At the end of the first day, divide the participants into two groups. Each group will work on a specific priority issue related to a particular problem and will be required to prepare a summary of the issue and the associated problem.

Each group will analyze their assigned issue and develop appropriate advocacy strategies. The results of their work will be presented to all participants upon completion of each activity, providing an opportunity for participants to exchange ideas and offer recommendations.

Session One: Identifying and Defining the Issue

Paper forms will be distributed to each group, containing detailed information about the issue/problem they have selected. Each group will then complete the form based on the chosen issue as follows:

Summary of the Issue (Problem) – A one- to two-page summary that includes:

- What is the problem?
- What is the general objective?
- What are the causes?
- What are the impacts and who is affected?
- Why is this issue important?
- What change do you seek to advocate for?
- Are there supporting laws, regulations, or decisions?
- What are the positive and negative cultural traditions and norms related to the issue?

Second Session: Advocacy Strategy for the Selected Issue/Problem

1. Advocacy Campaign Strategy

The advocacy campaign strategy refers to the overall plan and systematic approach adopted by the campaign to effectively influence decision-makers and achieve its objectives in the shortest possible time and through the most effective means. The selection of an appropriate strategy depends on the nature of the issue and the surrounding political and social context. There are several tried and tested strategies that have proven successful, including:

2. Awareness Raising and Capacity Building Strategy

This strategy focuses on disseminating information and evidence related to the issue at hand, increasing public awareness, as well as training and empowering civil society organizations to implement similar campaigns in other areas.

Example: Organizing awareness workshops on the rights of women working in the informal sector, and training local associations to conduct grassroots advocacy campaigns.

3. Alliance-Building and Networking Strategy

This strategy focuses on forming partnerships and coalitions with entities that share similar visions and goals, aiming to expand influence and strengthen the legitimacy of demands.

Example: A coalition between women's organizations and professional unions to pressure the parliament to amend labor laws.

4. **Legal Action Strategy**

This strategy is based on utilizing legal channels to challenge the legitimacy of a specific decision or policy by filing lawsuits grounded in national laws or international agreements.

Example: Filing a case to challenge the constitutionality of a legal provision that discriminates against women, in collaboration with the Bar Association and specialized legal centers.

5. **Media and Communication Strategy**

This strategy involves leveraging all traditional and digital media channels to support the campaign's objectives, alongside developing a comprehensive media plan that enhances the visibility and reach of the message to a broad audience.

Example: Producing awareness videos distributed via social media platforms as part of a campaign advocating for increased allowances for persons with disabilities.

6. **Institutional Coordination and Collaboration Strategy**

This strategy aims to establish ongoing communication and coordination channels with decision-makers to present viewpoints and reach collaborative solutions, while ensuring that this relationship does not become one of dependency.

Example: Involving campaign representatives in relevant ministerial committees to provide practical recommendations on issues related to education or health.

7. **Strategy of Peaceful Protest**

This approach emphasizes exerting public pressure using non-violent methods such as demonstrations, strikes, or institutional boycotts, while strictly maintaining peaceful conduct and avoiding violence.

Example: Holding a peaceful rally outside the Parliament during debates on an unfair labor law.

8. **Evidence-Based Strategy**

This strategy is employed when the issue lacks sufficient recognition among the public or decision-makers. It involves producing research and reports that clearly demonstrate the scope of the problem and recommend viable solutions.

Example: Conducting a qualitative study on the exclusion of children with disabilities from education, used as an advocacy tool directed at the Ministry of Education.

9. Lobbying and Relationship-Based Advocacy Strategy

This strategy relies on engaging influential individuals or pressure groups to directly influence decision-makers, whether within official institutions or their electoral constituencies.

Example: Targeting members of parliament through their voters to persuade them to adopt a specific stance on a proposed bill.

10. Economic Pressure Strategy

This strategy involves using financial and economic tools to influence relevant parties, such as boycotts, divestments, or reputational campaigns targeting products or institutions.

Example: A campaign to boycott the products of a company violating workers' rights, aiming to pressure it to improve working conditions. This strategy can be effective but may involve legal or economic risks, and could require significant time and sustained effort.

Printed templates of an advocacy strategy model will be distributed to each group, to be completed collaboratively by the participants.

The objective	
The purpose	
Target Audience	
Messages	
Communication Channels	
Implementation Plan	
Next Steps	
Building Support	
Partners	
Stakeholders	
Monitoring and Evaluation	

Third Session: Implementation Phase

Develop specific activities with a detailed timeline and an approximate budget for each activity.

Timeline for Activity Implementation			
	Implementation Procedures	Implementation Timeline	Expected Budget
(1) Activity			
Activity (2)			
(3) Activity			
(4) Activity			
(5) Activity			

Evaluation of Advocacy Campaigns

Evaluating advocacy campaigns is a crucial step to understand the effectiveness of the efforts made and to ensure that the desired objectives are achieved. The following are the key steps that can be followed to evaluate these campaigns:

Defining Success Indicators

Identify clear indicators to measure progress, such as the number of organizations joining the coalition, the continuity of the campaign team, the number of petition signatures, social media engagement, or the extent of media coverage.

Data Collection and Analysis

Gather data related to the defined indicators using tools such as surveys or monitoring forms. Then, analyze the data to compare the results with the predetermined objectives.

- **Assessing the Level of Participation**

Monitor the engagement of the target audience, whether through social media interactions or participation in activities and events related to the campaign.

- **Media Coverage Analysis**

Evaluate the extent of the campaign's presence in the media and how the issue has been highlighted, whether through traditional or digital media channels

- **Comparison of Outcomes with Established Objectives:**

Conduct a systematic comparison between the actual results attained and the predefined objectives to ascertain the degree of success and to identify any discrepancies or shortcomings.

- **Derivation of Lessons Learned:**

Leverage the insights gained from the evaluation process to inform and enhance the design and implementation of future advocacy initiatives, ensuring the refinement of methodologies and tools employed.

- **Assessment of Policy Impact:**

Where the campaign's intent includes influencing public policy, perform a rigorous assessment to determine whether the campaign has affected modifications to existing policies or facilitated the enactment of new legislative measures.

- **Measurement of Societal and Behavioral Change:**

In instances where the campaign aims to effectuate shifts in societal attitudes or behaviors, evaluate the extent and significance of such changes within the target demographic, and their broader implications.

References

- UNICEF, *Advocacy Toolkit: A Guide to Influencing Decisions that Improve Children's Lives* (2010) <https://www.unicef.org/media/70971/file/Advocacy-Toolkit.pdf> [accessed 18 July 2025].
- Research and Information Center – Lebanese Parliament (2016). *Advocacy and Mobilization Guide for NGOs*.
- Amman Center for Human Rights Studies (2014). *Advocacy and Mobilization Handbook*.
- "Towards Empowering Civil Society" Foundation (2020). *Training Manual on Advocacy and Policy Influence*.



