PUTTING POLICY MAKING INTO PRACTICE AT
CARE INTERNATIONAL

care®

"Policy is the process by which governments turn their political vision into programmes and actions to deliver "outcomes" – desired changes in the real world."

UK Cabinet Office

CONTENTS

Figure 1: the three topics covered in this booklet

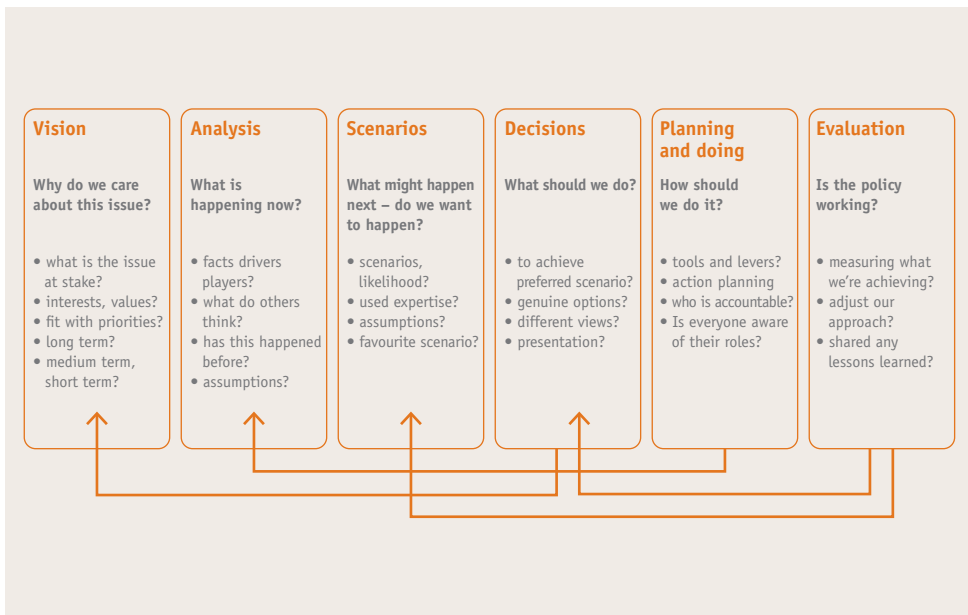| Vision	Analysis	Scenarios	Decisions	Planning and doing	Evaluation
Why do we care about this issue?	What is happening now?	What might happen next – do we want to happen?	What should we do?	How should we do it?	Is the policy working?
• what is the issue at stake? • interests, values? • fit with priorities? • long term? • medium term, short term?	• facts drivers players? • what do others think? • has this happened before? • assumptions?	• scenarios, likelihood? • used expertise? • assumptions? • favourite scenario?	• to achieve preferred scenario? • genuine options? • different views? • presentation?	• tools and levers? • action planning • who is accountable? • Is everyone aware of their roles?	• measuring what we're achieving? • adjust our approach? • shared any lessons learned?

Figure 2: the UK FCO approach to policy-making

FOREWORD

'CARE's primary asset in the fight against poverty is the knowledge, ideas, and experience gained through its implementation of coherent programs that draw on rights-based perspectives and gender analysis; the strong connections within and across CARE and poor and marginalized communities, social movements, governments, civil society, academia, the private sector, foundations, and individuals (both activists and donors), and its strong capacity for "local-to-global" advocacy. While the emphasis on mobilizing financial resources is essential, CARE has increasingly demonstrated that broader and deeper impact can be achieved by mobilizing people and ideas'

CARE International Vision 2020

Influencing policy-makers is an integral part of what CARE International UK does to deliver on our organisational vision. This manual is an introductory "toolkit" of approaches, techniques and additional resources to help you think through how to integrate advocacy and policy-making into your work. It has been designed by the Head of Advocacy to offer you an overview of the subject and outline a common process that has applications in all areas of CARE UK's work. It will also contribute to the revision of the CARE International Global Advocacy Handbook. Its purpose is to whet your appetite. It is not definitive, but aims to establish a framework that can guide your work and provide helpful 'top tips'. The Head of Advocacy can offer more information, training and advice on how to apply these approaches. You will want to discover for yourself what suits you, works for your part of the organisation and adds value to the activity in which you are involved.

We do a lot of policy influencing already. But it is not always done strategically. CARE International UK, the development community and the poor communities we work with, face a global governance environment of increasing complexity. Advocating for their interests will become a greater part of what we do to help. It should become an integral part of the way we work. CARE International UK and CI more broadly is committed to supporting this process.

> "Many of the impacts of our operations fall outside of our direct control as so we need to engage governments to create an environment that is supportive to meeting the big sustainability challenges the world faces. These range from local infrastructure that supports consumer recycling through to trade terms that support sustainably sourced agricultural commodities"
>
> Unilever

1. THE BASICS OF POLICY-MAKING

1.1 WHY IS POLICY-MAKING RELEVANT FOR CARE INTERNATIONAL?

- Influencing the policies of the UK government can have a multiplier effect on the EU, UN, and HQ's of many private sector companies.
- Integrating policy influencing into programmes can lead to more sustainable outcomes – eg a change in law or practise
- Policy influencing can help shape and access funding opportunities
- Policy influencing helps us to respond to development threats and opportunities (eg cuts to 0.7% GDP on aid or supporting a new MDG on gender)

What makes good policy?

The three key ingredients of policy-making are the politics, the evidence and the "do-ability". CARE's expertise is pulling together a strong evidence-base for the case you are advocating. In addition, you will need to know the politics: the political context, the influential actors and the political aims of the day. And then you need to communicate the do-ability with those you want to influence. This is a useful test to use when assessing what to advocate for, when, who with, and how.

Figure 3: the "ingredients" of good policy-making

1. THE BASICS OF POLICY-MAKING

Who makes good policy?

The former head of The Overseas Development Institute (ODI) Simon Maxwell suggested bearing in mind the qualities of the following four historical figures when considering how to influence effectively:

Scherzerade 'The Storyteller': the Persian Queen whose life was spared because she told such thrilling stories: i.e. communication matters however technical your proposal

Paul Revere 'The Networker': the consummate networker who effectively rallied the militia to fight the British because of his networks in the communities: i.e. if you want to influence policy influence their networks

Isambard Kingdom Brunel 'The Do-er': the engineer who got about 'doing' and putting his ideas into practise: i.e. evidence and practical solutions matter – be engaged on the ground not isolated in an ivory tower/ 'policy is what policy does'

Rasputin or Machiavelli 'The Fixers': 'the fixers', who know that if you want to change anything, you need first of all to think about your source of power. I.e understanding the policy and political process, know when to make your pitch and to whom

Luckily, these are qualities needed across CARE as an organisation – rather than found in just one individual! Make the most of the collective assets and skills across CARE UK and international network.

1.2 GENERAL ADVICE ON ADVOCACY AND POLICY MAKING

- **The value of personal and face-to-face contact** with the individuals you want to influence on an ongoing, not just transactional, basis. 'Go gardening' regularly.
- **Having clear messages and a clear ask, and solution** when engaging with busy people (whether politicians or civil servants). They will frequently know about the problem but can you identify what is within their power or mandate to actually change?
- **Understanding the complexity of each political system** – whether the UK, UN, EU or regional bodies, factoring into account that different parts of those institutions may well not be linked up.
- **Maximising impact by working in partnership and coalitions** with other organisations who have different relationships, capabilities and insights, including NGOs, thinktanks, academics as well as 'non usual suspects' that hold sway over governments like business associations or military figures .
- **Broadening the horizon – thinking about future trends** and the wider system you are working in, to help you integrate advocacy and policy viewpoints into project design from an early stage.
- **Understand that policy making is about more than just evidence** – consider public opinion, political windows of opportunity, individuals etc.

1.3 USING THIS BOOKLET

You may want to dip into this toolkit when you are planning to publish a report. Or, if you are planning a new topic or programme, you may want to undertake a rapid run-through of the complete six-stage process described in Chapter 3. Do it with a group of relevant CARE colleagues to ensure you are framing the project and engaging the key stakeholders that will maximise your opportunity to influence policy decision-makers around the issue. Alternatively, you may want to use a few of these tools individually to give you insights at the annual planning process.

You can contact the Head of Advocacy for more information on:

- Engaging with the UK political system.
- The Global CARE Advocacy Strategy and the work of the UN and EU CARE Advocacy Leads.
- Methodology and consultancy advice.
- Good practice case-studies and other material.

2. THE POLICY-MAKING CORRIDORS OF POWER: ENGAGING THE UN, EU AND UK

The CARE International UN representative based in New York is currently Kate Hunt Khunt@care.org

The Global Head of Advocacy is based in Geneva. It is currently Martha Chouchena Rojas Chouchena-Rojas@careinternational.org

2.1 THE UN[1]

The UN maintains international peace and security and promotes development and human rights. The three main bodies, General Assembly (New York), Security Council (New York) and Human Rights Council (Geneva) are intergovernmental fora, so lobbying is focussed on the states. Much of the work is the same as for national lobbying – identifying key individuals, building relationships, knowing opponents – except the context is more complex, especially as styles, protocol and attitudes to NGOs will vary greatly.

Depending on the body, NGOs can influence through written statements, oral interventions, participating in debates, interactive dialogues, panel discussions and informal meetings; organising "parallel events"; lobbing delegations, producing information for delegations, offering position papers. There are also Human Rights treaties and monitoring committees where NGOs can submit shadow reports and complaints on violations and engage with Special Procedures (independent experts etc). With the UN Specialised agencies (the collective term for the various funds, programmes and agencies e.g. OCHA, WFP), it is valuable to build relationships both in the headquarters and in-country.

There is a UN CARE Advocacy lead who can help build links with relevant officials at the right levels in the UN Secretariat. They can provide invaluable information on how and when is best to input into e.g. a security council debate.

Top tips for NGOs influencing the UN
– generally relevant to the EU and UK Government as well

i) Be clear about your goal and what can be achieved
There is difference in approach to national lobbying – often UN decisions will be made by consensus, so not necessarily vote-gathering. This can at times necessitate a creative approach to an issue e.g. on controversial issues like homosexuality and death penalty resolutions

It is also important to know mandates and remits – e.g. the Arms Trade Treaty (just agreed) is not about banning or curbing trade but regulating. When petitioning for referral to the International Criminal Court or referring to human rights treaty obligations, be aware of whether countries have ratified the relevant legislation and what reservations and interpretive statements exist.

ii) Finding the right people to work with
Identify the right people in government, both in the UK departments and missions in NY or Geneva. Identify the right people in the secretariat. Decide who is the right staff member to represent you at different stages – sometimes lobbying is needed, at other times legal expertise etc. Working in coalition is a good way to pool resources and ensure that you are always represented.

iii) Directing efforts at right target
Find out which governments are sitting on the fence, and which particular individuals within a government or delegation. What/who might sway them. Find out who is chairing a meeting, acting as 'friends of the chair, or hosting/facilitating? Relationships with UN correspondents is also good for insider info and lobbying.

iv) Finding out about the process
a. When is a text being drafted?
b. What time is best for intervention – think of when you will have contact with delegates (before and after meetings, special sessions, social)
c. What are the past positions of states? Past action or sticking points?
d. If agreement looks impossible can decisions be taken outside the UN process? E.g. climate change, cluster munitions

v) Learn UN-ese
Most decisions are made in the form of resolutions. Learning to navigate them is vital. Watch out for language e.g. 'as appropriate', which can nullify a paragraph or document.

vi) Remember the value you can add
Many delegations like working with NGOs, especially smaller ones that might not have the resources to devote to getting to know a UN body or process. Work with countries that aren't represented on other forums and for whom the UN remains the primary tool of influence. Remember that you can say things and push for things that they might want to but can't publicly.

2. THE POLICY-MAKING CORRIDORS OF POWER: ENGAGING THE UN, EU AND UK

The CARE International EU representative based in Brussels is currently Ester Asin Asin@careinternational.org

2.2 THE EU

The European Union is a 'supranational' adventure: a complex arrangement of mechanisms that bind twenty-seven member states together under the authority of common laws, a common parliament (European Parliament), common court (Court of Justice of the EU) and a common executive (European Commission). The overall political direction is given by the Council, where the sovereign interests of each member state are exposed and constrained by diplomacy and (where it applies) by Qualified Majority Voting.

Within the European Commission, Development and Cooperation – EuropeAid is the Directorate-General responsible for formulating EU development policy and defining sectoral policies in the field of external aid, in order to reduce poverty in the world, to ensure sustainable development and to promote democracy, peace and security. The call for evidence report of the UK Government's Review of the Balance of Competences: Development Cooperation and Humanitarian Aid provides a good overview of EU aid.[2]

The European Parliament is the directly elected parliamentary institution of the EU. Parliament has equal control (along with the Council) over the EU budget – which includes development spending. This is significant and differs from the UK system. The Commission 'propose' a budget which must be adopted by the European Parliament and the Council. It must remain within ceilings determined in advance by the Multiannual Financial Framework (MFF), laid down for a seven-year period by the Council (requiring the unanimous approval of every Member State) with the assent of the Parliament. The MFF is currently being re-negotiated (and reduced!) and will have implications for EU development spending.

Top tips for NGOs influencing the EU

Prioritise working with the following EU actors:

i) desk officers (A-grades) in Development and Cooperation – EuropeAid, the Directorate – General of the European Commission responsible for designing EU development policies and delivering aid through programmes and projects across the world;

ii) officials in the cabinet of the Development Commissioner (i.e. special advisors);

iii) staff of EU Delegations and Offices, part of the European External Action Service. Staff in the 'delegations' are based overseas (e.g. like staff in a CARE country office);

iv) members of the European Parliament (MEPs), especially the chair, vice-chairs, political group coordinators and relevant rapporteurs in the Development Committee (and their research assistants);

v) foreign and development ministers/ heads of states / prime ministers of the 27 member states of the EU. These targets can be approached via national governments e.g. via Heads of EU Directorates in Foreign Ministries. The UK Ambassador to Brussels is based at 'The UK Representation' in Brussels, along with a number of UK civil servants.

2. THE POLICY-MAKING CORRIDORS OF POWER: ENGAGING THE UN, EU AND UK

2.3 THE UK

The UK is the third largest donor of aid and spent £8.57billion in 2011 (see the Guardian's good analysis of UK spending on its Datablog page).[3] Government ministers and shadow ministers from the Opposition, back-bench Members of Parliament (especially those in Select Committees and All Party Parliamentary Groups), and civil servants are important stakeholders to engage with. See Understanding British Government for more information on how the UK Government functions when influencing UK development policy.[4]

DFID spends the majority of UK development aid and sets most policy. Its key objectives from the 2012-15 Business Plan are to:

- honour international commitments, including the Millennium Development Goals;
- drive transparency, value for money and open government;
- boost wealth creation;
- strengthen governance and security in fragile and conflict-affected countries and make UK humanitarian response more effective;
- lead international action to improve the lives of girls and women; and
- combat climate change.

Departments other than DFID can be important players in the development debate. More ODA spend is being channelled through the Foreign and Commonwealth Office (FCO) and Ministry of Defence (MOD) under the tripartite *Building Stability Overseas* policy. The FCO's diplomatic network – embassies overseas in different countries and at the UN and EU – can be valuable partners. The MOD may be involved in relevant peace-keeping missions. The Cabinet Office can be involved in higher level and more strategic policy-decisions on development. UK Trade and Industry (UKTI) and the Department for Business, Innovation and Skills (BIS) are important actors for private sector work. The Department for Energy and Climate Change is involved in international climate change policy-making.

Top tips for NGOs influencing the UK Government

i) Go into meetings with a clear approach: one or two clear asks and come out with clear next steps.

ii) Ensure your collateral (supporting material) is suitable for your audience. Politicians need one page identifying what the issue is, why it is important, what the ask is and why it will make a difference. Some officials – depending on their role – will engage with detailed reports, but will still need a short summary of what difference your analysis and recommendations will make to the current policy debate.

iii) Prioritise working directly with officials if they are listening to you rather than spending time with Select Committees. If they aren't in listening mode, or don't agree, then contact MP's on the Select Committee, or the relevant opposition spokespeople.

iv) You can get an MP to table a question in the Houses of Parliament to raise awareness of your issue and put pressure on the government who have to respond to MP's (even though they might not want to respond to us!).

v) Consider the constituency angle of your work when engaging any politician – e.g. suggest issuing a local press release to recognise the action they may have taken on your behalf.

vi) Understand the context – reflect on the implications of your ask to your audience's wider concerns including existing policy commitments, austerity, interest in transparency and open government.

3. THE POLICY-STRATEGY FRAMEWORK

The policy-making process is one that goes from understanding the strategic context, through to identifying the approach to take to achieve a desired outcome, through to the delivery and action plan. It is a systematic process that provides a "line of sight" between the why, what and how of the issue it is designed to address. On page 2 you will find a six-step process from the UK FCO that shows how they approach policy issues. This is very similar to the frameworks used by other UK Ministries (and indeed many other governments). The steps go from vision, through analysis, scenarios, decisions, planning and doing, to evaluation. These may well be familiar to you from different disciplines, including the tools and approaches used in programme or project planning which use a similar approach.

However, policy-making is most definitely not a linear process. In practice it is highly iterative. Policy-makers learn from current practice and policy, respond to crises and new opportunities, react to new actors and information, and respond to external factors like the media, citizens' concerns or international legislation. The environment is fluid – and so are the opportunities to influence the process.

There are a variety of tools that you can use throughout the process – and you can dip in and out, as much as follow it from start to finish. Five tools you can use at any point include: stakeholder analysis; drivers of change; outcome trees; criteria analysis; and the more/less than framework.

3.1 STAKEHOLDER ANALYSIS

Doing a systematic analysis of the stakeholders in your issue area can help you understand who matters; who has in interest in your policy and who might influence it (constructively or otherwise). It can help you work out your communication strategy, build a "coalition of the willing", and decide whom you need to influence, and how, in order to achieve your aims. Importantly – especially given the collaborative nature of CARE – an early stakeholder analysis can help you identify who should be in the room when discussing strategy, developing ideas and planning delivery.

You can use this tool in different ways – e.g. using different axes, prioritising top groups, developing a matrix to track how you engage with each stakeholder, or to see how you want stakeholders' positions to change over time. But do be specific – name individuals; separate out parts of organisations. You can also use a stakeholder influence mapping technique.
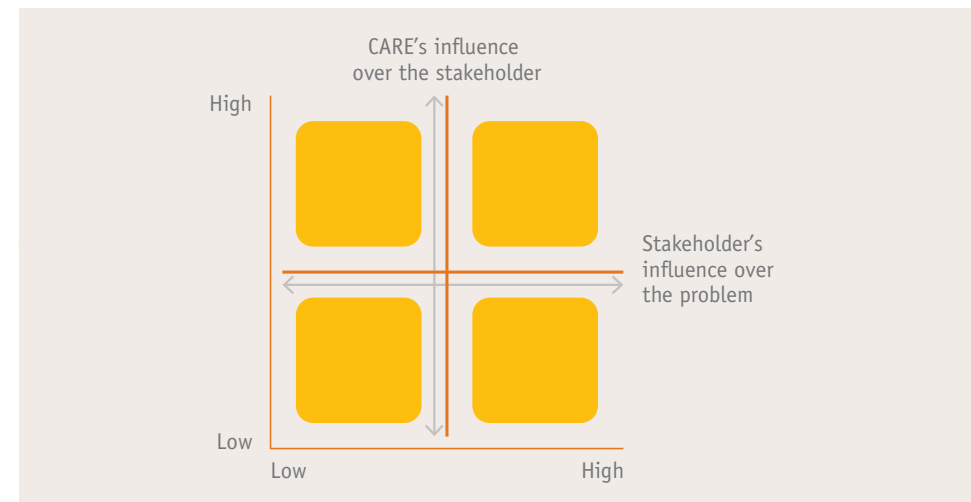
Figure 4 : stakeholder analysis

3.2 DRIVERS OF CHANGE

The drivers of change exercise enables you to understand systematically the wider strategic environment. Drivers of change can form the building blocks for your analysis and the development of a plausible and coherent vision. First, a group identifies major trends and drivers over a set period of time – e.g. five or ten years. (You can also identify shocks or "wildcards" that may later form part of your risk work). Then use the PESTLE framework to categorise the drivers, ensuring that there is coverage of social, legal, technological, environmental, economic and political factors.

Drivers of change can be used in various different ways: to identify new issues or risks and opportunities on the horizon; to create scenarios; and to develop a plausible and coherent vision – the outcome that CARE is working towards.

The purpose of scenarios is to provide alternative versions of the future that are relevant to the policy or plan you are developing. They are not predictions of the future, but have to be credible versions of what could happen. They can help you build resilience; plan activity, review project and programmes; develop strategy; conduct financial and business planning; and manage risk. They can also help you draw out your ideal future – the vision.

Figure 5: PESTLE drivers of change

3. THE POLICY-STRATEGY FRAMEWORK

A vision provides a preferred view of the future. You and your stakeholders together create a plausible and positive scenario that describes what a preferred future looks like for the citizens and stakeholders in the programme or issue you are working on. The vision will give purpose to your (collective) decision-making. Identifying the outcomes that a community want to achieve through a vision can form the basis for policies and plans and messaging. It means that the vision should be based on understandable and specific clear outcomes for the actors in the future. An example of a vision for food security is provided below. In this paragraph, some of the outcomes are underlined to highlight how we can use the vision to identify issues to focus on:

*Hundreds of regional ecosystems are the focus of political and economic activity. This scenario sees the rise of **local ecosystem management strategies**, and the **strengthening of local institutions**. **Investments in human and social capital** are geared towards **improving knowledge about ecosystem functioning and management**, which results in a better understanding of resilience, fragility, and local flexibility of ecosystems.*

*There is optimism that we can learn, but humility about preparing for surprises and about our ability to know everything about managing ecosystems. Initially, trade barriers for goods and products are increased, **but barriers for information nearly disappear** (for those who are motivated to use them) due to **improving communication technologies** and rapidly decreasing costs of access to information.[5]*
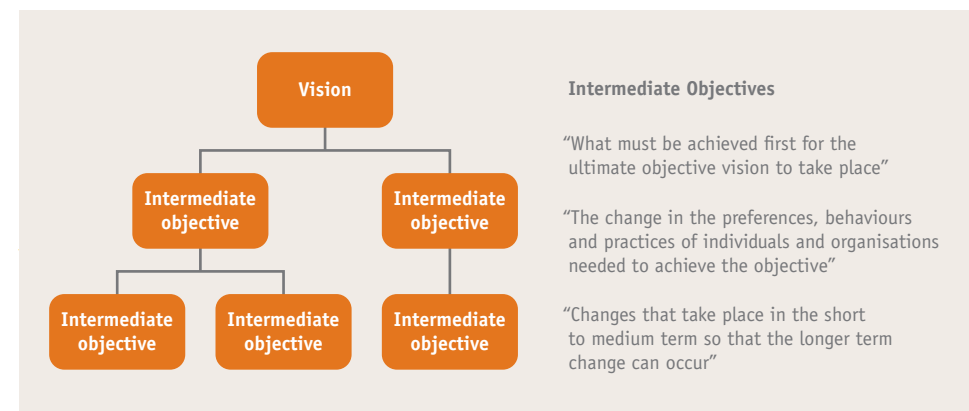

Figure 6: Outcome trees

3.3 OUTCOME TREES

Your vision provides the outcomes you want to see. Outcome trees can help you break this down into intermediate objectives so you can identify what needs to happen in order for you to achieve the intended outcome. An outcome tree provides a line of sight between what you do in CARE UK and the end result you want to see. It therefore provides a link between the big picture and your specific actions as an organisation. It can also help you identify what else needs to happen outside the scope of CARE UK.

Given the complexity of the issues you work on – like gender empowerment –, CARE as an organisation can only hope to work on a small part of the solutions to these multi-faceted issues. This tool can identify clearly where CARE can make a difference – and how CARE might want to prioritise the focus of its interventions in comparison to other actors. It can help you identify where in a complex system you engage – and where you do not. Through this, you can identify what intermediate objectives you want to achieve

and therefore the policy interventions targeted at achieving these goals. It is helpful to generate options through both a structured approach and a creative, brainstorming approach.

To develop an outcome tree, take the outcome you want to achieve and unpack it into intermediary objectives, unpacking a whole layer before moving to a lower level. Remember to focus on outcomes not actions. You can then identify success indicators for the objectives and key drivers that you need to influence. Success indicators measure what you achieve not what you do. They can be short, medium and long term and will identify 'quick wins'. Ensure you do not simply choose what is currently measured. See DFID's results framework for information on evaluation: *Managing and reporting DFID results*, 2012.

3. THE POLICY-STRATEGY FRAMEWORK

3.4 CRITERIA ANALYSIS

When you have generated lots of different possible policy options in response to the intermediate objectives you want to achieve, you need to prioritise them and identify the best option. One way to do so is by using a simple mechanism called criteria analysis – similar to decision-making processes we intuitively use when making choices between different options on a day-today basis, whether in our professional or personal lives.

Draw up a matrix which scores your policies against the list of criteria you have discussed and agreed. Then weight each criterion for levels of importance in the eyes of the decision-maker and calculate the 'top' policy. Think carefully about your scoring decisions. How would you evidence your scores if you had to? This is not about numbers or science – it is about judgement and qualitative debate.

	Weighting	Option A		Option B		Option C	
Reach	7	6	42	2	14	9	63
Achieves Objective	8	6	48	2	16	9	72
Whithin Desired Timeline	5	9	45	9	45	2	10
Cheap to Treasury	6	8	48	10	60	1	6
Understanding	10	2	20	2	20	10	100
Targeting	9	6	54	2	18	8	81
Wider Govt Agenda	4	9	36	5	20	8	32
Total			**293**		**193**		**364**

Figure 7: Example of a criteria analysis (the numbers are filled out for illustrative purposes)

3.5 MORE/LESS THAN FRAMEWORK

This approach can help you surface the implications of your work. It can therefore help you identify the key messages or "asks" of your stakeholders. This simple "**More/Less Than**" template can help you identify what needs to be done differently by different people you want to engage with – as well as CARE itself.

Go through the changes you have identified as necessary in order to move towards your vision. Identify three areas you want your stakeholders or yourself to do differently – for both activities and behaviour. Most importantly, don't forget to identify three areas to focus less on.

	In future we will concentrate on:	
	MORE	**LESS**
Activities, Functions, Relationships	1.	1.
	2.	2.
	3.	3.
Behaviour	1.	1.
	2.	2.
	3.	3.

Figure 8: More/Less Than template

4. COMMUNICATING FOR INFLUENCING

Bear in mind two key truths in effective communications when developing your plans. First, it is much easier to engage and influence stakeholders if they have an ongoing relationship with CARE rather than on a one-off interaction. Second, effective messaging will need to take into account different audiences, purpose and therefore format and style of communication. Each engagement may have different audiences: politicians and civil servants, but also the wider community of citizens, clients, project beneficiaries, press, and community of development experts. It is therefore key to prioritise who you engage with and also set your work within the wider organisational context. The Head's of Advocacy and Communications can help you with this.

A tool that you can use to shape your message is the communicating for influence template. Start with an objective, craft a message, marshall arguments, and then evidence. You can use the template below to help you do this.
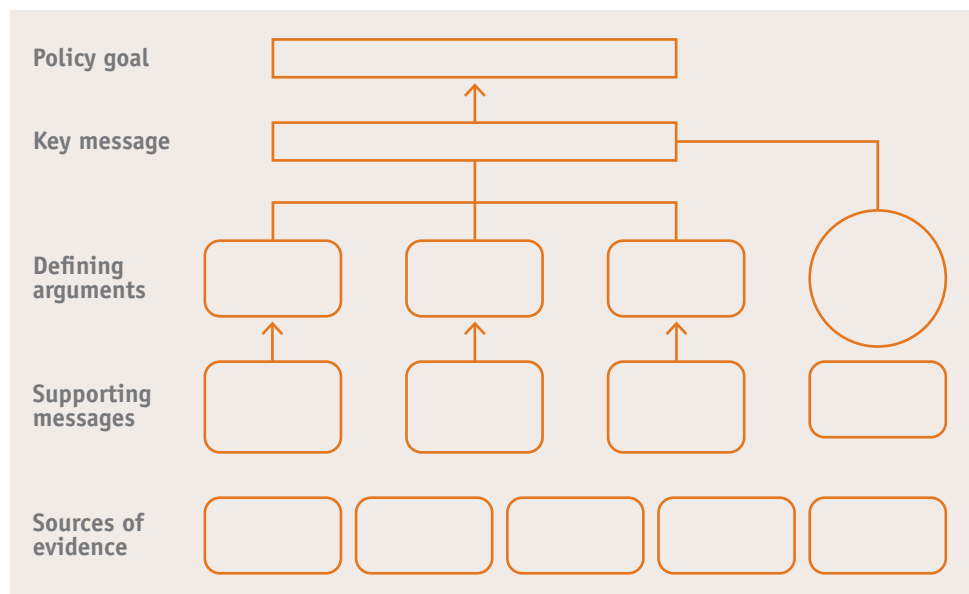

Diagram 9: Communicating for influence template[6]

4.1 TIPS ON WRITING FOR POLICY AUDIENCES.[7]

A good policy paper should:
- Define and detail an urgent policy issue within the current policy framework which needs to be addressed.
- Provide clear policy options/recommendations that will address the diagnosis the paper has made.
- Give an account of the probable outcomes of the policy options set out.
- Choose a preferred recommendation(s) and provide a strong argument to establish why your choice is the best possible action.

An effective research paper should:
- Be timely in addressing an issue – is your research agenda forward looking?
- Provide new evidence and new solutions to addressing problems.
- Simplify complex issues/challenges. Bad papers are overly complex in both concepts and prose, good papers make the complex simple.
- Involve stakeholders from the beginning. Engage with targets/partners from the beginning. If they have buy-in at the start, they'll listen at the end.
- Be supported by a well-planned launch event and media plan.

A well-run blog should:
- Compete against the white noise by being forceful in argument.
- Maintain regular output through being consistent in posting.
- Sustain quality output so choose your interventions well.
- Establish a legitimate voice in your field by sharing your research/evidence.
- Build a following by creating a good product and drawing attention to it.

Above all, remember: taking a critical viewpoint is an accepted and integral part of advocacy. However, "surprises" are unwelcome and may damage ongoing and wider relationships held across CARE.

5. ANNEX: COURSE EXPERTS AND FURTHER RESOURCES

5.1 COURSE EXPERTS

This booklet is a distillation of the insights shared at a three day policy-making course run at CARE UK in February 2013. Our thanks goes to the following experts and policy-makers who shared their wisdom during panel discussions and presentations during the course. Their material and insights were drawn upon for the contents of this booklet: Simon Maxwell; Ivan Lewis, MP; Dr Adam Steinhouse; Simon Gray (Saferworld); Huw Edwards; Jonathan Tench (Unilever); Sir John Holmes (Former Head of UN OCHA); Natalie Samarasinghe (CEO UNA-UK); Zoe McNeill-Ritchie; Alice Mann (Deputy Director Policy, DFID); Mike Carroll (UKTI); John Duncan (Head of Communications at the FCO); Jonathan McClory (Winkcreative) and Cat Tully (FromOverHere). Direct use of their material is attributed.

The material in this booklet also draws upon UK government material, in particular National School Government policy and strategy group.

5.2 GENERAL INFORMATION ON UN, UK, EU POLITICAL SYSTEMS

- UN: UNA-UK: www.una.org.uk
- UN : UN NGO Liaison Service http://www.un-ngls.org/spip.php?page=sommaire
- UN : www.undispatch.com
- EU: http://www.bbc.co.uk/academy/collegeofjournalism/subject-guides/eu This BBC website has brief introductions to EU institutions, history, how it works, and is understandable!
- UK: http://www.bbc.co.uk/academy/collegeofjournalism/subject-guides/uk-politics This website includes sections on: House of Commons, House of Lords, Civil Service, Local Government, MPs and Select Committees. All very quick to read.
- UK: Sign up to Benedict Brogan's morning update for what is happening in UK politics
- The following blogs have good insights on development issues across UK/UN/EU: www.globaldashboard.org; www.foreignpolicy.com; www.simonmaxwell.eu

5.3 GO-TO RESOURCES ON DRIVERS OF CHANGE AND FUTURE TRENDS

- Sigmascan: Run by UK Government on 250 drivers of change www.sigmascan.org
- Kennedy School of Government: International governance innovations – http://www.innovations.harvard.edu/
- Institute of Successful Societies, Princeton University: international case-studies of successful governance change http://www.princeton.edu/successfulsocieties/
- Bertelsmann Future Challenges: perspectives from around the world www.futurechallenges.org.
- Rockefeller Foundation: Good on futures in developing countries, and have a quarterly report 'Searchlight' based on insights from eleven Scanning Partners from around the World www.rockefellerfoundation.org/what-we-do/research-records .
- Democracies online: www.dowire.org
- International Organisations: e.g. UN Millennium Project (15 Global Challenges for humanity, global scenarios, thematic areas of focus (e.g. global education), state of the future index, specific country studies www.millennium-project.org/
- Innovation in Governance Research Group:www.innovation-in-governance.org.

5.4 RESOURCES ON COMMUNICATIONS / SOCIAL CHANGE

- Lionel Zetter, "Lobbying – The Art of Political Persuasion", Harriman House
- Adam Kahane, "Power and Love – A theory and practice of social change"

5.5 CARE INTERNATIONAL ADVOCACY CASE-STUDIES

- Inclusion of women's rights in Bonn and Tokyo donor conferences on the future of Afghanistan (2012)
- Implementation of UN Security Council Resolution 1325 on Women Peace and Security (2010 and 2011)
- Promoting savings in Rwanda's national financial inclusion strategy (2012)
- EU Multiannual Financial Framework (MFF) 2014-2020

6. CASE STUDIES

6.1 CASE STUDY: INCLUSION OF WOMEN'S RIGHTS IN BONN AND TOKYO DONOR CONFERENCES ON THE FUTURE OF AFGHANISTAN 2012

What was the problem?
Risk that the gains made to improve women's rights would be traded away by the international community and the government of Afghanistan in the rush to withdraw troops by 2014.

Who decided to advocate to address the problem?
The Afghan Womens Network, a civil society movement in Afghanistan, supported by a coalition of INGOs in the UK, via the network, Gender Action for Peace and Security (comprising Oxfam, Amnesty, CARE, Action Aid, Saferworld et al)

What was the advocacy objective?
That the UK government (and other international donors where possible) included womens rights in a new 'Mutual Accountability Framework' – the main agreement that determines the donors priorities and funding relationship with Afghan government which was agreed at the Tokyo conference (e.g. inclusion of the 'violence against women law' as a benchmark)

Who did you advocate to?
- DFID officials London, DFID Kabul
- FCO London, FCO Kabul
- DFID Special Advisors
- Minister Alastair Burt, and Minister Featherstone, UK Champion on VAW in conflict
- Parliamentarians, e.g. the Chairs of the APG Afghanistan & APG Women Peace and Security.
- Other governments present at the Bonn meeting including the US, Germany, and Japan

What methods did you use?
- Policy briefing with detailed and practical recommendations sent to those drafting UK and US positions at Bonn and Tokyo & face-to-face briefings
- MP action by all coalition members – resulting in over 2000 signatures
- Letter to Minister requesting meeting and petition handover with Afghan women visiting London.
- Informal meeting with Foreign Secretary's special advisor via Chair of the Conservative Womens Association,
- Facilitating a visit of members of AWN to attend the Bonn and Tokyo summits to enable them to lobby officials.
- CARE Country offices sending letters to their representatives attending the conferences

What difficulties did you face?
The fact that many other countries beyond the UK and US influence these negotiations and often use womens rights as a bargaining chip. The coalition really needed to target other countries with less progressive views than the UK, eg Pakistan.
Clear communication with AWN in Afghanistan was sometimes an issue – as was their relationships with other coalition members. Challenging power dynamics between AWN and other northern INGOs which are seen as 'extractive' in their relationship with AWN. AWN understanding of global policy processes weak at times. Difficult to assess how far CARE's actions led to the changes.

How did you overcome any difficulties?
We sought to try and engage our country offices in India and Pakistan to lobby their governments but many were reluctant. We pushed for the coalition to target Embassies in the UK of difficult states, but the coalition didn't have the capacity.

What were the results of your advocacy?
- Public commitments from Foreign and Development Ministers to uphold womens rights
- Reference to and benchmarks for womens rights in the Mutual Accountability Framework, but lack of clarity on how they will be monitored & follow-up.
- Commitments from MOD on integrating gender into training of Afghan security forces in UK-led Afghan officer training academy.
- Strengthened capacity of AWN to draft policy papers, based on more representative/participatory consultation of their membership, and represent their views to policy makers
- Wide public and parliamentary awareness (over 130 MPs received letters with AWN/our messages in them from activists)

What did you learn from doing this advocacy?
- It is important to involve other countries beyond the usual suspects in international advocacy
- It is important to keep up the pressure on this issue for the long term, or else warm rhetorical statements do not translate into concrete action.

6.2 CASE STUDY 3: PROMOTING SAVINGS IN RWANDA'S NATIONAL FINANCIAL INCLUSION STRATEGY (2012)

What was the problem?
In Rwanda, 52% of the population are excluded from accessing formal and informal financial services, particularly women. This prevents them from sending their children to school, establishing businesses and protecting themselves against food shortages.

Who decided to advocate to address the problem?
CARE Rwanda, supported by CARE US advocacy staff (along with similar efforts in Mali and Malawi). Key partner included the Association of Microfinance Institutions' in Rwanda.

What was the advocacy objective?
The Government of Rwanda has set a bold target of increasing financial inclusion to 80% by 2017. CARE Rwanda wanted to make sure the 'village savings and loans' (VSLA) model, which reaches the very poorest members of society, formed a key part of the national strategy.

Who did you advocate to?
- Ministry of Trade and Industry, Rwanda
- Ministry of Finance and Economic Planning, Rwanda
- Banque National du Rwanda (BNR),
- Association of Microfinance Institutions in Rwanda and Access to Finance Rwanda NGOs, donors (DFID), commercial banks and MFI's including Vision Finance (with whom CARE Rwanda had done some linkage under the SAFI programme[8])

What methods did you use?
- Large and long term programming: CARE is the largest facilitator of VSLAs in Rwanda, reaching 200,000 people (75% of which are women), across 24 districts
- Innovative pilots – e.g. CARE has started linking savings groups with SACCOs (government savings and credit unions), the Banque populaire du Rwanda and the private microfinance institution Vision Finance.
- Hosting a national conference and field visit in March 2012 to coincide with International Women's Day to demonstrate to financial sector stakeholders the evidence that VSLAs work, that there is a potential market for providing financial services at the bottom of the pyramid, and to explore how VSLAs can support and complement financial inclusion in Rwanda.

What difficulties did you face?
There were delays with the government announcing the financial inclusion strategy, which stalled some of the advocacy efforts. Accessing government Ministers was challenging at times.

How did you overcome any difficulties?
Partnering with the Association of Microfinance Institutions in Rwanda was crucial as it allowed to be an entry point for CARE Rwanda to access the Ministry of Finance and influence their choices.

What were the results of your advocacy?
- This conference resulted in significant commitments being made by the National Government. The Governor of the Central Bank of Rwanda, who visited a VSLA as part of the Conference, made a public statement that VSLAs were essential to reach the rural poor and would be a part of the national strategy.
- The Government asked to work with CARE to extend VSLAs to reach a total of 1 million people. (This figure has since been scaled back to 300,000 because of a shortage of government funds. CARE is currently seeking to match funds from other potential donors)
- CARE is innovating with more donors and private sector actors to extend financial inclusion in Rwanda.

What did you learn from doing this advocacy?
- Bringing together the right actors – from across government, the private sector and NGOs was crucial to prove CARE's legitimacy and reach in convincing the government.
- Delivering high quality work and being perceived in the country as a key actor that can support other NGOs to implement VSLAs and provide strong technical support.
- Securing high level visitors to see CARE's work in remote village areas
- Using the political window of opportunity of the Rwandan government's decision to launch a national strategy on financial inclusion, to advocate for policies that CARE has programmed on for a long time.

References

1. From Natalie Samarasinghe's UN document

2. Call for Evidence (December 2012)

3. http://www.guardian.co.uk/global-development/
datablog/2012/sep/26/uk-aid-money-key-datasets

4. Understanding British Government,
Civil Service Learning (2013)

5. Adapted from the UN's Millennium Ecosystem
Assessment project (2006)

6. From Laura Kyrke-Smith, Portland Communication

7. From Jonathan McClory's presentation

8. SAFI is a programme funded by Mastercard and CIDA
implemented in 2008-2012 that aimed at scaling up
VSLA and piloting linkages.

"**Governments will always play a huge part in solving big problems. They set public policy and are uniquely able to provide the resources to make sure solutions reach everyone who needs them.**"

Bill Gates

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