

# NEW TACTICS ADVOCACY FRAMEWORK

Since 2009, the Jordan Civil Society Program has contextualized the New Tactics advocacy methodology to the Jordanian context by including preparatory and M&E phases, as well as a number of Jordanian cases to illustrate concepts and steps. By 2013, a group of Jordanian trainers and NGOs have embedded the methodology in their advocacy trainings and actual campaign planning.

## 1.1. Introduction

New Tactics in Human Rights has based its advocacy methodology on the philosophy and teaching of Sun Tzu – who lived over 2,000 years ago in China. Sun Tzu said that good strategy is based on three sources of knowledge:

- Know Yourself (goals, resources, strengths and limits, allies)
- Know Your Opponent (goals, resources, strategy, strengths and weaknesses, allies)
- Know the Terrain (social, political, cultural relationships, institutions and structures – where the “battle” will be fought).

Since 1999, New Tactics in Human Rights has created unique resources – organized around the analysis of potential solutions rather than that of specific issues, geographic regions, or target groups – that allow advocates to clearly recognize the unique elements of their situation, and to seek promising approaches that have worked elsewhere in order to apply them to new regions or issues. It also improves advocates’ ability to combine diverse tactics into complex strategies.

While a focus on tactics is essential, it is not an organization’s first priority. An organization must first set broad goals that reflect the values and beliefs of its founders, leaders, or members, and that incorporate its mission and purposes. These goals must be clear in order to focus planning. An organization will also need to establish short and intermediate term goals that more closely state what it will accomplish over time, and that embed a strategic vision of what is feasible to accomplish. The New Tactics Strategic Effectiveness Methodology provides a framework, process, and tools for organizations to use Sun Tzu’s three sources of knowledge to build their own strategic and tactical capacity.

## 1.2. The Strategic Effectiveness Methodology

**Step 1:** Identify the problem. What do you want to change? What human rights violation would you like to address?



**Step 2:** Build a common vision in order to determine goals. What do you want to be different in the future? What is inspiring you in your work? How will you know you are successful?

**Step 3:** Define the context (terrain). How do you evaluate your situation? What individuals and groups are connected to this problem? How do the individuals and groups relate and interact with each other? What are their goals?

**Step 4:** Explore and select the tactics to help you achieve your goal. What is your focus? Which tactics can have the greatest impact?

**Step 5:** Develop a plan of action. How are you going to put the tactics together in a plan so you can achieve your goal? Throughout the New Tactics Strategic Effectiveness Methodology, it is important to note that Sun Tzu’s directive to “Know Yourself” is not limited to reflection on our organizations’ goals, resources, strengths and limits, allies, etc. We must pay attention to our most valuable resource – ourselves.

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## 1.3. New Tactics in Jordan

In 2010, in partnership with USAID-funded Civil Society Program (CSP), New Tactics in Human Rights started working with a group of 13 trainers from Jordan. From this group, four bi-lingual trainers were invited to facilitate the New Tactics Regional Training Workshop, which was conducted in Arabic.

The general approach was to provide a group of core partners with in-depth training in the New Tactics methods and resources, and then to work with them to apply the resources to specific campaigns, develop a network centered on tactical innovation that expands and eventually becomes self-sustaining.

In 2011 and 2012, with support from CSP, the four newly accredited trainers applied the New Tactics methodology within their own organizations and with a number of civic initiatives in Jordan and in other countries including Egypt, Tunisia, Lebanon, Morocco, Saudi Arabia and Yemen.

Three of the case studies in this Toolkit (Our Beaches are NOT FOR SALE, Youth Combat University Violence and the campaign to give mothers the right to give Jordanian nationality to children) are about initiatives that used the New Tactics methodology either in planning or in analysis phase of campaign.

The collaboration between the Civil Society Program-Jordan and the New Tactics and Human Rights project at the Center for Victims of Torture has provided an unprecedented opportunity to create a peer-to-peer mentorship model for building human rights advocacy trainers in the Middle East region.

This collaboration has provided the ability to work with a group of trainers over the course of more than a year, making it possible for the trainers to test and adapt the New Tactics methodology for their communities, groups and issues. This model of skill building and exchange of experiences has expanded their understanding of the broad scope of advocacy within their own organizations and the communities in which they work.

This understanding has translated into an appreciation and recognition of the successful strategy and tactics they have achieved, yielding a great desire to document and share these experiences within Jordan and beyond. In addition, a number of trainers have already taken the New Tactics methodology and tools, as well as other skills they have learned through the Civil Society Program-Jordan, to groups and organizations beyond Jordan to other countries in the region.

**Frances Abouzeid,**  
**Chief of Party,**  
**Jordan Civil Society Program**

# NEW TACTICS ADVOCACY FRAMEWORK



## 1.4. About New Tactics in Human Rights

New Tactics in Human Rights helps human rights defenders work more effectively so they can achieve their goals and better address human rights violations around the world.

A program of the [Center for Victims of Torture](#) (CVT), New Tactics began because CVT recognized how complex the systems are that allow torture and other human rights abuses to persist. In order to address such challenging human rights violations, CVT and others would need to be strategic and use a broad range of tactics and collaborations. This led CVT to formally launch New Tactics in Human Rights in 1999 with the creation of an international advisory committee, working group and partners in Turkey. Since then, the New Tactics work has focused on three key initiatives:

**Creating and sharing information and materials:** New Tactics developed a range of online materials for human rights defenders to use in their work. These publications are available in our [Resource Library](#) and include an [award-winning book](#) documenting 80 innovative human rights tactics, 49 [detailed case studies](#) on practical applications of tactics and a [searchable online collection](#) of over 200 innovative tactics.

**Training and mentoring:** In the early years, the training focused on creating a forum and tools for the sharing and exchange of tactics. Since 2005, the training has focused on the tools and methodology to create strategy and then connect the strategy with tactics that help organizations be more effective in advancing human rights. New Tactics has conducted workshops in all six regions of the world, including a five-day International Symposium that drew nearly 450 participants from 89 countries.

**Building an online community:** Monthly peer-to-peer [online conversations](#) have enabled the strengthening of a global community of human rights advocates. Activists connect with others, share what they've learned, and ask questions. New Tactics is also active on [Facebook](#) and [Twitter](#) so defenders can interact with each other in a variety of ways. New Tactics has:

- Held more than 50 online conversations featuring more than 550 experienced practitioners
- Built a growing online community network of more than 4,500 human rights defenders in more than 120 countries

The New Tactics Project has strengthened the work of thousands of human rights defenders and organizations worldwide. [Partners and participants](#) consistently [report](#) that the tools, resources and methodologies make a significant difference in the way they approach their work. Human rights defenders in countries as diverse as Uzbekistan, Cambodia and Albania credit the project with making key contributions to successful human rights initiatives in those nations.

## 1.5. Additional Information

### New Tactics Websites:

English: <https://www.newtactics.org/about>

Arabic: <http://goo.gl/CKDJB>

### New Tactics Training:

English: <https://www.newtactics.org/training>

Arabic: <http://goo.gl/2vjW7>

### Strategic Effectiveness Method:

English: <https://www.newtactics.org/training/strategic-effectiveness-method>

Arabic: <http://goo.gl/H5dII>

### Online Conversations:

English: <https://www.newtactics.org/conversation/schedule>

Arabic: <https://www.newtactics.org/ar/conversation/schedule>

### Resource Library:

English: <https://www.newtactics.org/toolsforaction>

Arabic: <https://www.newtactics.org/ar/toolsforaction>

### Explore Tactics:

English: <https://www.newtactics.org/tactics>

Arabic: <https://www.newtactics.org/ar/tactics>



## Advocacy Case Studies

2.1. *Jordanian Disability Movement*: Utilizing international conventions for policy & behavior change

2.2. *Our Beaches are Not for Sale*: Protecting public beaches in Aqaba

2.3. *Towards Full Citizenship*: Campaigning for rights of mothers to give nationality to children

2.4. *The Wasted Right*: Providing citizens with access to information

2.5. *Youth Combat University Violence*: Mobilizing local communities in Salt to stop violence on university campuses





# Lessons Learned

**Below you will find a collection of strategies and related lessons learned from Jordanian advocacy experiences. Take these into consideration while designing and implementing your advocacy efforts. Remember to constantly assess where you are and fear not, it is never too late to try something new if it will help you achieve your goal.**

## Research

Almost all advocacy initiatives identified research as a key component that helped the advance of their issues. Research provided the evidence and data necessary to create strategic interventions, precise targeting of decision-makers and the framing of compelling messages.

### Consider these:

- Sometimes, research helped to understand the way things happen in the community, such as the research conducted by Change Academy which identified the factors that contribute to youth violence and enabled the campaign to focus on key elements in the chain of influences.
- Although “research” might sound scary to many small and inexperienced NGOs, in fact it can often be a simple and straightforward process. In many cases desktop research can provide you with interesting data. You can use the Internet search engines to find online media articles about your issue or visit university libraries to search for related topics. And some groups developed easy to organize focus groups by using the manual CSP has developed for NGOs ([download the manual here](#)). Focus groups can provide useful information why community thinks and acts the way they do on a certain issue. Often, research means measuring things: to define the seriousness of the beaches issue, JREDS took GPS devices and measured the length of public beaches and used this number in all campaign communications.
- Legal research is important and will often give answers to who the decision maker on an issue is; what course of action is needed (amending a law or drafting a new one) and what is possible within Jordan’s current legislative framework or in relation to its international obligations. You can have the research done by your legal team, as was the case of JREDS campaign, or ordered from an independent panel of legal experts and lawyers, as IRC did in their campaign.
- Sometimes conducting a comparative analysis can be relatively simple and is an easy way to identify best practices. It can be done on the national level when national policies are compared, or on municipality level when looking at solutions to community problems. For example, the Royal Society for Conservation of Nature conducted an international best practice study to compare forest protection legislation in three countries while the Center for Defending Freedom of Journalist conducted a comparative study of access to information laws in Jordan, Yemen and Tunisia. The findings were integrated into their advocacy strategies and utilized as evidence in messaging.
- Before you start your initiative on any problem, it is important to understand what has been done on the same issue so far. That process of looking back before going forward is called a “Pre Action Review” (PAR). Such action reviews are during and after a campaign. [See here for the Pre-Action Review resource.](#)
- Before starting their campaign to amend family violence legislation, National Council for Family Affairs (NCFA) led a pre-action review of family violence advocacy efforts implemented by NGOs during the period of 2000-2010. The process started with a desk top review and analysis of all relevant documents (i.e. policies, strategies, studies, research and reports) in partnership with relevant stakeholders, and an inventory of all relevant advocacy projects carried out by different NGOs working in Jordan. This was followed by a review and analysis of those projects with full participation of all NGO partners. The outcome of these steps was used as a basis for a comprehensive consultation process with different stakeholders that NCFA then used to develop a multi-year strategic plan to advocate for family protection.

# Lessons Learned

## Defining Your Position

Decide on your organization's position on the issue during the development of your advocacy strategy and analyze how the issue impacts your organizational values, mission and vision. It is essential to clarify your position before you start networking and coalition building. It may require a bit more time in the beginning, but will save you time later on as it will ensure harmony among the coalition

- Part of its campaign's first steps to demand Jordanian women's right to pass on citizenship to their children and spouses, the Information and Research Center at King Hussein Foundation formed a legal committee of fifteen experts, mostly lawyers or judges, with the aim of mapping the legislative and legal frameworks which impedes Jordanian women from enjoying such a right. The mapping in itself was designed as a prerequisite to development of a responsive solution. The IRC reviewed recommendations of the legal experts committees, and after extensive consideration, decided that proposed solutions do not represent the views of the IRC, which are built on a strive to eliminate all forms of discrimination and gender equality. IRC then began to investigate other options to obtain full nationality, finally adapting a tactical alternative by creating a coalition among a large spectrum of groups and individuals who are aligned with its position and principles.

Between 2010 and 2011, The Jordan River Foundation (JRF) led an After Action Review process along with relevant stakeholders around the issue of child abuses in Jordan. The major findings of the review highlighted the need for advocacy efforts on a range of areas including policy and legislative changes; influencing the decision making process and mobilizing target groups who are right holders. JRF's position firmly outlined a proactive approach which reflects its own identity as a child protection agent that accepts no compromise on child rights and the framework which those rights are stipulated within. Continuous consultations with other stakeholders have reached critical points as other approaches were introduced suggesting behind-the-scene advocacy with legislators to encourage their gradual consensus of a legislative review of child protection related law(s). Notwithstanding effectiveness and role of that module in advocating, JRF determined that such an approach at such a moment in time would carry risks that may not be addressed successfully, and which may contain a degree of damage that may not be recovered appropriately. JRF maintained its public, proactive and fore-front approach by transforming its program activities into a Social Marketing campaign where much of its public advocacy objectives could be achieved as a result.

## Strategy Development

As outlined in section 2.3. and 2.4. of this toolkit strategy development is not a one-time activity and requires that advocates be flexible and responsive to opportunities and challenges that arise. Lessons learned remind us of the following:

- Strategy should be reviewed from time to time, to evaluate the effectiveness of your action, to review changes in the surroundings and fine-tune appropriately your strategy and tactics. Such "rolling assessments" should be undertaken at least once a year, and in case of more condensed campaigns in a fast-changing environment, they can be conducted every three or six months.
- Position should firmly be preserved and not compromised. Your strategy building should be aiming higher than what is currently offered while constantly looking at the roots of the problem no matter how that might impact the proposed solution or the scope of project activities.
- Include all interested members of your network or coalition in the development of your strategy. It can be facilitated through a strategizing workshop organized to define collectively the strategy of campaign, including choosing the tactics that would be used per action. In this way members will develop deeper understanding and ownership of campaign goals, tactics and strategies. In addition, this is an opportunity to define their specific resource contribution to the campaign.



# Lessons Learned

## Engaging Decision-Makers Directly

Through their activities, Jordanian activists have learned that advocacy does not necessarily mean conflict, and that it involves much more – a dialogue and often collaboration with decision-makers. They also learned that a victory for advocates does not necessarily mean a loss for decision makers. Indeed, the issues that are framed in such a way as to provide a win-win solution for majority of those involved are the most likely to be successful. In fact, decision makers often need assistance of civil society organizations and many campaigns responded with technical training and awareness sessions for decision makers. NGOs have access to volunteers that governments usually do not have. CSOs can mobilize community and pro-bono engagement of experts – and it is at times more difficult for the government. Some donors would support civil society initiatives but would not have funds for government.

- Analyzing its campaign to protect forests in Jordan, Royal Society for Conservation of Nature (RSCN) and Jordan Green Building Council (JGBC) argue, “The technical capacity of the Forest Administration need to be enhanced. The number of highly trained staff is insufficient. The forestry research activities are absent and technical improvements are difficult to promote and monitor. There was a lack of basic survey data and presently, there are no management plans for the natural and planted forests.” For all those reasons government was open to collaborating with RSCN and JGBC, and the NGOs worked together with Forestry Department, Ministry of Environment, the Ministry of Agriculture and even the Ministry of Awqaf and Islamic Affairs. In the end of the campaign policy changes have been introduced to better regulate the forests conservation.

- In case of JREDS campaign to save public beaches in Aqaba, campaign activists and experts engaged in a dialogue with Aqaba Free Economic Zone (ASEZA). The Free Zone officials were very much open for this communication, and it turned out that the absence of public beaches in Aqaba Master Plan was neither conspiracy nor result of government opposing public beaches. Simply, the concept of public beach did not exist at the time when the plan was drafted. Through collaboration, the Master Plan was changed and five kilometers of public beaches have been saved while the campaign activists, ASEZA, and the community at large came out as winners in the end.

- CDFJ organized technical and legal seminars to spread awareness and understanding of government officials on the Access to Information Law and its implementation. They also assisted government ministries and agencies to develop information request form and developed a poster that was displayed at several government ministries, that spells out the procedures for access to information.

- TAKAFO’ met the Ministry of Interior in the run up to the 2010 Parliamentary elections, clarifying in detail what was required to make voting accessible for persons with disabilities and provided guidelines for procedures which would allow persons with disabilities to vote independently with the support of a personal assistant of their choice. Election commission members welcomed TAKAFO’s technical assistance in training electoral staff and facilitated TAKAFO’s monitoring of the elections. Procedures and recommendations made by TAKAFO’ were then incorporated into the Election Law 2012 and implemented during the 2013 parliamentary elections.

### You can’t win alone!

“In advocacy, you cannot do anything alone,” says Faisal Abu Sondos, Director of Royal Marine Conservation Society of Jordan (JREDS). “We knew that if we stayed alone, we would never succeed in changing anything. Instead, before any strategy development, we mobilized the community and gathered 77 of the most active individuals and representatives of NGOs and CBOs to take this issue on as their own,” says Abu Sondos about JREDS campaign to protect Public Beaches in Aqaba.

**[Read more about the campaign here.](#)**

# Lessons Learned

## Coalition-Building and Community Mobilization

You should try to establish as broad as possible a group of individuals and NGOs that are interested in your cause and willing to work on your initiative. A broad coalition will give you political legitimacy, access to expertise in different fields, to resources and institutions, and power to implement activities. Here are some things to consider:

- Think of NGOs and government institutions that are in various ways connected to the issue; include experts, academics, university students, research institutes, media, as well as concerned individuals.
- Try to understand what your issue means to different people so as to mobilize them to join your cause. Frame and customize your message in ways that relate to their interest in the issue. Although JREDS is an environmental NGO, they recognized the need to diversify their message in their campaign to protect public beaches in Aqaba so as to attract others to their campaign. This included specialized messages to fishermen (by destroying coral reefs, new developments on the Aqaba Bay destroy most of the fish, which provide livelihood for the local villages), divers (they care about coral reefs), families (who cannot afford to pay cover for private beaches), and human rights defenders (every Jordanian should have right to access every meter of the Aqaba beach).
- Approach different allies in appropriate ways. Big and established NGOs can be reached out through a conference - IRC did exactly that in their campaign to give Jordanian women right to pass nationality to their children. Create new opportunities to bring governmental departments together to learn more about what change you are trying to seek – CDFJ did that by holding sessions with 17 different governmental departments to explain how to implement Jordan's existing law on access to information. [See more about their campaigns here & here.](#)
- Experts need to be addressed individually; you should map the terrain for decision makers, influencers and legal framework to identify interested influential individuals to approach. [See here for more about tactical mapping.](#)
- Volunteers can be attracted through social media, big public events (i.e. beach cleanup by JREDS) or through media advertisements and supplements.
- If you work in the community, you will have to include all key community leaders, including significant individuals, tribal leaders, and religious figures. Depending on the topic of your campaign, community leaders could have different roles. In case of youth violence campaign organized by Change Academy ([see more about the campaign here](#)), community leaders were given a consultative, not decision-making role through a "Community Advisory Committee". In order to facilitate this role and "not to raise false expectations", Change Academy developed a memorandum of understanding that spelled out roles and responsibilities which every committee member signed.
- Last but not least, the coalition should ideally have its own identity. In case of the nationality campaign led by the Information and Research Center at King Hussein Foundation, a coalition was created with its own name, logo, visual identity and spokesperson.



# Lessons Learned

## Campaign management

While the establishment of wide coalitions and networks are in many ways beneficial to advocacy initiatives, it is also true that the bigger a coalition or network, the more challenging it is to manage. In order to get best possible results, any campaign needs to balance between the need to provide freedom and space to individual members to fully express their creativity and expertise, and the need to coordinate different activities and voices into a unified message and action without limiting individual freedoms. How to support individual creativity and in the same time provide for unity? Consider these:

- **First, create committees that will work relatively independently in their fields.** Different coalition members will have different interests, skills and will join different committees. Committees will enable different coalition members work simultaneously, without waiting for the leadership of coalition to decide on small questions and issues. For example:

▶ In case of IRC, four committees were created: for research, legal, media, and advocacy activities. Research and legal committees were producing legal and scientific output, which was then sent to media and advocacy committees to “translate” it into the language understandable to broader audience and decision makers, and send it out.

▶ In JREDS campaign seven committees were created: Historical Contest Committee – to understand historical context of the issue; Technical Issues Committee – to research the ASEZA structure and Master Plan; Activities and Awareness Committee – to build community awareness of the beaches; Impact Assessment Committee – to compile information on environmental damages; Decision Makers Outreach Committee – to lobby decision makers; Media Committee – to ensure coverage and outreach through media; Legislation Committee – to research the current legislation and draft the desired changes for the Master Plan and national legislation.

- **Second, create a steering committee to oversee and coordinate the efforts of all other committees.** That is exactly what JREDS did in their campaign. Steering committee will collect data and results of work of different committees, coordinate communication between them, facilitate strategic reviews and decide on tactics or strategy changes.
- **Third, coordinate message across different committees and the campaign in general.** In addition to a position statement, IRC with a help of the coalition’s media committee developed backgrounders and Q&A sheets on the campaign issues and proposed solutions which were distributed and used by all coalition members and spokespersons. Creation of backgrounders and Q&A sheets is an easier part of the message coordination. The more challenging one is the content of those materials, the message itself. The message should be developed through a collaborative effort, whereby all voices will be heard and all campaign members will develop ownership of the message.

# Lessons Learned

## Reframing messages to engage constituencies

In advocacy, it is important to move from themes that are of interest to a narrow group of people to themes that are of concern to wider society. In communications, such change in focus is called “**reframing**”:

- **IT’S MORE THAN JUST THE ENVIRONMENT:** In their public beaches campaign JREDS realized that it is not only about beaches, corals and fishes, but about people, their livelihoods, human rights and the future. “I am not new to environmental issues,” says Faisal Abu Sodos, Executive Director of JREDS. “For years we focused only on the environment as our main message and nobody listened. During the New Tactics advocacy training organized by the Jordan Civil Society Program I learned about issue framing and the rights-based approach in advocacy: people first! I realized that in order to succeed, we have to make it clear that by destroying the corals and coastal line, we destroy people’s source of income; that by selling the public beach to hotels we are infringing on their right to access the beach, and that privatization of the coast has social consequences, making the privatized beaches inaccessible to majority of Jordanians.”

There are numerous other examples, both in Jordan and internationally that show how changing the focus from the interest of a small group to the wider community contributes to mobilization and success of the campaign. JREDS reframed their issue from environmental into human rights, social, security and economic frames.

[See more how JREDS developed messages around economic, social, safety, public health, and environment themes here.](#)

- **EQUALITY FOR ALL:** In case of the disability rights campaigns for Takafo’(Equality) and Sar Waqtha (It’s Time) the campaigners reframed their narrative from the story of self (we, people with disabilities) to the story of us (we, the wider community) and the story of now (what are the challenges and choices that we as individuals have, what aspire us as a group, and what drive us to take action?) Others then understood the bigger picture and joined their campaign to fight discrimination at all levels.
- **UNIVERSITY VIOLENCE IS THE COMMUNITIES LONG TERM PROBLEM:** For Change Academy the issue of university campus violence was reframed as the issue of a society that perpetuates violence through socialization in family. An issue of youth that is not given space and platform for expressing themselves. The issue is reframed in such a way that it shows that we all – whole community – are affected. We all should act!
- **SMOKING IS EVERYONE’S PROBLEM:** An international example that is often mentioned in reframing tutorials is the campaigning against smoking. For long the issue was presented as bringing harm exclusively to those who smoke, and it did not go nowhere because it was presented as an issue that affects the minority – the smokers themselves – who they did not seem to care and neither did the broader community or society at large.

But once campaigners started reframing it into the frames that affect whole society things started moving forward. They showed that every smoker affects a number of secondary smokers. It is not only about the health of the smoker, it is about our health too! Advocates also showed that smokers get lung cancer more often than non-smokers. Treating lung cancer is very expensive and all taxpayers pay it through the increased public health cost! The number of sick leave days is higher for smokers than non-smokers, so their smoking habits cost the employers as well! Therefore, we are all together in it! Smoking is not only a smoker’s problem! It was only after this reframing that smoking ban laws started winning in parliaments across the United States, Europe, and recently the Middle East.



# Lessons Learned

## Using music and art in reaching out to youth

Not all supporters of your cause will be willing to take part in discussions, meetings or public events. Some of them might care about the issue, but are not willing to take part in something if they consider such events as too “political” or your advocacy goal is far away from their daily lives. Think about how to engage them in other ways and through interactive activities.

- In the past few years several campaigns in Jordan used art, dance, sport and music to reach out to the youth. A couple of years ago activists organized a bicycle rally against domestic violence. Such creative events attracted people to their causes who may not have joined otherwise. For example, most youth can express themselves through art, music or dance. Do you care for their support? Do you care for them getting your message? If you do then try to provide a platform for them to participate in your campaign.
- Change Academy organized an “open day” in Salt with youth performing dabke, break dance, rap, beatbox and showing their acrobatic skills. “We organized the open day with an intention to give the youth a platform to show their talents” says Fotouh Younes from Change Academy. “They showed that they are good in sports and music. That made them feeling valuable, useful and proud. We had imam and tribal leaders in the audience, and they appreciated the program.”
- In Amman, CDFJ observed 2012 International Press Freedom Day with a cultural program where youth played music and danced. “We don’t organize conferences and poetry readings because that program does not interest young people, whom we want to attract,” says Nidal Mansour, Director of CDFJ. “Instead, we put together arts and music events that attract youth. Our events have 800 young people in the audience, and they always stay till the end,” concludes Mansour. [Read more about CDFJ access to information campaign here.](#)
- Think also of organizing outdoor activities for your members and supporters. Young people like street action, which can be even cleanup, signing petition or a sports event. Parallel to conducting research and approaching Aqaba officials to lobby for preservation of public beaches, JREDS organized cleanup and petition signing on the beach – a fun activity that made their volunteers busy and happy.
- But it is important to note that art, music and sports should not replace other activities, but complement them instead. You should organize them to give an opportunity to young supporters of your cause to take part in the initiative. Parallel to it, you will continue your core advocacy and lobbying activities.



[Click on the images to see two short movies from the Change Academy Open Day](#)

# Lessons Learned

## Using international observances in advocacy campaigns

Many governments decide to devote certain days of year to specific causes. Those days are called observances. Some of them are purely local, connected to local causes, while some are international. The purpose of observances is to constantly remind wider audiences, media, and decision makers, on the importance of certain issues and to promote action on them.

- The United Nations have declared a number of observances member states observe. United Nations observances promote awareness of and action on important political, social, cultural, humanitarian or human rights issues. Among the best-known international observances are probably International Women Day (March 8th) and Human Rights Day (December 10th).
- Every year media and policy makers will try to come up with a new message or set of activities to prove their commitment to the cause. For NGOs that are focused on those causes, the observances clearly present an opportunity for their voices to be heard and policy ideas to get public attention.
- Many Jordanian civil society organizations have used observances in their own work. Jordan River Foundation launched their 2012 violence against children campaign on June 6 the National Day of Child Safety. Every year on May 3 the Center for Defending Freedom of Journalists organizes well-attended public events to mark the World Press Freedom Day, while disability rights organizations organize events on December 3, International Day of Persons with Disabilities.

### iPhone alarm: Press Freedom Day!

There are many international observances and it is sometimes difficult to keep track of them. As of recently, it is much easier with the help of an iPhone application released in December 2012 by the United Nations. UN Calendar of Observances: Making a Difference, created by volunteers, allows users to import observances into the iPhone calendar and includes sharing options for email and social media. UN Calendar of Observances: Making a Difference is a download on the App Store. click below:

<https://itunes.apple.com/us/app/calendar-observances-making/id579193062?mt=8>

- There is a new iPhone application (see the text box) that incorporates UN observances in your calendar. If you do not have iPhone, or are in favor of printed calendars, you should review the list of the United Nations Observances, available online here to find those that correlate with your issue. [www.un.org/en/events/observances/](http://www.un.org/en/events/observances/)

### Here are a few easy to follow suggestions in order to get the most from international or Jordanian observances:

- Prepare backgrounders and Questions and Answers sheets by using results of your research; rewrite your policy ideas and position papers, and make them easy to read and without technical jargon; prepare visuals, such as photos from your initiatives that are free of rights and with quality good for print ... and send them out to media and decision makers at least one week prior to the observance, in order to inform but also direct the public discussion on the issue.
- Prepare a couple of spokespersons from your coalitions as well as independent experts who are willing to talk on the issue, and send their names to media organizations in case they need more information or want to have a statement or an interview.
- If you are preparing events to be held on the exact day of the observance, let the media know about them well in advance.



# Tools and Resources

## 4.1. Advocacy Training

4.1.1. Advocacy Trainer Toolkit

*(only in Arabic)*

## 4.2. Skills and Tools for Advocacy

4.2.1. Pre Action Review Manual

4.2.2. Engaging Stakeholders: Focus Groups Manual

4.2.3. Strategic Communications Guidebook for CSOs *(only in Arabic)*

4.2.4. Communications Smart Chart

4.2.5. Manual on Creating Blogs for CSOs *(only in Arabic)*

## 4.3. Examples of Policy Advocacy Interventions

4.3.1. What to Say, What Not to Say: A Guide for Journalists Covering Disability Rights *(only in Arabic)*

4.3.2. Civil Society Report on the Status of Implementation of the Convention on the Rights of Persons with Disabilities in Jordan 2012

4.3.3. The impact of religious affiliation on exercising civil rights and religious freedoms

4.3.4. Case Study: Media Campaign to Promote The Civil Society Status Report on the Implementation of the Convention on the Rights of Persons with Disabilities in Jordan 2012

## 4.4. Advocacy Assessment Tools

4.4.1. Advocacy Readiness Index

*(only in Arabic)*

4.4.2. Advocacy Impact Index

4.4.2.1. Advocacy Impact Index Scoring Card

4.4.3. Advocacy Capacity Index

4.4.3.1. Advocacy Capacity Index-Guide

4.4.3.2. Advocacy Capacity Index-Questions

# Additional Reading

While the tools and resources listed in the Chapter 4 of this toolkit have all been developed by Jordanian civil society experts and practitioners with support from CSP Jordan, this chapter lists resources developed in other Middle Eastern countries, as well as manuals developed in the West that are considered to be the best advocacy resources available at the moment.

## TRAINING

**A New Weave of Power, People & Politics:** The Action Guide For Advocacy And Citizen Participation by Lisa Veneklasen and Valerie Miller. Parts of the book can be downloaded from the Internet free of charge. The integral version can be ordered from [www.amazon.com](http://www.amazon.com)

**Advocacy for Social Justice: A Global Action and Reflection Guide** by David Cohen and Rosa de la Vega.

**The ABC's of Advocacy** by Lina Alameddine. Published with support from Danish ChurchAid and USAID/OTI-Lebanon, Beirut, Lebanon, 2013. You can download your own e-copy in English or in Arabic free of charge at [www.civicboard.org](http://www.civicboard.org) (see the Resources section) or request a hard copy from the author on the following email address: [pcdd@pcdd.org](mailto:pcdd@pcdd.org)

## ADVOCACY TACTICS

**New Tactics in Human Rights: A Resource for Practitioners** by New Tactics in Human Rights. You free copy in English or Arabic can be downloaded here

<https://www.newtactics.org/resource/english-collection-tactics-book> (English) or here

<https://www.newtactics.org/resource/arabic-collection-tactics-book> (Arabic)

## COMMUNICATIONS FOR NGOS

**Media Relations for NGOs** by Nebojsa Radic, USAID/OTI-Lebanon, Beirut, Lebanon, 2010. Download your copy of this bilingual manual on <http://www.civicboard.org/?m=resources&ItemID=10>

## CIVIC ACTIVISM

**Civic Activism Toolkit** by USAID/OTI Lebanon, Beirut, 2013 Download free of charge e-copy of the manual on [www.civicboard.org](http://www.civicboard.org)

**Civic Board:** a community-managed Lebanese civil society portal with a number of resources in Arabic or English that can be downloaded for free. [www.civiboard.org](http://www.civiboard.org)

## POLICY IN ADVOCACY

**Policy Development Manual** by Youth Economic Forum, Beirut, Lebanon, 2012

English [http://www.yef-lb.org/ckfinder/userfiles/files/YEF%20Policy%20Guide\\_ENG.pdf](http://www.yef-lb.org/ckfinder/userfiles/files/YEF%20Policy%20Guide_ENG.pdf)

and Arabic [http://www.yef-lb.org/ckfinder/userfiles/files/YEF%20Policy%20Guide\\_AR.pdf](http://www.yef-lb.org/ckfinder/userfiles/files/YEF%20Policy%20Guide_AR.pdf)

## USE OF TECHNOLOGY IN ADVOCACY

Tactical Tech Collective in English: <https://informationactivism.org/en> and Arabic: <https://unstitched.informationactivism.org/ar#>