CIVIL PARTICIPATION:
POLICY ANALYSIS, ADVOCACY, BRINGING ABOUT CHANGE

Council of Europe Project
'Promoting civil participation
in democratic decision-making in Ukraine'

ACADEMY OF CIVIL PARTICIPATION

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COUNCIL OF EUROPE
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COUNCIL OF EUROPE PROJECT
“PROMOTING CIVIL PARTICIPATION
IN DEMOCRATIC DECISION-MAKING IN UKRAINE”

CIVIL PARTICIPATION: POLICY ANALYSIS, ADVOCACY, BRINGING ABOUT CHANGE

ACADEMY OF CIVIL PARTICIPATION

HANDBOOK

KYIV - 2019

Civil participation:
Policy analysis, advocacy, bringing about change.

Advocacy is extremely important in public affairs, while strategic planning skills in advocacy campaigns are crucial for achieving success and tackling social issues. This Handbook is a guide to planning and conducting advocacy campaigns, focusing on advocacy as a technique and providing an exhaustive list of tools that can be used in advocacy campaigns. The contributors also focused their attention on policy analysis as an advocacy tool. The success of an advocacy campaign will largely depend on a solution offered by the public, supported by data analysis and well-formulated proposals addressed to the authorities.

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BY WAY OF INTRODUCTION. SUMMER ADVOCACY SCHOOL: DOING ANALYSIS, FACILITATING AND IMPLEMENTING CHANGES

The overall objective of this brief course is to help civil society representatives navigate the complicated policy-making environment in order to be able to participate more effectively in the process of developing, monitoring and reviewing solutions to public policy issues. The complexity of the outlined task is due to two reasons: (1) internationally, the public sector management has become more complex, as a result of both the technical nature of many issues that quite often require in-depth analysis and the entry of multiple players, each of whom seeks to influence the outcome of any particular decision; (2) similar to other emerging democracies, Ukraine's political system offers limited accountability and transparency, thereby making the involvement in the field of decision-making more challenging for civil society actors.

However, a risk exists that such a closed system, where the public enjoys very limited opportunities for day-to-day engagement in the decision-making process, will result not only in serious technical mistakes, but also in cost inefficiencies and considerable negative impact. A similar situation could have been observed not only in Ukraine, but also in many other countries. In the long run, this process is likely to become even less legitimate, with fewer members of the public supporting public decisions, regardless whether these decisions are technically sound. This could consequently undermine the long-term legitimacy of the process.

The objective of this short Summer School is to give a clearer understanding of those basic concepts that are relevant to the public policy analysis, so that you could subsequently offer individual advice and inform decision-makers about your community's interests and values and put you in a position to advocate for public decisions more effectively. We also intend to demonstrate how you should position yourself vis-à-vis other policy actors, so that you could win their trust and respect. Ultimately, our activities will be focused on transforming your overall perspective on those issues that really concern you into specific and immediate recommendations that will be clearly understood and acknowledged by all decision-makers.

In this Handbook, we will talk about how people's interests can be protected by getting yourself organised. In scientific language, such sets of measures to protect interests of citizens are called public lobbying or advocacy campaigns. Therefore, to approach advocacy as a technique, we will:

- take a look at the evidence-based policy analysis as an advocacy tool and a primary step in approaching state institutions (Chapter 1);
- study the structure of the public authorities to understand better which structural units are in charge of solving specific issues and which one of them have to be influenced (this theme runs through the entire course; APPENDIX);
- learn about the advocacy campaign planning algorithm and specific advocacy tools (Chapter 2);
- understand why a communication plan needs to be developed and implemented parallel to the advocacy plan (Chapter 3).

SUMMER ADVOCACY SCHOOL: DOING ANALYSIS, FACILITATING AND IMPLEMENTING CHANGES

DRAFT PROGRAMME

Day 1	
8.00–9.00	**Breakfast at hotel**
9.00–9.40	**Opening and welcome words** **Briefing on the purpose and expected outcomes of the Summer School, outline of Day 1**
9.40–10.30	**Meeting the participants and learning their expectations**
10.30–10.45	**Check out from hotel**
10.45–11.00	**Transit to the Lviv City Council**
11.00–13.15	**Citizen engagement in decision-making processes - best practices** **The Lviv City Council's experience**
13.15–14.00	**Lunch**
14.00–16.00	**Transfer to Drohobych**
16.00–17.30	**Democratic innovation and civil participation: Enhancing openness, transparency and citizen engagement through digital technologies** **The Drohobych City Council's experience**
17.30–18.30	**Meeting and sharing experience with local activists at the Drohobych NGO Youth Centre**
18.30–19.00	**A short tour of Drohobych**
19.00–20.30	**Transfer to the Summer School location**
20.30–21.00	**Hotel check-in**
21.00–22.00	**Dinner**
Day 2	
8.00–9.00	**Breakfast**
9.00–9.45	**Energiser/warm-up, outline of the Summer School's Day 2**
9.45–11.15	**Potential entry points for the public into policy-making at local, regional and national levels**
11.15–11.30	**Coffee break**
11.30–13.00	**Promoting and protecting interests through strategic analysis - the public's role in the policy-making process**
13.00–14.00	**Lunch**
14.00–15.30	**Citizen engagement in policy-making at local, regional and national levels**
15.30–15.50	**Coffee break**
15.50–17.30	**Consensus and opinion of others in policy-making**
17.30–18.00	**Summing up, assessment and plans for the next day of the Summer School**
18.00–19.00	**Dinner**
19.00–19.45	**Free time**
19.45–22.00	**Film show**

Day 3	
8.00–9.00	**Breakfast**
9.00–9.20	**Energiser/warm-up, brush-up, wrap-up of the Summer School's Day 2**
9.20–11.00	**Development of high-quality recommendations based on the analysis findings**
11.00–11.20	**Coffee break**
11.20–13.00	**Stakeholder analysis - determining their interests and attitudes**
13.00–14.00	**Lunch**
14.00–15.30	**Achieving long-term impact through a well-organised advocacy campaign**
15.30–15.50	**Coffee break**
15.50–17.40	**Effective communication in the policy-making process**
17.30–18.00	**Summing up, assessment and plans for the next day**
18.00–19.00	**Dinner**
19.00–19.45	**Free time**
20.00–21.00	**A coaching and Q&A session**

Day 4	
8.00–9.00	**Breakfast**
9.00–9.20	**Energiser/warm-up, brush-up, wrap-up of the Summer School's Day 4**
9.20–10.20	**Practical work: Development of advocacy campaign plans**
10.20–11.00	**Gender mainstreaming in the work of civil society organisations to support local initiatives and as an element of cooperation with authorities**
11.00–11.30	**Coffee break (checkout)**
11.30–12.00	**Feedback and summing up session; assessment**
12.00–13.00	**Farewell lunch**
13.00–15.00	**Transfer to Lviv**
15.00–22.00	**Transfer to Kyiv**

TRAINING PROGRAMME GUIDELINES FOR PARTICIPANTS

Session contents and rationale	Key concepts and resources	Activities and expected objectives
	Day 2	
Session 1 ***Key question:*** What makes issues «public»? ***Challenge to address:*** *Policy-making process on the local and national level in Ukraine remains largely inaccessible to external scrutiny. This reflects, on the one hand, rising complexity and technical character of governance (global dilemma of rising expectations for efficiency), on the other hand, limited accountability to voters/ citizens due to decreasing transparency (question of legitimacy).*	***Entry points into local policy-making process*** First-hand observation of the work of Lviv local authorities and their interaction with civil society ***Working definitions of public policy*** ***Studying the structure of local authorities***	**Brainstorming discussion.** Policy-making process in the Lviv city government: how much openness and transparency (conclusions from the field trip on the previous day). Key conclusions will be developed in small groups, summarized on flipchart sheets and presented at a plenary session. **Post-presentation plenary discussion** on the relevance of these models to Ukrainian reality nowadays. **Group exercise** to determine powers of the authorities.
Session 2 ***Key question:*** What are our motives as social activists to influence policy? ***Challenge to address:*** *Civil society actors need to position themselves in the "marketplace of ideas" and clearly distinguish themselves by formulating both short-term realistic objectives and long-term goals*	***Building a personal and corporate identity*** Transformation of life stories of public engagement into individual and organizational credentials ***Establishing realistic objectives for policy change***	Work in groups, further broken down into pairs. Sharing **life stories,** concentrating on personal motives for engaging in public activities; **hurdles/barriers** encountered in tackling specific challenges in the public activities as well as identifying **possible solutions** **Work in groups:** statement of short- and long-term objectives for change in selected areas of public policy **(mission statements)**
Session 3 ***Key question:*** *What are our main assets (expertise, interest representation, values) in a policy field?* ***Challenge to address****: Gaining and maintaining trust with both the represented social groups and with the decision-makers is necessary for having impact on the policy arena*	***Identifying comparative advantages and needs*** **Diagnostics of opportunities and constraints** ***Overcoming barriers to entry*** **Is there a demand for independent policy advice?**	**Presentation** of different ways of communication of individual and organizational identity by offering real-life examples. **Work in pairs,** in which one person will **interview** the other to identify the latter's comparative advantages (either individual or by association with represented group). **Plenary discussion.**

Session 4 ***Key questions:*** How is policy agenda set? How are issues modified in the policy cycle? ***Challenge to address:*** *Civil society actors need to engage decision-makers at early stages of policy development in order to influence the agenda and shape the direction of change in the long run*	***Barriers and opportunities on entry into the process of policy change in a specific area*** **A traditional view of policy change** ***Working out an issue-specific SWOT analysis*** **Where are we in the political cycle?**	Introducing a framework for understanding opportunities for civil society to engage decision-makers in various scenarios. Presentation of cases of civil society involvement in **agenda-setting** in different types of policy fields with varying relative strengths. **Participants** will work individually by starting to develop their own brief SWOT analyses of their relative position on entry into policy circle.
Session 5 ***Key question:*** What are your audience's ideas of current situation and expectations of change? ***Challenge to address:*** *Civil society activists, especially those who have so far had limited access to the circle of policy-making, are well advised to learn the elements of a policy consensus and consider the audience's expectations in their initial communication.*	***Communicating your position across divisions of opinion and interest*** **Policy analysis differs from scientific research** ***Anticipating decision-makers' concerns*** **What prevents politicians from using analytics?**	**Discussion,** reviewing factors of success and barriers in communication to decision-makers. Identification of some of the shortcomings in targeting and persuading the audiences in past campaigns (incl. those made by participants' organizations). Continued work of the participants on their own **SWOT analysis** of own planned campaigns, which should produce conclusions as to how to meet the expectations of the target audience. Presentation of a road map for the next day, during which the participants will apply the policy analysis framework to come up with a draft communication plan on a **specific issue** of the current or new agenda.
	Day 3	
Session 1 ***Key questions:*** Who has competence to set agenda in a policy area? How does a policy choice affect interests and positions of interested parties? ***Challenge to address:*** *Stakeholder analysis is needed for ensuring that the policy proposal is correctly targeted and that it considers their positions in advance*	***Stakeholder analysis*** **Who are the stakeholders?** ***Determining interests and positions*** **Whom do you need?**	Work in groups **mapping stakeholder positions** toward potential policy changes by **creating a matrix.** It is preferable that the participants identify policy issues (e.g. those currently discussed in the media or in the local/national debates) and relevant stakeholders for those issues ahead of the session **(homework assignment).** **Group presentations of stakeholder matrices.** General conclusions on the implications of various configurations of stakeholder positions for advocacy strategies.

Session 2 ***Key questions:*** <u>How can alliances be formed around our policy proposals?</u> <u>How do we tackle opposition from major stakeholders?</u> ***Challenge to address:*** *Civil society activists will do well by going beyond the "comfort zone" of a circle of shared values and interests and reach out to POTENTIAL ALLIES as well as acknowledge LIKELY OPPOSITION*	***<u>Targeting your message to increase impact</u>*** **Adapting the approach to the target audience** **The ultimate goal is context-aware communication** ***<u>Features of an effective policy brief</u>*** **An effective policy brief is easily transmitted** **An effective policy brief contains a message**	A central session of the training will involve a **mock debate** between "civil society" and "decision-makers". The exercise will be run according to several **ground rules** that will be set by the trainers. To illustrate the significance of the rules, the trainers will start by giving some current examples of typical violations of those standards. There will be **two short debates** with some participants actively participating and the others evaluating the extent to which the rules were complied with and assessing the outcome of the debate.
Session 3 ***Key questions:*** <u>What are the criteria for assessing policy options?</u> <u>How can we assess the impact of policy proposals?</u> ***Challenge to address:*** *Too often the solid and comprehensive analyses of the current situation are not matched by targeted and realistic short- to mid-term objectives for change. Organizing evidence around up-to-date recommendations may help address this shortcoming.*	***<u>Coming up with strong recommendations</u>*** **How to develop recommendations from findings** **Features of strong recommendations**	**Presentation** of key concepts, matched with examples of **effective recommendations.** **Plenary discussion** on which criteria are least taken into account in current political debates in Ukraine. **Work with groups** of 3 participants who will be asked to come up with 2-3 **targeted recommendations,** meeting the above criteria. The session will conclude with the short presentation of the best recommendations.
Session 4 ***Key questions:*** <u>What actions can affect the target? What might be the sequence of shares? What resources are needed to carry out successful campaigns advancing policy platforms?</u> ***Challenge to address:*** *The plan should include a list of activities, the division of responsibilities in the areas of work, the appointment of the responsibilities for each share. In the same time civil society activists should understand their resources and budget*	**<u>Making lasting impact by running a well-organized advocacy campaign</u>** **Selecting advocacy campaign tools**	**Presentation** of the **essential components of an effective advocacy campaign** (organizational requirements as well on the efficient use of available assets and overcoming the common barriers). Exercise on **the division of responsibilities in the campaign team.** Experience in **working with advocacy campaign passport**

Session 5 ***Key question:*** <u>How communication should be built to engage stakeholders?</u> ***Challenge to address:*** *Access to the policy-makers' agenda is limited; to engage them, civil society activists need to focus their communication on the issue that concerns decision-makers and define the goals clearly*	**Rules of effective communication** **Building a communication strategy**	**Developing** draft communication plans in the advocacy process, which contributes to the formation of initial ideas and solutions for subsequent joint communication efforts. **Group coaching** on choosing the right format, given the type of problem, the relative strength of civil society, and audience expectations.
	<u>Day 4</u>	
Session 1 ***Key question:*** <u>How advocacy campaign plan should be developed?</u> ***Challenge to address:*** *Despite a wide range of civil participation tools, there are numerous constraints and risks that need to be taken into consideration when designing an advocacy campaign. The attitude of all stakeholders to the proposed solution should also be understood, and resources for the advocacy campaign be assessed.*	**Advocacy campaign plan**	**Work in groups** to develop two draft advocacy campaign plans based on the attendees' own experience and the knowledge gained during the Summer School. Optional presentation of draft plans.
Session 2 ***Key question:*** *What is gender mainstreaming and why is it important for civil society organisations to take it into consideration in their activities?* ***Challenge to address:*** *Dispelling myths around the concept of 'gender' and its impact on tailoring the work of civil society organisations to the needs of target audiences.*	**Gender mainstreaming**	Present gender mainstreaming in the work of civil society organisations to support local initiatives and as an element of cooperation with authorities. Summing up all the Summer School's days and feedback.

THE SUMMER ADVOCACY SCHOOL TRAINERS:

Piotr KAZMIERKIEWICZ

Piotr Kazmierkiewicz is a trainer and coach in public policy and policy analysis with extensive experience in Central Europe and Eurasia. He is also an expert in migration policy, cooperating with an independent think tank, the Institute of Public Affairs in Warsaw since 2002 and with International Organization for Migration since 2007. He carried out independent research and led international expert teams, doing evaluation studies in the areas of labour migration, visa and border management, integration of migrants and local development. An author and co-author of policy strategies, action plans, impact and risk analyses, comparative policy studies and needs assessments. He did doctoral studies and holds a Master's degree in Political Science from Central European University, Budapest, in British Studies from Nicolaus Copernicus University, Torun, Poland and a BA in Political Science from Southern Oregon University, Ashland, USA. Mr Kazmierkiewicz lives in Warsaw, Poland.

Olga KOVALENKO

A civic education expert in the field of civil participation in the decision-making process and strengthening of civil society space. Olga is engaged in the formation of an institutional and legal environment for the development of civic education in Ukraine, in order to build civil competences and involvement in public and political life. She coordinated the drafting of the Concept of Civic Education Development in Ukraine, approved by the Cabinet of Ministers in October 2018.

Olga has extensive experience in designing non-formal education training programmes on issues of local democracy, citizen engagement, advocacy, registration and operation of civil society and charitable organisations, state policy of civil society development. She has compiled more than 45 awareness-raising products, co-authored the 'Democracy: From theory to practice' civic education handbook for students, and edited the 'Civil society and charitable organisations in Ukraine: Registration and operation' handbook.

Iryna TITARENKO

Iryna Titarenko is a communication specialist in the non-profit sector with almost 10 years of experience in state, civil society and international organisations, and is the CEO of Practicum. She is highly experienced in designing and implementing a wide range communication campaigns aimed at strategic promotion of socially important issues (education, culture, state reforms, health care, decentralisation and deinstitutionalisation, social entrepreneurship etc.) for leading Ukrainian and international organizations such as: IREX in Ukraine, UNICEF Ukraine, United Nations Population Fund, WWF Ukraine, Transparency International Ukraine, OSCE Project Co-ordinator in Ukraine, UNDP Ukraine, World Bank, Council of Europe, GIZ etc.

Iryna is an experienced communications trainer and a co-lecturer of online courses, she shares her experience at the National University of Kyiv-Mohyla Academy and the Ukrainian-American Concordia University as well as mentoring groups of young professionals and communication specialists at courses of the Ukrainian Catholic University and the Ukrainian Social Academy. She is a Doctor of Philosophy of Pedagogy, Master of Public Relations, Bachelor of Sociology/Social Work, author of more than 25 scientific and journalistic articles, co-author of the Handbook on Effective Communications and co-author of the Handbook on Transparency and Social Responsibility of Municipalities.

Olga GVOZDIK

A public and political activist, expert in the matters of local self-governance and civil participation tools.

Olga has many successful cases to her credit of protecting the community's rights and interests in combating illegal construction, providing advocacy of public projects for restoration of historic buildings, public space revitalisation, and large-scale transportation projects. In the last two years, Olga has been working in the Donetsk and Luhansk regions to restore public space, train active citizens in cities to build their expertise in the implementation of projects and initiatives using local democracy tools. Olga also specialises in strengthening the dialogue between the authorities and the community.

Recently, Olga has been working on institutional strengthening of national minorities' civil society organisations.

Oleksii KOVALENKO

Deputy Director of Ukraine's first Public Communication and Information Centre, Head of the 'Civil Society Development Forum', a civil society organisation, and expert of the Reanimation Reform Package for Kyiv. As a national expert, Oleksii participated in the successful implementation of the Council of Europe Pilot Project 'Promoting civil participation in democratic decision-making in Ukraine'. Works on issues of inclusive dialogue between civil organisations and municipal authorities, development and the implementation of guidelines for open consultations with the public, participatory decision-making process in Kyiv, advocacy for new Regulations on the Public Budget, as well as improved efficiency and implementation of new e-democracy tools, such as e-consultations, public budget, e-petitions, e-appeals.

On his initiative and with his input, the model regulations 'On Public Consultations', the engagement and public consultation matrix, the concept of guidelines for conduct of public consultations, and the concept of the e consultation online platform were developed. The All-Ukrainian Public Budget, the Eastern Europe's first national participatory tool, was initiated in collaboration with him and his colleagues, and was supported by the Verkhovna Rada of Ukraine.

Oleksii focuses on expert examination, development, advocacy and implementation of local and national laws, as well as the development of subordinate legislation in accordance with the relevant methodology.

Natalia CHORNOGUB

Auditor, expert in Compliance and Open Data, with seven years of management experience in the national trading network; Head of NGO "Park Natalka", facilitator trainer.

Specialises in establishing an equal dialogue with local government, non-governmental organizations and socially responsible business. Over the past 3 years, Natalia managed to hold over one hundred events. During this period Natalia has developed and significantly improved my skills of facilitation, moderation, development and implementation of strategies, as well as communication and advocacy plans. Among her achievements Natalia can highlight the following: facilitation, moderation, strategy development, as well as vision and advocacy plans, in particular:

Organization of the strategic development session of the Obolon district in 2016 - 2020 with 150 participants including representatives of public authorities and activists. As of today, 7 out of 15 projects have been successfully implemented.

Participation in the strategic session on the development of several Ukrainian cities - Dykanka (Poltava region), Smila (Cherkasy oblast) for 110 and 60 people respectively, including the city mayors.

Conducting motivational events for representatives of public organizations and activists to create public spaces in and the revitalization of 35 Ukrainian cities: Lviv, Odesa, Ivano-Frankivsk, Poltava, Zhytomyr, Cherkasy, Boryspil, Kostyantynivka, Druzhkivka, Dobropillya, etc.

TERMS AND DEFINITIONS

Advocacy *(public lobbying, civil intercession, civil representation, representation and protection of citizens' rights, advocacy) is a method and process of influencing decision-makers and public opinion about issues of concern. It is intended to mobilise public action to resolve social problems.*

Advocacy has common features with **lobbying**, since it also implies influence on legislative processes in the interests of a particular social group. However, advocacy is about protecting the interests of vulnerable population groups, whereas lobbying may be focused, for example, on increasing corporate profits, granting or extending privileges to certain individuals. Besides, unlike lobbying, advocacy is always open and transparent[1].

Advocacy targets, i.e. those who are subjected to legitimate influence on the part of lobbyists, include representatives of government or local self-government authorities, who have been vested with powers and bear responsibility for the results of their decisions.

Advocacy actors include individuals or legal entities that, on their own behalf or on behalf of their employers or clients, establish relations with relevant government or local self-government authorities, including legitimate influence exerted on these authorities, their officials and officers.

Decision-makers, in the practice of liaison with authorities, are understood as representatives of government and local self-government authorities, who are authorised to take policy and administrative decisions.

Influencers - this group includes the expert community, media, diplomatic institutions, business associations, international actors (governments, intergovernmental and non-governmental organisations) whose voice is taken into consideration in the course of the relevant political or administrative decision-making.

Opinion leaders - persons who influence, either actively or passively, the views of others on certain issues. Formal opinion leaders exert influence in connection with the position held, while informal ones - by virtue of their expert status in the relevant community.

1 *How to Influence the Government While Not Being in Power. — International Republican Institute, 2016.*

Stakeholders are traditionally divided into external and internal ones. The first group includes government and local self-government authorities, media, civil society organisations, investors, competitors, suppliers, etc., while the second one - the association's employees, its management, member companies, shareholders, supervisory board, etc. It is believed that active liaison with all key stakeholders and support for strong social ties are the prerequisite for the BA's sustainable development[2].

A **citizen** means any individual (including, where applicable, foreign nationals) who is a member of a local community. Belonging to a local community implies a strong connection between an individual and this community.[3]

Civil participation - the engagement of individuals, NGOs and civil society at large in decision-making processes by public authorities. Civil participation in political decision-making is distinct from political activities in terms of direct engagement with political parties and from lobbying on behalf of business interests.

Public authority - any executive, legislative or administrative body at national, regional or local level, including individuals, exercising executive power or administrative functions. In the context of civil participation and decision-making in Kyiv, the concept of 'authorities' also includes the Kyiv City Council and the Kyiv City State Administration.

Public servants - in the context of this Handbook, this concept covers civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and local councillors.

Non-governmental organisations (NGOs) - voluntary self-governing bodies or organisations established to pursue the essentially non-profit-making objectives of their founders or members as set out in Recommendation CM/Rec (2007)14 of the Committee of Ministers to member states on the legal status of non-governmental organisations in Europe. They may include, for example, voluntary groups, non-profit organisations, associations, foundations, charities or territorial or interest-based community and advocacy groups.

2 *Advocacy and Non-Commercial Lobbying in Ukraine: A Handbook / O. V. Prokopenko. Kyiv, 2017, 82 pages.*

3 *According to the Convention on the Participation of Foreigners in Public Life at Local Level (ETS No. 144, see Article 2) the term 'foreign residents' means persons who are not nationals of the State and who are lawfully resident on its territory.*

In the context of this Handbook, the term **'civil society organisations' (the CSOs)** is used to refer to those that include all non-profit and non-state organisations outside of the family; in which people organise to achieve common interests for the public good. Examples include community-based organisations and village associations, environmental groups, women's rights groups, farmers' associations, faith-based organisations, labour unions, co-operatives, professional associations, chambers of commerce, independent research institutes and the not-for-profit media.[4]

Civil society at large - the collective group of active individuals and organised, less organised and informal groups through which they contribute to society or express their views and opinions, including when raising issues regarding human rights violations, corruption and other misconduct or expressing critical comments. Such organised or less organised groups may include professional and grass-roots organisations, universities and research centres, religious and non-denominational organisations and human rights defenders.

4 https://www.undp.org/content/dam/china/docs/Publications/UNDP-CH03%20Annexes.pdf

In this Handbook, we use the term '**policy**' to indicate a specific part, programme or area of such activity, a set of resources (tools) and methods for attaining certain strategic interests in order to achieve the goals defined (by an actor in the political process) in a particular social environment. Policy is the process of decision-making, as well as conduct in public and state institutions.

Decision-making process - the development, adoption, implementation, evaluation and reformulation of a policy document, a strategy, a law or a regulation at national, regional or local level, or any process where a decision is made that affects the public, or a segment thereof, by a public authority invested with the power to do so.

Entry points in this Handbook are defined as opportunities for engaging the public in the policy-making process - mechanisms and instruments of civil participation and interaction with authorities.

Local public life means all matters, services and decisions, including governance and conduct of affairs relating to or affecting a local community;

1 EVIDENCE-BASED POLICY ANALYSIS AS AN ADVOCACY TOOL

Piotr Kazmierkiewicz,

International Consultant

1.1. WORKING DEFINITIONS OF PUBLIC POLICY

Let us first try to see what makes issues "public", or, in other words, when questions of concern to the society become objects of government policy.

There are basically two perspectives, from which we can look to identify elements of public policy: that of a person or social group that is affected by a certain decision of public bodies, and that of the person or group of people who make this decision. The former perspective is clearly preoccupied with the "what" question – What needs to be done? What would we like to see as an outcome of the decision? and What will this decision change in my situation/welfare/position?

Public policy is viewed by society (a rational approach) as

- 'purposive course of action followed by an actor or set of actors in dealing with a problem or matter of concern' (James Anderson);
- 'the proposed government action plan to meet the needs or to take advantage of the opportunity presented by the best outcomes associated with actual events' (Paul Brown).

When seen from this perspective, the way in which we resolve the *problem* resembles a lot the *rational* approach, typical of *management*. Policies are like business strategies – they involve making an *informed* choice among various *alternatives* on the basis of *data*. The main question that arises here is whether we have *enough* data, whether it is of *sufficient quality* and if we have necessary *resources* to address a particular problem. In turn, the beneficiaries of policies appear to be like *users* or *clients* who are expected to benefit from tangible advantages flowing from the application of best measures. When evaluating policies from this perspective, the criteria of *efficiency* and *financial cost* are fundamental.

In a perfect world, public policy would:

- be consistent with the overall strategy;
- consider long-term consequences;
- be based on the best available evidence from various sources (including international ones);
- include all major stakeholders at earlier stages;
- be subject to ongoing review;
- maintain continuous follow-up to the decisions made.

However, we must be reminded that when trying to influence the policy-making *process* we must consider another perspective – that of a *decision-maker*. Here another set of questions is most important: "How?", "Why?" and "So what?" These questions correspond to three basic problems that any decision-maker faces in the field of public policy:

- **How can** a problem be resolved in the short- and medium term? This is the question of feasibility (whether an issue can be dealt with effectively in the period before the election, etc.)
- **Why** should it be addressed at all, and **why** should I be the one to act? This is the question of agency (whether the decision-maker can benefit from initiating the action and whether he or she can be credited with this achievement).
- Finally, and most importantly, **So what** happens if nothing is done? **So what** can happen if I fail? This is the question of risk, which is the primary preoccupation of any politician or a public figure (whether a failed action does not make the decision-maker worse off).

Public policy seen from the point of view of a decision-maker (instrumental view)

- 'is whatever governments choose to do or not to do' (Thomas Dye)
- 'a course of action or inaction chosen by public authorities to address a given problem or a set of problems' (Leslie Pal)

As we can see, there is a problem if we are content with viewing policy-making from the point of view of only the beneficiaries. Unless we consider the perspective of a decision-maker, our expectations may not be realistic as we don't account for various other factors, which are missing from the "rational" view of policy-making. Several necessary corrections need to be made:

(1) policy-makers work with imperfect and incomplete information,

(2) they are not free to consider all options as some of those might be too risky or incur unacceptable political cost (e.g. losing an election),

(3) they need certain incentives to overcome these risks and choose to act as well as maintain a consistent course of action.

We therefore need to be aware of the gap between these two perspectives as failure to do so can put a *communication barrier* between ourselves and the decision-makers. The point is ***not*** to lose the objective of making policy as close to the "rational" ideal as possible. Rather, it is necessary to work toward that objective by using such instruments that can be effective with the decision-makers who must care about another set of issues in order to survive in a competitive political environment.

EXERCISE 1

Which characteristics of public policy fit in the "rational" and "instrumental" models? Please assign the following characteristics and add more that you can think of to the appropriate columns of the table.

Response to current problems	Ability to choose between options
Long-term strategy	We've always done it like that
Politician's personal image	Cost cutting
The best available information	Individual beliefs

Rational model (user's perspective)	**Instrumental model (decision-maker's perspective)**

1.2. FEATURES OF EFFECTIVE EVIDENCE-BASED POLICY ADVOCACY

It must be clear by now that neither model of policy change is sufficient on its own to guide us toward effective influence of the policy. On the contrary, we had better consider those two perspectives as complementary. A toolset that integrates these two perspectives is that of "evidence-based policy advocacy" (Diagram). On the one hand, it argues that policy decisions can be improved through supplying ***current*** and ***relevant*** information (this is the *evidence base* for improving the *quality of policy measures*). On the other hand, it recognizes that to be ***effective***, arguments must relate to the decision-makers' *interests and values* as well as be carried through appropriate *communication channels*.

It is very important to stress that an effective *advocacy* is different from *successful influence* or *pressure* exerted on the decision-makers. For advocacy to rely on the strength of evidence and power of communication, it is not enough to have a decision-maker change their position for tactical reasons (political pressure, fear of loss of image or short-term benefit). Evidence-based advocacy uses *arguments* appealing to various *reasons* to get the decision-maker to consider a proposed solution as compatible with their *strategic objectives*.

Diagnostic questions:

- What could be some negative consequences of pressing the decision-maker into taking a position that he or she does not share?
- What could be some of the common grounds that could help bridge the gap in case you and the decision-maker disagree profoundly on the direction of change?

The right-hand side of the diagram suggests that to be effective, evidence-based advocacy cannot be limited to logical persuasion but must lead to a deeper consensus, which takes into account the broader environment, in which the decision is being made. This is the essence of successful communication: for the decision-maker, recognizing not only the direct consequence of adopting a certain position, but also seeing what long-term values and interests it upholds, while for the civil society representative, it is important that the dialogue helps build with the target audience:

- trust on account of personal qualities,
- respect for the professional expertise and
- the recognition of the represented groups of citizens.

Only when advocacy achieves both levels (persuasion and recognition), it may turn from single instances of policy consultation to ongoing dialogue, which can take on the form of a long-term process.

A question arises: why can advocacy only be sustainable when it acknowledges the differences in initial positions and seeks this deeper form of dialogue? To answer it, we will return to the distinction between the two views of policy development and consider what else apart from rational consideration is happening when the process of "winning over" the target audience is underway.

We have realized that policies are being elaborated in a dynamic process of interaction, involving various actors: decision-makers, their political allies and competitors as well as, more broadly the public (the society), acting through its representatives. We have also seen that these actors do not make their choices regarding individual decisions independently of their long-term interests, values or habits. When looked at from the "rational" perspective,

Promoting and protecting interests through strategic analysis

Aspiration (WHERE?)	Incentives (WHY?)
Promoting and protecting interests is understood as a continuous and adaptive process of collecting, organising and packaging information and data into an effective argument that is subsequently delivered to actors through various channels of communication (interpersonal, media). [UNICEF From Research to Advocacy]	The long-term goals it helps us to achieve: • finding a solution to the problem facing our target group; • initiating a dialogue on a matter of public interest; • promoting a new approach to the existing problem; • gaining access to political debate as a new actor; • maintaining a reputation for research quality; • becoming an indispensable partner for donors

this fact may be viewed negatively as decision-makers cannot be realistically expected to be "objective" in their choices of various options and instead carry their "baggage" of preferences, which can also be viewed critically as prejudices. As a consequence, we cannot expect to see too often instances, in which logical arguments may change someone's mind by force of their strength alone. On the other hand, from the "instrumental" perspective what could be criticized as a stubborn rejection of contrary arguments, might just as well be welcomed as loyalty to certain societal interests or strong adherence to a set of values and convictions. When seen in this light, this approach could help organize the "marketplace of ideas" around certain distinctive *identities*, which could appeal to the voters ahead of an election or to the audience during a debate.

When the two perspectives are integrated, we realize that for the audience to be persuaded, far more than a logical assent is needed, i.e. for the decision maker, it is not enough to conclude that the facts support a given conclusion. If we want the decision-maker to *act* in a certain way, we must also make sure that he or she believes that the proposed solution may be brought in line with his or her set of beliefs as well as that it could be harmonized with their obligations and, ultimately, that it will not harm the long-term interests of themselves and their group.

This challenge calls for us to bring to the table not just a set of arguments but also our own personalities, beliefs, values and support that we enjoy from the groups of people that we represent. In other words, we will need to be quite confident of not only *what we would like to achieve* but also *what values, people and ideas we stand for*. This way we will place a particular policy idea into the larger social and political context, which is an essential environment for carrying out effective communication for advocacy purposes.

1.3. ESTABLISHING YOUR INITIAL POSITION THROUGH SWOT ANALYSIS

Just as the decision-makers, we come to the table with the "baggage" of own beliefs, values and with the *network* of the people who share them and are willing to support us. As we saw it with our target audience, this can be either our *asset* or *liability*. Similarly to the decision-makers the determining factor is how *transparent* we are about what and who we stand for. This question has taken on enormous significance with the growing use of online communication and especially social networks for propagating ideas, including those related to policy.

Diagnostic questions:

- How important is it for your evaluation of the truth of the contents of an online message to know who and by what medium has shared it with you?
- Would you feel the need to double-check the facts contained in an online message in a medium that you trust? If not, why not?
- How would you react in case if an expert or commentator using online media changed their position on an issue without admitting it openly and explaining the reasons for it? How would you react if they did admit it and gave a justification?

The digital age with an exponentially rising amount of information available instantaneously and with few reliable ways to verify the quality of that information is facing the central issue of *credibility*. Paradoxically, as technology makes informed choices more and more complex, the question of *trust* toward the *messengers* or persons and organizations bringing ideas to you becomes fundamental. This, in fact, may be an opportunity to overcome the barrier that became ever more daunting since the 1950s – the need to acquire more and more specialized technical knowledge and become experts in the field. The 2010s appear to reverse this trend in the public arena – many issues cannot be easily resolved through reference to facts alone as the participants in the debates use very different sets of facts, which lead to contradictory conclusions on the nature and scale of a problem or even on the existence of a problem or a need for action. Some of the most divisive issues on the international scene – global warming or migration control – have seen large-scale global processes (Kyoto Protocol and the Global Compact on Migration) opposed by groups of states, which challenged the diagnosis, lying at the heart of these initiatives.

This new communication environment has made a strong impact on the opportunities for civil society actors to make their voice heard in the policy arena. On the one hand, some of the entry barriers (such as the limited access to the mass media, the cost of running media campaigns or the difficulty of acquiring enough information) have been lowered with the equal access to online information channels, blogs, opinion and discussion channels in social media. On the other hand, the ease of entry for those seeking to influence the agenda and the tendency on the part of the recipients of the information not to verify the contents have made it more difficult to distinguish between the *genuine* voices and various forms of disinformation (fake news) or even assumed identities (trolling).

These changes in the environment for communicating policy proposals need to be taken into account when you seek to understand your relative *strengths* and *weaknesses* on entry into the advocacy arena as well as to identify *opportunities* and *threats* that this environment presents to your ability to advance your ideas.

Diagnostics of opportunities and barriers

Opportunities	**Barriers**
Where does my interest in matters of public life come from? What is my experience of analysing these matters? How can our analytical work help to protect important public interests? Who can resolve these problems and how?	We perceive a problem, but do not know where to start the analysis. We feel that there is not enough data to draw reasoned conclusions. We are unaware of the government's/authorities' reform plans. We are not part of the decision-making circle.

Overcoming barriers to entry

As we noted above, one of the concerns that any representative of civil society might have when trying to advocate for certain policy solutions is that he or she has never been a part of the "circle of decision-making". Many might even question whether they should seek to enter such circle. Especially in the political systems, in which there has been little tradition of participatory decision-making, the change of the position from an external reviewer and recipient of government measures to a "co-owner" of the policy-making process must be challenging.

Diagnostic questions:

- What risks are there for civil society activists as they enter the field of policy-making? What costs do they incur? How can their public image change as a result?
- What qualities needed for effective participation in policy planning, design and review are in particular short supply among civil society activists in Ukraine?

Typically, civil society activists point to the *external barriers* to their entry into decision-making: inflexible, non-transparent political systems, high costs of entry or limited access to mass media. However, it is worthwhile asking ourselves another set of questions: to what extent are our *mindset* and *skillset* up to the task of active involvement in shaping policy outcomes, closely monitoring their impact and engaging the decision-makers to seek more optimal solutions for the wider benefit.

Before we start organizing our resources, planning our activities and preparing our communication strategies, we need to make sure that we have the necessary *motivation*

EXERCISE 2

Fill in the following table with your own ideas on your initial personal motives that made you want to engage in public activities to address issues that you saw around you (left-hand column) and the list of the barriers or obstacles that you faced when doing this activity that you feel were most challenging (right-hand column). You may consider some of the "opportunities" and "barriers" from the diagram above.

Personal motives	**Barriers encountered**

for undertaking all these challenging tasks. The motivation must comprise both the *self-confidence* that we have the needed skills and, in particular, a well-founded belief that there is a *demand* or *need* for our involvement.

So far, we have identified the individual and organizations ***strengths*** and ***weaknesses*** that have been demonstrated in our professional lives so far**.** The remaining elements of a SWOT analysis (***opportunities*** and ***threats***) will give us an idea of what activities we should undertake to reach our specific policy objectives in the near future. This way we will apply the SWOT framework to calculate our current *potential* for effecting change and assess *needs* for additional support from partners and allies. This analysis needs to be done first so that we could properly gauge our capacity for long-term engagement in policy work. It will also serve as a foundation for a broader overview of the relative positions and capacities of other players in the field (stakeholder analysis), helping us work out realistic requests for cooperation.

Is there a demand for independent policy advice?

AUTHORITIES

FROM THE VIEWPOINT OF:

SOCIETY

From the authorities' viewpoint
You can:
- look at this issue by applying an integrated approach;
- foresee opportunities and risks in policy implementation;
- draw conclusions from previous policy outcomes;
- adapt external experience.

From the society's viewpoint
You can:
- provide a platform to discuss various opinions;
- represent the position of those whose voice was not heard;
- present a new perspective on the problem.

EXERCISE 3.

Carry out an interview with a partner/neighbour to learn his or her motives for wanting to engage in the process of policy development as well as to identify his or her comparative advantages on entry into this process. Here are a few basic questions – you are free to ask others to follow up.

a. What kind of social issues are you most interested in addressing?
b. When did your interest start, and what made you want to continue working in that area?
c. What personal qualities/skills/expertise could help you be successful in addressing those issues?
d. What people have you met or would like to meet that could help you address those issues?
e. What qualities do they have that could improve your chances of success in addressing those issues?
f. Can you think of common activities that you have done with them or would like to do with them in order to be more successful in addressing those issues?

Please take written notes and prepare a brief advertisement of your neighbour (3 minutes long oral presentation), highlighting their key personal and community assets (their own traits and achievements as well as those of their current and potential allies).

EXERCISE 4.

Answer the following questions to describe to your best knowledge the field of your interest in public policy in your locality. When presenting your results, feel free to illustrate your assessment with real-life examples.

How accessible is the decision-making process to the CSOs?	What role have CSOs traditionally played in agenda-setting?
• Is the process regulated by clear rules? • Are the rules for adopting decisions and making proposals public? • At what stage are there mandatory consultations with social partners? • Can CSOs submit formal motions that are voted upon?	• Are CSOs recognized by the public as having a “mandate” to speak on the issue of your interest? • Have they contested the decisions made by local or national authorities? • Have the authorities formally responded to CSOs’ criticisms? • Have CSOs been able to monitor the implementation of their proposals?

The basic step in assessing your personal and your organization’s capacity for addressing policy issues is conducting an *issue-specific SWOT analysis*. It roughly corresponds to an initial stage of assessing demand for your potential product (here, an idea or proposal). The key is to understand the *history* of civil society’s involvement in this *policy field* – in particular, to see what *relative impact* the civil society initiatives have had and to figure out what additional *resources* are needed to overcome the barriers to influence. By learning the history of earlier civic initiatives, we can establish the *baseline* for the civil society’s strength and lasting obstacles to the success of its activities.

1.4. ACKNOWLEDGING POSITIONS OF MAIN STAKEHOLDERS

So far, we have concentrated on our own assets, interests and beliefs to overcome internal barriers to entry into the policy-making arena. However, for our message to reach the target audience, it needs to meet three additional criteria: *timeliness*, *acceptability and relevance*. These characteristics follow from the qualities of the *policy-making process itself*. Firstly, a message needs to be ***timely*** as it is more likely to be heard and acted upon by the decision-makers at certain particular moments or circumstances, which favour change of an existing course of action, known as *windows of change*.

Finally, even if your recommendation reaches the decision-makers at an appropriate time and you manage to convince them that they can afford taking it up, it needs to clear another hurdle. This barrier is probably most important as it typically determines whether the proposal can be realized in practice. The third requirement is that the recommendation should be *relevant* to an issue that the decision-maker recognizes as a problem that needs to be solved. A relevant proposal answers exactly the question that is on the table. Of course, there may be a number of various proposals to address a given question; however, no proposal that “misses the point” can be accepted.

Policy change window:

Regular	Extraordinary
Publication of national statistics, surveys. Reports by international organizations. Adoption of state strategies. Monitoring and progress assessment.	**Internal:** • political changes (elections); • egislative initiative; • Prime Minister’s statement; • new party policy. **External:** • opposition; • the media; • interest groups; • popular protests.

Who are the stakeholders?

Definition	**Include**
"Individuals or groups who have a direct or indirect interest in the outcome of a policy decision" [5] [5] Young/Quinn 2002:6	Decision-makers and related parties: • ministries, parliamentary committees, presidential advisors; • political parties, trade unions, associations; • interest groups; • political advisors and experts; • international organizations, NGOs; • public coalitions, social movements; • the media.

The next session will concentrate on the last point – the *relevance* of the proposal to solving a problem that you have identified and that the decision-makers also recognize as an issue. The method that we will apply will consist of *using evidence to back up recommendations*.

This diagram summarizes the various elements of *policy environment,* providing a useful *checklist*, which contains questions that need to be asked first so that we can formulate the policy proposal appropriately, taking into account all three characteristics – its *timeliness*, *acceptability and relevance*.

To promote changes, you need to understand the "status quo"

- Analysis of policy context:
- Why should the government/authorities act?
- Is this matter on the current agenda?
- Who are your allies in the government/authorities?
- Why so little has been done so far?
- What are the incentives for policy change?
- What are the barriers to policy change?
- What is my position on this matter?

EXERCISE 5.

Please identify allies and opponents of your policy idea among the direct and indirect stakeholders. When making an oral presentation of the results, please elaborate on the reasons why they should hold such positions – in particular, consider whether they relate to their values or interests – in other words, whether the outcome you seek would support or contradict their beliefs or positively or negatively impact their assets (financial, power, security, etc.).

	Allies	**Opponents**
Direct stakeholders		
Indirect stakeholders		

1.5. FORMULATING EFFECTIVE RECOMMENDATIONS

We have seen the importance of getting the message *on time* and in a way that is *acceptable* to the key stakeholders. However, we looked at these issues as if we were observers from outside the process. How do these two requirements play their parts when we try to *enter* the circle of people and organizations that seek to influence the direction and shape of a future policy? Here the important distinction to make is whether we are new to this environment, and as a result, our position is not well known, or we have already worked with the members of this circle on other issues. Another distinction relates to the *stage* of policy development: we will argue differently bringing a completely new idea and relating to an existing proposal.

The key issue is then to learn the *prehistory* of the issue so that we do not make a common mistake of newcomers to the circle: trying to "reinvent the wheel". The key problem is that if we do not acknowledge the work done so far on an issue, we might not only miss opportunities to strengthen our position by referring to an earlier formulation. More importantly, we might unnecessarily stir up animosity from some of the established members of the circle by appearing arrogant and challenging when this is not our intention.

How do we then approach the current members of the decision-making club with our idea? Here are a few hints:

- Identify the decision-makers
- Acknowledge their current achievements
- Identify barriers to further changes
- Give incentives for reforms
- Find specific laws and practices that must be changed
- Offer options, analyse costs, benefits
- Draw the deadline, setting aside some time for evaluation

These hints are at the same time useful indications of how to structure our communication so that it would be effective with the decision-makers. As you can see, there are some principal differences between the communication that targets experts or citizens (evaluating the *outcomes* of a policy from outside) and one that is aimed at the decision-makers themselves (focusing on the *process* of policy change, and identifying *options* for specific measures).

When we take the above distinctions into account, we will see that by crossing the boundary from being *observers* into becoming *advisors*, we must adjust both the way in which we select the *topic* and *aim* of our communication.

Selecting the topic

- Policy research is aimed at solving specific problems, rather than answering large-scale questions
- Short-term prospects and instant dissemination

The aim

- Changes to the current situation, not merely analysis of the problem
- Assessment of options, not mere clarifications
- Commitment to values, rather than neutrality
- Agenda is set by a client, not a politician

These barriers, in fact, relate to the final challenge, which is to get your policy proposal across so that it will be seen by the decision-maker as *relevant* to his or her agenda. However, as outsiders to the various circles, in which the decision-maker is found (ties of affiliation, loyalty, ideology and power), we must also overcome one final barrier: short attention span of policy-makers who always have other more pressing concerns and thus can afford a minimum of time and concentration to receive our message. This is why we are best advised to grab their attention in one of two ways:

- Starting with the clear identification of a problem that might be a risk to them (present-oriented),
- Beginning with the presentation of direct opportunities that they could claim (future-oriented).

These approaches will help us deal with the sure concern of any decision-maker who is given some information: "*So what?*" This question is very relevant as any policy proposal

Allocate time smartly!

You need to know at what stage the discussion is:

When raising a new matter for discussion, check the following:	**When you join an existing discussion:**
• How many people are in the target group? • How urgent should the action be? • How long-standing is this matter? • What are the chances of a quick resolution to this problem? • What impact will it have on other policy areas?	• What is the understanding of a specific problem? • Should this matter be prioritized? • Is the policy focused on the relevant target group? • Have consultations been held with all stakeholders? • Which institutions/individuals can you rely on? • Which of them can be persuaded to join?

asks the decision-maker to either incur risk or bear cost – therefore, no recommendation may stand on its own but needs to rest on solid answers to this fundamental question:

- "So what may I lose?" (Risk)
- "So what can be gained?" (Opportunity).

It is worth noting that while opportunity typically is indirect as the primary beneficiary is the public or its part (specific category of citizens), risk may be quite personal, coming in the form of political loss or financial expenditure that is inevitable.

When we consider this crucial balance sheet of risks and opportunities that each decision-maker must face, we will be able to transform our *conclusions* regarding some problem or our *expectations* as to possible improvement from introducing changes into concrete *recommendations*. This little checklist aims to do exactly that:

Start with evidence (facts):
- Rely on key statistics, testimonies;
- They depict trends that can be expressed in a few phrases and shown in charts.

So what? Strategic implications:
- Identify specific needs, problems;
- Assess the status quo, suggest a change of direction;
- Define the "endpoint" that will represent the satisfying outcome for you.

EXERCISE 6.

Please review the specific needs of decision-makers to see how these might be barriers to understanding, receiving and accepting your messages, coming from outside. Think of the ways in which you could overcome each of those barriers.

Politicians as a target audience	**Challenges facing you**
• Decision-makers address problems on a daily basis, guided by incomplete and imperfect information. • Explain to them why this problem is important, why a decision must be made. • Give them enough facts and evidence to make a certain decision. • Point to specific options. • Warn them of political risks and long-term implications.	• • • • • • • •

EXERCISE 7.

Work in pairs. Let one person write on a piece of paper a 1-2 sentence-long recommendation, stating *who* should do *what* by using *what means* in order to achieve *what result* over *what period of time*. Let the other person read the recommendation and using the following checklist verify to what extent the recommendation meets all the ideal qualities. Once you read up and evaluate your recommendations, please make short presentations, in which you stress which qualities are already found in the work of your partner, and you propose improvements that would bring the recommendation closer to the ideal.

Five features of strong recommendations
- specific,
- measurable,
- action-oriented,
- realistic,
- time-bound
-

The ultimate goal is context-aware communication:

Step 1: Keep in mind your personality, values and needs!

Step 2: Acknowledge the gap in identity, values, and perceptions with those you need to explore!

Step 3: Find out how your current message has been perceived and identify potential misunderstandings.

Step 4: Identify your expectations from different target audiences - how they should respond to your messages (the goal).

Step 5: Adapt your communication to the needs of the target audience in order to maximize the impact on the goal attainment.

Working out targeted and persuasive recommendations is only the beginning of the work of a policy analyst and advisor. Once your general proposal has been accepted, you might be asked to provide necessary evidence in its support. This will give you an opportunity to present your broader position, defend some wider social interests and in the meantime generate trust toward you as an indispensable partner in the task of improving policy-making locally, and perhaps, in the future also nationally.

SPACE FOR INSIGHTS AND NOTES

2 ADVOCACY CAMPAIGN PLANNING AND TOOL SELECTION

Olga Kovalenko

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Advocacy is extremely important in public affairs, while strategic planning skills in advocacy campaigns are crucial for achieving success and tackling social issues. Depending on the level of the issue and the political will, you can choose different strategies: from partnership with public diplomacy and negotiation to a hard campaign.

Advocacy campaigns may be **local** and affect interests of small groups of people. An example may be a campaign to address the problem of illegal development in a specific neighbourhood.

Alternatively, campaigns may be focused on **implementing systemic changes in society**. An example may include a campaign intended to introduce certain amendments to a local regulation. For example, to implement public monitoring of construction.

Therefore, the strategy and the scale of the campaign will dictate the selection of resources, planning, and duration of the campaign.

Parties to the public lobbying process

Interest group - a circle of people for whose benefit the **representative** acts. It may be a territorial community, its individual groups, or socially vulnerable groups. The main thing is that the group is united by a common problem.

Representative is an organisation or an initiative team that assumes the function of defending the interests of people vis-a-vis the authorities. Actually, it is you - as a candidate, a party organisation or a civil society organisation.

Target is a government authority or a particular official vested with the powers required to resolve the interest group's problem. Selecting the right 'target' is critical for successful campaign. A mistake may be very costly.

Proponents are people not affected by the problem, but concerned about it.

Allies include people, groups of people, organisations that are willing to provide you with limited support (government agencies, journalists, businesses whose interests are affected by the problem).

Opponents are people who are against your position.

Fence-sitters are those whose position is neutral or uncertain. They must be won over[1].

Audiences of advocacy campaigns may be divided into several groups:

- Those affected by the problem on which the advocacy campaign is focused;
- Those on whom the solution to the problem depends;
- Those who can shape public opinion about the problem;
- Those who are potentially affected by the consequences of solving or failing to resolve the problem.

To develop an advocacy campaign, the following questions should be answered:

1. What is the problem that concerns us?
2. Why is this problem important?
3. What are the causes of this problem?
4. What are the implications of this problem?
5. What forces are interested in solving this problem? (interest group)
6. What forces are interested in preserving the status quo? (opponents)
7. What solution do we want? What document should finalise this solution?
8. Are there any facts or evidence to support this solution?
9. Who can adopt this decision? (target)
10. When do we need this solution? (time-frame)
11. What level of changes do we need and how to measure it? (criteria)

1 *Political ABC. Citizen Influence on Political Decision-Making. — International Republican Institute, 2016.*

12. What interim campaign results can be attained?
13. Who will be joining the advocacy campaign initiative team? (activists)
14. Who can adopt the decision that we need? (primary target)
15. Who else has impact on decision-making? (secondary targets)
16. Which officials can support us? (support target)
17. Who can provide us access to the primary target? (access target)
18. Who is the target's immediate supervisor or higher authority? (influence target)
19. What are each target's interests, where do they match or do not match ours, and what opportunities does this offer?
20. What are the risks to our campaign?
21. Who else may be concerned with this problem, even if it does not affect them directly? (potential supporters)
22. Which organisations, groups of people, or individuals can provide us with various forms of support? (allies)
23. Who is neutral, but may be won over? (bystanders)
24. What is it exactly that the community and decision-makers must hear? (campaign message(s))
25. How will we communicate our messages?
26. What is needed for the campaign? (money, staff, equipment, reputation, people, etc.) Where can we get all this? (resources)
27. What events and actions are needed? What? Who? When? (detailed action plan)
28. How do we know if the goal has been achieved? (assessment)

2.1. SEVEN STEPS IN ADVOCACY CAMPAIGN

Step 1. Formulating the problem

The advocacy campaign planning should start with a problem analysis. Firstly, you need to formulate problems and identify priorities for the problems that you must or can address. Secondly, analyse the underlying causes of the problem. The cause analysis will help us understand on which authority the solution to the problem depends. The next step involves discussing the situation. What is it that makes us unhappy about the current state of affairs? A brief definition of the problem and formulating a positive alternative should follow. Assess the resources and capabilities of your group, your potential allies. The problem should be important and relevant to the public or its individual group(s) while the resolution to the problem through campaigning should be realistic.

Which problems should not be tackled:

- The problem cannot be resolved locally, and you lack capacity to influence at higher levels.
- Your resources are inadequate to resolve this problem.
- People are not that much concerned about the problem to take an active part in the advocacy campaign.

Step 2. Setting up the initiative team

Everyone knows that even a significant issue that affects residents of a city or village may remain unformulated and unresolved for many years. There may be many reasons for this, but, more often than not, it is mostly a lack of initiative and perseverance that stands in the way of solving the problem. Therefore, to initiate the process of addressing the issues facing a locality, a range of persons (CSO representatives, a local initiative body, residents of a particular neighbourhood) who are able and ready to tackle painful problems should be established. The wider the range of stakeholders, the smoother the process of advocacy will be. It is also important to pool efforts by different entities (CSO, business, or local initiative body representatives).

Step 3. Formulating the goal of advocacy

When the community's pressing problems have been finally identified, formulating issues that will require advocacy should be the next step. In other words, it is necessary to clearly define the ultimate goal and intermediate objectives of advocacy, taking into account any possible complications, to assess the material, intellectual and human resources necessary for the implementation of the plan, as well as to estimate the time required for advocacy. Determine which result would be best for you in the short and long run (for example, changing a specific regulation or an overall policy trend in this field). What trade-offs are possible?

Step 4. Identifying the target

The success of the entire affair largely depends on a correct identification of the target, as one needs to take into account the competence and powers of various local authorities and various officials. Awareness of this subject matter is the key to success. Clear understanding is needed of who is competent to resolve any particular issue, which local councillors specialise in these problems, and which councillor groups will be ready to support this decision. It is also necessary to set a primary target, i.e. the person responsible for taking the decision, as well as an alternate target, i.e. the decision-maker's immediate supervisor (or higher authority). Next, it is essential to identify allies and opponents, assessing their interests, potential, benefits and risks. Systemic approach to influencing the official should be applied, including numerous (even hundreds of) appeals from citizens, lawsuits, complaints to his immediate supervisors, or mass actions. This pressure must be continuous. Is your target holding a meeting in a certain city district? A picket would follow him there. Is he out in the country on a fishing trip? Go there! But as soon as he becomes ready for a dialogue on equal terms, we should start this dialogue.

Apart from the primary, other targets also exist.
Targets (decision-makers):
Primary target (the person with the strongest influence on decision-making)
Secondary targets (may also influence the desired solution, but to a smaller extent)
Official target (may not be a decision-maker, but maintaining official communication with him is vital)

EXERCISE

Compile the following matrix of targets - it will come in handy:

Targets	Who are they and how can they be contacted?	What can they do to help achieve our goals?
Primary target		
Secondary targets		
Official target		
Access target		
Support targets		
Influence target		

Support targets (officials who have no official influence on the desired solution, but who may support you)
Access target (a person through whom you can access your primary target)
Influence target (the decision-maker's immediate supervisor or higher authority).

Step 5. Developing and implementing the campaign plan

Developing campaign tactics - informing, persuading, or pressuring. Selecting types of influence on different target groups. Selecting the methods of rallying campaigners. Developing the campaign topic, title, its key message, and branding. Designing printed and other campaign materials. Establishing coalitions. Defining long-, medium- and short-term goals. What, where, when, who? Selecting the time to launch the campaign. Since problems are rarely solved in one go, an action strategy should be developed. Which actions can impact the target? What should an information campaign look like? What should the sequence of actions be? What resources are needed? A plan should include a list of activities, the division of responsibilities by areas of operation, and designated persons in charge of each event.

Implementing the campaign according to the plan. Assessing outcomes for conformity with the short- and medium-term goals, and progress towards the long-term goals (monitoring). Creative management. Rapid response to changes in the situation and the opponents' actions.

Evaluating the campaign effectiveness. Assessing the process and outcomes. Is the goal achieved? What has changed in the problem and in the status quo? Was the campaign successful? Was the liaison in the headquarters and in the coalition efficient? Did the campaign operate in a coordinated manner and according to the plan?

Step 6. Giving publicity to the advocacy process

Engaging the media in a public lobbying campaign is essential. First, it applies pressure on the official who is your target. None of them likes it when newspapers write about their failures to act or decisions in violation of legal regulations. Second, the media will help to make your struggle visible to lots of people. Many of them will support you. As a result, the impact on the target will be even stronger. With the properly designed campaign, the official will be doomed - the struggle will sooner or later become so huge that the people's opinion can no longer be ignored. Finally, he or she will be forced to make concessions.

Each stage of the campaign requires its specific coverage:

Early in the campaign*, it would be preferable to focus the public's attention on the problem by showing its severity and urgency with the help of the media. On-the-spot news coverage with commentaries from experts, and expert articles will be appropriate.*

IMPORTANT

The rule of growing pressure

Pressure should be constant - with the help of various tactics and actions, each event or occasion should be used. ***A single event or action, even the best, very rarely brings results****. A one-time action would, at best, draw attention to the problem, but is unlikely to resolve it. Not only the pressure must be sustained - the strength of our actions should increase. For example, if appeals fail, picketing is used. If it gets ignored, we move on to direct actions, to civil disobedience. Why? Because the opponent should consider whether it would be better to give in to pressure rather than to continue resisting the public. However, fighting the entire system or corruption can be almost hopeless. Therefore, we should act in a purely pragmatic manner - identify* *and engage the opponent. This, for example, implies that you should know the following: who exactly violated regulations, who benefited from this act, who has provided support, and who has allowed the practice to continue; what solid evidence of their wrongdoing are available; is there anything that should be brought to the media's attention. Pressure must be exerted not on an abstract system, but on a specific target.*

***At the campaign build-up stage**, discussions around various ways to tackle the problem should be covered by the media, emphasising the benefits of the option that you are proposing. During this stage, it is important to offer the journalists an opportunity to participate directly in the events. It would be appropriate to schedule public hearings, round tables, debates between proponents of alternative solutions to the problem. Journalists are generally more inclined to cover these events, because they feel involved. If direct actions are used to put pressure on officials, media representatives should always be invited to attend them.*

***At the decision-making stage**, it is essential that the public is able to follow how any particular elected representative adopts decisions. Who was against, and why? How dramatic was the decision-making process? Was the problem finally resolved? If not, then who exactly blocked the decision?*

Step 7. Monitoring the implementation of advocated decisions

Even if successful, it is crucial, when lobbying for the community's interests, to go beyond what has been achieved before. This is especially true in the instances where the

EXERCISE

Completing the advocacy campaign card

ADVOCACY CAMPAIGN CARD

Advocacy campaign title	
Full name of the organisation - the advocacy campaign (the 'AC') implementer	
Full name of the implementer	
Problem to be resolved	
Advocated regulation	
Social group whose problem is to be resolved by AC (beneficiaries)	
Decision-making body (official)	
Essence of advocated changes	
Partner CSOs	
Officials in charge of implementing the decision	
Opponents	
Preferred date for adopting the decision	
The AC implementation outcome	

adoption of any particular decision has affected someone's business or power interests. Your opponents will definitely make an attempt to gain their ends in another way. Therefore, you should not sit back and relax after achieving success.

An advocacy campaign builds up to resolve the problem, rather than merely draw attention to it. We do not know in advance how strong the pressure on the target should be in order to resolve the problem. We only know that any system has its capacity limit. Upon reaching its capacity limit, the system stops responding adequately. We thus ought to increase pressure until necessary concessions are made.

2.2. DEVELOPING AND IMPLEMENTING A PLAN

Prior to developing and implementing a plan, it is important that assess your own capacity realistically: review which advocacy resources (both tangible and intangible) you already have, and which ones need to be drawn from your coalition allies or other sources.

A Facebook flash mob will be cheaper than billboards across the country. If your resources are constrained, you may want to select one target audience or another tool. This may be the first stage of your campaign. After that, it will be easier for you to find support and continue - on a larger scale.

Sometimes assistance from external experts or agencies is needed to conduct the campaign.

The most important thing when working with contractors is to define objectives clearly or, preferably, prepare a brief. Sometimes agencies themselves can help in drafting such a document (brief), where the key parameters are set out and taken into consideration.

Pay attention to the quality of multimedia materials. Nowadays the audience has certain expectations with respect to a high-quality visual component. Engage professional designers and video production companies.

Integrate emotions and practical information - you can see examples of this integration in the media. The goal of the media is to supply entertaining content, but, at the same time, to inform.

You will need real stories, tips, creative ideas for new formats of presenting information and holding events. As a result, your promotional plan may comprise selected channels and tools, specific events and activities, budget and time-frame, as well as persons (from among the team or partners) in charge of this area.

Developing an action plan will require a summary of outcomes from previous stages in the advocacy campaign and developing an *algorithm* (plan of actions) for each campaigner. In particular, the action plan should include the following components:

- the projected duration of the plan;
- the authorities and persons to be influenced and the necessary actions to be taken in respect of these authorities (holding meetings, sending letters, inviting to public events, i.e. raising awareness of your position among decision-makers);
- a list of third parties - potential allies involved in the campaign (other civil society organisations, expert community, embassies, etc.) and channels of communication with them (letters, phone calls, meetings, etc.).;
- a time-frame for the scheduled actions;
- persons in charge from your organisation and coalition allies;
- intermediate outcomes expected from contacting each government or self-government authority that you need to influence during the campaign implementation;
- the schedule of government events for the period of the action plan implementation (for example, a meeting of a key government committee, parliamentary hearings, international political events - everything that can be used to contact directly the representatives of important agencies).

Once you have outlined the strategy and negotiated partnerships, you may proceed with the activity planning. In order to intensify the advocacy campaign and achieve the intended outcome in the shortest possible time, it is important to apply multiple tools of influence at once, i.e. to press/negotiate with government or local authorities along several lines simultaneously.

2.3. BASIC TOOLS OF ADVOCACY CAMPAIGN

Legal methods: Citizens' appeals, information requests, councillor's enquiries, lawsuits, petitions, letters to various institutions, public hearing, voters' instructions.

Public diplomacy: Personal meetings with officials (targets), negotiations, consultations, attending the meetings held by the authorities (parliamentary committees, etc.), round tables, public councils, expert councils, involvement of well-known people.

Events: Rallies, forums, picketing, collecting signatures, polls, distribution of printed material, strikes, marches, boycotts, blockades, flash mobs, performances, concerts, thematic exhibitions, tent camps, hunger strikes.

The methods stipulated in the Law on local self-government: public discussions, public hearings, meetings of citizens at their place of residence, local initiative, public self-organisation bodies.

Working with the media: Press conferences, briefings, mailing of press announcements and press releases, dissemination of information via social networks, open letters in the media, interviews, analytical materials.

Online tools.

This list is not exhaustive. For example, 'The Politics of Nonviolent Action', a book by Gene Sharp, a well-known theoretician of non-violent resistance, lists 198 methods.

Exercise.

Look at the coverage of each activity and compare it to the scheduled tasks. For example, if you need to raise support for reform by 40 per cent in a particular target group, you may want to know how many people comprise the group, how many resources you have to cover it, how much each contact costs. Is the selected channel reasonable and realistic? Try to use multiple channels of communication, draft your messages only on the basis of actual evidence and facts, engage your target audience and partners in direct liaison, as only combined effort is likely to achieve maximum advocacy and communication outcome and effect.

Now let us take a closer look at each tool.

DIRECT ACTIONS

A direct action is typically associated with an aggravation of the problem that is in the focus of public lobbying. The authorities thus often label practitioners of these actions as 'extremists'. However, this is unjustified as this action does not create a problem - it merely reveals it. However, it should be remembered that any action is not an end in itself. An action is not merely a response to unlawful actions of the authorities; it is instrumental in achieving the strategic goal of the campaign.

Campaign stages:

- mailing a press announcement;
- notifying the local authority of the event;
- sending invitations to attend the event, using all means available (mailing and phone calls; if it is a mass action, add posting of announcements, incl. on the Internet an in the press);
- holding the event itself;
- mailing a press release, posting information in social networks

When preparing for the event, make sure that it gets announced. The basic principles are similar to those of announcing a press conference. Your announcement should be of interest to journalists, so make a brief mention of the reason for participating in the event. Put more detailed information in a press release to be distributed during the event. Designate a person who will work with journalists. This person should not be directly involved in the event. His responsibilities include distributing press releases, other information materials, registering and communicating with journalists, arranging interviews with the event participants. This person should be easily recognisable among other participants, for example, by wearing a badge.

Visibility of the action. Photo or video reports of the event are very important, so plan the event in a way that would make it interesting both informationally and visually. The event must be dynamic, spectacular and entertaining.

Selecting colours. Keep in mind that some photo reports will be in black and white, therefore select colours and their combinations carefully. Do not forget about the look in colour. Taking a few test photos beforehand would be appropriate.

Site inspection. Try to look at the site selected for the event through the photographer's or cameraman's eyes. Think about the balance between moving and fixed objects. Where the event scenario involves rapid developments, such as sudden chaining of protesters to the trees that are to be cut, be sure to advise the operators of vantage points for shooting and indicate those aspects that require special attention.

Informative content of the shot. Photo (or video) should show:

- the place where the event is held (its background must be recognisable);
- the reason why the event is held here. The picture should contain something that symbolises your 'opponent' (if it is a polluting plant - show its pipes, if it is an institution - show a sign on the front entrance);
- event organisers;
- the banner (if any) must be large enough and its font - legible. It must contain the information about 'who' and 'why'. Avoid long banners!

Take your own photos and videos. First, you may be approached by journalists who, for some reason, were unable to arrive at the event, but want to make a news report about it; second, it is always useful to have your own archives.

The climax of the event may include:

- performance;
- delivering your organisation's petition containing a brief list of demands to the officials whom you've been picketing.
- This delivery may be turned into an element of performance. Use as many creative approaches and unexpected story twists as possible during the event. The more creative the event, the more press or TV coverage it will receive. Besides, these techniques not necessarily require expensive equipment or props. If you are just an initiative team, without any affiliations, feel free to sign the application and the press release as 'Concerned citizens of ______', 'The Initiative Team - This is our city', etc. The main thing is to give yourself any name before the press and in the application submitted to local authorities.

Props required for performance: Technical: text of the speech, megaphone, press releases. Theatrical: posters, flags, items that will be used in the performance (during the event).

Basic must-have things to keep at hand before the event:

1. Props for performance.
2. Printed press releases and texts on the campaign topic.
3. Megaphone.
4. A text to read through a megaphone.
5. Texts of chants.
6. Text of the petition to be delivered to the officials.
7. Flyers.
8. Posters.
9. Press release printouts or a link to the release posted on the Internet. Write the link down on a dozen pieces of paper and hand them out.
10. The main poster.

The reasons why the event needs a megaphone:

It is convenient for members of press (they record audio off the megaphone).

Without a megaphone, chants would be inaudible.

The event finale: The main thing to be done during picketing is to hand your opponent an official appeal in the presence of journalists, securing his promise of a formal response to it and of a preliminary response for the press. If this has been achieved, the event may be considered a success. Together with the text of the appeal, you may also hand over detailed analytical evidence of inadmissibility of the things that you protest against, along with collected signatures, sociological survey results, etc.

Information support: The announcement should be written according to the '**what, where, when, who**' principle. The essence of the event should be summarized in a single paragraph. This text will be read by news editors when they receive it by mail. A press release must be brief, three paragraphs maximum in an expanded version. Mail it three days before the event or at least two days before, so that journalists would have time to read it. Write according to a single rule - the title should be topic of the announcement, the text should contain a summary of the announcement, and the rest should be contained in the attached file. If you are approached by journalists and asked to speak on the camera or for the print media, you should tell what you think about the event or refer them to the event spokesperson. Roles must be distributed in advance - some should be spokesperson(s), some - recite chants, or stage a performance, or hold posters and shout slogans.

PRESS CONFERENCES

Press conference is one of the key methods in conducting a public lobbying campaign. Without access to the media, few people will know and no broad support could be expected. To bring as many journalists as possible to the press conference, you should make it very newsworthy. It is also necessary to find decent premises where media representatives will have enough space to work and move around, with adequate lighting and power supply (for video cameras). A press release must be prepared, i.e. an official document from your organisation, providing summary of the problem that your campaign is focused on, along with information about the campaign organisers, tasks and methods. Prepare campaign-related videos and photos and distribute them to journalists. These materials should afterwards be delivered to those media outlets that, for some reason, have failed to send their correspondents to this event. A press conference should be hosted by an experienced spokesperson. Be sure to make an audio recording of the entire press conference. This recording, together with the press release, may serve as evidence in a lawsuit in case of unfair interpretation of the published information.

RALLIES

Rallies are the most traditional form of action. Rally is a mass presence of a multitude of people (between 100 and several thousand) in a certain place for public expression of opinions about a specific significant problem. A properly held rally can attract significant attention from the public and the media, making a significant impact on the target.

This event must comprise the following elements:

1. Selecting a topic for the rally. The most high-profile and, at the same time, solvable problem should be selected for the event.

2. Assessing the resources (people, equipment, funds) **required for the event.**

3. Setting up a steering committee for the event.

4. Involving the allies (veterans, human rights, environmental organisations, public self-organisation bodies, media representatives, citizens affected by the problem, etc.) in the event.

5. Selecting the location for the event. A **protest** is held outside the office of the authority in charge of decision-making on the issue (the campaign target). At a certain stage of the campaign, when this body has already demonstrated its failure to act, holding an event in front of the office of a higher authority for the target will be appropriate. Here a simple principle works: an official may not be as concerned with the pressure from the public as with the reaction from his superiors. For him, an event that creates headaches for his boss is extremely undesirable. Therefore, it is precisely at this stage that progress in resolving the problem often occurs. An **educational event** intended to draw people's attention to a certain problem should be held in the areas of their highest concentration (flow).

6. Notifying a local self-government authority. Once you notify the local authority in writing about your intentions, you will be operating within the legal environment. You need no 'authorisation'. The authorities have no right to ban such events, since, under Article 39 of the Constitution of Ukraine, restrictions on such events may be imposed by a court in accordance with law and only in the interests of national security and public order. A notice may be handwritten. It must indicate the following: the addressee, the addresser (surname, first name, patronymic, address, phone number), day, month, year, time and place of the event, approximate number of participants, the person in charge (surname, first name, patronymic, address, phone number), date and signature. Two copies should be filed with the local authority's office - the first one is to be kept at the office, while the second one, bearing the mark and registration number, must remain with you and is a permit for the event (if necessary, to be presented to law enforcement officers). It is also a good idea to attach to the notice a copy of your application (complaint), with your demands spelled out in a separate paragraph. Should there be a problem with filing the document at the office, mailing the notice to the relevant authority by a registered letter would be another option. In this case, the date and time of mailing the letter will be the date of the application acceptance.

7. Gathering people for the rally. The main advantage of the rally is its large-scale attendance. The number of people is crucial. Whether the event is high-profile, or noticed by the media, or, most importantly, whether it has impact on the authorities will depend on the numbers (as well as on the significance of the chosen topic). Therefore, you should take care to ensure the guaranteed minimum number of activists at the rally and that the public is broadly invited. The invitation should be in the form of event announcements made in the media, in social networks, and in the form of visual campaigning (pasting or handing out flyers). Invitations should be distributed in two rounds. The first one should be held a week before the event (announcements in the media, hanging invitation flyers throughout the week). The second one ought to take place immediately before the event, by handing out invitation flyers in the areas of people flow close to the event location. An invitation flyer should indicate the venue and time of the event, and present the summary of the problem that the event addresses. Flyers for pasting should be at least A4 in size, with as little text as possible in the largest possible font size. Pasting of flyers must be targeted: if the event is focused on transport problems, we paste flyers in public transport stops, if on utilities problems - close to housing offices. The highest number of flyers should be pasted across areas adjacent to the venue. Handout flyers may be smaller and with more text, but the call to attend the event must be printed in a large font size. Invite to the rally those officials who are responsible for resolving the problem. Indicate the names of the invited officials in the flyers distributed to the public. Please note that when you hold a mass event and invite people to it, about 1 per cent of the invited persons would usually appear. Naturally, this figure may vary significantly depending on the nature of the problem to be addressed at the event, but it is a good starting point for calculating how widely disseminated the information should be.

8. Technical support and arranging the surroundings. Designing and equipping the event venue should be planned in advance. Persons in charge of providing the necessary elements, such as rostrum, public address system (or megaphone), banners, flags, music, photo and video equipment, are designated. Slogans should be written on large sheets of (Whatman) paper or on the reverse side of wallpaper in uppercase letters, to make them readable from distances over twenty metres. Slogans are easily made by sticking strips of coloured Sellotape to the paper. Try to make sure that the event looks imaginative and entertaining. When invited, TV crews always ask, 'Will there be a nice picture?' It's up to you to make sure that the 'picture' is always nice.

9. Inviting media representatives to the event (a press announcement). This should be done in advance, at least three days before (media outlets and TV channels usually schedule their activities several days ahead), but not earlier than a week. Better do it twice: a week, and again - a day or two before. This message should be preferably sent by e-mail (having a previously compiled media contact database at hand) and backed up by inviting newsmen from major outlets by phone or fax.

10. Preparing the speeches. A presenter at the rally should be designated. This person should be a team member with extensive experience in public speaking and audience control. Key speeches should be prepared. If the event is to be co-held by several organisations, representatives from each organisation should be given an opportunity to speak. It is important to make sure in advance that this representative is an experienced speaker. 'People from the crowd' should also be given an opportunity to speak; however, the presenter must be ready to seize the initiative if the speaker starts making provocative or absurd statements.

11. Managing the printed material distribution. A rally provides an opportunity not only for applying the pressure or attracting attention from the media, but also may serve as a way of enlisting supporters. Make sure you have enough information flyers to hand out. Instruct the people who will be handing out flyers, think of a place and form for collecting contact information from potential followers (normally, this is a questionnaire).

12. Managing security at the event. To prevent provocations and ensure proper public order, a security team should be assembled for the event. The group is formed assuming 1 person per 10–20 event participants. Some members of the team shall be provided with insignia (armbands, badges, elements of uniform, etc.) to distinguish them. This team provides security around the rostrum and admits permit holders only or on instructions from the event manager. The rest of the team has no insignia and controls the situation by networking amidst the rally participants, having previously divided the crowd into sectors. Its task is to monitor suspicious individual or group activities and to nip provocations in the bud. Apart from performing security tasks, the team also acts as a backup in administrative support for the event, therefore each member's role should be clearly defined at all stages of the event.

13. Rally's resolution. Adopting a resolution is the climax of the event. It is drafted in advance, but making amendments to it during the rally should be acceptable. A resolution comprises recitals and an operative part. Demands are contained in the operative part: by this time this official must satisfy our demands, otherwise… The resolution should be worded in a manner that would allow its publication in the press and delivery to the authorities.

PICKETING

As a protest, **picketing** is more local than rally. A picket may consist of a few persons holding posters, banners or other visual campaigning materials to openly express public opinion on a particular issue. The cons of picketing are that it is less high-profile than rally and does not generate much interest in the media. The pros are that multiple picket lines may be held for a long time. A picket normally consists of three persons who distribute printed materials, request support for their proposals, explain their position to the public, collect signatures on petitions.

The first picketer attracts the attention of passers-by. If a passer-by pays attention to the picket and approaches it, the second picketer strikes a conversation with him, while the first picketer returns to passers-by.

Objectives of picketing:

Engage citizens in a public lobbying campaign to demonstrate its strength.

Generate influence on the target.

Collect signatures and contact info from supporters.

The strength of picketing is that it offers a *combination* of various forms of influence, involving posters and flyers, living word, sign language, uniform insignia, music. The effect of picketing is tremendously enhanced, if it manages to attract media attention. Another feature of picketing is that it is an active, sometimes even *provocative*, form of action. Picketers have to attract attention, provoke debates, generate 'information waves'. People approach picket lines to pick up pamphlets, ask questions, express their opinions. It fuels a discussion that always comes to the attention of other people who pass by the picket line and may be even unaware of the problem that worries you. The picket draws their attention. The result is an open-air debate club. Pickets are usually deployed in crowded places where large groups of people congregate - near metro stations, public transport stops, railway stations, company entrances, markets, large stores, crossroads. Picketing is efficient only if conducted simultaneously in multiple places. This gives an impression of strong support for the campaign. **Picketing may continue throughout the campaign or last for 2–3 days**. Pickets may stand both in support of the campaign's initiative and against the authorities' actions. Positive picketing (in support of something) should not be passive. The effect is achieved when picketers vigorously distribute printed matter, collect signatures in support of initiatives, take pictures of willing bystanders next to campaign posters, etc. Only then will they be noticed by potential campaign supporters and achieve their goal. Picketing against something is efficient in itself, as it allows focusing popular discontent on criminal actions or inactivity of politicians and leaders who ignore public interests. Effectiveness of picketing depends primarily on the significance of issues raised by the campaign.

Principal steps in organising a picketing campaign:

1. Define the picketing campaign objectives and type.
2. Identify public places for picketing (compile a list of addresses).
3. Define a set of campaign materials to use in picketing (posters, flyers, pamphlets, flags, etc.).
4. Produce printed and promotional materials for picketing (according to the list).
5. Develop the campaign concept and strategy.
6. Notify authorities of picketing to be held within the territorial community.
7. Estimate the campaign budget.
8. Discuss debate scenarios and typical arguments.
9. Select and train picketers and picket leaders.
10. Briefing of picketers for emergency.
11. Picketing.
12. Arrange for delivery of information about picketing to the campaign initiative team.
13. Response to picketing published in the media.

Requirements on picketers

They should know the content of all handouts:

if someone is curious about the picketing stand, engage him or her unobtrusively in conversation (**'Hello, can I help you? Please take campaign materials, you will find out more. What's your general view of the problem…? Why?', etc.**)

their language must be seen to be coming from their hearts, they should express their own opinion and be fully confident of the campaign's appropriateness

should any difficult questions be asked, refer a potential supporter to the initiative team, arguing that its has lawyers and other professionals that give advice all the time

ignore provocations, never display aggression against the person they are talking to.

"FORCED DIALOGUE"

«Forced dialogue» is a mass action, where citizens approach the authority's building in an orderly manner and require that a certain official come out and talk to them. If he or she does not, then people themselves come into his or her office and put forward their demands. There is a simple or a complex option for forced dialogue.

Simple option: a one-time short-term event to voice demands.

Complex option: the event continues 'till final victory'. If an official is reluctant to satisfy citizens' demands, they occupy the official's reception room, saying, 'We won't leave, until our demands are met!' Options may include occupying the lobby, blocking the entrance to the building, or other actions, depending on the situation. The complex option should be used when the issue associated with demands is really extraordinary, when the authorities flagrantly ignore public demands, and when there is confidence that the campaign will attract significant attention from the public and the media. In this case, it is necessary to 'go the whole hog'. At the same time, other tools of public lobbying should be used concurrently, such as appealing the official's actions in court, holding press conferences, collecting signatures in support of the campaigners, announcing a hunger strike in support of the campaign, etc.

MARCH

Organising a **street march** starts with determining the reason and the date for the event. Simply put, WHEN and WHY we march. You must decide as early as possible. This would give organisers enough time to notify as many people as possible of their initiative.

By doing this, you achieve two objectives:

1. Increase the **number of participants**, since a tiny group of protesting friends would not appear too convincing.
2.

IMPORTANT

A notice of a street march should be submitted to a local authority in advance, keeping in mind that the police may be protecting free movement of the marching column along the established route. The notice should indicate the day, time, route and estimated number of participants. It is better to **overstate** the latter - this would allow you to deal with charges of violating the law if more people participate in the procession.

2. Achieve a **positive public reaction**: once people become aware of the reason for the march, they will not perceive its participants as unreasonable; on the contrary, they would often express solidarity.

Proper campaigning is even more **important** than the event itself. Notify beforehand as many media outlets as possible about your initiative (mail press releases to the media), hold a press conference.

Significant effect is achieved by various **incidents** during the procession, such as conflicts with the police, etc. This why certain civil society organisations and political parties arrange the so-called 'staged incidents' or provoke their opponents themselves. However, using this technique may backfire and lead to undesirable implications. As a result, both the organisation itself and the ideas that you want to convey to people may become discredited.

Finally, the day has come! A small rally should be arranged at the assembly spot to warm up the marchers. Then they must be lined up in a column. The more original it looks, the more attention it will get (of course, you should always know when to stop, otherwise you might be perceived as being out of touch, to put it mildly). Such techniques are often used as a human chain or splitting a column into several groups (especially when multiple organisations participate in the event).

Important visual elements of the column include **flags, banners, posters** showing WHO and WHY came to this event - the more there are, the better. Naturally, it should be determined beforehand who will be making and carrying them.

Security teams - physically strong people wearing insignia (armbands with signs) - should be put at the 'head', 'tail', and sides of the column. This allows for provocations to be avoided and gives the march a more organised look. Besides, security of the column and its free movement are usually provided by law enforcement agencies, therefore support should be given to their activities associated with protection of public order.

Marchers should have information flyers on them intended for passers-by. By doing so, not only will you attract public attention, but also get an opportunity to communicate. **Spokespersons** should be selected, i.e. people who will maintain contact with the journalists during the event itself, telling them about the campaign objectives, mission, etc. Keep in mind though that journalists love to pull individual marchers out of the crowd and confuse them with difficult questions. Therefore, a mini press release (2–3 phrases about the nature of the event) should be distributed beforehand (while the column is being lined up) among as many marchers as possible, explaining to them which of the organisers should the reporters be referred to for additional information, for example, 'We, the representatives of … have gathered today to …, and Mykola Ivanovych can answer your other questions in greater detail.'

The procession should end with a rally, during which the marchers are invited to adopt a **resolution or appeal** summarising the entire event. If it is possible, another press conference should be given immediately after the event.

Example

'Zaporizhia - the city with eggs' **was a successful bloodless campaign of resistance to the special operation 'Russian Spring'**. On 13 April 2014, activists and ordinary townspeople gave a resolute rebuff to local separatists and stopped the establishment of a so-called 'people's republic'. At that time, activists of the Zaporizhia Maidan and the city's self-defence were holding a local Maidan close to the oblast administration building. When the news came that a separatist rally was being held near the city council building, the activists changed their plans and staged a march towards the opponents.

When the two sides met, there were hundreds of times more pro-Ukrainian activists, and, as their ranks grew bigger, they began to act. They managed to form a circle around the pro-Russian rally and would not let its participants out, bombarding them with eggs and flour.

The event lasted all day until late in the evening. It was streamed live on the Internet.

The event was dangerous and all its participants were aware of it. Representatives of the ultras and the Right Sector were on the pro-Ukrainian side. The police did not intervene then, but was in attendance to prevent clashes.

The event ended by handing the separatists over to the police that unfortunately later released them all and failed to arraign any of them. However, this event turned out to be effective in the long run as it put an end to attempts to form a 'people's republic' on the territory of the Zaporizhia Oblast, representing a significant contribution by civil society.

Since then, the townspeople have been holding the 'Zaporizhia - the city with eggs' festival to commemorate a bloodless victory and the example of unity.

https://www.radiosvoboda.org/a/yaechna-nedilia-zaporizhzhia/29874892.html

TENT CAMPS

Tent camps are deployed when a demonstration against something will last many days, which is known beforehand. It is a good thing when the camp itself interferes with the operation of the underlying reason for the protest, preventing arrival at the office for employees of the institution at fault, or passage of vehicles and equipment to the construction site, etc. The camp should be barricaded to make it difficult attacking or dismantling it. However, this must be done in a manner that would enable leaving temporary accommodation for the camp residents possible at any moment in the event that, for example, bulldozers are unleashed against the camp. To plan retreat routes, go inside any administrative building and examine escape plans posted on the walls. Decades of proven experience may be gleaned from them.

Guards should be posted around the camp perimeter. Write who you are and where you come from on the tents, this will encourage other concerned citizens and organisations to join you. Set up bulletin boards, let people post everything they want! However, the board content should be censored occasionally.

BLOCKADE

Blockade is a common type of direct action. Whenever wages are not paid, or a shortage of tobacco products, a war or the construction of a nuclear power station happens, people would get out in the streets and block something. It can be a city street, a railway line, access roads or a river channel, an institution or an item of infrastructure, even a runway - anything that can be blocked one way or another.

Environmental movements also like to set up blockades. A simple blockade is usually made in the form of human chain, holding hands to make it stronger. This blockade is easy dismantled. If the event is not spontaneous, the blockade is usually reinforced by chaining or handcuffing to doors, gates, pillars, etc.

HUNGER STRIKE

Hunger strike is a conscious refusal to take food, usually in protest against something. This is the ultimate form of non-violent struggle, the most drastic means of resistance. If all the people around start declaring hunger strikes for any reason whatsoever, they would thus deprive of the last protection the person who is actually in a very difficult situation.

What is hunger strike? This is a means by which a person champions something that is more important than life. Before declaring a hunger strike, all other means of asserting rights must be used. Hunger strikes may be classified by types: a regular hunger strike, i.e. refusal to accept certain food. 'Dry' hunger strike, i.e. rejection of not only food, but also water. Partial hunger strike, i.e. refusal of any food, save for certain types. For example, a 'bread and water' hunger strike, during which a person eats nothing but a little bread and drinks nothing but water. By the number of participants: individual or mass. Hunger strike is a rather complicated and dangerous process. Direct health risks occur if this method is chosen. Therefore, monitoring of this action by a health worker should be arranged in advance. Support of balanced water-salt metabolism, as well as psychological support from close people should be kept in mind. However, it is necessary to understand that each organism has its limits, and they get exhausted after a certain time. In a state of extreme exhaustion even doctors' efforts may be ineffective, when changes in the body become irreversible.

COSTUMED EVENTS

Costumed event is a statement of position or manifestation of protest in a creative form, using the props. Compared to 'classical' events (rally, picketing), costumed ones attract more attention both from casual passers-by and the media.

Types of artistic actions that can be used in advocacy campaigns

- Street shows;
- Dramatisations;
- Street concerts;
- Exhibitions;
- Installations;
- Festivals;
- Happenings;
- Performances;
- Flash mobs.

Happenings are a kind of scripted micro-performances that use theatrical props.

Performance is a show involving living statues. The principal difference between performances and happenings is that the audience of a happening is usually involved in a theatrical show, whereas a performance does not imply any audience participation.

Flash mob is when strangers appear unexpectedly in large numbers at a pre-established location and a specified time. Participants perform certain scripted acts and then instantly disperse, dissolving in the crowd just the way they had appeared before. Flash mob is a brief event (3 to 5 minutes) with a pre-designed plan of action. It is entertaining and a bit ridiculous. It has to be as creative as possible. The main goal of a flash mob during the advocacy campaign is to draw attention to the problem raised by the campaign.

The 'Orange Alternative', a Polish protest movement, may be regarded as a classic use of happenings in politics. Its initiator Waldemar 'Major' Fydrych is an artist who was born and lived in Wrocław. The name echoed the Dutch 'Orange International' - an anarchist movement of artists and radical politicians who has stirred up the entire Kingdom with the events ridiculing various taboos in the society and the state. The Major, a rebel by nature, adopted similar 'flippant' methods in his struggle. Indeed, there was something to fight against, since at that time Poland was under the communist regime of General Jaruzelski. The 'Orange Alternative' adopted games and spectacle for political tactics. Naturally, the implications were political - from a gloomy monster, the authorities had turned into something that could and should be laughed at, parodied and depicted in cartoons. Poland's 'Orange Alternative' had in many ways inspired the Orange Revolution in Ukraine. 'Jolly eggs', 'Operation "Proffessor"', 'political puppet show' - all these are echoes of the 'Orange Alternative'.

Examples of happenings

The Dwarves' Revolution. *In 1988 in Wrocław, 10,000 people wearing orange dwarf hats staged a street demonstration against General Jaruzelski's government, chanting 'No freedom without dwarves' (an allusion to 'No freedom without Solidarity', one of the most popular calls of the Solidarity era in Poland). The Alternative's largest events were attended by up to 10,000 people.*

'Who's afraid of toilet paper?' *An intellectual manifesto was developed, stating that socialism, with its extravagant distribution of goods, had brought to the fore a popular dream of toilet paper. Citizens were invited to assemble on Świdnicka Street at 4.00 pm on 1 October. Let everyone bring toilet paper. Take it out slowly and hand it out, piece by piece, to people. Distribute it fairly. Let justice begin with toilet paper. A trademark and the 'We can wipe the Government too' note were stamped at the bottom. This mass distribution of scarce personal hygiene goods worked better than any demonstration.*

'Freedom under the gun' (Ukraine, 2004). *A resistance event styled as a street show. The point was simple - protest against the government's pressure on the opposition media and their subsequent closure. Protesters would appear one by one on a square in front of the Taras Shevchenko statue, sit down on the ground, seal their mouths with tape and tie their hands with chains. On their backs, the activists wore signs with the names of media outlets closed or threatened to be closed at that time.*

'Black Spot'. *On 29 December 2008 in Zhytomyr, the Bdzhola CSO staged the 'Black Spot' event, giving residents of Zhytomyr an opportunity to demonstrate their attitude to political parties. Participants of the 'Black Spot: Show your mistrust of apolitical force' campaign pasted black circles on the political parties' colours hanging on a fence. The event revealed an extremely low level of public confidence in leading Ukrainian political parties.*

The 'Don't Flush the Anti-Corruption Prosecutors Office Down the Drain' costumed event. *On 17 June 2015, activists from the Anti-Corruption Action Centre staged a costumed event named 'Don't Flush the Anti-Corruption Prosecutors Office Down the Drain' near the Verkhovna Rada building. As reported by depo.ua citing Korrespondent, a few dozen protesters brought a three-metre-tall toilet to the walls of the Verkhovna Rada. The protesters wearing masks of Petro Poroshenko and Prosecutors General Vitaliy Yarema, Viktor Shokin and Oleg Makhnitsky were 'flushing down the toilet'* *criminal cases of high-ranking corrupt officials. The activists explained that they wanted to show the people's deputies that investigations of corruption crimes committed by high-ranking officials were simply 'flushed down the drain'.*

LETTERS (APPEALS)

Under Article 40 of the Constitution of Ukraine, everyone has the right to address individual or collective petitions to government authorities, local self-government authorities, officials and officers of these bodies, who are obliged to consider such petitions and provide their reasoned reply within the period established by law (within one month from their receipt, or promptly, but not later than 15 days their receipt - to those that do not require additional examination).

The Law of Ukraine 'On Appeals by Citizens' stipulates the following types of requests:

- proposal (comment);
- application (motion);
- complaint;
- electronic petition.

Appeals are written to make an official (our target) stir and respond to you. Laws make it binding on him or her. With too many letters, he or she is forced to stir too often, and the official might think that it would be easier to resolve the problem rather than answer another hundred letters in tomorrow's mail, in addition to today's hundred.

Application is an appeal that asks for something, while complaint demands something. For us, complaint is more important. If it is the matter of performance of official duties by the person you are contacting, tell him or her what he or she must do, instead of asking for it.

Paper typhoon is a technology that implies bombarding the target with numerous complaints. There should be so many complaints that the official would spend the lion's share of his or her time on writing answers. Indeed, he or she is required by law to provide a written response to each appeal from citizens.

Open letters are a way to influence local authorities. They are mailed to the addressee, with a copy of the letter published in the local press. If no response is given to the press, credibility of the relevant authority or person will be undermined in the eyes of the local community. This offers you an opportunity to get answers and, at the same time, to cover in the press your position and that of the authorities on the matter. The most popular and credible media outlets should be chosen for publication of open letters, preferably those that are advertised on the radio, TV and on the public transport.

The right of a local council deputy to be received by officials without delay and to be provided with necessary information should also be used.

Information request is a particular type of letter. Under the law on access to public information, every citizen of Ukraine can submit a request to the authorities and obtain the needed information. A request for information is a person's application filed with the information owner for provision of public information that the addressee holds (for example, information on the use of budgetary funds or a copy of a decision adopted at the city council session). This is the matter of previously generated information already held by its owner. To respond to an information request, the owner does not have to generate new information (draft a review, provide clarifications, etc.). An information owner must respond to an information request within 5 business days from its receipt.

POTENTIAL HELP FROM PEOPLE'S DEPUTIES IN YOUR ADVOCACY CAMPAIGN:

Deputy's enquiry is a written demand made by a people's deputy of Ukraine at a session of the Verkhovna Rada to the President of Ukraine, bodies of the Verkhovna Rada of Ukraine, the Cabinet of Ministers of Ukraine, senior officials of other government authorities or local self-government authorities, as well as senior officials of enterprises, institutions and organisations located within Ukraine, irrespective of their subordination or patterns of ownership, to provide official response on the matters under their competence. **The deputy must be notified in writing of the results of consideration of his enquiry within 15 days from its receipt**. If we have an opportunity to recruit a people's deputy to our campaign, it would make sense to use deputy's enquiries or deputy's appeals.

Deputy's appeal is a written proposition made by a people's deputy and addressed to government authorities, local self-government authorities, their officials, as well as to senior officials of enterprises, institutions and organisations, citizens' associations to carry out certain actions, provide official clarifications or state their position on the matters under their competence. **A deputy's appeal must be considered within 10 days from its receipt by the officials to whom it is addressed**. The maximum term for consideration of a deputy's appeal, including any extended deadlines, may not exceed 30 days from its receipt. A deputy has the right to be present during consideration of the appeal he had sent and must be notified in advance of the time and place of appeal consideration.

OUTDOOR ADVERTISING CAMPAIGNS

Outdoor advertising is required to ensure the campaign's impact on the streets and squares of a city or other locality. People spend considerable amount of their time outdoors. It is there that they may easily encounter campaign's outdoor advertising, with its calls for action. This is particularly important in a situation of information blockade of the campaign by the media.

Carriers of this advertising include:
- banners with the campaign slogan and logo ('over-the-street banners'); they are placed on the balconies, at the city entrance, opposite the targets of 'lobbying';
- posters of different sizes and colours; they are hung both in specially designated places and wherever paper could be pasted, on fixed and movable objects;
- stickers with the campaign slogan and logo, elements of visual satire.

Posters are the most widespread visual advertising tool. In certain campaigns, posters become their almost predominant instrument. **Working on a poster** is a creative artistic process that requires the involvement of a very skilled photographer and artist. Everything should be balanced in a poster, including colours, text, photo and font size, background, frame.

Types of posters

Posters may be of two kinds:
- presentation;
- information;

A presentation poster raises public awareness of the campaign topic. It should contain a plot around which the campaign develops (taking up at least 50 per cent of the poster area). A presentation poster should carry the key slogan of the public lobbying campaign.

An information poster is produced to highlight the most important events in the lobbying campaign, in order to relate the campaign to the context of the event or to draw attention to the problems that it raises.

Posters are distributed by:
- pasting;
- hanging;
- handing out.

Posters are pasted on the orders of the campaign's initiative team. Two people should paste posters. While one of them holds the poster, the other applies the adhesive to it and to the wall. They should carry a bag containing a paint brush, a knife, water, cloth and a good wallpaper adhesive. Posters should be carried in a large separate case or in a plastic bag. Posters should be pasted to withstand wind and attempts at vandalizing them.

They should be hanged in the spots where they can be easily seen. Surfaces must be large enough and flat. Posters may not be pasted on historical or architectural monuments or shop windows. Posters should be hung high enough to make it impossible for persons intent on tearing them off from reaching them. A perfect option for placing a poster is to arrange with a shop owner or keeper that posters be fixed with adhesive tape on a shop window inside. To do this, the poster campaign manager should use a letter from the campaign's initiative team, promising careful removal of posters after the campaign is over, as well as support in addressing the shop owner's specific problems. Hanging posters in public transport, such as buses, trolley buses, commuter trains, etc., is very effective; however, consent of the company's management should also be secured here. If the management does not object, posters may be used to decorate other places (e.g. institutes, clinics, shops, etc.). You should be very careful when hanging posters in such places so as not to antagonise owners of the premises. Remember - they may also be supporters of your campaign.

Posters may be handed out during meetings or pickets. You may be asked to give some posters for further placement on the territory of a plant or other facility that is inaccessible to your activists.

Poster sites should be selected to make them visible for as many citizens as possible. These may include central streets, municipal squares, marketplaces, bus stations, public transport stops, and any other locations where people usually assemble. For each locality, key poster sites should be determined by a poster campaign activist together with the campaign manager. Of course, the selection of a site to a large extent depends on the people who hang posters.

Still, general rules exist:

1. Posters should be hung in a crowded place;
2. Posters must be pasted firmly or otherwise securely attached.
3. Posters should be placed in such a way as to make it difficult tearing them off or defacing them.
4. Defaced posters must be promptly replaced or removed.
5. Posters may not be hung in places where it would cause a backlash from the public, for example, on facades of very famous landmarks, on pedestals of monuments, in cemeteries, on the 'Wanted by Police' boards, etc.

FLYERS

1. Writing a proper flyer is an art in itself. Below are a few simple tips:
2. The flyer's strongest argument should be given right from the start, if you want people to continue reading it to the end.
3. The number of content blocks should not exceed 7, give or take two.
4. Each paragraph should contain no more than 3–4 sentences.
5. Use short, simple sentences.
6. Try to avoid adverbs.
7. Dispense with generalities and declarative statements.
8. Do not use questionable or unverified facts.

9. Split the text into numbered paragraphs: 1, 2, 3, etc.
10. Avoid pseudoscientific clichés, write simply and humorously.
11. Use dialogue: 'Just like you, we believe that…'
12. The entire content should be as brief as possible (less than three quarters of a printed page), the best flyer is the campaign's message.

The key flyer distribution techniques include:

hand-to-hand distribution among residents of the communities affected by the problem that is mentioned in the flyer. This technique should be practised in the places with the greatest concentration of people, such as marketplaces or during mass events.

handing out during picketing.

stacking in those places where flyers will be under full or partial 'monitoring', for example, in private urban transport (this should be arranged with minibus owners). Such places also include windows of private shops, hairdressers, auto repair shops or other private businesses.

posting on information boards, advertising pillars, bulletin boards, etc.

A good flyer propagates itself when people pass it between themselves or tell each other about it. That is why a description of the specific problems facing the residents and the ways to resolve them, rather than general ideas should be put into flyers.

Such types of outdoor campaigning as stencilling and graffiti are quite popular among youth movements.

Stencils are large drawings made with a spray paint applied across a cardboard stencil.

Case study

'Who had Katya Gandziuk assassinated?' It is a matter of honour for civil activists to expose and put behind bars the culprits behind the murder of a young girl, Kateryna Gandziuk, who was brutally assassinated for her public activity.

Concerned citizens and Kateryna's friends have joined their efforts to see to it that fair judgment in the case of Kateryna's murder is passed by the court. An initiative team represents Kateryna's case in court, following and monitoring the performance of law enforcement agencies and the prosecutor's office in the matters related to investigation and adjudication in Kateryna's case. An active campaign is underway - nationwide events are staged; liaison has been established with the media, law enforcement agencies, embassies and other stakeholders; commentaries from experts are provided (for more details, see the 'Who had Katya Gandziuk assassinated?' Facebook page at www.facebook.com/gandziukgate/).

The initiative team maintains horizontal links.

Short-term planning has been introduced.

Internal communication and coordination via chats, weekly rapid response meetings.

Decisions are taken by the majority.

On the whole, thousands of people from all over Ukraine joined the group. They help with what they can. They have to find resources unassisted.

In Kateryna's case, the campaign itself was sparked by hundreds of previous murders and attacks on activists that occurred after the Maidan and were never effectively prosecuted .

Let us remember Kateryna's words, who called on us to stand tight and be united. Unpunished evil must be punished!

Videos at https://www.facebook.com/gandziukgate/videos/428189378018477/

Photos at https://www.facebook.com/gandziukgate/photos/pcb.437418387059817/437417603726562/?type=3&theater

LOCAL INITIATIVE is an opportunity for urban residents to independently prepare a draft decision or proposal that must be considered at a local council session. A local initiative is submitted to a local council by collecting signatures of territorial community members. Draft decisions may be prepared on any matters within the competence of the local council.

Requirements on drafting a decision are set out in the local council's rules of procedure.

The right of a citizen to introduce a local initiative is stipulated in Article 9 of the Law of Ukraine 'On Local Self-Government in Ukraine'.

The local council defines a detailed procedure for introducing a local initiative in its special decision or in the territorial community charter.

PUBLIC HEARINGS are collective meetings of citizens attended by a local chairman, deputies and officials from local authorities, where proposals on resolving the city's current problems are discussed and approved.

Following the public hearings, a collective resolution containing proposals to the local authorities on resolving the problem is drawn up. These proposals are forwarded to the local authorities and their consideration is mandatory!

The right of a citizen to hold public hearings is stipulated in Article 13 of the Law of Ukraine 'On Local Self-Government in Ukraine'.

A local council defines a detailed procedure for holding public hearings in the territorial community charter.

GENERAL MEETING OF CITIZENS AT THE PLACE OF RESIDENCE is a collective meeting of territorial community members, where problems facing the community are jointly discussed and proposals on resolving these problems are adopted.

Following the meeting, a collective decision containing proposals to the local authorities on resolving the problem is adopted. These decisions approved by general meetings of citizens shall be taken into consideration by local authorities in their activities!

The right of a citizen to hold and take part in general meetings is stipulated in Article 8 of the Law of Ukraine 'On Local Self-Government in Ukraine'.

A local council defines a detailed procedure for holding general meetings in the territorial community charter.

ELECTRONIC PETITIONS are public appeals to government authorities and local councils, demanding that an important matter be considered or a problem be resolved.

Consideration of an electronic petition is initiated by the public through collection of signatures on the relevant authority's official website or on a public association's website. Every citizen may draft an electronic petition and start the process of collecting signatures - to do this, one only has to undergo authorisation at the appropriate section on the authority's website and describe the gist of the appeal (a problem to be addressed).

An electronic petition that has collected the established number of signatures must be reviewed by the relevant authority in the manner prescribed by the local council.

Requirements on the number of signatures that have to be collected in support of the electronic petition, the deadline for collecting signatures and the procedure for consideration are determined in the territorial community charter.

The right of a citizen to submit electronic petitions is stipulated in Article 23^1 of the Law of Ukraine 'On Local Self-Government in Ukraine'.

For example, the city council in Kyiv sold in violation of the legal procedure, without holding public hearings, an extremely valuable plot of land in a green zone to a private company for development of a hotel complex with underground and

surface parking. Even before the development began, a dump enclosed by an iron fence had appeared on the site. During the Maidan protests, activists dismantled the fence and erected a barricade there. Afterwards, volunteers cleaned the territory, planted a mini-park and built a playground. As of March 2016, the mini-park territory continued to be privately owned, although City Chairman Volodymyr Klitschko claimed that the mini-park had been 'returned to the city's community.' This situation prompted the citizens to petition the Kyiv City Council, demanding that 'the Heavenly Hundred Mini-Park be returned to the Kyiv community.' In just three days, the petition garnered the required number of votes. On 1 December 2016, the Kyiv Economic Court terminated the title of private owners to the land under the Heavenly Hundred Mini-Park for the benefit of the city.

PUBLIC EXPERT EXAMINATION is a tool that entitles civil society institutions to:

- conduct expert examination and assess the performance of local self-government authorities;
- assess the efficiency of these bodies in adopting and implementing their decisions;
- submit proposals on addressing the problems facing the territorial community;

By enabling access to the information held by a local council, public expert examination is beneficial for public associations; it is a way to make the authorities consider your proposals; an opportunity to influence and monitor the local council's operation.

The procedure for conducting public expert examinations is set out in the CMU Resolution No. 976 'On approving the Procedure for facilitating the conduct of public expert examination of executive authorities' performance'. However, the relevant procedure for local self-government authorities is of advisory nature only. As a result, local councils have to adopt dedicated Regulations 'On the Procedure for facilitating the conduct of public expert examination of local self-government authorities' and officers' performance'.

Involvement (establishment) of consultative and advisory bodies - these are the bodies established by the public under the relevant authorities with the purpose of public involvement in decision-making processes, free access offered to draft decisions and other information. Consultative and advisory bodies are established in various forms, such as public councils, expert committees, advisory boards, etc. These bodies may be established under local councils, executive committees, councils' executive bodies, or local deputies' standing committees. Status of consultative and advisory bodies, their powers and principal forms of operation are determined by the relevant regulations approved by a local council's decision or by a city chairman's order. The CMU Resolution No. 976 'On approving the Procedure for facilitating the conduct of public expert examination of executive authorities' performance' governs the establishment of public councils under executive government authorities only. Consultative and advisory bodies are made up of:

- a public council under the local council and/or executive committee
- expert committees under local deputies' standing committees
- consultative and advisory councils under the local council's executive bodies

Participate actively in the decision-making process and hold extensive consultations with the public on the developed draft decisions.

DIGITAL TOOLS represent an extensive toolkit that can be applied, using information technologies and the Internet, to disseminate information, and to rally people in order to achieve specific objectives.

The 'Digital Engagement Cookbook'[2] identifies 67 different sub-categories of digital engagement tool, which can be mapped into the categories above (this website uses slightly different descriptors but they are essentially similar):

The list of tools provided above is not exhaustive, and you can add or create those tools and formats that will best serve your advocacy goals.

It is important to facilitate changes to the overall level of citizen culture to enable the public to assert its right to monitor and influence the authorities' operation, to demand that these bodies are accountable to the public, and to instil in the citizens readiness for vigorous application of civil participation tools in order to promote changes at the community, regional and nationwide levels. It is also important to remember that authorities are effective insofar as the people who work there are effective, along with people who monitor them and make suggestions at various stages of policy development.

2 *See: www.digitalengagment.org*

EXERCISE.

Which well-known nationwide advocacy campaigns can you name? What events and tools were used by their organisers?

Which advocacy campaign tools will you use? Why?

Which advocacy campaign tools will you not use? Why?

DIGITAL TOOLS

DISCOVER	DISCUSS	DECIDE	DELIVER
Augmented Reality	Blogging	Comparators	Commodity Exchange
Content Hosting	Collaborative Editing	Crowdcasting	Data Harvesting
Debate or argument visualisation	Digital back channel	Direct Democracy	eActivism
Digital Dashboards	eClinics	Electronic Citizen Jury	Effort Distributors
Electronic Poll	Electronic Mailing List	eMarketplace	End user database
Enhanced Translucence	Instant Messaging	ePanels	File Sharing
eSatisfaction	Media Streaming	eParticipatory Budgeting	Group Discounting
Experience Sharing	Networking by place	ePetitions	Informed Investment Networks
Idea Sourcing	Online Chat	Interactive Surface	Interactive Voice Response (IVR)
Online Memo	Online Forums	Interactive TV	Live Co-Creation
Online Quizzes	Social Networking	Online Consultation	Online Pledges
Opinion Sourcing	Status Updates	Online Prediction Markets	Positive Influence
Rating systems	Video Views	Online Survey	Proximity Networking
Resource Sharing	Virtual Meetings	Open Contest	Social Alerting
Serious Games	Webinar	Ranking	Social Reporting
Simulations		Recommendation Systems	Software as a service
Virtual Environments		Scheduling	Time Banking
		Spatially Enhanced Consultation	

For example, Crimea SOS, a powerful civil society organisation, was established in this way. This group was set up by volunteers as a Facebook page on the first day of the peninsula occupation by the Russian Federation on 27 February 2014 to provide up-to-date and verified information on the situation inside the Crimea. Gradually, the organisation's operation has expanded to other areas, including internally displaced persons.

CASE STUDY

ADVOCACY OF THE 'ZOOLESSON - A WORKSHOP CYCLE ON HUMANE TREATMENT OF ANIMALS IN KYIV' PROJECT

A successful advocacy strategy must have several key elements to achieve outcomes in a project or initiative:

1. Identify clearly the document that requires amendments to implement your project.
2. Designate a person in charge of the implementation of your project on the part of municipal authorities.
3. Stick close to the developed advocacy plan.
4. Identify key stakeholders who influence decision-making.
5. Find out which unit in the municipal administration (department, directorate, etc.) is directly responsible for developing and implementing the municipal policy that you intend to change.
6. Study strategic objectives and priorities in urban development in the coming years and align them with your project.
7. Check out the municipal special-purpose programme (or another document that contains a list of scheduled activities funded from the local budget) and model your proposal after it in the format of an appeal to the relevant unit (department) in charge.
8. Generate a thorough analytical report with figures and references, define performance indicators for the proposed project.
9. Hold a dedicated round table, inviting all the decision-making process stakeholders and any parties concerned.
10. Formulate a clear resolution and a schedule, the final item of which should be the project adoption (approval, inclusion in the budget) by the decision of the administration's relevant unit.

Useful tips:

1. Implement as a pilot a small part of your project - this way you will be able to make a showcase of your hands-on experience and specific results.
2. To avoid surprises or false expectations, as well as to prevent risks, you should hold prior talks (task meetings) with all stakeholders on the projected outcomes before any public meetings.
3. Study policy documents that regulate the city's operation, meet the circle of activists and experts from task groups, as well as members of the relevant committees (local deputies) that are pertinent for your project.
4. Use for your appeal a similar one that has already been supported and successfully implemented as a basis (template, example).

Phase	Trained	Tool applied	Outcome	Stakeholders
Pilot	60 children	Appeal to partners	Pilot testing of the methodology	Kyiv Zoo Communal Enterprise, the UaVet Forum CSO, 2 schools
Training of children	4,000 children	The 'Public Budget' project	Conducted a full course of 5 lessons and a crash course for schools	Kyiv Zoo Communal Enterprise, the UaVet Forum CSO, 20 schools
Training of teachers	30 teachers	Appeal to the implementer and partners	The methodology of unassisted conduct of the ZooLesson crash course is developed and taught to school teachers	Kyiv Zoo Communal Enterprise, the UaVet Forum CSO, the Grinchenko University Postgraduate Education Institute
Scheduled conduct	3,000 children	Analytical brief Appeal to the KCSA Budget Commission and the Culture Department Project task group Personal reception A report to the relevant committee	ZooLesson included as an item in the 'Capital City Culture' municipal special-purpose programme for 2019–2021	Kyiv Zoo Communal Enterprise, the UaVet Forum CSO, the KCSA Department of Culture, the KCSA Department of Education and Science, district education directorates, the Kyiv City Council's standing committee for culture, tourism and information policy, the Kyiv City Council's standing committee for budget matters
Innovation	400 schools	Appeal to the implementer and partners	Projected: Software for interactive whiteboards and the 'ZooLesson: Humane Education' mobile app developed	Kyiv Zoo Communal Enterprise, the UaVet Forum CSO, the KCSA Department of Culture, the Grinchenko University Postgraduate Education Institute, socially responsible businesses

SPACE FOR INSIGHTS AND NOTES

SPACE FOR INSIGHTS AND NOTES

3 WHAT YOU NEED TO KNOW ABOUT COMMUNICATION DURING ADVOCACY

Iryna Titarenko

national consultant

Communication is an integral part of advocacy, with communication and advocacy activities going hand in hand. Communication strategy and communication plan will be built based on the key target audiences of the advocacy campaign, sending different messages to each of them:

1. Those affected by the problem on which the advocacy campaign is focused;
2. Those on whom the solution to the problem depends;
3. Those who can shape public opinion about the problem;
4. Those who are potentially affected by the consequences of solving or failing to resolve the problem.

What is a strong message like?

First, it should be **concise**. If you cannot grab attention in one minute, you will never attract it.

The message must be **important** to the public. Studies show that people perceive information selectively. They only focus on the information that conforms to their views and which they consider important.

The message must be **contrasting**. It has to show **WHAT IS** and **WHAT SHOULD BE**.

It should be **simple and emotional**. Showing off your intellect or expertise would be inappropriate here. It is better to appeal to emotions rather than to logic, and paint a picture of real life that many would like.

The message should be focused on your **target group**. By appealing to everyone, you appeal to no one. You have to know whom you are appealing to.

Therefore, profound comprehension of, and the ability to use the basic principles of communication are required in order to understand how a message may be conveyed to different target audiences.

WHAT COULD BE A POTENTIAL STUMBLING BLOCK BETWEEN NGOs AND PUBLIC AUTHORITIES?

1. A lack of communication

No one will find the information unless you share it. It is important to understand that communication is not something that goes in the 'came, spoke - understood, done' manner. Communication is a two-way, symmetrical link. If asymmetry occurs, when only one side talks, while the other one merely listens, communication ceases to be effective.

2. The 'they must understand' attitude

Naturally, authorities must listen to the opinions of citizens and take them into consideration when making decisions. However, no one will actually understand you if you do not build an effective communication strategy. In this case, for NGOs, the authorities are just another audience that must be reached out to.

3. A lack of communication strategy

If you come and say that this idea must be implemented, simply because it is important, that will not work. In an efficient communication scheme, the audience must first learn of the existence of the communication item, then get interested in it, try it, become a regular customer, and lastly, a supporter. Regarding the authorities, the end result should be precisely a positive change or a solution to your problem.

4. General proposals

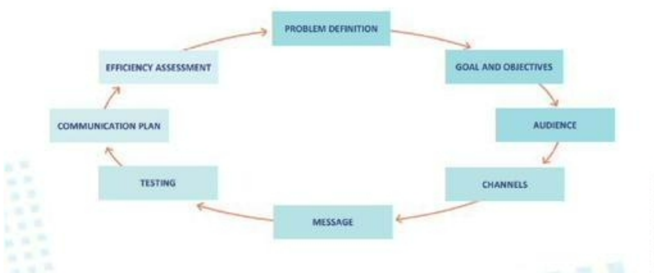
For example, you are concerned that rubbish pollutes the inhabited locality. However, this can be prevented if it gets sorted and recycled. The problem is that rubbish is not sorted in the city, as no one knows how to do it. If you present your problem and proposal in the 'something has to be done' style to the authorities, then the communication will not be as effective as when you offer a vision of a solution. For example, you could offer the names of activists who could conduct trainings on how to sort rubbish properly.

It is extremely important to convince those whom we contact to act in a certain way. But this is not the ultimate goal. Before that happens, we need to influence the understanding, perceptions and expectations of our listeners. To do this, our communication needs to be thought out in detail.

3.1. COMMUNICATION STRATEGY COMPONENTS

Basic principles of efficient communication

Planning an information campaign is very similar in its structure to developing a communication strategy:



1. Define the core problem

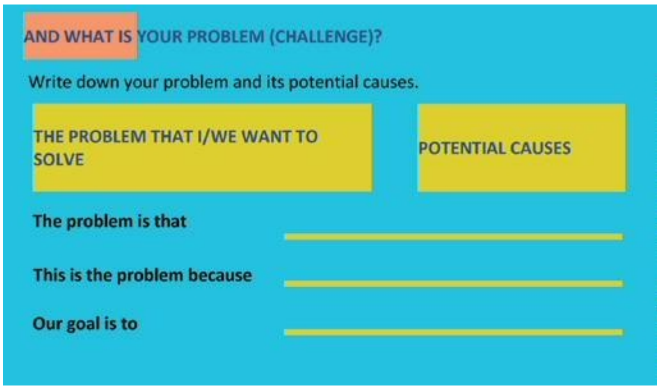
Any information campaign should start with researching the problem that one is attempting to solve. Examples of such research may include a large-scale opinion poll, focus group or search for and review of the available

EXERCISE

Profile an individual. For example, this is a woman of a certain age, who is employed, receives information via some specific channels, is only interested in this section on the website, makes her decisions in a particular manner, and her key values include children, work, etc. Based on this, you develop a communication plan.

Make a life-size portrait of this person	
	Full name:
	Day and year of birth:
	Nickname:
	Distinguishing features:
	Education:
	Occupation:
	Wealth (income and assets):
	Marital status:
	Children:
	Pets:
	Information received for private purposes:
	Information received for business purposes:
	Approximate life situation
	State of needs (what needs do they try to satisfy?):
	Pressure points (what are the problems in this person's life?):
	Notes:

EXERCISE



data and sources on the topic. Facts and data are a useful tool in promoting your topics and projects. You may use key facts to capture the journalists' attention or use them in conjunction with the release, on a website, in publications or when developing the key messages. Furthermore, these facts can be used to precisely define the goal and objectives.

2. State your goal

It will be easier for you to state a clearly measurable goal if you proceed from the problem that the information campaign is designed to address. The goal should sound like a challenge, envisaging changes in the target audience behaviour, drawing attention to the topic, calling for reassessment, overcoming stereotypes, providing information or fostering changes, including to legislation.

3. Define and segment your target audience clearly

Before proceeding with the development of communication, performing deep analysis of your target audience is recommended. It should never be 'the entire Ukrainian society' or the 'general public', because by communicating with everyone all the time we will be unable to convey our message effectively to anyone. You are not writing a plan for an imaginary community of people, e.g., all 18+. No! You profile specific individuals. It may even be five different audiences, but the clearer the distinction you make between these target audiences, finding narrow channels of communication and make your messages interesting to this particular person, the more successful your communication will be.

4. Message

It is important that a call to action is included in your key message. Explain to your audience how people can influence changes. *Each target audience needs to be spoken to in 'its own language'*. Messages are not only about WHAT to tell, but also about what should NOT be told. Messages may be elaborated, address different audiences, have several subtopics, but they must always go back to the main idea. A message should be packaged in a story with a protagonist, who, roughly speaking, fights something, wins and changes the situation (storytelling). A recipe for a well-formulated message: statements + arguments supporting it + practical examples. In a message, not only THINGS THAT YOU SAY, but also THINGS THAT YOU DO NOT SAY are important, or tell cautiously, to avoid being compromised or misinterpreted. Further information on how to create distributable content may be found elsewhere in this Handbook.

5. Select information channels used by your audience

Use different tools, not just media or advertising, but also street art, street installations, flash mobs, exhibitions, etc. A message or an event must be timely, therefore, you need to analyse, for example, whether you should use major events as drivers in promoting your message. Most importantly, the channels should be relevant to our target audience. It's quite difficult to notify senior citizens of the Christmas Ball via Facebook, isn't it? Or, for example, bring the news of a rap party by advertising on a family channel. That is why we must definitely know the channels that our audience uses to receive information and which ones it trusts most. These will be the channels that we need. It is precisely them that we should use as our content delivery tool. As with any other components, you need to conduct a thorough analysis of your target audience in order to identify the channels.

The context and matching it are also very important, given that the 'lifespan' of the news is very short in media space. However, one can invent an original event to make sure time is on our side (for example, Christmas in April).

Another tip: it is better to hold events in the first half of the day and in the first half of the week. All the above considered, you may start drafting an action plan by defining the end goal (who? what? when?).

EXERCISE

Think of an original channel that could be efficient for your information campaign, and describe its mode of action.

EXERCISE

Prepare your campaign strategy, starting with the key facts about the problem that you intend to address, the goals and objectives of the campaign, the target audiences that could be decisive for the changes, how they consume information, and what is important to them. Formulate messages and communication tools, and define indicators of success.

You will be assisted in this by:

The communication plan template

Situation analysis (facts and figures, SWOT)
The overall objective of communication (SMART)

Target audiences	**Key characteristics** (social, demographic, economic, psychological, etc.)	**Key interests, values and pressure points**	**Bias**	**Counterarguments**

CASE STUDY:
Unexpected communication channels - the UNICEF experience

Traditional media, news agencies, social media, or personal contacts with key actors are generally regarded as communication channels. These channels usually work well, although in certain situations none of them is capable of becoming a meaningful part of a campaign. In these instances, one should be creative and think of the channels that are not widespread, perhaps are even new or one-off, but can deliver the message efficiently.

For example, the international organisation UNICEF learned from the U-report study that most surveyed students had experienced bullying at school.

Simply saying, especially to teenagers, that something is bad or unacceptable would not be helpful. Therefore, rather than saying 'no,' UNICEF offered an alternative. The organisation relied on three messages in its information campaign - blogging, deejaying and skateboarding, i.e., activities where one can release one's energy and do something "cool", without hurting each other.

This resulted in an unexpected effect. The goal was to change the behaviour of teenagers, and no one expected that the topic of bullying would be so actively picked up by the media.

6. Test the message

This is one of the most important steps - you may find a very creative solution, but only your target audience is able to confirm whether you have chosen the right track.

7. Gauge the efficiency. Compare the achieved results against the target

Make the results measurable, so that you may know that you are moving in the right direction and whether you have succeeded. Make sure the indicators are realistic.

Use quantitative and qualitative indicators, including content analysis of media articles, feedback on information materials from focus groups, feedback forms at public events, online surveys, studies of awareness among various target groups, before and after the campaign is over.

Action plan to develop a communication strategy:

1. Working with target audiences

- identify target audiences, describe and structure them
- conduct focus groups for the main target audiences
- conduct in-depth surveys of experts for each target audience
- profile target audiences
- formulate key messages for each target audience

2. Determination of communication channels, speakers and instruments

- determine communication channels with target audiences and impact capacity
- determine communication tools and methods for target audiences
- prepare the communication matrix

3. The next step is drafting a plan for the implantation of the communication strategy:

- outline a model of public communications
- determine key performance indicators in the implementation of the communication strategy; short-term and long-term goals
- prepare recommendations on the formats and frequency of public events to deliver key messages
- prepare recommendations for implementing the communication strategy
- build a matrix of key indicators and methods of the strategy implementation
- the final stage is monitoring and performance assessment through content analysis, focus groups, surveys (telephone, online, outdoor), expert interviews.

How to create distributable content

Imagine yourself as a reader

Identify the target audience, its needs, values, interests. Find the channels through which it receives information. Make a profile of your reader and imagine that you are him/her. Learn to think like your reader, make a list of topics that would interest him/her.

Contemplate the content structure

After selecting a topic and collecting all the information, think about structuring the content correctly. To do this, use the inverted pyramid rule - arrange information from the most to the least important. Divide the text into three main parts: introduction (setting the context), outcome (to show the change or failure) and conclusions (meaningful and free of lecturing).

Be prompt and unique

In the first two hours of a critical situation, gather all the information, activate monitoring services and generate key messages. When reporting a pressing problem or situation, stick to the 4U formula. Remember that your report must be Useful, Unique, Urgent, and Ultra-specific. Emphasise the novelty and uniqueness of your report in the text.

Support your words with facts

To convince the audience once and for all, include facts and data in the text, refer to various studies and authoritative sources, making sure that the data is correct.

Tell about real-life protagonists

Bring protagonists and opinion leaders into your material. Report their dialogues or provide apt quotes, creating a participation effect.

Come up with a suitable headline

Research shows that 80 per cent of people read a headline and only 20 per cent - the entire text. How to write a headline that would draw the attention of most readers? Use a question or a quote from the protagonist, numbers, facts, as well as catchwords in the headline. Please note that the headline should not be long, use no more than seven words.

Keep the content simple

Stick to the rule 'one sentence - one thought'. If you publish the text in a blog, the posting should not exceed 2,100 words. If you intend to disseminate information in social networks, pay attention to the recommended length of postings. For example, it is 40–80 symbols in Facebook, 71-100 symbols in Twitter, and 138-150 symbols in Instagram.

Check punctuation and definitions

Check all terms and symbols in the final version of the text. Try not to use more than one exclamation mark and ellipsis in the text. Try also to avoid foreign words (except for brands - they are written in their original language), abbreviations, jargon, etc. Also, do not overuse short sentences, or, conversely, long ones.

Work on visuals

A visualised text is perceived much better. According to studies, approximately 80 per cent of people would like to read the text if it contains visuals. Please note that the text should have at least 50 per cent of images. Nowadays, videos and live broadcasts are found to be efficient.

Test the final version of the text

Before publishing the report, we encourage you to review the final version of the text. In doing this, your primary task should be to reduce the text at least by 25 per cent. Re-read it three times and make it simpler. At the end of the text, a call for action or suggestions should be made. Please note that the last sentence should call for feedback. Show the text to your friends, test it.

Media relations

While promoting any organisation, numerous questions arise. Among the most common is: 'How do I get in the media?' Let us try now to understand, both from the PR officer's and the journalist's viewpoint, how to establish the first contact, what the media's needs are, and how to work with different types of media.

While to gather a press conference is something that most executives dream of, a mandatory requirement of a PR officer is to have an up-to-date database of journalists' contact info. Besides, the press release that gets identically reprinted dozens of times in news aggregators will be needed by PR agencies for reporting purposes, but, more often than not, would not yield the result required for your project.

So, first and foremost, you should ask yourself:

'Why would we need the media at all?'

Let us start with the objective. Media entertain and provide useful content. What is your organisation's objective that you want to convey through the media?

If, for example, you want to find investors for a project, the more efficient way would be to compile a list of potential investors and contact them directly. It might be better to lobby for your sector's operating environment; perhaps, it would be worthwhile to publish a thorough material in an analytical print publication or even in international media, rather than talk about it on a national channel, squeezed between traffic accident reports and politics.

NGOs should focus on the media whose audience is essential for the organisation. One may take the most recent map showing the percentage of the Ukrainian TV channels' (or other media) coverage, look at your 'set of changes' and select the media that fit your project. The topic, age, gender and social status of the media audience and those of your projects should match. Of course, TV channels may change their policies; therefore, you should be aware of reputational risks for your social campaign and the NGO as a whole.

Who is your audience, does it consume the media and for what purpose? For example, according to statistics, more than 70 per cent of people watch TV channels; however, fewer than 40 per cent of them trust their news. But who precisely watches TV? Will your audience actually watch a news bulletin or a programme dedicated to your project? After all, the average age of TV viewers is 45+.

The same applies to online media. It is precisely the niche editions working for a narrow target audience that are regarded as more efficient and popular. They may focus on city news for the creative class or business news for entrepreneurs and managers, or sectoral, by interests, etc.

Media sites often have a profile of their audience for advertisers. Use this information to understand which programme and channel your audience is watching.

One of the most common mistakes is trying to appeal to everyone. Many organisations believe that their topic is equally important to most people. This may be true, but the manner of communication and persuasion must be different for individual groups. For example, the format for generating interest among elderly people is different from that intended for younger people. Similarly, there are not so many programmes that would be universal both for women and men.

It is also important to understand whether you can deliver the format of the content required by the media. For example, indoor press conferences look bad on TV; modern TV channels are after interesting pictures. Is your project able to deliver a story with visual content? Do you have analytical materials or experts available for the industry or business media?

Everyone says that it is necessary to have a database of journalists' contact info. But how to compile it? This is not 500 e-mails that have been circulating within the organisation for many years and that often are irrelevant or get into journalists' spam folders.

Step 1 Make a list of 5 to 10 media outlets that share your target audience, format, and objective.

Step 2 Look at how they cover your topic and who are the writers. Collect links to the best articles and news reports. Find contact info of journalists and column editors, for example, in social media, on media websites, or by using your contacts among their co-workers.

Step 3 Find common contacts, topics, or an opportunity to contact a journalist or the editorial board. The most difficult part is sending a letter or making a call to a stranger to ask him/her for something. So, try to find things that would arouse interest, and offer the journalist a convenient format for a meeting (having a coffee nearby, attend an event with scheduled participation).

Step 4 Concentrate on your pitch for the journalist. Start with the facts, show why this topic is interesting for the public, argue, give examples of specific individuals, global trends.

Step 5 Having established a good contact with the journalist, try to learn as much as possible about the media outlet's inner workings, when, where and in what format should the information be delivered, who approves the editorial board's decisions, which topics to select and how to cover them, what should be avoided. In turn, try to be useful and maintain contact with the journalists at all times, and not only when you have some news.

A few universal tips

- do not write on weekends or at night, if you are not sure that the journalist is comfortable with it; find a convenient communication channel;

- if you promote the topic in multiple media outlets simultaneously, think of the emphasis and offer something unique to each of them;

- be honest - if pitfalls appear in the process, or the material is covertly promoting someone else's commercial or political interests, the contact and reputation will be lost. Name the sources of your data.

Your message

Message is a key element in any communication. It is what you want to convey and will be important, especially as concerns the media. You need to have a clear message.

For example, if you appear with a comment on a TV channel, you will have less than a minute to convey the most important things. And now even a single material in printed and online media has the reader's span of attention that does not exceed a few dozen words. So, prepare three, maximum five offers that give the basic facts on your topic, triggering emotions at the same time.

Keep in mind what it is interesting to the media (and, therefore, to your audience) and adapt your messages to match this form.

For the media, it is important to speak about:

- the topics that are relevant for their audiences;
- conflicts, two clashing viewpoints;
- something unique, unusual, sensational;
- true facts;
- human interest.

SPACE FOR INSIGHTS AND NOTES

ANNEX.
LOCAL SELF-GOVERNMENT AUTHORITIES' STRUCTURE. DECISION-MAKING SYSTEM AT THE LOCAL LEVEL

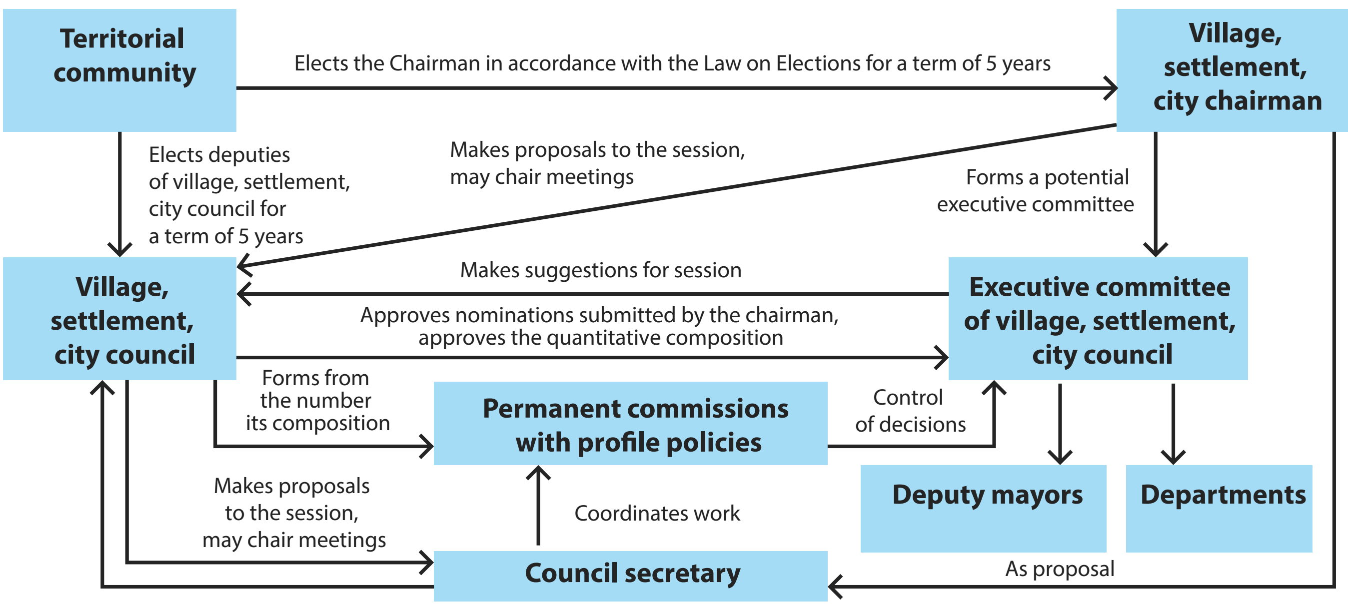
Olga Gvozdik

national consultant

LOCAL SELF-GOVERNMENT IN UKRAINE: LEGAL REGULATION

Local self-government in Ukraine is governed by the Constitution of Ukraine, the Law of Ukraine 'On Local Self-Government in Ukraine', 'On the Status of Local Council Deputies', 'On Service in Local Self-Government Authorities', 'On Prevention of Corruption', other legislation, the Territorial Community Charter, the Rules of Procedure and the Regulations of local (city, settlement, village) councils. Territorial community is in charge of local governance in Ukraine (under the Law of Ukraine 'On Local Self-Government in Ukraine', territorial community includes residents consolidated by permanent residence within a village, settlement, or city that constitute independent administrative territorial units, or a voluntary congregation of residents from several villages that have a common administrative centre).

Figure. A system of liaison between chairman, executive committee, and council



Under Article 5 of the Law of Ukraine 'On Local Self-Government in Ukraine', the local self-government structure includes:

Territorial community

Public self-organisation body

Village, settlement, city council

Village, settlement, city chairman

Executive bodies of village, settlement, city council

District and oblast councils

In cities with a district division, city-district councils may be established together with their executive committees under decisions adopted by a territorial community or a city council.

A system of liaison between all branches of local self-governance - chairman, council, executive committee - is set out in the Law of Ukraine 'On Local Self-Government' and the local council's Rules of Procedure. These documents, in particular, contain an exhaustive list of powers for each of the parties.

Local self-government authorities (LSGAs), other than Kyiv, the capital of Ukraine, consist of two collegial bodies - a local council and its executive committee. A village, settlement, or city chairman presides at the meetings of both the council and its executive committee. These collegial bodies adopt regulatory acts - in the form of a resolution passed by a village, settlement, or city council and an executive committee resolution - by the majority of votes cast by their authorised members. The village, settlement, or city chairman issues relevant orders upon taking respective decisions that concern the relevant inhabited locality. The executive committee's chief clerk prepares draft orders for the chairman. The village, settlement, or city chairman has no powers to issue orders that constitute regulatory acts; however, he endorses the council's or the executive committee's resolutions.

It should be noted that when the executive committee is formed, the chairman of the relevant council nominates his candidates to the executive committee, while the local council adopts a resolution to approve or reject these nominees to its executive body. In this manner, an accountable system of local self-governance is established.

Other powers of the village, settlement, or city chairman include: appointing and dismissing heads of executive bodies, communal institutions and enterprises; day-to-day monitoring of their operation; signing resolutions passed by the city council and the executive committee; administrating budgetary funds. The exhaustive list of the chairman's powers is defined by Article 42.4 of the Law of Ukraine 'On Local Self-Government in Ukraine'.

Under the Law of Ukraine 'On Local Elections', a local chairman is elected for a term of 5 years, while in cities with population over 90 thousand the chairman is elected in two rounds under the absolute majority system, where the candidate has to receive 50 per cent plus 1 votes. In cities, settlements, villages, chairmen are elected by a relative majority, where he second round is not held, and receiving higher percentage of votes than opponents is sufficient for victory.

Powers of village, settlement or city chairmen may be temporarily assigned, under the Law of Ukraine 'On Civil-Military Administrations', to the heads of respective civil-military administrations.

A civil-military administration (CMA) is a temporary government authority and is part of the Anti-Terrorist Centre under the Security Service of Ukraine. CMAs are established by the decision of the President of Ukraine in accordance with the Law of Ukraine 'On Civil-Military Administrations'. The Law 'On Civil-Military Administrations' stipulates that CMAs shall be established where executive authorities have failed to exercise powers vested in them by the Constitution and laws of Ukraine, including as a result of actual self-dissolution, withdrawal from the exercise of their powers, or actual failure to exercise them.

Certain powers of CMAs coincide with those of city councils, such as drafting socio-economic and cultural development programmes for administrative territorial units (Article 4 of the Law of Ukraine 'On Civil-Military Administrations').

Village, settlement, and city councils include deputies elected at the relevant local elections. The overall composition (number) of council deputies is determined in accordance with the Law of Ukraine 'On Local Self-Government'. A council operates by way of:

- meetings of standing committees;
- plenary council meetings.

A council session may be convened by the respective chairman or secretary, or by of the entire council membership (the Law of Ukraine 'On Local Self-Government in Ukraine'). The council's procedural decisions are stipulated in the Rules of Procedure adopted by the council. Deputies of the council form committees according to specific urban policies. At the meetings of these committees, deputies perform preliminary review of draft decisions submitted to the city council. Deputies may also form factions and deputy groups.

Entities that may introduce draft decisions include:

- village, settlement, or city chairman:
- members of the executive committee;
- local council deputies' standing committees;
- local council deputies;
- head of the local state administration;
- chairman of the district or oblast council;
- general meeting of citizens (e.g., by way of a local initiative).

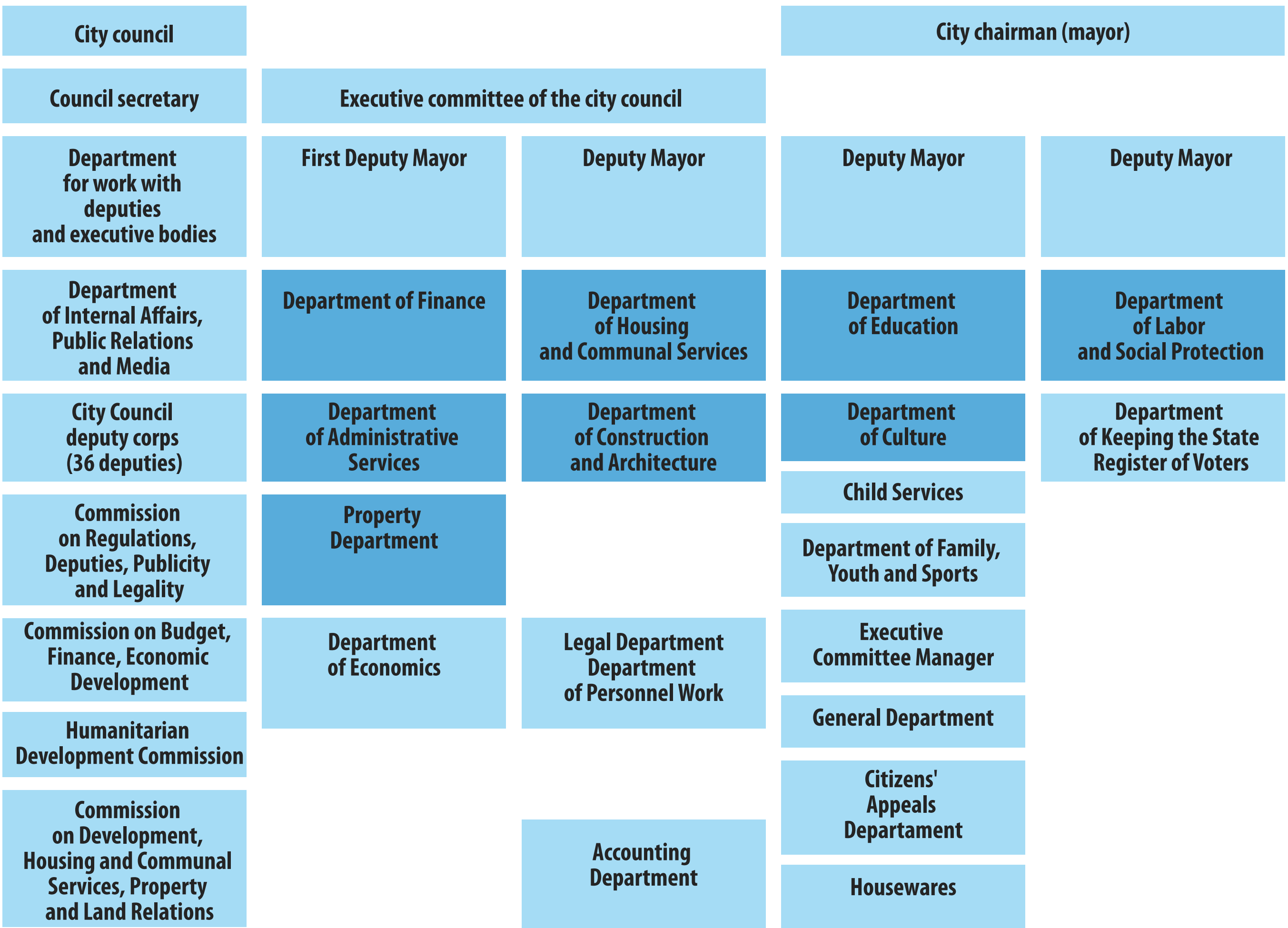
A plenary meeting of the council takes place after standing committees' meetings. This meeting is attended by all council deputies. A plenary meeting is competent if attended by the majority of the entire council membership. Council deputies have the right of decisive vote. The council chairman also votes at its meetings.

Like the council that established it, the executive committee is a collegial body. The executive committee is headed by a respective village, settlement, city, or city-district council chairman. The executive committee comprises the city chairman, the council secretary and the starosta. The executive committee membership is determined by the council itself in a resolution on its establishment. The Law 'On Local Self-Government' indicates the approximate (indicative) list of persons that mat be included in the executive committee.

An executive committee is needed not only as a structural subdivision to implement resolutions approved by the relevant council, but also as a system of checks and balances. The executive committee is vested both with functions of a local self-government authority and powers of an executive authority (to handle affairs associated with education or health care, housing and communal services). Functions of a council's executive committee include:

- conducting preliminary review of draft local programmes of socio-economic and cultural development, special-purpose programmes related to other matters, draft local budget, draft decisions on other matters submitted for the respective council's consideration;
- coordinating activities of departments, boards and other executive bodies of the council, enterprises, institutions or organisations community-owned

Figure. Structure of a council and its executive bodies in an inhabited locality with population of 90 000



by the respective territorial community, hearing activity reports of their heads;

- the right to amend or repeal acts adopted by its subordinate departments, boards, other executive bodies of the council, or by their officials.

Decisions are adopted by the majority of the entire executive committee membership (the majority of its elected members). After a decision has been adopted, it is signed by the city chairman and made public. The city chairman is entitled to suspend (veto) the executive committee decisions. Under the law, should the city chairman disagree with the decision adopted by the executive committee, he can suspend it and submit this matter to the local council for consideration. Deputies' standing committees are charged with monitoring the implementation of the executive committee's resolutions.

LSGA DECISION-MAKING SYSTEM

The right to initiate a decision with local authorities is vested in a territorial community that can submit its proposals through an instrument of local initiative, general meeting, public hearings and appeal to local authority officials in accordance with the Law 'On Local Self-Government' and territorial community charters. Furthermore, initiators of certain decisions may include council deputies, council's standing committees, executive authorities. After proposals have been submitted, and following their positive review, a process of drafting a relevant document commences to enact this proposal.

Entities authorized to initiate the process of drafting a decision include council's standing committees, council deputies' groups or factions, or individual council deputies. Besides, the executive committee may resolve to submit the relevant issue for the council's consideration. Legal or other relevant departments associated with this policy have to be involved, since the draft decision or any other regulatory act must comply with applicable laws of Ukraine.

Decisions should always be endorsed by directors of the legal and other relevant departments. The councils' Rules of Procedure, in particular, contain procedures

A decision-making process on the example of a housing and communal services issue in Lviv

1. Residents' initiative
2. City-district administration
3. Department of Housing and Communal Infrastructure of the Lviv City Council
4. The relevant deputy city chairman in charge of housing and communal services
5. Consideration by the Executive Committee of the Lviv City Council
6. Consideration by the relevant City Council deputy committees, incl. the housing and communal services and the budget committees
7. Introduction and consideration at a City Council meeting
8. Adoption of decision by the City Council
9. Signing by the City Chairman
10. Promulgation of the decision
11. Referral to the relevant persons in charge

A process of implementing a renovation project for a preschool educational institution (incl. typical time intervals)

1. Project idea development. Setting up a task group. Executive body (~ 1 mo)
2. Adopting draft changes together with stakeholders (local deputies; directors of the department or directorate; district structural subdivisions; the institution's management). Preparing the relevant draft regulatory act (~2–3 mos)
3. A decision by the city council meeting. Decision-making. Allocation of funds (~3–6 mos)
4. Preparation and approval of bidding documentation to understand which contract work is required (~2–3 mos)
5. Electronic bidding. Expert examination. Potential litigation with bidders. Another bidding, as no current bidders satisfy all requirements. Contractor approval (~6 mos)
6. Work procurement (~3 mos)
7. Signing the contract (~2 mos)
8. Construction work (~3-12+ mos)

for, and information about, endorsing the decisions. The prepared draft decision should generally be discussed by the relevant deputies' committees. For example, a decision to allocate funds for maintenance of a block of flats will be discussed by a committee in charge of housing and communal services and by the budget committee that resolves on the budget of the inhabited locality concerned. The respective draft decision is also endorsed by the city council secretary.

The city council secretary introduces the respective draft decision into the agenda of the local council meeting. Draft decisions to be submitted to the local council for its consideration are posted on the local councils' websites to inform the public of the matters to be considered by the local council deputies. These processes are stipulated in the Rules of Procedure of certain councils.

Consideration and approval of decisions or other regulatory acts takes place at the meetings of local councils. In particular, the Rules of Procedure of city councils provide for the following arrangements before approval: a report by initiators or developers of the decision, speeches by deputies supporting or opposing this decision, proposing amendments to this decision, voting for or against the proposals received during a plenary meeting, voting by deputies for the draft decision as a whole. It should be noted that, under the relevant council's resolution, the draft decision may be rejected, accepted or returned for further revision.

All discussions, proposals and adopted decisions are published in the minutes of the local council meetings. To ensure transparent decision-making, these minutes are posted on the city, village or settlement council's website. Upon adoption, relevant decisions are signed/registered and made public - only after these procedures the decision or other regulatory act becomes binding (in accordance with the Law of Ukraine 'On Local Self-Government in Ukraine'). Under the Law of Ukraine 'On the Procedure for Media Coverage of Activities of Government Authorities and Local Self-Government Authorities in Ukraine', decisions of local self-government authorities shall be promulgated in official publications (bulletins, gazettes, newsletters, etc.) and printed media of the respective local self-government authorities.

It is worth noting that cities adopt strategic policy documents, such as long-term and short-term development strategies. Under these strategies, the executive committees' departments or directorates prepare respective draft decisions to implement certain changes in inhabited localities. According to this, special-purpose municipal programmes and relevant budgets should be developed. Residents' initiatives are sometimes accompanied by appropriate changes to strategies or municipal programmes, and if decisions are adopted for which no funding has been provided during the budget period, reviewing the budget and finding opportunities to allocate funds will be necessary.

EXERCISE

Define the powers of local self-government authorities

City council	City council's executive committee

SPACE FOR INSIGHTS AND NOTES

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The Council of Europe is the continent's leading human rights organisation. It comprises 47 member states, 28 of which are members of the European Union. All member States of the Council of Europe signed the European Convention on Human rights - a treaty aimed at protecting human rights, democracy and the rule of law. The European Court of Human Rights oversees compliance with the Convention by the member States.

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