Safety

Advocacy

Roads to Influence

A practical toolkit to increase safety
for journalists through advocacy
in Somalia/Somaliland

Contents

Preface

In some countries journalists face harassment, imprisonment and even death for carrying out their profession. To some extent, this describes the situation of journalism in Somalia and Somaliland.

Fortunately, Somalia and Somaliland have strong civil society organisations who defend, protect and give voice to individual journalists and media houses under threat. These organisations have decided to use advocacy more strategically to increase safety for individual journalists.

International Media Support (IMS) and Fojo Media Institute (Fojo) have offered their partners in Somalia and Somaliland practical training in preparing advocacy strategies through a range of trainings and advisory sessions. This toolkit is a part of this capacity building course and has been developed in consultation with our partners.

Only when media freedom can be ensured, will the media be able to fully play their role in a democratic society, serving as a watchdog of authorities and power holders and offering information and public education as well as acting as outreach channels for both civil society and governments.

This advocacy manual is funded by The Swedish International Development Cooperation Agency (Sida) as part of the programme: Strengthening Somali media: Promoting peace, reconciliation, accountability and citizen participation in democratic processes".

We hope this toolkit will provide inspiration to plan and implement the different steps in an advocacy strategy that could lead to change in favour of journalists' safety.

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Context in Somalia/ Somaliland

Both Somalia/Somaliland have relevant laws regulating the media and policies supporting freedom of expression. However, many of the laws have yet to be implemented to their full potential in securing safe working conditions for journalists and helping media to fulfil its roles in further developing society.

Somalia

Harassment, detentions and killing of journalists in Somalia continue to be a serious challenge. Somalia is still one of the most dangerous countries in the world to be a journalist. Incidents like raids, shutdown of media houses or detention of journalists are frequently reported. Most seriously, 53 journalists have been killed in Somalia since 1992[1].

This life-threatening situation for the journalists is deteriorating. According to the United Nations[2], 30 journalists have been killed in Somalia since the new Government of Somalia came into power in August 2012 and until 2016. The report also documents 120 cases of arbitrary arrests and detentions of media workers between January 2014 and July 2016. On top of this, impunity is more often the case than not. The cases of killing and arbitrary detentions are not properly investigated, and most often, nobody is charged. Journalists increasingly fear for their lives and, consequently, self-censorship exists to a higher and higher degree and is a serious challenge for a free and vibrant media playing a strong role as independent watchdog in society.

A new media bill was drafted by the federal parliament lead to further restrictions on the freedom of expression. Under the bill, media houses must register for a license in order to publish any news legally. In essence, the media outlets risk compromising themselves on the stories for fear of license withdrawal. The same bill also allows for censorship and limitation of news

that is considered harmful to the state and the people. The National Media Council has been given additional powers under the bill allowing them to impose severe sanctions on journalists and media houses, including hefty fines for not well-defined offences. In other words, the controversial bill ultimately increases state control over the media.

Somaliland

The Constitution of Somaliland states that the media is free and independent and prohibits any action that suppresses media. Somaliland has also ratified the United Nations' Universal Declaration of Human Rights, which also upholds freedom of the media. At public gatherings, government officials praise the role of the media and the benefits to the nation of a free media.

However, despite the well-spoken words and the appropriate legal framework, the Government of Somaliland has yet to prove its commitment to fulfil the legal framework.

> **Harassment, detentions and killing of journalists in Somalia continue to be a serious challenge. Somalia is still one of the most dangerous countries in the world to be a journalist.**

The Human Rights Centre in Somaliland documents detentions, beatings, and harassments of journalists as well as suspension of newspapers and media houses. The latest figures show 28 detentions of journalists between February and November 2016, compared to 19 detained journalists during the same period the previous year. A 50 % increase in detentions within a year

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[1] Committee to Protect Journalists
[2] http://www.ohchr.org/Documents/Countries/SO/UNSOM_FreedomExpressionReport_Aug312016.pdf

is of great concern to civil society organisations (CSOs) in Somaliland.

Civil society organisations are now urging the Government of Somaliland to stop criminalising the media and individual journalists. They call for dropping all pending charges against journalists; lifting the suspension of three closed newspapers; stopping the arrests and harassment of journalists; opening of independent radios; and; opening the registration of new media houses.

In both **Somalia/Somaliland**, improving the safety situation of journalists requires engagement of the decision-makers.

> **Genuine accountability can only be achieved, if there is an official response to impunity by ensuring that effective investigations and prosecutions take place.**

Despite of the fact that policies and laws exist to protect journalists and the governments claim to support freedom of expression, personal safety for journalists cannot be taken for granted in Somalia/Somaliland. On top of this, access to justice under the law can also not be guaranteed due to the lack of resources and capacity of judicial officials. Genuine accountability can only be achieved, if there is an official response to impunity by ensuring that effective investigations and prosecutions take place. Only then can the governments and civil societies support the vital role that free media potentially can play in developing democratic societies for the benefits of the citizens in both Somalia and Somaliland.

CSOs and individual journalists must still fight to increase the safety of journalists in Somalia/Somalia, and advocacy is one of the major tools for moving forward on this task.

Introduction to the Toolkit

Advocacy takes time. Pushing for changes in policies, whether it is adaptations of new policies or implementation of existing polices, requires a well-balanced strategy. Stand-alone advocacy activities will seldom pursue your objectives. Of course, at times you will advocate for the release of one journalist from unlawful arrest, but to pursue major changes in the practise of unlawful arrests and killings of journalists, you must consider a long-term strategy.

This toolkit offers the reader a step-by-step guide in preparing an advocacy strategy. The toolkit presents the main steps to be considered, which we have identified as analysing the problem and identifying goals, analysing the context including the stakeholders' resources and interests.

When these preparatory tasks have been done, you can move to next step making strategic choices in developing messages, identifying channels and tools, and benefiting from well-planned monitoring and evaluation (M&E). Finally, we have included a section on gender as well as a section on the special risk, you should consider when working towards increasing safety for journalists in Somalia/Somalia.

The overall approach to advocacy in this toolkit is generic, but the toolkit focuses on increasing safety for journalists in Somalia/Somaliland. The order of the different steps follows a logical sequence.

However, do keep in mind that advocacy is not necessarily a linear process. Advocacy rarely follows the same process twice, and there is always an element of unpredictability.

This toolkit will give you an insight into:
- Main advocacy concepts and an advocacy vocabulary;
- How to develop a strategy to achieve your advocacy goals;
- How to analyse policies and political context with a focus on stakeholders;
- How to develop your approach to the target groups and audiences; and finally;
- How to identify and acquire essential skills needed to prepare a strong advocacy strategy.

This guide is mainly developed for:
- Employees working for organisations in Somalia/Somaliland promoting human rights and safety for journalists.

There is not one method that encompasses advocacy. However, the specific strategic outcome depends on the specific decisions made by individuals and depends on their skills, knowledge and competences as well as on their resources, previous successes and lessons learnt. Lastly, but just as important, it depends on the context in which the strategy formulation and implementation takes place.

> **The overall approach to advocacy in this toolkit is generic, but the toolkit focuses on increasing safety for journalists in Somalia/Somaliland.**

This toolkit is the result of close cooperation with the partners of IMS and Fojo in Somalia/Somaliland and based on the partners' experiences on advocacy. IMS and Fojo conducted a workshop in August 2016 to receive inputs for the toolkit, and a first draft was presented and discussed with partners in in February 2017.

We still hope that the toolkit will prove useful for more organisations as well as individuals within the same field.

1.0 WHAT IS ADVOCACY AND WHY ADVOCACY?

This section describes what advocacy is and why you should consider it in your toolbox when working for change.

Advocacy for journalist safety is:
- A deliberate process to influence policy-makers on either policy formulation or implementation to improve and/or implement existing laws that protect journalists;
- Addressing duty-bearers and policy-makers (i.e. people, not institutions); and;
- Embedded within and begins directly with the people whom it concerns.

Advocacy for journalist safety is not:
- Education of people and/or organisations on working conditions for journalists;
- Information for policy-makers on the work of the organisations carrying out advocacy;
- Raising public awareness on the work of human rights organisation or journalist associations; and;
- Addressing institutions (rather, addressing people).

Advocacy can be direct, like asking a policy-maker in person to take action, or indirect, such as trying to influence public opinion through the media, and hence, put pressure on policy-makers. The result of the process falls in two categories; either new laws and policies or improved implementation of existing laws and policies.

Advocacy is a process rather than a product. Advocacy is a means, rather than an end.

WHY ADVOCACY?

Advocacy serves as an effective tool to influence policy-makers and duty-bearers and make them accountable to the public.

Advocacy matters as it can bring about policy and legal changes and push implementation of laws and policies to improve safety. When lack of policies or insufficient implementation of policies are the roots of the problems, then advocacy is the right instrument to choose.

Advocacy highlights to the public the benefits of freedom of expression and the strength of particular laws and policies and generate support to put pressure to duty-bearers and policy-makers.

Important concepts to keep in mind when preparing the strategy

Duty-bearers have obligations or responsibilities to respect, promote and realise human rights and to abstain from human rights violations. The term refers most often to state actors, but non-state actors can also be considered duty-bearers. When concerning decriminalisation of journalists, the Attorney General is one of the main actors. Depending on the context, individuals (e.g. parents), local organisations, private companies, aid donors and international institutions can also be duty-bearers.

Policy-makers are member of a government department, legislature, or other organisation which is responsible for making new rules, laws etc.

Rights-holders are individuals or social groups that have entitlements in relation to specific duty-bearers. All human beings are rights-holders under the Universal Declaration of Human Rights.

Lobbying and awareness raising

Lobbying is a part of advocacy. When you lobby, you aim to persuade policy-makers directly to support your position. The purpose of lobbying is to influence policy-makers to enact, modify or change legislation, policies and programmes to increase the safety of journalists.

When we use lobbying as an advocacy tool, we recognise that the causes of the lack of safety lie within national governments. In this toolkit, lobbying is considered a key activity in advocacy processes.

Awareness raising can be a part of an advocacy strategy. You can inform and create awareness on rights, laws or need for chances among bigger groups in the public to put pressure on the policy-makers.

2.0 WHAT CHARACTERISES GOOD ADVOCACY WORK?

Let us have a look at what characterises good advocacy work.

The skills and competences needed for advocacy strategising and implementing of advocacy activities differs from other types of interventions, and it is advisable to take a close look at yourself and your organisation before beginning the preparation of an advocacy strategy.

Look at your organisation and yourself and ask the following questions:

Legitimacy
• Can you speak on behalf of groups of journalists in your country? Are you respected among groups of journalists?

Representativeness
• Have journalists accepted you to represent them in pursuing their agenda to policy-makers and/or duty-bearers?
• Do you have an in-depth understanding of the policy concerns of the affected journalists and the advocate role they would like you to play?

Credibility
• How much access do you have to and/or how well can you can produce evidence, data and research? Can you present accurate and factual information?
• Are your allies (also) credible?
• Do you have the credibility now, or do you need to build it, before moving on to advocacy activities?

Capacity in analysing and strategising
• Do you have ability to prioritise and do you have the courage to select and deselect messages, tool and channels?
• Can you map and identify stakeholders as allies, opponents or neutral?
• Can you be flexible and innovative and take advantage of opportunities?

Networking skills
• Do you have formal and informal networking skills? Do you have or can you gain access to influencers?

Communication skills
• Do you have very strong skills in communication such as presenting, developing messages, analysing audiences and deciding on relevant tools and channels?

Analysing using SWOT
• Analysing your and your organisations' skills and competences, you can take advantage of a SWOT.
• SWOT analysis is an acronym, which stands for Strengths, Weaknesses, Opportunities, and Threats. SWOT is a structured brainstorming and planning method focusing four elements of an organisation or a project.

SWOT

You can also prepare a SWOT analysis (analysing the Strengths and Weaknesses, internal Opportunities and external Threats).

Tips to make a good SWOT:
• Work in groups, include people who you are not working with daily;
• Consider the balance between exploitation (present) and exploration (future);
• Take plenty of time to in-depth discussions, ask questions, work in cooperation on the most exact descriptions and avoid broadly definitions;
• Start analysing the external threats and opportunities;
• Make sure factors are facts and not opinions;
• Focus on the external conditions (not yourselves and your organisation). What is changing, how and why? Consider key forces, including social, technological, economic, environmental, and technological drivers;
• Be frank on what you cannot predict regarding the future;
• Assess which previous external treats and opportunities you missed in the past and consider why you missed these?
• When analysing the internal, first and foremost, consider the core competences needed for reaching your goals.

Notice: Intellectual and physical competences can be bought, rented or traded.

S W O T

STRENGTHS internal (harmful)	**W**EAKNESSES internal (helpful)
THREATS external (harmful)	**O**PPORTUNITIES external (helpful)

CASE: Somaliland

Patience and strong involvement led to support to free and independent media.

GUURTI WORKSHOP CASE STUDY
Institute for Practical Research and Training (IPRT), Somaliland

IPRT found many members of the House of Guurti hesitant, if not reluctant to support Freedom of Expression and the Press Law. IPRT then took initiative to plan a workshop for members of Guurti on the advantages of strengthening medias role in society.

Both supporters and allies among the members of the House of Guurti were identified as influential stakeholders and invited to participate. Before the invitation to the workshop was sent out, key persons in IPRT approached individual opinion-makers in Guurti, both allies and supporters to free media.

During the workshop, the deputy chair of a reputed civil society organisation and an editor-in-chief from one of the leading media houses made presentations. The workshop targeted 25 members of House of Guurti. A positive narrative generated interest and 30 members turned up to the workshop.

It was clear to IPRT that the best advocacy tool in the process was the individual meetings as it gave room for an open dialogue and paved way for a positive start of the workshop itself. These conversations also gave an important input to how to conduct the workshops.

Another efficient tool was to disseminate the Media Law Act to the participants, who then discussed pro and con directly with the reputed editor-in-chief. A IPRT representative found that the best-proven ways of communications during the sessions were the open discussions.
By the end of the workshop, members of the House of Guurti were highly supportive of the Media Law and they were in favour of abandoning the penal code.

We experienced that the peer effects turned out to be strong. In addition, the members of Guurti House also appreciated the news coverage in TV.

Programme Coordinator, Abdullahi H. Abdullah, IPRT

Two main learnings were made from this experience:
1. The high-level meeting benefits immensely from well-prepared meetings with individual stakeholders with influence and power.
2. The discussions and the workshop itself gained more impact by inviting experts and supporting and opposing influential as far too often they do not have the opportunity to meet and discuss pro and con for long of span of time.

3.0 ADVOCACY STRATEGY DEVELOPMENT

Before the choices on **the main elements,** e.g. selecting target groups, tools and timeline, in the strategy are taken, we will present **the main phases** that an advocacy process typically will go through.

Considering the entire process as phases can help you in the planning of advocacy activities. During each phase, you will probably reach out to different target groups and use different messages and channels. The specific content of each phase depends on the objective of the advocacy.

Ideally, an advocacy process goes through the following four phases:

1. **Attention to problem and its causes.** Calling attention to the difference that journalist safety can make on its own and to the nation.
2. **Attention to solution and specific policy change needed.** Focusing on specific policy changes within the Press Law, Freedom of Expression etc.
3. **Assessing progress.** Assessing the implementation of new policies/policy changes.
4. **Measuring impact.** Measuring impact of the advocacy activities for safety of journalists.

The strategy should naturally be a part of the overall strategy of the organisation.

STEPS IN PREPARING ADVOCACY STRATEGY

This toolkit has identified 10 steps you will need to include the preparation of an advocacy strategy. The toolkit will lead you through the following specific steps:

1. Identifying and understanding the problem
2. Setting the objective
3. Understanding the context
4. Identifying and analysing the stakeholders
5. Selecting target group
6. Developing key messages
7. Deciding for channels and tools
8. Considering gender issues
9. Outlining M&E
10. Assessing the risks and how to mitigate them

STEP 1

IDENTIFYING AND UNDERSTANDING THE PROBLEM

Preparing an advocacy strategy never comes unexpectedly. Your organisation already has a focus area linked to your mandate as an organisation. The advocacy strategy will build on your mandate, mission and vision.

Now, you need to take a very close look at the problems for this focus area, analyse the causes and identify potential solutions, and finally, assess, if advocacy is a relevant tool to use.

You can divide the problem analysis into three main steps using the problem tree.

1. **What are the problems at this exact point in time (status quo)?**
    *   Identify the data and information you have access to and develop a baseline.
    *   Assess the credibility of the information and its value in order to prove the magnitude of the problem.
    *   Assess whether you have sufficient information to understand the problem and its causes
   Categorise the information.

2. **What are the causes to the problem?**
    To answer this question, we suggest organising the discussion around a problem tree, which is a way to identify the root causes of the problem and link them to potential solutions.

    Draw: A tree with roots and branches. Write your problem on the trunk. Be specific. Do not worry, if it seems like a broad and messy issue, because the problem tree will help breaking it down.

    Example: 8 journalists are harassed, 28 journalists are detained, 3 media houses are closed.

    Brainstorm: Why is this problem happening? Write the answers on the roots. When using
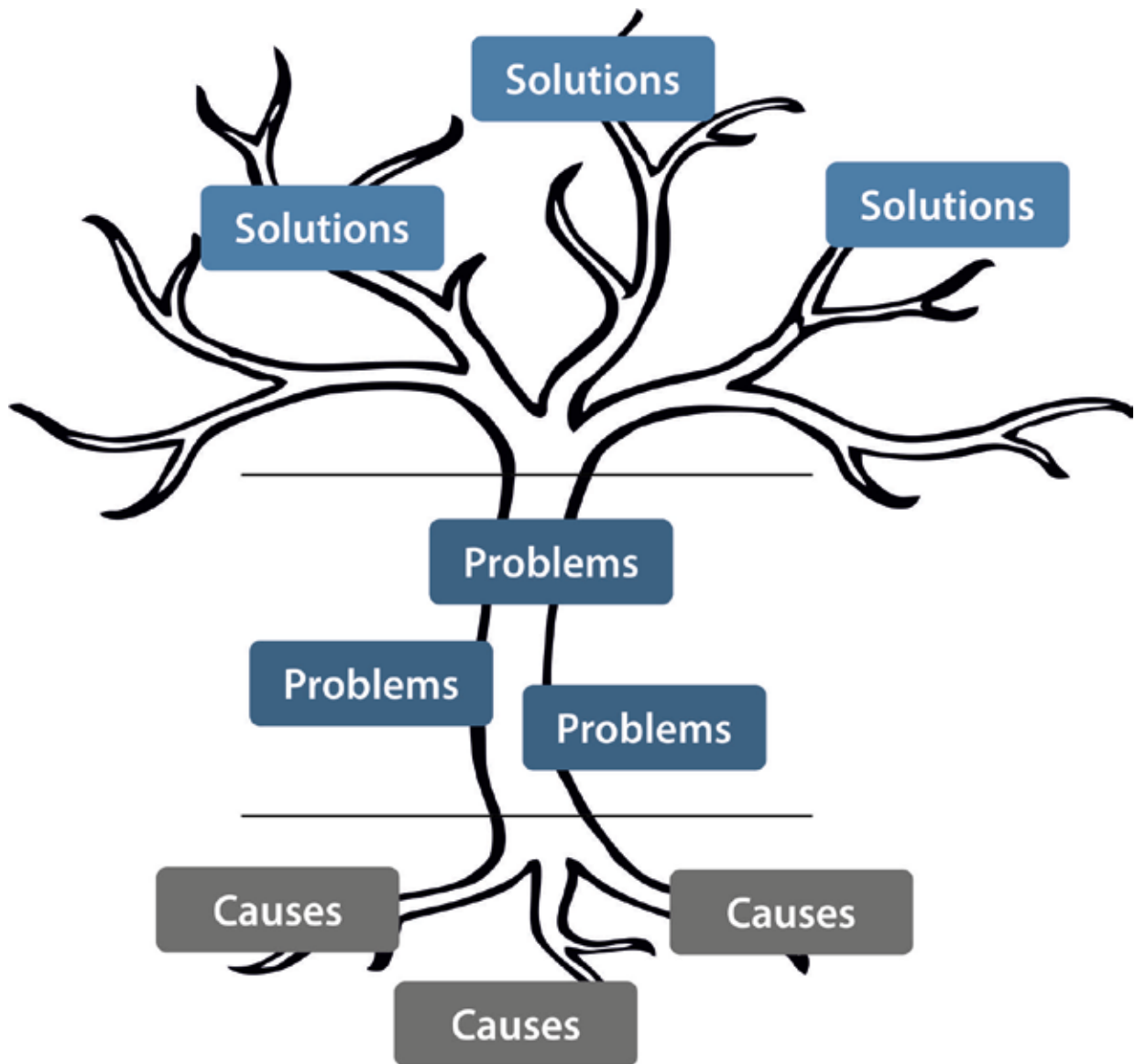
post-it notes, you can move them, when you agree on the linkages between the different answers.

Example: Attorney General under political pressure. Police do not know the rules. Politicians are misusing power to cover up scandals deriving from investigative journalism. Journalists do not follow a Code of Ethics and lack sufficient professional training.

The key is the discussion and dialogue generated, and adding and linking roots and branches. Do remember; most often it is not only one side in the conflict who causes all the problems.

Analysis: For each of these roots ask 'why?' or 'what causes that?'. If you have problems to which you cannot identify the specific cause, consider conducting more research and/or identifying more evidence .

Next, you will need to identify the consequences, which become the branches. You can then arrange the cause/roots and the effects/branches in cause-and-effect pairs.

3. **What are the solutions to the problem?**
   For each of the root causes, discuss and inquire into two areas:
   • What is the technical or practical solution to the problem ?
   • What is the political or policy solution to the problem?

If you have confirmed that the problem, its causes and solutions, is related to policies, then you can move on to the next step in preparing an advocacy strategy.

STEP 2

SETTING THE OBJECTIVE

When starting to prepare an advocacy strategy, one of the first steps is to decide on the objective of the strategy. When working to increase safety for journalists in Somalia/Somaliland, you may be tempted to embrace all relevant issues, as you consider all have high priority.

Before defining the objective, we strongly encourage you to take these considerations into account:
- Focus on one or very few issues at a time considering the context and the resources of you and your own organisation;
- Recall your strengths and weaknesses as an organisation and as an individual; and;
- Coordinate with other civil society organisations related to media and human rights for the greatest impact. Consider when to cooperate on a mutual cause and/or when to divide the issues between you.

Be SMART

A good objective should include certain characteristics to be effective and truly useful. The acronym SMART has often been used.

The objective should be:

S **Specific**
Clear, well-defined and focused

M **Measurable**
You should be able to track and document progress and achievement

A **Attainable**
Stretch ability while remaining possible

R **Realistic**
You should be able to reach the objective, otherwise it has no value

T **Time bound**
You should set a realistic deadline

EXAMPLE: HUMAN RIGHTS CENTRE

The Human Rights Centre decided to focus on the issue of journalists being criminalised and stress the

"By 30 June 2020, the Attorney General ensures that cases against journalists in the Republic of Somaliland will be based on the Press Law (and not the Penal Code), when they concern issues related to their profession as journalists."

This example includes all criteria from the SMART including being assessed as being realistic.

STEP 3

UNDERSTANDING THE POLICY CONTEXT

Before making decisions on which strategy to apply, you will need a comprehensive understanding of the policy context in which you are operating to allow you to maximise the effect of your advocacy strategy.

By policy environment, we mean the political system, the institutions, and the individuals involved. It includes the rules, restrictions, and conditions under which you operate. You will also have to look at the broader contest such as major changes in socio-economic conditions than can influence the policy environment. Therefore, we recommend that you devote resources to an analysis of the political, the economic, the social and the technological situation, a so-called PEST analysis.

First, you will consider where you can find reliable, updated information for your analysis. To make a strong and credible analysis, you will need to use reliable data. Below is a list of places where you can find information:

*   UN organisations, governmental institutions, civil society organisations, national and international universities, including academia;
*   Systematic news review and analysis;
*   Searching the net for international experiences, e.g., other countries' laws on media, press and journalism and how they approach challenges in safety for journalists in general; and
*   Official and unofficial networks including taking part in relevant meetings and consultations.

Second, analysis of the political context. In a PEST analysis, you brainstorm and you discuss based on your existing knowledge, experiences and lessons learnt. You brainstorm opportunities and threats arising from each of the four thematic areas, before considering the appropriate action to take.

In advocacy, you need to pay extra attention to how decision-makers operate, how policies change, and how they are sustained. We have sub-divided the "P" in PEST into policy environment and political situation.

You can use the following questions as a guide:

Political environment:
*   Who are the most likely contenders for power? What are their views on the specific polices in focus?
*   What are their views on other policies that affect your organisation? Why are policies lacking/not being implemented to support the safety of journalists?
*   What is the likely timescale of proposed legislative changes?
*   What are the distribution of political power among key actors?
*   What are the formal and informal policy-making processes?

Political situation:
*   Investigate the strategies underlying the policies related to safety for journalists. Most governments formulate strategies before taking legislative or administrative action.
*   Do the politicians have an interest in the roles that journalists and media play in society?
*   Are there any other political factors that are likely to change? Identify governmental key actors and institutions that make decisions about policies as well as those who can influence policy-makers.

Economic situation:
*   How does the macro economic situation affect the attention of decision-makers within in press, the media?

Socio social and cultural questions:
*   What are the attitudes to your agenda among different groups in society, e.g. urban/rural, younger/older, educated/ non-educated?
*   How is the safety situation related to gender?
*   Which groups in the public take an interest in media, freedom of the press and safety of journalists or are they indifferent?
*   What are the social taboos or attitudes affecting your objective?
*   What are the underlying causes for lack of safety, impunity and lack of implementation?

Technological questions?
*   Do you have access to relevant technologies that can support the fulfilment of your objective?

How do you assess the chance of success in changing and/or implementing policies? Your assessment should influence your choice of policy area, but first let us look at your options.

What are the options/which strategies can you choose from?
- Which of the policy solutions you defined in the problem tree is likely to have the most lasting impact on the problem?
- Which policy solutions are easily achievable and which are likely to be expensive and/or time consuming?
- Which policy solutions are likely to garner significant support or, alternatively, face significant opposition?
- What will happen, if nothing is done regarding these policy issues?

After this analysis, take a step back and try to challenge your perceptions of the political environment and the existing opportunities. You may be able to identify new openings and/or new alliances.

Opportunities to influence policy-makers can arise at any time, so where there is advocacy capacity, we recommend monitoring the political, economic, socio-cultural, and technological environments to keep abreast of emerging opportunities and the positions of government and other leaders with respect to the issues.

Your analysis will help determine the sequencing of your different advocacy activities. But first let us take a closer look at who the players are.

STEP 4

IDENTIFYING AND ANALYSING THE STAKEHOLDERS
After deciding the policy issue, you need to determine who are the individuals and the groups of individuals who have direct or indirect influence on the policy issues.

Notice that stakeholders are never institutions or organisations, but always people.

Overall, we work with four groups:

Targets:	Have power to change things.
Allies:	Share your objectives and can help to influence or put pressure on decision-makers.
Opponents:	Oppose what you want to achieve.
Neutrals:	Have influence, but stay neutral, and could be either potential allies or potential opponents.

Below is a list of points to guide your analysis:
- **Identify and map all stakeholders.**
  Now, you have a good overview of who could have an influence on your objective, whether it is supporting or opposing. At this point, you may not be sure exactly where they stand in the discussion/policy questions, but list them anyway.
- **Find information on the stakeholders.**
  You must find information that identifies their degree of influence, resources and interest in the issue. How have they previously been involved in the discussion e.g., had a say or voted on topics related to safety for journalists, freedom of expression, media laws. When are they most accessible, how have they previously been influenced.
- **Dividing them into groups of supporters, opponents and neutrals.**
- **What are your channels to the influential people?**
- **Who are the gatekeepers?**
  How can you pass gatekeepers? Do you have formal/informal network/contacts/ information?
- **Identify entry points and points of interest** to approach the stakeholders?
- **Building strategic alliances,** e.g. positive, constructive network is to identify one or two initial short- to medium-term goals that are clear, meaningful and achievable.

- Are you or can you become a trusted partner for input during the policy formulation phase?

COALITION OR NOT?

Experience shows that advocacy with more people and organisations involved have both greater impact and lower risk. Together you can attract far more attention to policy areas. You could then consider the opportunities of entering or forming a coalition.

Definition
A coalition is a group of organisations working together in a coordinated fashion towards a common goal. In advocacy, a coalition's goal is policy-related.

The coalition has one objective and when it has been reached, the cooperation might end or the group of organisations may decide to focus on another objective.

MAIN ADVANTAGES OF JOINING A COALITION

1. Increases resources, experience, credibility, and legitimacy
2. Increase visibility and reach
3. Minimises risk through safety by numbers

Questions for analysing potential
- Who are the allies that could take part in a coalition?
- Which organisations and individuals are already targeting the same policy area?
- Is a relevant coalition already in place or will you initiate a new one?
- How will the different organisations contribute to the efforts of the other organisations?
- What are the advantages of being involved in a coalition?
- What are the disadvantages of being involved in a coalition?

STEP 5

SELECTING TARGET GROUP

During this step, you first and foremost, have now identified the key decision-makers who have the power to initiate new policies and/or implement existing policies.

The target persons or groups are the people, who can make the changes you aim for in your advocacy strategy.

We are operating with two kinds of target groups:
- **Primary group** are those individuals with the direct authority to make policy changes (i.e. the Minister of Information, House of Guurti in Somaliland, Somalia's House of the People (the parliament) and the Upper House etc.
- **Secondary group** are those people who can influence the decisions of your primary group. Secondary group can be a highly valuable channel to reach the primary groups, if they cannot be reached directly. It can include civil society organisations working directly on increasing journalist safety, and can also include others who consider freedom of expression as a value, e.g. business leaders, local organisations or, in some cases, specific groups within the public. Please note that one important group in secondary group are policy makers/members of parliament who can act as a channel or persuade the right decision-maker.

Influencing the primary group about a policy issue is at the core of any advocacy strategy. The more you know about your target group, the more you are likely to prepare the right messages, choose the right channels to reach and influence them.

STEP 6

DEVELOPING KEY MESSAGES

The next step is to develop the key messages. The message differs depending on who is the target, e.g. if they belong to the primary target group or to the secondary target group.

A strong message contains three main elements:
1. **Inform:** Your objective is to ensure freedom of expression;
2. **Persuade:** Your arguments are evidence based and presented in facts;
3. **Move to action:** Be specific on the actions you would like your target to do.

When you prepare the message, you can use the following structure:

1. A clear statement of the issue
2. Why it matters
3. How you know – your evidence
4. A real example
5. What you want from the person you are talking with

Keep it simple and clear. Try to keep it down to a few sentences or maximum one sentence for each of the five points above.

The message has a far greater impact when you know your target. When preparing your message, do consider carefully the results of your analysis in step 4 and step 5, e.g. what is her/his knowledge, interest and understanding of the subject? The message specifies, directly and exactly, what you would like your target to do.

Reinforce messages: Usually, delivering a message once is not enough. Always have a strategy to reinforce your message, either by yourself or through others.

Who are to deliver the message?
When delivering the message, you need to make sure that you are have the attention of the target person. One way to access the target person is to make sure that the messenger is known to the target person and has a high level of credibility and legitimacy.

The good messenger
• can demonstrate in-depth knowledge and highly relevant expertise related to the issue in question
• is a source whose opinion is valued by the target person.

STEP 7

DECIDING FOR TOOLS AND ACTIVITIES

The next step is choosing how to send the messages to the target. It is time to consider which way is most efficient and has most impact as to get the best result.

What are the techniques, channels and tools that are most likely to reach the target?

Overall, you can distinguish between:
• One way or two ways
• Directly or indirectly
• Closed meetings or public meetings
• Interpersonal encounters or mass media

You must consider:
• What channels do your target find most reliable and what are they actually using?
• Do you need immediate feedback?
• Are you sharing information to raise awareness and/or pressure/demands to decision-makers?
• How can you choose different channels supplementing each other?

Setting the timeline
You must set the timeline for the activities and consider how the different activities support each other. In advocacy, the development can be unpredictable and new opportunities can suddenly arise, so do consider being conservative in your planning and allow for plenty of time. In case, you reach your objective before anticipated, you can enjoy a bigger success.

Consider the budget
Do keep a budget line for unexpected expenses or to cover new initiatives that could not be predicted in the initial stages of the advocacy plan. Otherwise, include salaries, activities and events, production and distribution of material, external consulting services, overhead etc.

STEP 8

CONSIDERING GENDER ISSUES

When preparing an advocacy strategy and specific activities on safety for journalists, the organisations must consider special conditions advocating for increasing women's' safety. In all advocacy activities, the initiatives must include an in-depth analysis and subsequent evidence on the special conditions that women face related to safety. Focusing on safety related to gender in the media, the advocacy initiatives must consider looking internally in the media organisations as well as the advocating for policy change and/or policy implementation. Hence, to maintain a strong credibility and legitimacy, the organisations should look inwardly ensuring that the organisation itself as well as individuals uphold good ethics towards female colleagues by promoting women's inclusiveness and safety.

Only a fifth of the journalists in Somalia/Somaliland are women. Cultural and social prejudices keep women from entering journalism in the first place. In addition, women in the big media house tend to refrain from independent and potentially more dangerous investigate journalism.

Consider:
- Your own policies and practice towards both inclusiveness of women and safety of women colleagues?
- How to ensure women representativeness in the advocacy activities itself?
- Would women need a special focus in the advocacy strategy for policy change/implementation?

CASE FROM SOMALIA

Changing cultural practice needs a long-term strategy, and at times, it will be useful to aim for objectives with a shorter term and regard them as one step on the road to a bigger goal.

In Somalia, Somali female journalists are not fairly represented at the management level at media houses. One of the reasons according to the Association of Somali Women Journalists is that women have weaker educational background than men and find it far more difficult than men to find room for additional training and/or education when they have entered the labour force. On top of that, many women experience lack of support for education among cultural and religious institutions.

Association of Somali Women Journalists has decided to prepare a campaign targeted management at media organisations and universities as well as local authorities. The objective is that women will be offered part time studies combined with part time jobs in the media houses.

STEP 9

OUTLINING MONITORING & EVALUATION

Monitoring & evaluation (M & E) are essential for keeping the implementation of the advocacy strategy on track. M & E is also a valuable management tool for making decision on changes in the plan.

M & E in advocacy usually focus on the process rather than the result.

Baseline

M&E requires attention early in the planning process and must be based on an updated baseline.

A baseline assessment provides information on the situation the campaign aims to change and is reference point for assessing impact, as it establishes a basis for comparing the situation before and after an intervention.

The baseline should include information on the conditions that the advocacy strategy seek to change. Relevant sources of information for a baseline could include: Official statistics, existing survey results and quality research reports, journal and newspaper articles.

Let us get the definitions in place

- Monitoring is a systematic way of collecting data for output, activities and input.
- Output is the changed knowledge, attitude or opinions on the policy area.
- Activities are the specific activities carried out during the implementation of the strategy. Activities should be monitored. You must monitor your activities to identify successes and obstacles, and hence, lessons learnt.

Monitoring progress or lack of progress is also an opportunity to discuss the status of safety of journalists.

Evaluation

Evaluation of an advocacy strategy focuses on the following two areas:

1. **Impact.** Evaluations assess the extent your policy objectives have been reached through policy changes or increase policy implementation; and;
2. **Effects.** Evaluations assess the impact of these changes on the safety of journalists.

Questions to ask in the evaluation of the strategy:

- Did you select and reach the relevant primary target groups and secondary target groups?
- Did the advocacy messages change your target groups' opinions or knowledge on safety for journalists?
- Have new policies been enacted and/or has existing polices been implemented?
- Are fewer journalists experiencing harassment, detentions etc. than before the onset of the strategy?
- Did the advocacy activities raise awareness and interest in safety of journalists?
- What were the major obstacles faced by your advocacy strategy and specific activities?
- What are the lessons learnt strategy formulation and implementation for future initiatives?

STEP 10

ASSESSING THE RISKS AND HOW TO MITIGATE THE RISKS

The more you understand the political environment you are working in, the better you can assess the character and the magnitude of the risks for the individual journalists and you as an advocate organisation.

When preparing advocacy strategies in thematic areas already inflicted with risks, it is imperative that you carefully consider the potential risks moving ahead.

- First of all, make sure that your decisions are based on sound information and sound judgement of the current situation.
- Secondly, plan carefully your activities and monitor any critical approaches towards your activities, organisation and individuals.
- Thirdly, do have a plan on how to react in case of trouble, both on a political and practical level.

4.0 LITERATURE AND LINKS

For more background, we can recommend you to study the documents below.

On theory:
10 theories to inform advocacy and policy change effort
http://orsimpact.com/wp-content/uploads/2013/11/Center_Pathways_FINAL.pdf

On M&E:
A guide to monitoring and evaluating policy influence
https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/6453.pdf

EAN 9788792209832