



**INCLUSIVE  
SECURITY**



Jeremy Miller, AusAID

## **MODULE FOUR**

# Develop Recommendations

Advocacy for  
Inclusive Security  
Curriculum

## Acknowledgements

Carrie O'Neil and Nanako Tamaru are the primary authors of this curriculum. Many Inclusive Security staff also contributed to its development; Elena Parades, Jacqueline O'Neill, Michelle Barsa, and Miki Jacevic were instrumental in shaping content. Thanks also to Lauren Conroy, Farah Council, Radhika Behuria, Angelic Young, Ruth Allen, Marie O'Reilly, Pari Farmani, Kristin Williams, Kelly Case, Anna Tonelli, Shereen Hall, and Stephanie Pierce-Conway for invaluable help along the way.

Many thanks to the members of the Women Waging Peace Network for telling us we needed this resource, and for helping us develop and refine the content, with special thanks to Alice Nderitu, Huda Shafiq, Rajaa Altalli, and Stella Sabiti. Your tireless, strategic work to make the world a more just and peaceful place is Inclusive Security's reason for being. Thank you for being our teachers, and showing us what kind of persistence and leadership is possible.

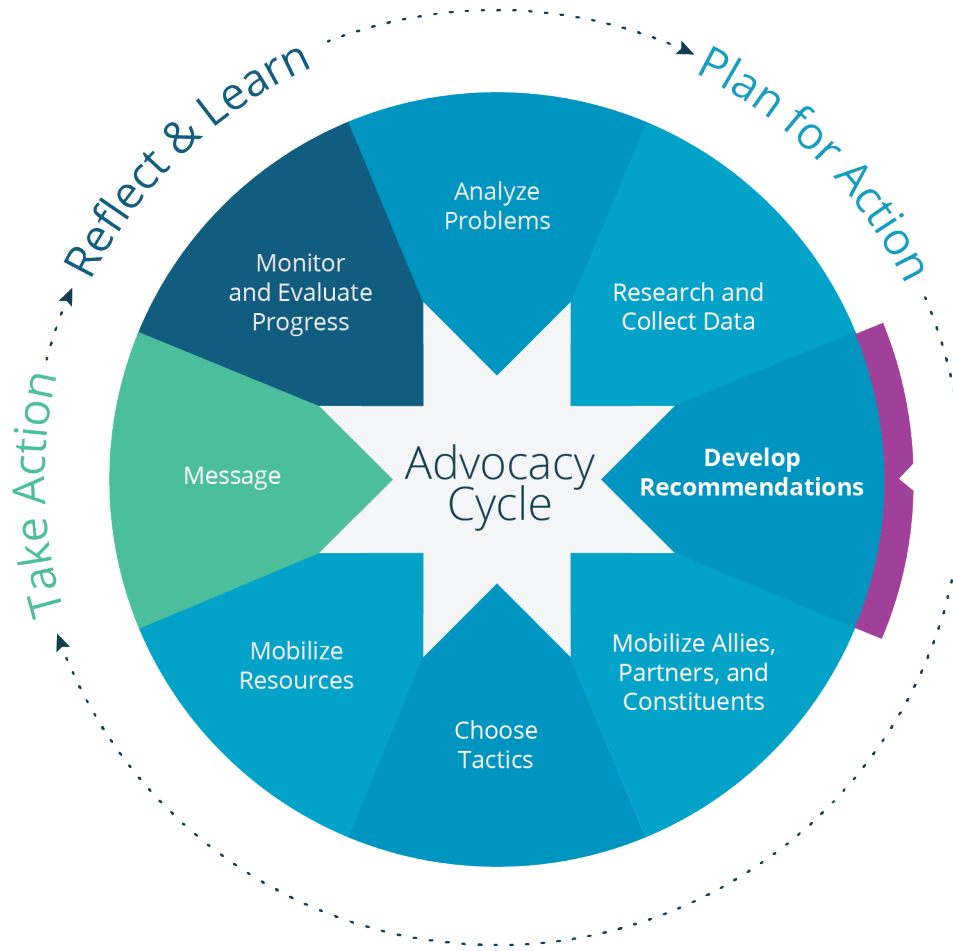
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## Advocacy for Inclusive Security Curriculum

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# MODULE OVERVIEW: Develop Recommendations

## Learning Objectives

Participants are able to:

- Use tools to identify actors with the power to make the changes they want to see.
- Identify specific actions those actors can take to realize the proposed change.
- Formulate strong advocacy recommendations.

## Evaluation Procedures

Pre- and post-workshop evaluations

## Time Frame

3 Hours 35 Minutes

## Background for Facilitator

This module guides participants through the process of developing advocacy recommendations (what/who/how). The 'More Time' section includes an activity for refining or strengthening recommendations for more experienced groups of participants. While there are no formal prerequisites for this module, the recommendation drafting process would be easier if participants have defined a policy issue and advocacy goal (see Module 2: Analyze Problems). If participants do not have a defined policy issue or advocacy goal, you will need to draft some language that all participants will be comfortable working with.

## Background Resources

- Inclusive Security. *Inclusive Security: A Curriculum for Women Waging Peace*. Washington: Inclusive Security, 2009.
- Inclusive Security and International Alert. *Inclusive Security, Sustainable Peace: A Toolkit for Advocacy and Action*. Washington: Inclusive Security, November 2004.
- See the Inclusive Security website for most recent recommendations drafted: [www.inclusivesecurity.org/?s=recommendations](http://www.inclusivesecurity.org/?s=recommendations)
- Recommendations featured in this module:
  - Afghan Women's Network. "Recommendations on Women's Inclusion in the Afghan Peace Process." June 2014.
  - "Pakistan Delegation Policy Recommendations." April 2014.
  - "Recommendations for a Sustainable and Just Peace in Syria." September 2014.
  - South Sudan Taskforce on the Engagement of Women. "South Sudan Taskforce on the Engagement of Women Recommendations." February 2016.
- Sharma, Ritu. *An Introduction to Advocacy: A Training Guide*. Washington: Women Thrive Worldwide, 2014.
- CARE International. *The CARE International Advocacy Handbook*. Geneva: CARE International, 2014.
- Chapman, Jennifer, et al. *Critical Webs of Power and Change*. Johannesburg: ActionAid International, 2005.

Time	Type of Session	Title
2 minutes	Presentation	Introduction to the Module
50 minutes	Activity	Components of an Advocacy Recommendation
100 minutes	Activity	Actor and Relationship Mapping
60 minutes	Activity	Developing Advocacy Recommendations
2 minutes	Presentation	Conclusion
60 minutes	More Time: Activity	Identifying Specific Advocacy Targets
60 minutes	More Time: Activity	Strengthening Your Recommendations

# Develop Recommendations

## Key Takeaways

### **A strong advocacy recommendation includes three components (who/what/how).**

A well drafted recommendation must include an objective (**what** you want to change), an actor (**who** can make that change), and an action (**how** to make that change happen).

### **Advocacy objectives are the incremental change needed to achieve your advocacy goal.**

Your advocacy goal is drives your advocacy strategy; it's the ultimate change you hope to achieve. Advocacy objectives are the small steps required to achieve your goal. If these are well drafted, your recommendations will help achieve your advocacy goal.

### **Advocacy targets must have the power/influence to act.**

A common mistake made by advocates is delivering recommendations to someone who does not have the power or capacity to take action. Careful research about what institutions have the power to act and who within those institutions makes decisions is essential.

### **Strong advocacy recommendations target a specific actor and include a specific action(s).**

The **who** and **how** of your recommendations should be specific and tailored. Your solutions must be actionable and within the power of the actor to implement. It is not enough to tell policymakers your advocacy objectives; you must explain how you want them to achieve those objectives—be specific! Too often, groups spend time identifying problems and don't focus on the solutions, leaving policymakers frustrated or discouraged and unwilling or unsure how to act.



## Presentation 4.1 Introduction to the Module

### Background for Facilitator

This section introduces the purpose and learning objectives of the module.

### Facilitator Talking Points

- Once you've picked your policy issue and conducted background research, setting advocacy objectives and determining solutions can further narrow and refine your advocacy strategy. When crafting advocacy recommendations, you must be as specific as possible in identifying: what needs to happen, who can make it happen, and how the identified actor can make it happen. This module will focus on tools and approaches for developing these three components of an advocacy recommendation.
- After this module, you will be able to:
  - Identify the actors with the power to make the changes you want to see.
  - Identify specific actions those actors can take to realize the proposed changes.
  - Formulate strong advocacy recommendations.

### Materials Needed

None

### Learning Objectives

Participants are able to identify the purpose and learning objectives of this module.

**Time** 2 minutes





## Activity 4.2 Components of an Advocacy Recommendation

### Background for Facilitator

This section introduces participants to the three components of an advocacy recommendation.

Participants will practice identifying the what/who/how in sample recommendations. Drafting recommendations for the first time can be challenging, so taking the time to work through these examples will set participants up for success when developing their own recommendations.

Prior to distributing the [Sample Advocacy Recommendations](#) handout, review all four examples (Afghanistan, Pakistan, Syria, and South Sudan) and choose one for the activity. Depending on time, capacity, and the mood of the group, you may even consider having participants focus on only one or two objectives within one of these examples. Some of the sample recommendations are excerpts; consider printing and distributing the full recommendations document for participants to take home as a reference.

#### Materials Needed

Presentation slides; [Sample Advocacy Recommendations](#) handout

#### Learning Objectives

Participants are able to describe and identify the three components (what/who/how) of an advocacy recommendation.

**Time** 50 minutes

### Facilitator Talking Points

- Developing an advocacy strategy begins by looking at the big picture and slowly narrowing your focus. Developing advocacy recommendations is part of this narrowing process. An advocacy recommendation includes three components: an objective (**what** you want to change), an actor (**who** can make that change), and an action (**how** that actor can make that change happen). Each of your recommendations should outline what needs to happen in order to address your policy issue. Additionally, each of your recommendations should represent an incremental step toward achieving your advocacy goal. *[Facilitator note: Policy issues and advocacy goals are discussed in Module 2: Analyze Problems.]*
- The first component of an advocacy recommendation is the **advocacy objective**, which is **what** you want to change (or the smaller order change that will work toward your overall advocacy goal). There are two ways to test whether you've successfully identified an advocacy objective:
  - **Measure against your advocacy goal:** An advocacy objective should contribute to your overall advocacy goal. Advocacy objectives represent the changes needed in order to achieve your advocacy goal. In other words, your advocacy objective is shorter term than your advocacy goal.
  - **Measure against your policy issue:** When determining your advocacy objective, you might also ask, "What do we want to see happen that will address our policy issue?"

#### Advocacy Objectives

The smaller order changes we want to see happen to address our policy issue.

#### Advocacy Recommendation

- **Objective:** What you want to change
- **Actor:** Who can make that change
- **Action:** How the actor can make that change happen

- There are many ways to achieve an advocacy objective, and it will likely take multiple actions from multiple actors. In other words, there may be several “hows” and “whos” for each “what.”
- The remaining two components of an advocacy recommendation are interrelated. The action (how) describes the changes necessary to achieving your objective. The actor (who) is the person(s) taking said action.
- For example: Imagine our policy issue is “Women’s exclusion from peace and security decision making in the peace process”; our advocacy objective would therefore be to “increase women’s inclusion in peace and security decision making in the peace process.” Achieving this objective would require many actions taken by many actors, right? Here are some examples of potential action and actor combinations that could support progress toward this advocacy objective:

ACTOR / WHO	ACTION / HOW
The parties at the negotiation table	Increase the number of women representatives in their delegation
The mediation team	Hold consultations between negotiation delegations and women civil society leaders
Local governments	Increase the number of women representatives on the committee that makes decisions about peace agreement implementation

- Let’s look at a few examples of advocacy recommendations and see if we can identify the what/who/how: *[Facilitator note: Show presentation slides with examples and ask participants to identify the what/who/how – see answer key below.]*

## Strong Recommendations Examples | Answer Key

**Example 1:** **[what]** To increase women’s representation in the Afghanistan Peace and Reintegration Decision-making bodies, the [who] Chairman of the High Peace Council should [how] direct the Provincial Governors to increase the number of women on the Provincial Peace Councils to a minimum of 30% women on each council.

**Example 2:** **[who]** The US Department of State, Bureau of International Narcotics and Law Enforcement Affairs (INL) should [how] create and fund a pilot program that engages policewomen and university students in discussions about the importance of women in the forces and benefits of joining, in order to [what] increase the recruitment, retention, and professionalization of women in Pakistan’s police forces.

- Let's look at two more example recommendations. These are not as well structured as the previous ones. Can you identify what's wrong with them? *[Facilitator note: Show presentation slides with examples and ask participants to identify the what/who/how – see answer key below]*

## Weak Recommendations Examples | Answer Key

**Example 1: [what] To increase the number of women in parliament, [who] national policy-makers should [how] empower women to run for public office.**

- **Who:** "National policymakers" isn't very specific; recommendations should target a specific institution/department/individual.
- **How:** "Empower women" isn't a specific action that a policymaker can take; recommendations should clearly spell out what actions you want the policymaker to take. This recommendation could be improved if it included "such as [create training programs; provide mentorship, campaign funding, and other resources]" at the end. A general term like "empower women," leaves a lot to interpretation. For example, a policymaker could say that women are already empowered to run for office because the law doesn't prevent women from running.

**Example 2: [who] The government should [how] reduce barriers for women's participation in peace processes.**

- **What:** The "what" is missing! You could guess that it has something to do with increasing women's participation in the peace process, but this should be made clearer.
- **Who:** "The government" isn't very specific; recommendations should target a specific institution/department/individual.
- **How:** "Reduce barriers" isn't a specific action. This recommendation could be improved if it included "such as [encourage parties in the peace process to include women representatives; provide funding for travel, childcare, and other expenses]" at the end. Policymakers may not know what barriers are preventing women's participation.

### Instructions

Distribute the [Sample Advocacy Recommendations](#) handout (see annex) and indicate which example the participants should focus on. They can review the remaining samples on their own. Ask them to identify the what/who/how of each recommendation. Participants may work in pairs or individually.

### Debrief

#### Facilitator Instructions

- Select a few of the recommendations to review and have a few volunteers share what they identified (see answer key below).
- Welcome participant reactions to this activity.

## Facilitator Talking Points

- There are many different ways to write recommendations, but the core components of strong recommendations are the same—what/who/how.
- You may have noticed that the “who” is sometimes an individual and other times an institution/department/council. Determining the “who” in each recommendation depends on your policy environment and the key decision makers.
  - In some cases, your recommendation may require that several individuals take action, so you may want to refer to an institution/department/council. The recommendation should name the department or institution (e.g., High Peace Council, US Department of State, Bureau of International Narcotics and Law Enforcement Affairs) because your advocacy target may share with their colleagues and other policymakers, and you want the recommendations to remain relevant. As part of your advocacy strategy, it’s still important that you identify an **individual who can take action** as your advocacy target—this is the person to whom you’ll deliver the recommendations.
  - In other instances, you may want to name a specific individual in your recommendation. This is particularly the case when you know that the specific individual is the key decision maker for your policy issue (e.g., Lead Mediator, Chairman of the Peace Council, President/Prime Minister, Commissioners).

## Answer Key

# Sample Advocacy Recommendations

## Afghanistan

### **Objective 1: [what] Increase women's representation in the Afghanistan Peace and Reintegration decision-making bodies.**

- The [who] Chairman of the High Peace Council should [how] direct the Provincial Governors to increase the number of women on the Provincial Peace Councils to a minimum of 30% women on each council, including instruction that women should be included in formal decision-making within the councils; the Provincial Governors should work with women's NGOs based in their provinces to identify capable women to appoint.
- The [who] High Peace Council and Joint Secretariat should [how] review and revise the directive requiring a minimum of three women on each Provincial Peace Council to elaborate on specific criteria for female members, including commitment to engaging women in communities and the ability to dedicate substantial time to activities related to the peace process.

### **Objective 2: [what] Women in civil society require information on the activities of the High Peace Council and Joint Secretariat in order to build trust in the process at the provincial level. Further, women require resources but have limited knowledge of funding available to support their efforts.**

- [who] Provincial Peace Councils should [how] partner with civil society organizations, particularly women-led organizations, to expand the scope and impact of community outreach efforts.
- The [who] Joint Secretariat should [how] make information about the peace process small grants and similar resources available to women's groups at the provincial level to improve the ability of NGOs to support outreach related to the peace process through social media and radio programming, workshops in provinces for women's NGOs and training for the Provincial Peace Councils.
- The [who] Joint Secretariat should [how] hold regular monthly meetings with women civil society representatives during which Gender Unit Staff members share information about the activities of the High Peace Council and women share information about the work they are doing to promote peace.
- The [who] Joint Secretariat should [how] improve the transparency of the peace process budget allocation by making publicly available a list outlining the location, activities and implementing actors resourced by the Trust Fund and posting related information on their website.

### **Objective 3: Acknowledging women's integral contributions to the goals and objectives of the peace process, it is critical to [what] ensure that women are meaningful engaged in the implementation and monitoring of peace process related activities.**

- [who] Provincial Peace Councils and Provincial Joint Secretariat Teams should [how] establish resource centers for women in the provinces from which women can retrieve information on the objectives, activities and structure of the peace process. Provincial women's peace committees should also be created and encouraged to use the resource centers for meeting space and outreach activities.
- [who] International donors should [how] reserve funds specifically to document the work women are currently doing to advance the peace process at the provincial and national levels and disseminate these stories and examples widely.

## Answer Key

# Sample Advocacy Recommendations

## Pakistan

### **Objective 1: [what] Increase the recruitment, retention, and professionalization of women in Pakistan's police forces.**

- **[who]** US Department of State, Bureau of International Narcotics and Law Enforcement Affairs (INL) should:
  - **[how]** Create and fund a pilot program, in coordination with local civil society organizations, which engages policewomen and university students in discussions about the importance of women in the forces and benefits of joining;
  - **[how]** Increase the advocacy capabilities of policewomen by funding training that propels them to push for improved services;
  - **[how]** Continue to evaluate and fund the reform of infrastructure and policies that hinder the retention of policewomen, including lack of office space, transportation, bathrooms, and flexible working hours;
  - **[how]** Build the capacity of female police to counter violent extremism by:
    - Providing specialized training on tools to counter violent extremism;
    - Developing skills for early warning response; and
    - Ensuring they are adequately equipped.
  - **[how]** Support women's inclusion in community policing mechanisms and ensure these mechanisms are both gender-responsive and conflict-sensitive; and
  - **[how]** Fund programs to sensitize the police and other law enforcement agencies about the importance of inclusion and the effective role of men and women in countering violent extremism.
- **[who]** US Department of State, Office of Public Diplomacy and Public Affairs and INL should [how] support a sustained media campaign to enhance the profile of Pakistani policewomen in countering violent extremism.
- **[who]** US Department of State should **[how]** fund a capacity-building program for Pakistan's Women's Parliamentary Caucus with a focus on women's inclusion in law enforcement.
- **[who]** US Congress should:
  - **[how]** Include in any extension of the "Enhanced Partnership with Pakistan Act," or subsequent legislation, a specific authorization for funding the recruitment, retention, and professionalization of Pakistani policewomen, as well as inclusion of these efforts in any reporting requirements for the monitoring of US aid to Pakistan.
  - **[how]** Require a portion of law enforcement funding in future appropriations bills for Pakistan be utilized for the recruitment, retention, and professionalization of women in the Pakistani police forces and law enforcement agencies [see appropriations request language].

**Objective 2: [what] Strengthen women’s inclusion in mechanisms setting Pakistan’s strategic priorities, such as the National Internal Security Policy (NISP), the National Counter Terrorism Authority (NACTA), and all negotiations to end violent extremism.**

- **[who]** US Department of State, Department of Defense, and Agency for International Development should **[how]** use the resumption of the US-Pakistan Strategic Dialogue to raise women’s full inclusion in security decision-making as a critical issue. For example, under the counterterrorism pillar, the US should emphasize the need for increased recruitment, retention, and professionalization of women in Pakistan’s police forces.
- **[who]** The US should **[how]** provide resources and technical assistance for the establishment of a national dialogue process in Pakistan—including multi-sectoral and geographically diverse representatives from every province—concerning the need for women’s inclusion in setting Pakistan’s national security policies. In preparation for a national dialogue process, **[who]** the US should **[how]** back an independent, Pakistani-led review of national security policies.
- **[who]** The US should **[how]** support a sustained media campaign that highlights the role of women in setting Pakistan’s national security policies.
- **[who]** The US should **[how]** encourage increased transparency in the establishment of Pakistan’s national security policies through capacity-building and technical assistance on peace and security issues for female members of the parliament.

**Objective 3: [how/who] Expand US support for, and promotion of, indigenous, women-led initiatives in Pakistan that aim to counter violent extremism.**

- **[how]** Through the new Global Community Engagement and Resilience Fund (GCERF), ensure a strong process for transparency, including an institutionalized monitoring and evaluation system.
- **[how]** The multi-stakeholder governing board of the GCERF should be comprised of a diverse group of representatives including at least one-third women with demonstrated expertise in countering violent extremism particularly from Pakistan.
- **[who]** US representatives to the Global Counterterrorism Forum and relevant working groups, should:
  - **[how]** Raise women’s contributions to countering violent extremism at the highest levels;
  - **[how]** Advocate for workshops and best practice guides to incorporate the role that women play in the civil society, security, and government sectors in improving the effectiveness of efforts to counter violent extremism and terrorism.
- To ensure coordination among international donors, **[who]** the US Embassy in Islamabad should **[how]** use the ongoing convenings of donor working groups focused on countering violent extremism in Pakistan for the purpose of:
  - Ensuring relevant societal and religious leaders are effectively included in initiatives;
  - Mapping indigenous strategies; and
  - Assessing programming effectiveness.

## Answer Key

# Sample Advocacy Recommendations

## Syria

- **[who]** UN Special Envoy de Mistura to **[what]** structure the talks to enable the full and meaningful participation of women and civil society by:
  - **[how]** Including an official consultative forum for Syrian civil society in the structure of the negotiations with a requirement that negotiating parties consider the outcomes, statements, and position papers produced by the forum.
  - **[how]** Creating incentives for the official parties to the negotiations to reserve at least 30% of the seats on their delegations for women.
  - **[how]** Assembling a Technical Expert Team comprised by Syrian women and civil society, with at least 50% representing organizations that focus on gender and social inclusion. The team should have a mandate to advise the mediator and official delegations, assured access to all parties, and a formal role in the review of draft text.
  - **[how]** Appointing a gender and social inclusion advisor responsible for identifying and liaising with active, representative networks of women and civil society.
  - **[how]** Requiring each of his technical advisors to integrate gender into their thematic areas and regularly consult active networks of women and civil society.
- **[who]** UN Special Envoy de Mistura and his team to **[what]** work with women and civil society to define confidence-building measures that will create trust and encourage support on all sides for renewed negotiations. Options may include:
  - **[how]** Prioritizing construction of temporary housing for Internally Displaced Persons (IDPs) from both sides of the conflict, with a focus on those currently living in tents.
  - **[how]** Coordinating the safe passage of university students between government controlled and non-government-controlled areas to allow them to resume their studies.
  - **[how]** Allowing for the immediate release of all women and children currently detained by all sides.
  - **[how]** Improving conditions in prisons and detention centers.
  - **[how]** Opening additional channels for the distribution of humanitarian relief.
- **[who]** UN Special Envoy Staffan de Mistura to **[how]** appoint one person on his team in Damascus to be responsible for tracking all local ceasefire agreements in an official registry; **[who]** UN Department of Political Affairs (DPA) should **[how]** use this information **[what]** to pressure the Syrian government to comply with the agreements. We further urge the UN to supply two international observers—one man and one woman—in each locality to monitor implementation of the agreements' provisions.



## Answer Key

# Sample Advocacy Recommendations

## South Sudan

**We're calling on the Government of the Republic of South Sudan (GRSS) and the Sudan People's Liberation Movement-In Opposition (SPLM-IO) to [what] prioritize resolution of the political deadlock.** We present the following recommendations as constructive ideas for implementation to progress:

1. **The [who] GRSS and SPLM-IO should [how] start a public outreach campaign by broadcasting a joint media message by the two principals** that expresses commitment to the implementation of the peace agreement and cease adversarial posture, including the negative media representation and antagonistic narratives. *[Facilitator note: Some of these recommendations provide a broad "how" and then describe specific actions after the word "by".]*
2. **The [who] GRSS and SPLM-IO should [how] incorporate, without delay, the key provisions of the peace agreement** into the transitional constitution through the National Constitutional Amendment Committee.
3. **The [who] GRSS should [how] signal to the South Sudanese people their commitment to restoring a sense of security by:**
  - a. Paying the military and the police on time; ensuring they do not have access to their weapons and uniforms when off duty; and offering them other agricultural and economic initiatives;
  - b. Giving special attention to the unique needs of women and issues of food security and livelihood; and
  - c. Revoking the National Security Law, including the immediate ceasing of the arbitrary arrests and detentions.
4. **The [who] GRSS and SPLM-IO should [how] ensure all the security services adhere to their code of conduct related to the civilian population** by providing specialized training on how to engage appropriately with communities, particularly women. Enforce regulations that prohibit violations of the code of conduct and sanction the violators.
5. **The [who] GRSS and SPLM-IO should [how] ensure implementation of the ceasefire agreement, particularly the establishment of the cantonment sites that take into consideration the unique needs of women.** Special attention should be given to:
  - a. Identifying additional sites;
  - b. Building required infrastructure; and
  - c. Providing logistical support.
6. **The [who] GRSS and SPLM-IO and other actors must [how] ensure that the Strategic Defense and Security Review Board includes women and takes into consideration women's priorities in the design, implementation, and monitoring of the disarmament, demobilization, and reintegration program (DDR).** The DDR program must also recognize both male and female ex-combatants and make provisions for their specific needs.

7. **The [who] GRSS and SPLM-IO should [how] ensure the safety and security of the host communities of cantonment sites by:**
  - a. Providing health centers and water points within the assembly areas, paying particular attention to the needs of women; and
  - b. Ensuring additional security arrangements in places that are particularly dangerous for women and girls, such as firewood collection points, markets, and frequently traveled roads.
8. **The [who] GRSS and SPLM-IO should [how] address the grievances of armed groups through dialogue** to ensure their long-term needs are met and encourage them to participate in the cantonment process.



## Activity 4.3 Actor and Relationship Mapping

### Background for Facilitator

This section introduces actor mapping as a tool to organize thinking around the “who” of an advocacy recommendation.

Participants need to have identified a policy issue (see policy issue and problem tree activities in Module 2: Analyze Problems). If they do not have one defined, you can either facilitate the activities from Module 2 or assign a policy issue.

This activity builds on the environmental scan activity in Module 3: Research and Collect Data, in which participants identify individuals and institutions that can take action. It may be useful to refer to this activity if participants have completed it.

Note that there are two parts to this activity: (1) lists of policymakers/allies and partners, and (2) actor mapping. The mapping exercise can be a great cross-sector learning opportunity for groups working in the same context but in different geographic areas or on different topics. Participants may have no idea what these maps look like in other provinces, so that can often be their biggest takeaway from this activity.

The actor mapping exercise can be tailored—for more advanced groups who are familiar with this concept, assign the optional symbols (e.g., size of the circles and directional arrows). For novice groups, use the instructions as provided.

For more advanced groups, participants may benefit from thinking more in-depth about their priority advocacy targets (see Identifying Specific Advocacy Targets in the More Time section).

### Materials Needed

Flipchart; markers;  
[Actor Mapping](#) handout

### Learning Objectives

Participants are able to identify actors who can influence their advocacy objectives, identify potential advocacy partners and targets, and describe the relationships and dynamics between actors.

**Time** 100 minutes

### Facilitator Talking Points

- A common mistake that advocates make is delivering recommendations to someone who does not have the power or capacity to take action. For example, if you believe there should be more women police officers in your district, you might develop recommendations for your local police chief—but what if the decisions about hiring quotas are actually made by the provincial governor or police commissioner? You’ve tailored your advocacy recommendations to the wrong actor.
- Careful research about what institutions have the power to act and who within those institutions makes decisions is essential. In this case, it would’ve made more sense to develop recommendations for the governor or police commissioner.

- In this activity, you'll explore the key actors related to your policy issue, concentrating on who has the power to make your advocacy objectives a reality. Think about the advocacy objectives you've identified and consider:
  - Which institutions (national, international, governmental, nongovernmental) have a role in shaping related policies and programs?
  - Within those institutions, which individuals have the power to influence those policies and programs?
- You're going to make two lists—one of **policymakers** and one of **allies and partners**.  
*[Facilitator note: Draw a T-chart on a flipchart, field a few responses to check comprehension, using different colors for each column.]*
  - **Policymakers** are individuals who have the authority to create or change policies, programs, or laws.
  - The other column should include individuals, organizations, and institutions that can support our work. Such as **allies** (those who lend political support to the policy change or issue you are working on), **partners** (those who work with you to create the change you want to see), including members of your platform, and **constituents** (those who are directly affected by the problem you are trying to address and support your particular policy or viewpoint).

*[Facilitator note: The purpose of this brainstorm is to illustrate the difference between the two categories (e.g., that 'women's NGOs' are allies and partners, not policymakers). Participants often default to writing advocacy recommendations that target their allies instead of targeting people with formal authority (e.g., women's NGOs should lead trainings for women on political participation).]*

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## Instructions – Part 1

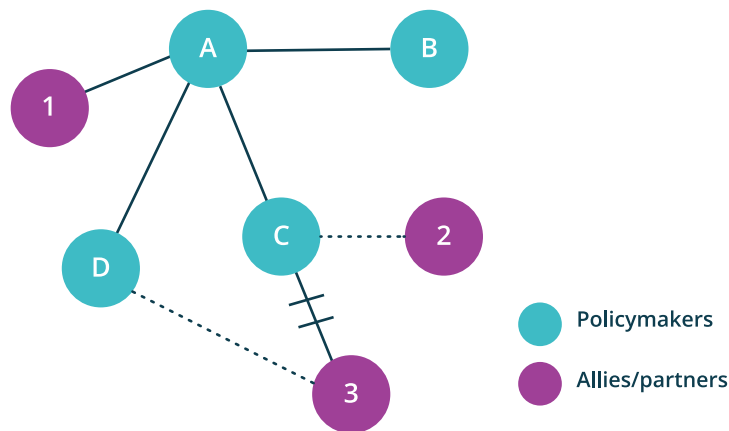
Divide participants into small groups (4-5 persons per group, preferable if members of the group work/will work together after the workshop or are from the same geographic region; they will stay in these groups for the rest of this module). Distribute the [Actor Mapping](#) handout (see annex) and direct participants to look at page 1, which includes a T-chart for listing policymakers and allies/partners. Each of the small groups will compile their own list of policymakers and allies and partners using this T-chart (or they can use a flipchart and markers) based on their policy issue. Give the groups 10-15 minutes to complete this part of the exercise and then reconvene without debriefing.

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## Facilitator Talking Points

- Now that you've completed your lists of policymakers and allies/partners, you're going to create an "actor map," a visual that shows how they relate to one another. Actor mapping can uncover connections or dynamics between actors that you didn't previously realize. An actor map can also help to identify key policymakers and how you're connected (or not connected) to them. This information will be useful as you develop your advocacy strategy and tailor your recommendations.

## Sample Actor Map



- On page 2 of the [Actor Mapping](#) handout (see annex), there's an actor mapping key.
  - Each actor should have its own circle—you'll want to use two different colors for (a) policymakers and (b) allies/partners, so it's clear who the advocacy targets are on the map.
  - Actors who have a strong connection should be connected by a **solid line**.
  - Actors who have a weak connection should be connected by a **dotted line**.
  - Actors who have a broken or bad relationship should be connected by a **broken line**.
  - *[Facilitator note: Use these optional symbols with more advanced groups.]*
  - (Optional) Actors who have a lot of influence should have **larger circles**, while actors with less influence should have **smaller circles**.
  - (Optional) **Directional arrows** can be used to depict the direction of influence (e.g.,  $A \rightarrow B$  means that A has influence over B.)
- As you are crafting your actor map, pay attention to which policymakers have the most solid lines attached to their circle. *[Facilitator note: Show Sample Actor Map on handout or presentation slide.]*
  - Which circle would this be in the Sample Actor Map?
    - Circle A
  - What might be important to note about a policymaker who is well connected?
    - Those circles represent actors who have influence over others and will likely be fruitful advocacy targets. You can quickly increase your impact if they agree with your policy recommendations and influence other policymakers on your behalf.
- You also want to pay attention to allies/partners who are well connected.
  - Which ally/partner might be worth exploring in the Sample Actor Map?
    - Circle 1
  - Why might Circle 1 be important to your advocacy strategy?
- Because they have a strong connection to Policymaker A, who is very well connected to other influential policymakers.
  - Your map may also show you which allies/partners have access to policymakers that you don't. You may want to cultivate relationships with these allies/partners to advance your advocacy recommendations. *[Facilitator note: See Module 5: Mobilize Allies, Partners, and Constituents for more information on platform creation.]*

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## Instructions – Part 2

Distribute a flipchart and markers to each group. Each group will use their policymakers and allies/partners lists to develop an actor map on their flipchart. Remind participants to use different colors to depict (a) policymakers and (b) allies/partners, so it is clear who the advocacy targets are on the map. Give the groups 30 minutes to complete this part of the exercise.

Groups will likely identify a mix of individuals and institutions as actors. For circles labeled with the name of an institution, ask them to identify a key decision maker in that institution and to write their name in the same circle. For example, if the UN Mediation Team is an actor, have them write in the lead mediator's name.

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## Debrief

### Facilitator Instructions

- Have each group identify the most important/influential policymakers and allies and present (1) who those individuals/institutions are and (2) why they are important. (5-8 minutes each group) This should set them up for identifying the 'who' of their recommendations.
- Remind participants that they will come back to this map throughout their advocacy planning. For instance, this map can be very useful for identifying potential platform partners (e.g., coalition members), particularly those ally/partner organizations that have stronger connections to certain policymakers. Constructing an actor map with partners can also reveal new levels of access to policymakers.

### Discussion Questions

- What did you learn that you didn't know before?
- What was most challenging?
- How could you use this exercise in your advocacy planning?



## Activity 4.4 Developing Advocacy Recommendations

### Background for Facilitator

This activity will give participants the opportunity to draft their own advocacy recommendations, using the actor map as a tool to identify the “who” components.

Participants need to have identified a policy issue (see policy issue and problem tree activities in Module 2: Analyze Problems). If they do not have one defined, you can either facilitate the activities from Module 2 or assign a policy issue.

If participants have completed the activities on policy analysis in Module 3: Research and Collect Data or have otherwise conducted a policy analysis, consider referencing how such an analysis can inform their recommendations (i.e., they should be grounded in what they’ve identified are problematic policies or obstacles to implementation; the institutions who drafted the policies or are named in the policies as decision makers or implementers should be the “who” in their recommendations).

This activity can be very difficult for participants—if possible, it’s helpful to have one facilitator/staff person per group. Some common challenges:

- Participants tailor their recommendations to only one actor. Encourage groups to use their actor map to identify others who could take action.
- Participants don’t know the full scope of what policymakers can do / what actions are within the scope of a particular institution/department/position. Have participants identify the types of actions that are necessary to achieve the advocacy objective and, help them identify which institutions/departments/positions have the power to take those actions.

For more advanced groups, encourage them to generate recommendations that call for action at local and national levels, as well as recommendations that link efforts at the two levels.

If time allows, you may consider having participants assess the strength of their recommendations following this activity (see Strengthening Your Recommendations in the More Time section).

### Materials Needed

[Drafting Advocacy Recommendations](#) handout;  
presentation slides

### Learning Objectives

Participants are able to determine actionable solutions that are within the power of policymakers to implement and align the what, who, and how components of their advocacy recommendations.

**Time** 60 minutes

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## Facilitator Talking Points

- Now that you're equipped with actor maps and are experts in identifying the what/who/how in others' advocacy recommendations, it's time to start drafting your own.
- Determine how the actors you've identified can act to implement the policy change you want to see. When thinking about the "how," the solutions must be actionable and within the power of the actor to implement. It is not enough to tell policymakers your objectives, you have to explain what actions they can take to contribute to those objectives—be specific!
- First, consider your advocacy objective (**what**). There may be any number actions (**how**) that policymakers (**who**) can take to help achieve your advocacy objective.
  - For example, let's say your advocacy objective is to increase the number of women in parliament.
  - Who in your actor map can help accomplish this? How can they help get more women in parliament? What specific actions can they take? Here are some ideas:
    - You could ask political parties to more heavily recruit women candidates.
    - You could ask the electoral commission to amend the electoral code to remove barriers to women candidates.
    - You could ask current parliamentarians to pledge that they'll recruit for women candidates for their seat when they retire.
- There are many ways to achieve an advocacy objective; your advocacy objective will take multiple actions from multiple actors. Think about what actions those in your actor map can take to support the policy change you want. Let's look at a few more examples:

*[Facilitator note: You can use the presentation slides or you can have participants work through each example with a flipchart. Write the sample "what" on the flip chart and ask participants to identify (1) who they should appeal and (2) what action they'd ask that person/institution to take. Capture these ideas on a flip chart to illustrate the "who" and "how." You can use the examples below if participants are having a hard time generating ideas.]*



WHAT	WHO	HOW
Increase the number of women candidates in parliamentary elections	Political parties	More targeted recruitment of women
	Political parties	Commitments for a 20% increase in women candidates
	Electoral commission	Change in the electoral code to remove barriers to women candidates
Improve relationships between government and civil society in security sector reform process	Ministry of Defense	Appoint a senior liaison officer to meet once per month with civil society groups
	Mediation team or Government delegation	Establish a civil society advisory group to advise the government on the draft peace agreement
	Ministry of Defense	Arrange a high-level briefing of government officials by the civil society coalition
Ensure the peace agreement is gender sensitive	Lead mediator	Ensure a senior gender advisor is brought on to the mediation team responsible for drafting the peace agreement
	Mediation team	Arrange gender sensitivity sessions for each negotiation delegation
	Mediation team (or negotiation delegations or international support group)	Ensure that the agreement reached includes provisions that sufficiently address the different needs of men, women, boys, and girls

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## Instructions

Divide participants into the same small groups as the previous activity and distribute [Drafting Advocacy Recommendations](#) handout (see annex).

Explain that they will be completing the handout by adding the actors (who) and the actions that those actors should take (how). Remind them that the “who” can be an individual or an institution/organization (e.g., political parties; High Peace Council; parliament) but the advocacy targets should always be individuals.

Remind participants that their advocacy objective mirrors their policy issue and should contribute to their overall advocacy goal. Advocacy objectives represent the changes that must happen in order to achieve your advocacy goal. They can alternatively ask, “What is it that we want to see happen to address our policy issue?”

Each group should develop a few recommendations. The goal is to develop a few strong, specific recommendations that they can deliver to policymakers. It may be useful for groups to reference the [Sample Advocacy Recommendations](#) handout for additional ideas for recommendations from different contexts.

If possible, have one facilitator/staff person work with each group.

If participants are struggling with developing the “who” and “how,” it may be helpful to remind them that there are two ways to develop recommendations. They can first identify the “who” using their actor map and then brainstorm what particular actions those actors can take (how) to advance the “what”; or, they can first identify what needs to happen (how) in order to achieve their “what” and then brainstorm “who” has the power to take those actions.

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## Debrief

### Facilitator Instructions

- Invite each group to share their strongest recommendation.
- Invite reactions to the activity.



## Presentation 4.5 Conclusion

### Background for Facilitator

This section provides an overview of the module's key takeaways.

### Facilitator Talking Points

- Advocacy recommendations consist of three components: an objective (what you want to change), an actor (who can make that change), and an action (how that actor can make that change happen). Each of your recommendations should outline what needs to happen in order to address your policy issue.
- Recommendations are the core of your advocacy message. When you meet with a policymaker, you will build on these recommendations and craft a compelling narrative that will make the policymaker want to take action. In other words, recommendations are not the only component of your advocacy message. There is more work to do to understand each specific advocacy target and what will compel them to take action. *[Facilitator note: See Module 8: Develop Messages for activities and talking points for messaging to policymakers.]*

# More Time



## Activity Identifying Specific Advocacy Targets

### Background for Facilitator

This exercise will help participants get even more specific in their thinking about advocacy targets. Participants will identify specific individuals to target with their advocacy recommendations.

This activity includes a brief overview of the difference between positions and interests.

### Materials Needed

[Identifying Specific Advocacy Targets](#) [handout](#)

### Learning Objectives

Participants are able to identify and select specific advocacy targets, determine which actors within key institutions they want to target, and identify key factors about advocacy targets that will help tailor advocacy recommendations.

**Time** 60 minutes

### Facilitator Talking Points

- Whether your advocacy recommendations are directed toward an institution/department or an individual, you'll deliver them to a specific person who has the capacity to take action. Keeping this specific advocacy target in mind can help you to tailor your recommendations. For example, you want to know the actor's stance on your policy issue so you can create recommendations that are realistic and likely to be carried out. If someone has been publicly adamant about not believing in quotas, you don't want to recommend that they introduce a quota. Instead, you want to focus your recommendations on other actions for that particular person (e.g., instituting more civic education campaigns targeted at women) and consider asking others to introduce a quota. Knowing a policymaker's stance and previous actions can also help to prevent a situation where you call on someone to do something they've already done (but that may have not been implemented yet).
- Moreover, identifying specific advocacy targets can help you to assess whether you're targeting the right actors (i.e., those with a high level of influence over your policy issue). One key element of effective advocacy is targeting those individuals who can take action to resolve your policy issue.
- Your actor map is a landscape of the institutions and departments related to your policy issue. In this activity, you'll identify specific actors within those institutions/departments to whom you'll direct your advocacy recommendations.

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## Instructions

Divide participants into the same small groups as the previous exercise and distribute the [Identifying Specific Advocacy Targets](#) handout (see annex). Have participants use their actor maps to choose 3-5 policymakers who can influence their advocacy goal. If participants identified institutions in their actor map, have them choose an individual within each institution.

Each group is to complete the Identifying Specific Advocacy Targets handout for 3-5 individuals. If time is limited, have participants discuss 1-2 actors instead. Acknowledge that they may not have enough information to complete the worksheet for every actor—this may be something that requires additional research.

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## Debrief

### Facilitator Instructions

- Have each group share the information they gathered on one actor.

### Discussion Questions

- What did you learn by doing this exercise?
- Why do you think it is important to understand the interests of these policymakers?



## Activity Strengthening Your Recommendations

### Background for Facilitator

This activity can be used to further strengthen and sharpen the advocacy recommendation drafting process. Participants will assess the advocacy recommendations they drafted in previous exercises and identify ways to strengthen them. If they have not yet drafted their own recommendations, you can use the [Sample Advocacy Recommendations](#) handout (see annex).

Prior to starting the facilitator talking points, distribute the [Strengthening Advocacy Recommendations Check List](#) handout (see annex) so that participants can take notes as you describe each of the benchmarks.

### Materials Needed

Previously drafted advocacy recommendations (or [Sample Advocacy Recommendations](#) handout); [Strengthening Advocacy Recommendations Check List](#) handout

### Learning Objectives

Participants are able to further strengthen their existing advocacy recommendations.

**Time** 60 minutes

### Facilitator Talking Points

- One way to strengthen and sharpen advocacy recommendations is to assess them against these three benchmarks: Specific, Realistic, Relevant. These will ensure that your recommendations are actionable and that you can hold policymakers accountable.
- Are your recommendations **specific**?
  - Watch out for jargon or rhetoric. Words like ‘sensitize’ and ‘empower’ are vague and should be broken down into more clearly defined, measurable terms. Recommendations that refer to a state of mind or a process like ‘empower’ are almost impossible to measure. Process goals like empowerment and awareness-raising are long-term and elusive. You want to be as concrete as possible about who, what, where and when. Imagine signposts—or indicators—along the way of what an empowered/aware woman does and put that language in your recommendation. “Establish a program to empower women” could be changed to “Establish a program that equips women with knowledge and advocacy skills relating to security sector reform.”
  - Watch out for words that can be interpreted in a variety of ways (e.g. accountability, transparency, etc.) and be as specific as possible about what change you want to see.
- Are your advocacy recommendations **realistic**?
  - Changing attitudes and behavior is a very long-term process. Try to be realistic about what actions you expect policymakers to take. For example, it may not be strategic to advocate for a woman to head the military if all of the senior ranking officers are men. It may be more realistic to call for more women mid-level and senior officers (or the greater recruitment of women in general).
  - Realistic recommendations also reflect the limits of available funding and staff. While you may want the lead mediator to hire a gender advisor, they may be constrained by a lack of funding. *(Hint: You could draft recommendations targeted at international donors to fund a gender advisor to make this more achievable.)*

- Are your advocacy recommendations **relevant**?
  - The “how” of your advocacy recommendation should feed into your advocacy objective (what). And your advocacy objectives (what) should feed into your advocacy goal. It’s important to make sure that your recommendations feed into the change you hope to achieve.
  - Remember that your advocacy targets must have the power/influence to take action. A common mistake made by advocates is delivering recommendations to someone who does not have the ability to make that change happen.
- Let’s review one example together: **[what]** To increase women’s representation in the Afghanistan Peace and Reintegration Decision-making bodies, **[who]** the Chairman of the High Peace Council should **[how]** direct the Provincial Governors to increase the number of women on the Provincial Peace Councils to a minimum of 30% women on each council.
  - *[Facilitator note: First ask participants to identify the who/what/how then move on to the benchmark discussion questions.]*
  - Is it specific?
    - Fairly specific, but could provide more details on how to increase the number of women and what we mean by “included in formal decision-making.”
  - Is it realistic?
    - This may be difficult to answer because we’re not familiar with the context...
  - Is it relevant?
    - The “how” of the recommendation definitely feed into the advocacy objective and the Chairman seems like the right person to take these actions.
- Let’s review another example: **[what]** To increase the number of women in parliament, **[who]** the leaders of parliament should **[how]** empower women to run for public office and require all parliament committee chairpersons to be women.
  - *[Facilitator note: First ask participants to identify the who/what/how then move on to the benchmark discussion questions.]*
  - Is it specific?
    - The word “empower” makes the recommendation vague—what does it mean to empower women?
  - Is it realistic?
    - In most places, it would be unrealistic for parliament to pass a policy that requires all committee chairpersons to be women. *[Facilitator note: You may want to ask individual participants from different countries/regions whether this would be realistic in their country.]*
  - Is it relevant?
    - It’s not readily apparent how more women committee chairpersons helps to increase the number of women in parliament. There may be other actions that could more directly support the recruitment of women (such as dedicated funds to support women’s recruitment; or a non-partisan working group to collaborate with the electoral commission to identify and mitigate barriers for women’s entry)

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## Instructions

Divide participants into the same small groups and have them revisit their newly drafted advocacy recommendations (alternatively, you could have them swap recommendations with another group). Have them assess these recommendations against the three benchmarks: specific, realistic, relevant.

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## Debrief

### **Facilitator Instructions**

- If the groups swapped recommendations, have them work together to give feedback and generate ideas for strengthening the recommendations.
- If the groups reviewed their own recommendations, debrief with the discussion questions.

### **Discussion Questions**

- How did your advocacy recommendations perform against the three benchmarks?
- Did you find the benchmarks helpful to further tailor your recommendations?



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# ANNEX

# Sample Advocacy Recommendations

## Afghanistan

### **Objective 1: Increase women's representation in the Afghanistan Peace and Reintegration Decision-making bodies.**

- Draft a set of guiding questions based on your advocacy goal.
- The Chairman of the High Peace Council should direct the Provincial Governors to increase the number of women on the Provincial Peace Councils to a minimum of 30% women on each council, including instruction that women should be included in formal decision-making within the councils; the Provincial Governors should work with women's NGOs based in their provinces to identify capable women to appoint.
- The High Peace Council and Joint Secretariat should review and revise the directive requiring a minimum of three women on each Provincial Peace Council to elaborate on specific criteria for female members, including commitment to engaging women in communities and the ability to dedicate substantial time to activities related to the peace process.

### **Objective 2: Women in civil society require information on the activities of the High Peace Council and Joint Secretariat in order to build trust in the process at the provincial level. Further, women require resources but have limited knowledge of funding available to support their efforts.**

- Provincial Peace Councils should partner with civil society organizations, particularly women-led organizations, to expand the scope and impact of community outreach efforts.
- The Joint Secretariat should make information about the peace process small grants and similar resources available to women's groups at the provincial level to improve the ability of NGOs to support outreach related to the peace process through social media and radio programming, workshops in provinces for women's NGOs and training for the Provincial Peace Councils.
- The Joint Secretariat should hold regular monthly meetings with women civil society representatives during which Gender Unit Staff members share information about the activities of the High Peace Council and women share information about the work they are doing to promote peace.
- The Joint Secretariat should improve the transparency of the peace process budget allocation by making publicly available a list outlining the location, activities and implementing actors resourced by the Trust Fund and posting related information on their website.

### **Objective 3: Acknowledging women's integral contributions to the goals and objectives of the peace process, it is critical to ensure that women are meaningful engaged in the implementation and monitoring of peace process related activities.**

- Provincial Peace Councils and Provincial Joint Secretariat Teams should establish resource centers for women in the provinces from which women can retrieve information on the objectives, activities and structure of the peace process. Provincial women's peace committees should also be created and encouraged to use the resource centers for meeting space and outreach activities.

# Sample Advocacy Recommendations

## Pakistan

### **Objective 1: Increase the recruitment, retention, and professionalization of women in Pakistan's police forces.**

- US Department of State, Bureau of International Narcotics and Law Enforcement Affairs (INL) should:
  - Create and fund a pilot program, in coordination with local civil society organizations, which engages policewomen and university students in discussions about the importance of women in the forces and benefits of joining;
  - Increase the advocacy capabilities of policewomen by funding training that propels them to push for improved services;
  - Continue to evaluate and fund the reform of infrastructure and policies that hinder the retention of policewomen, including lack of office space, transportation, bathrooms, and flexible working hours;
  - Build the capacity of female police to counter violent extremism by:
    - Providing specialized training on tools to counter violent extremism;
    - Developing skills for early warning response; and
    - Ensuring they are adequately equipped.
  - Support women's inclusion in community policing mechanisms and ensure these mechanisms are both gender-responsive and conflict-sensitive; and
  - Fund programs to sensitize the police and other law enforcement agencies about the importance of inclusion and the effective role of men and women in countering violent extremism.
- **US Department of State, Office of Public Diplomacy and Public Affairs** and **INL** should support a sustained media campaign to enhance the profile of Pakistani policewomen in countering violent extremism.
- **US Department of State** should fund a capacity-building program for Pakistan's Women's Parliamentary Caucus with a focus on women's inclusion in law enforcement.
- US Congress should:
  - Include in any extension of the "Enhanced Partnership with Pakistan Act," or subsequent legislation, a specific authorization for funding the recruitment, retention, and professionalization of Pakistani policewomen, as well as inclusion of these efforts in any reporting requirements for the monitoring of US aid to Pakistan.
  - Require a portion of law enforcement funding in future appropriations bills for Pakistan be utilized for the recruitment, retention, and professionalization of women in the Pakistani police forces and law enforcement agencies [see appropriations request language].

**Objective 2: Strengthen women’s inclusion in mechanisms setting Pakistan’s strategic priorities, such as the National Internal Security Policy (NISP), the National Counter Terrorism Authority (NACTA), and all negotiations to end violent extremism.**

- **US Department of State, Department of Defense, and Agency for International Development** should use the resumption of the US-Pakistan Strategic Dialogue to raise women’s full inclusion in security decision-making as a critical issue. For example, under the counterterrorism pillar, the US should emphasize the need for increased recruitment, retention, and professionalization of women in Pakistan’s police forces.
- The US should provide resources and technical assistance for the establishment of a national dialogue process in Pakistan—including multi-sectoral and geographically diverse representatives from every province—concerning the need for women’s inclusion in setting Pakistan’s national security policies. In preparation for a national dialogue process, the US should back an independent, Pakistani-led review of national security policies.
- The US should support a sustained media campaign that highlights the role of women in setting Pakistan’s national security policies.
- The US should encourage increased transparency in the establishment of Pakistan’s national security policies through capacity-building and technical assistance on peace and security issues for female members of the parliament.

**Objective 3: Expand US support for, and promotion of, indigenous, women-led initiatives in Pakistan that aim to counter violent extremism.**

- Through the new **Global Community Engagement and Resilience Fund (GCERF)**, ensure a strong process for transparency, including an institutionalized monitoring and evaluation system.
- The multi-stakeholder governing board of the GCERF should comprise a diverse group of representatives including at least one-third women with demonstrated expertise in countering violent extremism particularly from Pakistan.
- US representatives to the **Global Counterterrorism Forum** and relevant working groups, should:
  - Raise women’s contributions to countering violent extremism at the highest levels;
  - Advocate for workshops and best practice guides to incorporate the role that women play in the civil society, security, and government sectors in improving the effectiveness of efforts to counter violent extremism and terrorism.
  - To ensure coordination among international donors, the US Embassy in Islamabad should use the ongoing convenings of donor working groups focused on countering violent extremism in Pakistan for the purpose of:
    - Ensuring relevant societal and religious leaders are effectively included in initiatives;
    - Mapping indigenous strategies; and
    - Assessing programming effectiveness.

# Sample Advocacy Recommendations

## Syria

- UN Special Envoy de Mistura to structure the talks to enable the full and meaningful participation of women and civil society by:
  - Including an official consultative forum for Syrian civil society in the structure of the negotiations with a requirement that negotiating parties consider the outcomes, statements, and position papers produced by the forum.
  - Creating incentives for the official parties to the negotiations to reserve at least 30% of the seats on their delegations for women.
  - Assembling a Technical Expert Team comprised by Syrian women and civil society, with at least 50% representing organizations that focus on gender and social inclusion. The team should have a mandate to advise the mediator and official delegations, assured access to all parties, and a formal role in the review of draft text.
  - Appointing a gender and social inclusion advisor responsible for identifying and liaising with active, representative networks of women and civil society.
  - Requiring each of his technical advisors to integrate gender into their thematic areas and regularly consult active networks of women and civil society.
- UN Special Envoy de Mistura and his team to work with women and civil society to define confidence-building measures that will create trust and encourage support on all sides for renewed negotiations. Options may include:
  - Prioritizing construction of temporary housing for Internally Displaced Persons (IDPs) from both sides of the conflict, with a focus on those currently living in tents.
  - Coordinating the safe passage of university students between government controlled and non-government-controlled areas to allow them to resume their studies.
  - Allowing for the immediate release of all women and children currently detained by all sides.
  - Improving conditions in prisons and detention centers.
  - Opening additional channels for the distribution of humanitarian relief.
- UN Special Envoy Staffan de Mistura to appoint one person on his team in Damascus to be responsible for tracking all local ceasefire agreements in an official registry; UN Department of Political Affairs (DPA) should use this information to pressure the Syrian government to comply with the agreements. We further urge the UN to supply two international observers—one man and one woman—in each locality to monitor implementation of the agreements' provisions.

# Sample Advocacy Recommendations

## South Sudan

**We're calling on the Government of the Republic of South Sudan (GRSS) and the Sudan People's Liberation Movement-In Opposition (SPLM-IO) to prioritize resolution of the political deadlock.**

We present the following recommendations as constructive ideas for implementation to progress:

- 1. The GRSS and SPLM-IO should start a public outreach campaign by broadcasting a joint media message by the two principals** that expresses commitment to the implementation of the peace agreement and cease adversarial posture, including the negative media representation and antagonistic narratives.
- 2. The GRSS and SPLM-IO should incorporate, without delay, the key provisions of the peace agreement** into the transitional constitution through the National Constitutional Amendment Committee.
- 3. The GRSS should signal to the South Sudanese people their commitment to restoring a sense of security by:**
  - a. Paying the military and the police on time; ensuring they do not have access to their weapons and uniforms when off duty; and offering them other agricultural and economic initiatives;
  - b. Giving special attention to the unique needs of women and issues of food security and livelihood; and
  - c. Revoking the National Security Law, including the immediate ceasing of the arbitrary arrests and detentions.
- 4. The GRSS and SPLM-IO should ensure all the security services adhere to their code of conduct related to the civilian population** by providing specialized training on how to engage appropriately with communities, particularly women. Enforce regulations that prohibit violations of the code of conduct and sanction the violators.
- 5. The GRSS and SPLM-IO should ensure implementation of the ceasefire agreement, particularly the establishment of the cantonment sites that take into consideration the unique needs of women.** Special attention should be given to:
  - a. Identifying additional sites;
  - b. Building required infrastructure; and
  - c. Providing logistical support.
- 6. The GRSS and SPLM-IO and other actors must ensure that the Strategic Defense and Security Review Board includes women and takes into consideration women's priorities in the design, implementation, and monitoring of the disarmament, demobilization, and reintegration program (DDR).** The DDR program must also recognize both male and female ex-combatants and make provisions for their specific needs.
- 7. The GRSS and SPLM-IO should ensure the safety and security of the host communities of cantonment sites by:**
  - a. Providing health centers and water points within the assembly areas, paying particular attention to the needs of women; and
  - b. Ensuring additional security arrangements in places that are particularly dangerous for women and girls, such as firewood collection points, markets, and frequently traveled roads.
- 8. The GRSS and SPLM-IO should address the grievances of armed groups through dialogue** to ensure their long-term needs are met and encourage them to participate in the cantonment process.

# Actor Mapping

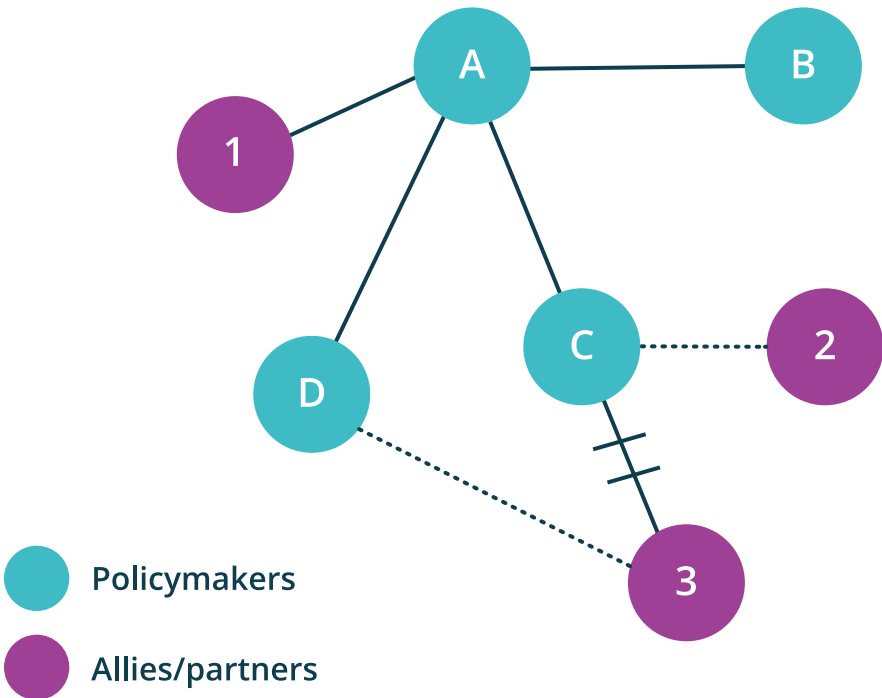
## Guiding Questions

- Who is working on your policy issue?
- Who has the power to influence policy decisions related to your policy issue?
- Who makes those policy decisions?

POLICYMAKERS	ALLIES/PARTNERS



# Actor Map Sample



### Symbol Legend

- Solid line** = Actors have a strong relationship
- Dotted line** = Actors have a weak relationship
- Broken line** = Actors have a broken or bad relationship

### Optional Symbols

- Size of circle** shows the actor's level of influence
- Direction of arrow** indicates direction of influence

## Drafting Advocacy Recommendations

<p><b>Policy issue</b></p> <p>A problem that an institution or organization could take action to solve</p>	
<p><b>Advocacy objective</b></p> <p>The change you want that can be influenced through advocacy</p> <p><b>What</b> do we want to see happen to address our policy issue?</p>	
<p><b>Who</b> has the ability to take action?</p> <p>And what specific action should they take to support your advocacy objective (<b>how</b>)?</p>	<p><b>Who</b> (individual/institution/organization/department):</p> <p><b>How</b> (the action you want them to take):</p>
	<p><b>Who</b> (individual/institution/organization/department):</p> <p><b>How</b> (the action you want them to take):</p>
	<p><b>Who</b> (individual/institution/organization/department):</p> <p><b>How</b> (the action you want them to take):</p>
	<p><b>Who</b> (individual/institution/organization/department):</p> <p><b>How</b> (the action you want them to take):</p>

	<p><b>Who</b> (individual/institution/organization/department):</p> <p><b>How</b> (the action you want them to take):</p>
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## Identifying Specific Advocacy Targets

#	Actor	Institution and title	Level of influence (low, medium, high) What is their level of influence related to our policy issue?	Stance on policy issue/ previous actions What previous actions have they taken on our policy issue? Are they an ally or an opponent?	Relationship What is our relationship to them (if any)? Do we have direct access to them or do we need someone to connect us?
1					
2					
3					
4					
5					

# Strengthening Recommendations Checklist

Strengthen your advocacy recommendations by measuring them against these three benchmarks

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## **Are your recommendations specific?**

- Watch out for jargon or rhetoric. Words like ‘sensitize’ and ‘empower’ are vague and should be broken down into more clearly defined and measurable terms.
- Avoid words that can be interpreted in a variety of ways (e.g. accountability, transparency, etc.) and be as specific as possible about the change you want to see.

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## **Are your recommendations realistic?**

- Changing attitudes and behavior is a very long-term process. Try to be realistic about what actions you expect policymakers to take. You cannot expect them to achieve the impossible.
- Realistic recommendations also reflect the limits of available funding and staff.

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## **Are your recommendations relevant?**

- The “how” of your advocacy recommendation should feed into your advocacy objective (what). And your advocacy objectives (what) should feed into your advocacy goal. It’s important to make sure that your recommendations are feeding into the change you hope to achieve.
- Remember that your advocacy targets must have the power/influence to take action. A common mistake made by advocates is delivering recommendations to someone who does not have the ability to make that change happen.

Inclusive Security  
1615 M Street NW, Suite 850  
Washington, DC 20036  
202.403.2000  
[inclusivesecurity.org](http://inclusivesecurity.org)

