



**INCLUSIVE  
SECURITY**



AP Photo/Khin Maung Win

## **MODULE FIVE**

# Mobilize Allies, Partners, and Constituents

**Advocacy for  
Inclusive Security**  
Curriculum

## Acknowledgements

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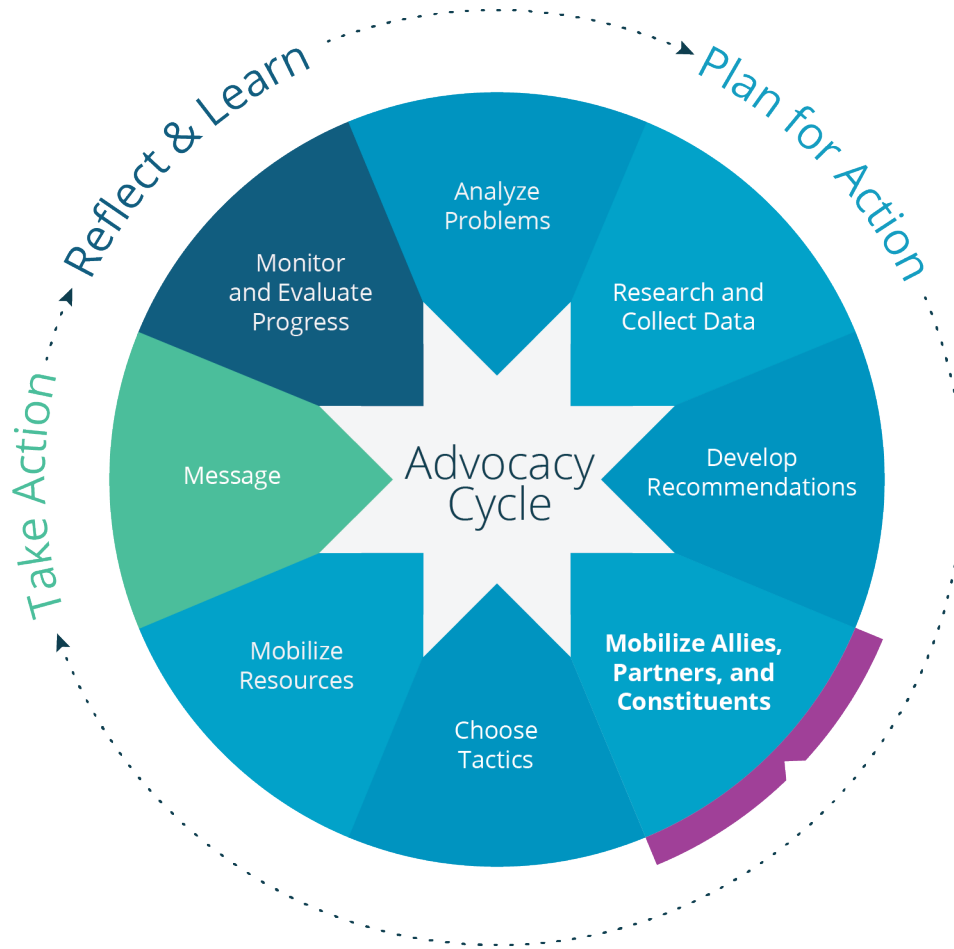
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## Advocacy for Inclusive Security Curriculum

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- Module 5** | Mobilize Allies, Partners, and Constituents
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- Module 8** | Message
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# MODULE OVERVIEW:

## Mobilize Allies, Partners, and Constituents

### Learning Objectives

Participants are able to:

- Explain how building relationships is a critical component of effective advocacy.
- Create a range of platforms for effective advocacy and reflect the advantages and challenges of the different approaches.
- Describe important factors to consider in building and maintaining effective platforms.
- Create strategies for mobilizing constituencies.

### Evaluation Procedures

Pre- and post-workshop evaluations

### Time Frame

7 Hours 9 Minutes

### Background for Facilitator

The content of this module focuses on (1) the mobilization of allies and partners in the form of a platform for advocacy, and (2) the mobilization of constituents. The activities in this module are geared toward participants who are interested in forming a platform (i.e., coalition, network, or something in between); participants who have formed a platform and are interested in tools for assessing/strengthening the platform; or participants in a platform who are considering disbanding. The content covers platform creation and management and is intended to guide participants through the process – from choosing which type of platform to deciding when to disband.

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### 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.
- Sharma, Ritu. *An Introduction to Advocacy: A Training Guide*. Washington: Women Thrive Worldwide, 2014.
- Vene Klasan, Lisa and Valerie Miller. *A New Weave of Power, People, and Politics: The Action Guide for Advocacy and Citizen Participation*. Just Associates, March 2007.
- Sprechman, Sofia and Emily Pelton, *Advocacy Tools and Guidelines: Promoting Policy Change*. Atlanta: CARE International, January 2001.

Time	Type of Session	Title
2 minutes	Presentation	Introduction to the Module
50 minutes	Activity	Platforms for Collective Advocacy
60 minutes	Activity	Identifying Allies, Opponents, and Stakeholders
40 minutes	Activity	Assessing the Platform Landscape
20 minutes	Activity	Myths about Networks and Coalitions
75 minutes	Activity	Choosing the Type of Platform
20 minutes	Presentation	Best Practices for Organizing and Maintaining a Platform
20 minutes	Discussion	Understanding Group Dynamics
50 minutes	Activity	Managing Platform Strengths and Weaknesses
40 minutes	Activity	Reflecting on Platform Capabilities
5 minutes	Presentation	Troubleshooting Your Platform
45-110 minutes	Activity	Mobilizing Constituents
2 minutes	Presentation	Conclusion
40 minutes	More Time: Activity	Developing Platform Objectives
50 minutes	More Time: Activity	Platform Membership
45 minutes	More Time: Activity	Practicing Consensus Building
20 minutes	More Time: Discussion	Troubleshooting Your Platform

# Mobilize Allies, Partners, and Constituents

## Key Takeaways

### **“Platforms” include a range of structures, from less structured networks to more structured coalitions.**

There are many ways you can organize to reach your advocacy goal. The specific structure, policies, and membership are contingent on your available resources and priorities. Highly structured coalitions can require a lot of resources to establish and manage, but can result in stronger relationships and higher potential for mobilization as compared to a loose network.

### **Platforms are a good way to model inclusion by prioritizing diversity.**

Mobilizing a broad base of support is critical for advocacy. Mapping allies, opponents, and stakeholders will help to identify the key actors needed to achieve your desired policy change. Diversity is core to advocacy platform development, so it is also important to think broadly when considering potential platform members. This includes working to ensure that a wide range of stakeholders is represented in your membership.

### **Successful platforms are built on trust and respect.**

Platform members need to cooperate and collaborate on implementing an advocacy strategy and must agree on goals and tactics and be well informed. A strong platform requires transparency, good communication, trust, and mutual benefit.

### **The purpose of mobilization is to gain momentum and support for your advocacy objectives.**

Creating a platform is one way to mobilize other individuals and organizations that are also working toward or support your advocacy objectives. But, platform creation is only the first step in mobilization. Your platform members should in turn mobilize their constituents to rally around the advocacy objectives and support your call for policy change.

### **Mobilizing stakeholders strengthens the credibility and legitimacy of your advocacy strategy.**

Stakeholders are those individuals and groups who are directly affected by the policy/ies you are trying to address. Mobilizing stakeholders requires understanding their needs and how you can work to satisfy those needs. The more you can demonstrate that your advocacy objectives are supported, the more legitimacy they will have.





## Presentation 5.1 Introduction to the Module

### Background for Facilitator

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

### Facilitator Talking Points

- Advocacy cannot be done alone; it requires close attention to building and strengthening relationships and partnerships, both formal and informal, among and within communities as well as with other civil society groups and government institutions. Working collectively can help to broaden your support base, diversify the perspectives and voices working on your issue, and bring new skills and experiences to bear on the work you want to do.
- Mobilization is about growing the number of people who support your cause, which will strengthen your advocacy and give legitimacy to your recommendations.
- How you engage and work with allies can range from formal coalitions to informal networks. We are going to explore several types of these “platforms” and consider which structure best fits your priorities and will help strengthen your advocacy strategy. We will also discuss how to mobilize constituents in order to grow your support base.
- We hope that you will be able to:
  - Explain how building relationships is a critical component of effective advocacy.
  - Create a range of platforms for effective advocacy and reflect the advantages and challenges of the different approaches.
  - Describe important factors to consider in building and maintaining effective platforms.
  - Create strategies for mobilizing constituencies.

### Materials Needed

None

### Learning Objectives

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

**Time** 2 minutes





## Activity 5.2 Platforms for Collective Advocacy

### Background for Facilitator

This activity introduces the different kinds of platforms that can be useful for advocacy.

Most of the subsequent activities and presentations build and expand on the concepts in this module, so it is important that participants understand the purpose and scope of platforms. In Activity 5.6: Choosing the Type of Platform, participants will consider which type of platform would best fit their priorities and objectives.

### Materials Needed

Presentation slides; flipchart; markers; post-its; [Types of Platforms – Case Studies](#) handout

### Learning Objectives

Participants are able to reflect on the range of structures that can strengthen their advocacy and describe how women's organizations have used platforms to promote their advocacy agendas.

**Time** 50 minutes

### Facilitator Talking Points

- A platform is a group of individuals or organizations working together in a structured way toward a shared policy goal. This definition is very broad because there are many different types of platforms. Platforms can be highly structured with a permanent set of member organizations. Platforms can also be very fluid, where membership frequently changes depending on the policy goal. Regardless of the type of platform, member organizations continue to have their own identity and may do activities on their own.
- Throughout this training, we are going to refer to **coalitions** as platforms that are highly structured, and **networks** as platforms that are much more informal and fluid. These terms are often interchangeable, so it's important that we're all working with the same terminology.
- Think of coalitions and networks on a spectrum of less to more structure, where networks are generally less structured and coalitions are more structured.
  - Example of a less structured network: An email list of like-minded NGOs that use the list to share information
  - Example of a more structured coalition: A formal coalition working together on a joint advocacy campaign with a full-time secretariat, shared budget, and permanent membership
  - Examples of platforms in between:
    - An NGO working group that issues statements or recommendations
    - An informal coalition that works together on a one-time advocacy event (e.g., a high level meeting, a conference, a rally)
- When you think about the difference between less structured networks and more structured coalitions, there are some common characteristics:

### Platform

A group of individuals or organizations working together in a structured way toward a shared policy goal.

## COMMON CHARACTERISTICS

### Less structured / networks:

- Loose and flexible association of like-minded organizations or individuals
- Membership is not formal and may often change
- Members may support each other's work, share information and ideas; less coordination
- If working toward a specific outcome, may disband after the outcome is achieved
- Members may not know each other before the network is formed

### More structured / coalitions:

- Full-time staff (e.g., secretariat)
- Office or headquarters
- Long-term or permanent membership
- Rules that govern how members interact
- Members work is often highly coordinated and oriented to achieve a common goal
- Decision making is structured and systematic
- Often members have existing positive relationships with one another before the coalition is formed

## Instructions – Part 1

Draw a spectrum from less structured (“network”) to more structured (“coalition”) on a flipchart. Give each participant a few post-its and ask them to write the name of a platform that they have been involved in or are familiar with and to place it on the spectrum. Ask a few volunteers to explain where they placed their post-its.

## Instructions – Part 2

Divide participants into small groups (3-4 persons per group) and distribute [Types of Platforms – Case Studies](#) handout (see annex). Ask participants to read through the case studies and discuss the guiding questions in small groups:

1. What type of platform is being discussed? An informal network? A highly-structured coalition? Something in between?
2. What are some of the advantages or disadvantages of the type of platform used?

## Debrief

### Facilitator Instructions

- Ask for volunteers to share any important takeaways with the large group.

## Facilitator Talking Points

- We've heard about some of your experiences with coalitions and/or networks and talked about a few examples. Based on our discussion, how can platforms like this strengthen advocacy?
  - A diversity of perspectives, combined with collective buy in to work together, can yield stronger outcomes.
  - Working together can create more credibility, visibility, broaden your reach, and increase momentum for change
  - Inclusive platforms can create broader connections within and among communities, as each member organization brings its own community connections
  - Policymakers may be more interested in your message if you can show that your desired policy change is supported by many people
  - A united voice can have more impact than if each organization delivered similar, but uncoordinated messages on their own
  - Coordinated efforts can facilitate better planning and implementation
  - Working with other organizations can help to develop capacity of less experienced members, creating the next generation of leadership
- A key component of effective advocacy is building strong and sustainable relationships with stakeholders, government institutions, and other civil society organizations. Platforms not only help to strengthen your advocacy message (there is power in numbers); platforms also present an opportunity to formalize these relationships and create ways to sustain this engagement.

## Answer Key

# Types of Platforms – Case Studies

### Case Study 1 – Kosovo Women's Network

- **What type of platform is being discussed? An informal network? A highly-structured coalition? Something in between?**
  - KWN started off as an informal network – regular meetings, but no permanent members, no formal funding; the purpose was to support like-minded organizations in their work, share information, and coordinate joint advocacy projects
  - KWN became a highly-structured coalition in 2003/2004 – full time staff, office, Board of Directors, highly structured decision making; works like an NGO
- **What are some of the advantages or disadvantages of the type of platform used?**
  - Advantages of informal network:
    - Members can come and go as needed, flexibility
    - Provides a space for information sharing among like-minded organizations without a heavy commitment requirement
  - Disadvantages of informal network:
    - Lack of formality hurt their advocacy outcomes (sidelined by international decision makers)
    - No funding – funds limited to what members could contribute
  - Advantages of structured coalition:
    - More recognition by international decision makers, helps to push along advocacy outcomes
    - Clear mission and a dedicated staff to work toward achieving that mission
  - Disadvantages of structured coalition:
    - More permanent membership (to guide the activities of the coalition), less flexibility
    - More bureaucracy for decision making (via Board of Directors then staff leadership)

## Answer Key

### Types of Platforms – Case Studies

#### Case Study 2 – National Working Group on Sexual Offences (South Africa)

- **What type of platform is being discussed? An informal network? A highly-structured coalition? Something in between?**
  - Something closer to a highly-structured coalition, but not as highly structured and organized as the Kosovo Women's Network
- **What are some of the advantages or disadvantages of the type of platform used?**
  - Advantages of structured coalition:
    - Structured nature of decision making means that advocacy messaging is targeted (i.e., members have built consensus around key messages and, ideally, members stay on message)
    - Broad based coalitions with diverse membership may exert more pressure on policymakers
    - Leadership structure (e.g., steering committee) can help to ensure that the coalition stays on track with its mission and advocacy objectives
  - Disadvantages of a structured coalition:
    - The structured nature of the coalition may mean that members who don't agree on the strategies/tactics used may have to leave or opt out of the coalition
    - Without careful planning and follow-up on leadership structures, the coalition can become dominated by certain individuals or organizations (resulting in others feelings sidelined or marginalized)



## Activity 5.3 Identifying Allies, Opponents, and Stakeholders

### Background for Facilitator

In this activity, participants will begin to identify potential members of their platform. This process includes strategic thinking about opponents and which partners might help to counter or mitigate the influence of their opponents. Participants are also encouraged to model inclusion by considering the stakeholders implicated and how they can be involved.

Participants may have worked through a similar actor map activity in Module 4: Develop Recommendations. If so, you may have them refer to their list or map of allies and partners for Part I.

When the groups get to Part III on Stakeholders, it may be helpful to reference Module 3: Research and Collect Data for more information on conducting community consultations as a way to engage with stakeholders.

### Materials Needed

Identifying Allies, Opponents, and Stakeholders handout; flipchart; markers

### Learning Objectives

Participants are able to identify and strategically think about potential platform partners.

**Time** 60 minutes

### Facilitator Talking Points

- Thinking strategically about platforms requires understanding who is already working on this issue and who might oppose the work, or have different views.
- **Allies** are individuals and organizations who have resources to that can help with the policy change or issue you are working on. Obvious allies are those you already work closely with. But, organizations that are very different from yours can be important allies. Think across religious, ethnic, socio-economic class, and geographic lines and challenge any assumptions you may have about these actors. Diversity is core to advocacy platform development, so think broadly across these identity groups when considering potential allies.
- **Opponents** are individuals, organizations, or institutions who may be resistant to your desired policy change. Opponents may actively oppose (e.g., counter advocacy, threats, violence) or passively oppose (i.e., oppose in principle, but no direct action) your advocacy goals. Thinking about potential opponents can help to identify key allies. For example, if certain religious leaders are one of your biggest opponents, it may be useful to explore if any other religious leaders could be allies to mitigate the influence of your opponents.
- **Stakeholders** are individuals and groups who have a vested interest in the policy outcome. This can be a large, diverse group as it encompasses everyone affected by the issue you are working on. Mobilizing a

### Allies

Individuals, organizations, or institutions who support the policy change or issue you are working on.

### Opponents

Individuals, organizations, or institutions who may be resistant to your desired policy change. Opponents may actively oppose (e.g., counter advocacy, threats, violence) or passively oppose (i.e., oppose in principle, but no direct action) your advocacy goals.

### Stakeholders

People who have a vested interest in the policy outcome broadly (including allies, partners, opponents, and constituents).

broad base of support is critical for advocacy. Stakeholders have a stake in the policy outcome and, thus, are vital to shaping your advocacy agenda. You are responsible for representing their interests. When you are speaking for others, you must ensure your actions are in their best interests. Mobilization is the work of engaging stakeholders to come together and advance proposed solutions for change.

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## Instructions

Divide participants into small groups (3-4 persons per group, preferable if members of each group work/will work together after the workshop) and distribute the Identifying Allies, Opponents, and Stakeholders handout (see annex). Explain that they will be working together to identify allies, opponents, and stakeholders for their platform formation.

Have each group draw the following diagram on a flipchart and explain that they will be populating the chart using the handout as a guide. In Part I, participants think about their allies as potential platform partners. In Part II, they will list their opponents and brainstorm potential platform partners that could counter or mitigate the influence of these opponents. Lastly, in Part III, they will identify key stakeholders as a way to ensure that a wide range of stakeholders are represented in their platform.



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## Debrief

### Discussion Questions

- What did you learn that you didn't know before?
- What was most challenging?
- How could you envision using this in developing a platform?





## Activity 5.4 Assessing the Platform Landscape

### Background for Facilitator

This activity will help participants to think about advocacy platforms that already exist and assess whether it makes sense to join a pre-existing platform or create a new one.

Participants will use the [Assessing the Platform Landscape](#) handout (see annex) to identify platforms that already exist. The [Platform Assessment](#) handout (see annex) can then be used to assess whether they should consider joining those platforms or if they should create their own platform.

If participants do not have enough information to conduct a platform assessment, consider using the [Join This Coalition?](#) handout (see annex), which includes a fictitious case study example. An answer key is included at the end of the activity.

### Materials Needed

[Assessing the Platform Landscape](#) handout; [Platform Assessment](#) handout; [Join This Coalition?](#) handout (optional); presentation slides

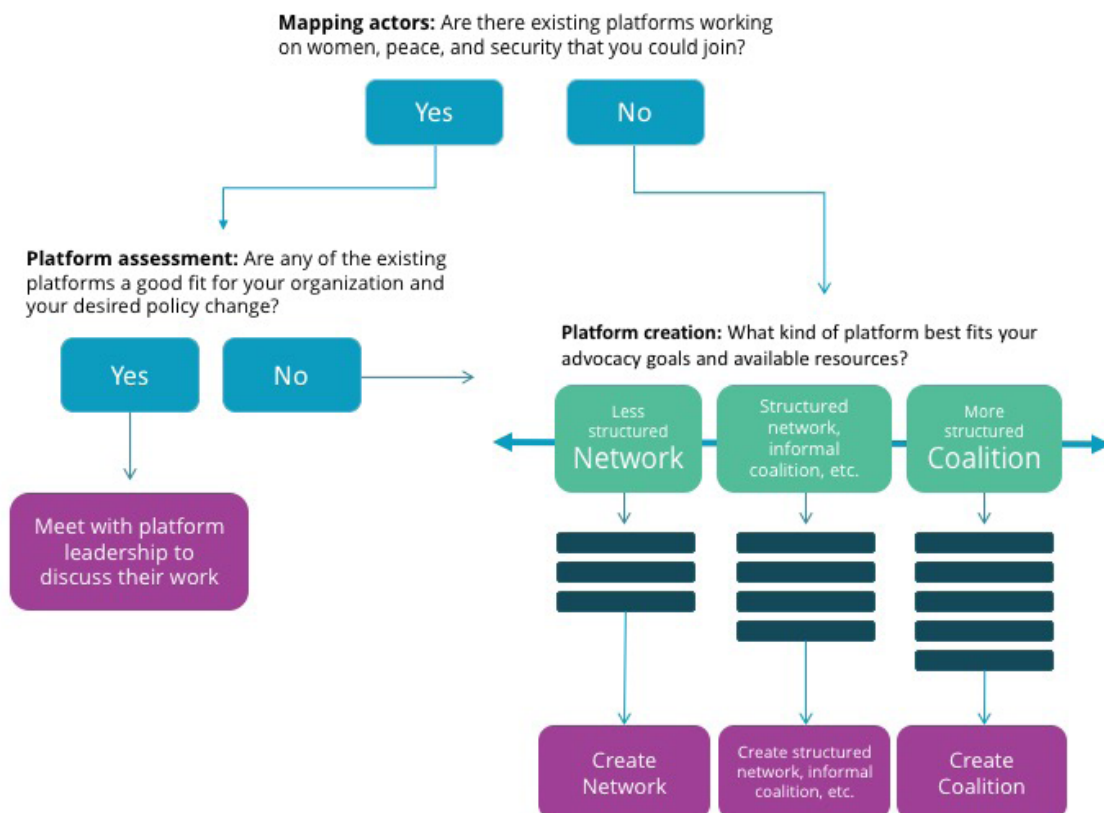
### Learning Objectives

Participants are able to use a tool that will help them think through whether they should join a pre-existing platform

**Time** 40 minutes

### Facilitator Talking Points

- While platforms are great tools for strengthening your advocacy effort, they can also require a lot of work to form and maintain. Prior to jumping into platform development, you should consider the actor landscape – it could be a good idea to join a platform that already exists. *[Facilitator note: See presentation slide.]*



- Prior to assessing the platform landscape, you need to determine why you want to consider joining a platform. What would you hope to gain? What kinds of platforms would maximize your changes for achieving policy gain? This will serve as your guiding principle as you assess existing platforms related to your policy issue.
- Some questions to consider, once you've identified a platform or platforms that you may want to join:
  - **Goals/purpose:** Do the platform's goals, purpose, advocacy strategy, and approach align with your advocacy objective?
  - **Added value:** What added value will you bring to the platform? How will you gain by being involved? How will the platform help to achieve your advocacy objectives?
  - **Resources:** Does the platform have the resources needed to achieve its goals? What financial, programmatic, and staff contributions are you expected to make? Do you have the time and resources required to effectively participate?
  - **Leadership:** What does the platform's leadership structure look like? Is there strong leadership?
  - **Trust/relationships:** How are the relationships between organizations in the platform? Do the members of the platform get along?
  - **Members:** Who are the other members and do they have a good reputation? How will associating with those other organizations affect your relationship with your stakeholders?

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## Instructions

Divide participants into small groups (same groups as the previous activity). Explain that participants will identify one or two platforms using the [Assessing the Platform Landscape](#) handout and will conduct an assessment of those platform(s) using the [Platform Assessment](#) handout (see annex).

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## Debrief

### Facilitator Instructions

- Ask for volunteers to share some of the most compelling reasons they found for why or why not to join the platform(s) they identified.

### Facilitator Talking Points

- After assessing the actor landscape and deciding either (1) there are no relevant existing platforms, or (2) the existing platforms are not a good fit, there are a number of factors about your organization and your potential partner organizations that you should consider before deciding what kind of platform you want to create (whether it's a loosely structured network or a highly structured coalition or something in between).

## Answer Key

# Join This Coalition?

**Instructions:** Read the story below. Would you join the coalition? Why or why not?

You are the leader of your organization and your organization has recently been invited to join a nationwide coalition focused on the resettlement of internally displaced people and refugees. Your organization is focused on advocating for greater women's inclusion in the ongoing peace process and for greater women's representation on the joint government-civil society National Peace Committee responsible for overseeing the implementation of the peace agreement. The coalition is currently advocating the Government to reform the current resettlement policy to include a loans program for returning internally displaced and refugee women who want to start businesses and additional assistance for woman-headed households.

The coalition has strong ties to the Minister of Interior's office, who leads the National Peace Committee. Your organization has developed working relationships with the civil society representatives on the National Peace Committee but has struggled to reach high level government officials that could influence the Committee's membership. Therefore, joining the coalition could help you to reach one of your key advocacy targets.

Last month, one of the coalition's most influential member organizations left the coalition – you haven't been able to get a clear answer on what caused them to leave the coalition. The coalition is looking for new leadership and is hoping you will serve on its steering committee, which includes 50 representatives, because of your extensive advocacy experience. The coalition is also hoping you can help with fundraising because the organization that left the coalition contributed a significant amount of funds to the coalition's budget.

### Factors for joining:

- Gain access to advocacy targets on the National Peace Committee (e.g., Minister of Interior, government representatives)
- The coalition's national presence could help grow your support base

### Factors against joining:

- The coalition's advocacy objectives (loans program, assistance for woman-headed households) is not really aligned with your advocacy objectives (greater women's inclusion)
- Lack of information on why the last organization left the coalition – it could be related to coalition dysfunction.
- The steering committee is very large; obtaining consensus among 50 people will be difficult and could paralyze decision making
- It sounds like the coalition is not doing well financially – this is a red flag. The coalition may not have the funds to continue its advocacy activities and it sounds like they're relying on you to raise funds, which could be a difficult task depending on your organization's financial situation.



## Activity 5.5 Myths About Networks and Coalitions

### Background for Facilitator

The purpose of this exercise is get participants moving around and also to make sure they understand the difference between a loosely structured network and a highly structured coalition before they jump into a more thorough assessment of what type of platform would be the best fit for their organization.

### Materials Needed

None

### Learning Objectives

Participants are able to describe the differences between loosely structured networks and highly structured coalitions.

**Time** 20 minutes

### Instructions

Ask all participants stand in the middle of the room. Explain that you will be playing a game of “True or False.” Designate one wall as “true” and the opposite wall as “false.” You will read a statement and the participants must decide if it’s true or false and walk to that side of the room.

Below is a list of statements to read, with accompanying facilitator notes. After each statement, ask one person from each side to explain why they think the statement is true or false.

- **Successful coalitions are built on trust, consensus, and strong relationships: TRUE**
  - In addition to having an achievable advocacy strategy, the foundation of a strong coalition is rooted in the relationship of its members.
- **Members of a coalition or network must agree or have the same position on every issue: FALSE**
  - Coalition or network members should agree on the issue they are advocating for, but may not agree or their positions may not align on other issues. This is something you should acknowledge, understand, and consider how it may affect your advocacy plan (especially in a highly structured network), but should not derail the formation of a platform.
- **A coalition is a long-term commitment: FALSE**
  - Coalitions can be short or long term. A coalition may form around one objective and may disband once that objective is achieved.
- **A network takes less effort to manage than a coalition: TRUE**
  - The formal nature of coalitions means that many decisions must be made by consensus and therefore members must be well-informed and regularly active. All of this takes time and effort to manage and maintain. An informal network could be as simple as an email list, which could take much less effort to maintain.
- **A coalition is always better than a network: FALSE**
  - Different circumstances will determine which is better. In some cases, a coalition may be better, in other cases a network may be better. This is a good segue into our next section, where we’ll be exploring what factors to consider when deciding between a coalition and a network.



## Activity 5.6 Choosing the Type of Platform

### Background for Facilitator

This section revisits the spectrum of platforms (see Activity 5.2: Platforms for Collective Advocacy) and provides additional guidance for distinguishing less structured networks from more structured coalitions. Participants will use this information to decide which type of platform would be the best fit. This activity is well suited for participants who are considering developing their own platform.

If you have less time, participants can use the [Is a Formal Coalition the Right Platform?](#) handout (see annex) as a quick assessment tool. Or, you can lead a discussion on a few specific elements of the [Assessing Your Goals, Priorities, and Resources](#) handout (see annex) (e.g., resources for establishing a platform, member relationships).

If you have more time and participants plan to move ahead with platform development, consider incorporating activities in the More Time section, such as Developing Platform Advocacy Objectives and Platform Membership.

### Materials Needed

[Assessing Your Goals, Priorities, and Resources](#) handout; [Is a Formal Coalition the Right Platform?](#) handout (optional); presentation slides

### Learning Objectives

Participants are able to describe considerations for choosing a type of platform and identify which type of platform would be best for their organization and partners.

**Time** 75 minutes

### Facilitator Talking Points

- There are different types of platforms – networks represent one side of the spectrum and coalitions represents the other, with many variations in between. We are going to start considering what type of platform would be best for you and your (potential) partner organizations based on your advocacy objectives and other factors.
- First, let's focus on a few factors that distinguish less structured networks from more structured coalitions. These are not exhaustive, but should get the conversation started. For each of these factors, the implications for choosing a network versus a coalition are very different and should help to illuminate the advantages/disadvantages of each side of the spectrum.
  - **Resources for establishing a platform:** It generally requires fewer resources (funds, personnel, time, effort, etc.) to establish a network, as compared to establishing a coalition. What resources are available for establishing your platform?
  - **Investment in platform management:** Because of the highly coordinated and consensus driven nature of coalitions, they require much more management and investment by leadership, as compared to a network. How much time and effort is your organization's leadership prepared to invest in managing a platform?
  - **Member relationships:** Good relationships are the basis for strong platforms, but a strong coalition absolutely requires members who trust one another. Do your potential partners know one another and have positive, working relationships? How much effort will be needed to develop these relationships?

- **Collective voice:** The more structured the platform, the more coordinated and uniform the advocacy voice will be. What do you hope to achieve by creating a platform? Is your priority to establish a unified voice among a broad range of actors? Or would you be satisfied with growing the number of voices that may remain diverse?
- **Shared resources for advocacy:** The type and amount of resources that each platform member must contribute varies depending on the type of platform. What type of resources are you prepared to contribute to maintaining the platform?
- None of these factors is absolute. Don't rely on any single factor to determine which type of platform would be a good fit. These factors should be used to balance and weigh your priorities, resources, and goals in considering which type of platform would be the best for you.
- For example, your organization's leadership may not have much available time to commit to the formation and maintenance of a platform – which suggests that a loose network would be a better fit. But your organization may want to establish a single, unified voice on your advocacy issue – which suggests that a coalition may best fulfill your goals. In this case, you would need to seriously consider your priorities and what is realistic. If you want to achieve a single, unified advocacy voice, your leadership would need to dedicate significant time and energy in creating and running the coalition. If it is unrealistic for your leadership to have the time and energy for a coalition, you may need to reassess your goal at this current time, and perhaps create a plan for establishing a network that could grow into a coalition as new leadership is fostered and developed.

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## Instructions

Divide participants into small groups (3-4 persons per group, preferable if members of each group work/will work together after the workshop) and distribute [Assessing Your Goals, Priorities, and Resources](#) handout (see annex). Explain to participants that the handout will help them to think about the type of platform they'd like to create. Give the small groups 45 minutes to work through the handout.

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## Debrief

### Discussion questions

- Did any of you decide on the type of platform you think would be a good fit for you and your potential partners? What considerations helped you come to your decision?
- Were any of the considerations particularly helpful in understanding the advantages/disadvantages of networks versus coalitions?



## Presentation 5.7 Best Practices for Organizing and Maintaining a Platform

### Background for Facilitator

This section explores policies and best practices that can assist participants that are organizing and running a platform. As the facilitator, you can discuss each best practice or prioritize depending on level of interest, relevance, etc. All of the policies/best practices are listed in the [Best Practices for Organizing and Maintaining a Platform](#) handout (see annex). Distribute the handout prior to the presentation, so participants can take notes. Note that these best practices are not limited to platforms and can also be applied to an organization.

It may be helpful to tie each of the best practices to the principles for effective partnering (e.g., after introducing the best practice, ask participants which principle this helps to achieve):

- Equity (among partners) helps create respect
- Transparency helps create trust
- Mutual benefit helps create sustainability of the partnerships and the advocacy objectives

### Materials Needed

[Best Practices for Organizing and Maintaining a Platform](#) handout; presentation slides

### Learning Objectives

Participants are able to describe the best practices for running a platform.

**Time** 20 minutes

### Facilitator Talking Points

- Making sure a platform runs smoothly can take a lot of investment. Platform members need to cooperate and collaborate on implementing an advocacy strategy and must agree on goals and tactics, be well informed, and trust other platforms. This is particularly important for structured coalitions. This section will focus on principles for effective partnering and processes for establishing a strong foundation for action.
- No matter what kind of platform you choose, there are several principles that you should keep in mind to ensure partnerships remain healthy and strong. The principles for effective partnering are particularly important for advocacy because there is legitimacy when platforms themselves reflect their change goals.
- The principles for effective partnering are:
  - Equity (among partners) helps create respect
  - Transparency helps create trust
  - Mutual benefit helps create sustainability of the partnerships and the advocacy objectives
- Structured coalitions are much like NGOs – you need policies and rules to help guide your actions and decision-making processes. Clear policies are also helpful in less structured networks because they help to set expectations among members for what they should plan to put in and get out of the network. Let's consider some of the policies and best practices for running a platform.



- **Leadership structure and roles:** What will the leadership structure look like and how will those roles be determined?
  - Many coalitions have a steering committee that manages and facilitates the platform’s advocacy planning and strategy decisions, ensures communication and consultation among members, resolves internal conflicts, conducts outreach, etc.
- **Decision-making processes:** How will decisions be made (e.g., by vote or consensus)? Who will participate in the decision-making process (e.g., only steering committee or all members)? Will there be different decision-making processes for different types of issues (i.e., certain issues are decided by the full membership, while all other issues are decided by the steering committee with full and open communication with membership)? *[Facilitator note: If participants are interested in learning more about consensus building as one approach to decision making, see Activity: Practicing Consensus Building in the More Time section.]*
- **Membership requirements:** If someone new wants to join your platform, how will you determine if they’re eligible?
  - For a network email list, you may only require that they are like-minded. Interested parties just sign up because they are interested in your advocacy goal and want to share information and contacts.
  - For a platform that is planning for an event, like a rally, new members may be required to bring something (funds, physical resources, people, connections with event organizers, etc.)
  - For a coalition, new members may need to have a long-standing relationship with at least one existing member.
- **Membership code of conduct:** How will you determine if a member is not doing their part?
  - A code of conduct will help to set clear expectations for all members and creates a mechanism for accountability.
- **Internal communication:** What will the leadership share with members regarding news and updates about the platform and your advocacy issue? And how will this communication happen?
  - Think about what this may mean for building trust among platform members. Issues like financial transparency may help to strengthen internal cohesion.
  - For structured coalitions, members may expect to know the public activities of other members because of the collective image they share as members of the coalition.
- **External communication strategy:** How will the platform engage with outside actors, like the media, government officials, other organizations, etc.? Will there be specific representatives authorized to speak on behalf of the coalition?
  - Coalitions may consider rotating spokesperson opportunities to create visibility for different members of the coalition.

- **Sharing credit:** How will platform members share in the public benefits that result from their coordinated efforts?
  - Members can get bogged down by who receives the publicity, credit, or blame for the platform's work. Agree early on the procedures that will allow all members to participate. You can't plan ahead for all contingencies, but this type of forward thinking may help if/when crisis hits.
- Two important considerations for more structured coalitions:
  - **Establish consensus on shared values, short and long term goals:** In a highly-structured coalition, it is important that you do this strategic planning as a group. It may be difficult and time consuming, but the more consensus achieved, the more effective your advocacy efforts will be.
  - **Platform structures:** Organizing specialized sub-groups (such as 'committees' or 'task forces') within the coalition will help to delegate and manage the work. Each sub-group should have a defined role (e.g., publicity/outreach, lobbying, fundraising, event planning) and a leadership structure (e.g., chairperson, secretary). All members should be involved in at least one committee.
- A few important best practices:
  - **Don't avoid difficult subjects!** Don't be afraid to deal with internal conflict. These issues must be discussed openly or tensions may threaten to tear apart your platform. If the issues are too contentious, you may consider involving an outside mediator or facilitator.
  - **Be flexible!** Assess your progress periodically and be prepared to make changes. This may include examining decision making structures, effectiveness of the coalition, communication strategies, etc. Ongoing conversations with members will help to keep your finger on the pulse and may mitigate negative feelings of members feeling marginalized or misunderstood.



## Discussion 5.8 Understanding Group Dynamics<sup>1</sup>

### Background for Facilitator

This presentation introduces participants to the concept of a platform lifecycle. Often the most difficult decision that platforms face is when to end the partnership and when to continue. This five-phase lifecycle should highlight for participants that conflict is a normal part of platform formation and that there are periods where ending the platform may be prudent.

This presentation and the next two activities (Activity 5.9: Managing Platform Strengths and Weaknesses and Activity 5.10: Reflecting on Platform Capabilities) introduce tools for assessing the status or health of a platform. Consider reviewing all three presentations/handouts to decide which best fits your participants' needs.

For English speaking trainings, use the terms as written. For non-English speaking trainings, consider using the terms "introduction," "emerging conflict," "growing teamwork," "cooperation," and "reflection" to describe the five phases. Note that you'll also have to adjust the presentation slides.

### Materials Needed

Presentation slides

### Learning Objectives

Participants are able to describe the lifecycle of a platform and assess the status of their platform.

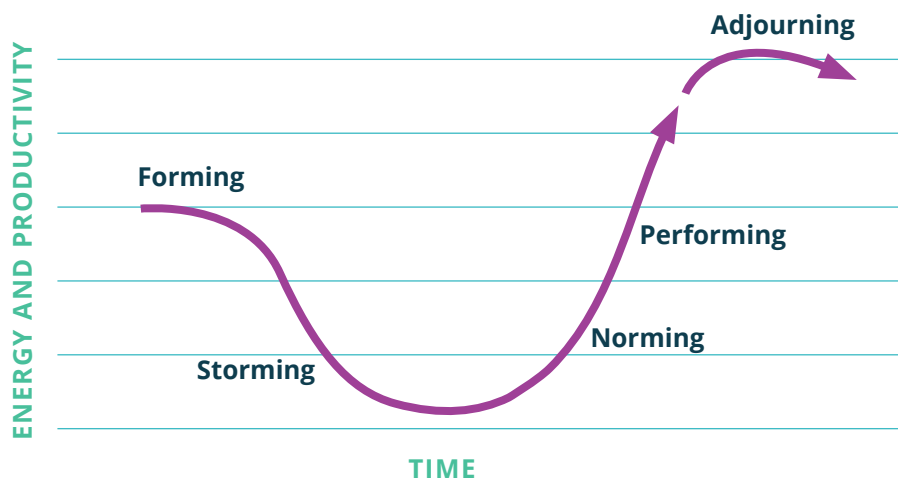
**Time** 20 minutes

### Facilitator Talking Points

- Any group of individuals or organizations that works closely together will go through a ups and downs. You have likely participated in a group that has gone through these four phases:
  - **Phase 1 - Forming:** Group members start out generally polite to one another, as they get a sense of each other and the team as a whole.
  - **Phase 2 - Storming:** Yet, soon conflicts emerge as group members start to jockey for power and make alliances as disagreements arise; challenges to authority and leadership may also emerge.
  - **Phase 3 - Norming:** If your group survives these disagreements, soon group members learn how to work together and discuss disagreements in a constructive fashion.
  - **Phase 4 - Performing:** And, finally, the group becomes a functional team that can solve problems and effectively make decisions.
- It is particularly important to keep this lifecycle in mind when working in a formal coalition. Conflict and disagreement may arise – these are natural aspects of group development. The key is working through those conflicts to reach the Performing stage, where your energy and effort can best be focused toward your advocacy goal.

<sup>1</sup> Adapted from Culture at Work, "Bruce Tuckman's Forming, Storming, Norming & Performing Team Development Model," (2010), 1.

- After the Performing phase is a critical stage called Adjourning. In this stage, the group celebrates their achievements and draws lessons from their challenges. At this point, the group may disband or evolve as group membership changes or advocacy goals adjust. In the next section we'll discuss how to determine when it's the right moment for Adjourning.



- Conflict is a normal aspect of working in a platform. We may see conflict as regression, but it's an opportunity for team building – as the team works through internal conflict, team members are sharing their opinions and caring out about the outcomes.
- To move beyond the Storming stage, the group must figure out how to resolve internal conflict. The group must figure out how to work together – this could require redefining goals, skills, or tasks; developing mechanisms or processes that promote discussion and consensus building; etc. It can be helpful to pre-empt and build in some of these mechanisms/processes in the Forming phase.

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## Instructions

Divide participants into pairs and have them discuss the following questions:

- Have you been a part of a group who experienced these phases? What was it like?
- How did you overcome the challenges of 'storming' to get to 'norming' and 'performing'?

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## Debrief

### Facilitator Instructions

- Invite participants to share what they heard in pairs.



## Activity 5.9 Managing Platform Strengths and Weaknesses

### Background for Facilitator

This activity introduces a tool for assessing strengths and weaknesses, as well as strategies for addressing weaknesses and leveraging strengths. The tool featured in this activity is commonly called a “SWOT/BEEM analysis.” For English speaking trainings, consider using the acronyms SWOT and BEEM to describe this type of analysis. For non-English speaking trainings, use the term “Opportunity Analysis” as written.

This activity, the previous discussion (Discussion 5.8: Understanding Group Dynamics), and the next activity (Activity 5.10: Reflecting on Platform Capabilities) introduce tools for assessing the status or health of a platform. Consider reviewing all three presentations/handouts to decide which best fits your participants’ needs.

### Materials Needed

Managing Platform Strengths and Weaknesses handout; flipchart; markers

### Learning Objectives

Participants are able to assess and manage their platform’s strengths and weaknesses and complete an initial assessment of their platform membership.

**Time** 50 minutes

### Facilitator Talking Points

- An Opportunity Analysis is one tool for raising awareness and recognizing what each platform partner brings to the collaboration. This tool can also help to identify ways to use strengths/opportunities and manage weaknesses/threats as a group.
- First, you’ll consider the strengths, weaknesses, opportunities, and threats that face your platform:
  - **Strengths:** What are the specific strengths of your platform and platform membership?
  - **Weaknesses:** What are the specific weaknesses of your platform and platform membership?
  - **Opportunities:** What are the potential opportunities that your platform could create?
  - **Threats:** What are the potential threats that your platform could face?
- Then, you’ll conduct an additional level of analysis maximize the strengths/opportunities of your platform and mitigate the possible weaknesses/threats:
  - How to **build on strengths** and maintain/leverage them?
  - How to **eliminate weaknesses**, manage and mitigate them from being used against your advocacy effort?
  - How to **exploit opportunities** through prioritization and optimization?
  - How to **minimize threats** by preventing them or counteracting them?
- This type of analysis is highly recommended for a structured coalition – this will help to ensure all members are on the same page and understand what they bring to the coalition.
- An Opportunity Analysis is also a great tool to assess whether it makes sense for a group of organizations to form a platform. For example, the results could reveal that the context is not yet ripe for the formation of a platform because of a threat or that a certain weakness or gap must be overcome before the platform takes shape.

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## Instructions

Divide participants into small groups (3-4 persons per group, preferable if members of each group work/will work together after the workshop) and distribute [Managing Platform Strengths and Weaknesses](#) handout (see annex). Encourage groups to capture their Strengths/Weaknesses/Opportunities/Threats on a flipchart – they will be sharing their top opportunities and threats with the larger group.

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## Debrief

### Facilitator Instructions

- Ask each group share their top opportunities and threats and their ideas for exploiting those opportunities and minimizing those threats.



## Activity 5.10 Reflecting on Platform Capabilities<sup>2</sup>

### Background for Facilitator

The five capabilities described in this section complement the platform lifecycle from the previous section. Assessing a platform across the five capabilities is another tool that participants can use to take the temperature of the platform and deciding whether to continue or disband.

Distribute [Five Capabilities](#) handout before giving the presentation, so participants can take notes (see annex).

This presentation and the prior two sections (Discussion 5.8: Understanding Group Dynamics and Activity 5.9: Managing Platform Strengths and Weaknesses) introduce tools for assessing the status or health of a platform. Consider reviewing all three presentations/handouts to decide which best fits your participants' needs.

### Materials Needed

[Five Capabilities](#) handout; presentation slides; flipchart; markers

### Learning Objectives

Participants are able to assess the status of their platform across the five capabilities.

**Time** 40 minutes

### Facilitator Talking Points

- As you move through your advocacy campaign, you may want to periodically assess your platform, its performance, and its opportunities. This type of analysis may make the most sense when you're wrapping up an advocacy campaign, but it may also be useful if your platform is facing significant challenges in achieving your advocacy objective and you want to assess whether you should continue as a platform.
- While there are many tools for assessing the status of your platform, one approach is reflecting on some factors called the "five capabilities" that can help you unpack specific challenges that your platform is facing or as a barometer for how your members are working together.
- In addition to the Five Capabilities, an Opportunity Analysis (Strengths, Weaknesses, Opportunities, Threats) can be helpful in unpacking specific challenges your platform is facing. It can also be used at the end of your advocacy campaign to assess whether it makes sense to continue the platform.

<sup>2</sup> Adapted from Richard Mallett, Paul Harvey, and Rachel Slater, "How to study capacity support to states in fragile and conflict-affected situations: an analytical framework," Secure Livelihoods Research Consortium, Working Paper 15, June 2014.



FIVE CAPABILITIES	GUIDING DISCUSSION QUESTIONS
Capability to self-organize and act	Is your platform able to mobilize resources; create space and autonomy for independent action; motivate unwilling or unresponsive partners; plan and engage collectively to exercise the other capabilities?
Capability to generate results	Is your platform able to create substantive policy change; sustain progress over time; and add value for policy stakeholders?
Capability to establish supportive relationships	Is your platform able to establish and manage linkages, alliance, and/or partnerships with others to leverage resources and actions; build legitimacy in the eyes of key stakeholders; deal effectively with competition, politics, and power differentials?
Capability to adapt and self-renew	Is your platform able to adapt and modify plans and operations based on your progress and outcomes; proactively anticipate change and new challenges; cope with shocks and develop resiliency?
Capability to achieve coherence	Is your platform able to develop shared short and long-term strategies and visions; balance control, flexibility, and consistency; integrate and harmonize plans and actions in complex, multi-actor settings; and cope with cycles of stability and change?

## Instructions

Divide participants into five groups. Assign each group a capability and give each group a flipchart and markers. Ask the groups to (1) write down what it would look like if a platform had that capability (e.g., if a platform had the capability to self-organize and act, the platform might be able to: mobilize resources, motivate unwilling or unresponsive partners, plan and deliver activities) and (2) reflect and share their own experiences when they worked with a group that had or didn't have that capability.

## Debrief

### Facilitator Instructions

- Ask each group to present their description of the capability and to share any lessons learned about working with groups who had or didn't have that capability.



## Presentation 5.11 Troubleshooting Your Platform

### Background for Facilitator

Building on the assessment tools, the primary content of this section is in the [Troubleshooting Your Platform](#) handout. The handout lists common challenges that arise during the life of a coalition and identifies potential solutions to those challenges. Participants may find this information useful as their platforms evolve. Encourage participants to take this handout home and keep it for reference.

Distribute [Troubleshooting Your Platform](#) handout (see annex) before giving the presentation, so participants can take notes.

If you have additional time, see Supplemental Discussion in More Time section for guidance on further unpacking this handout.

### Materials Needed

[Troubleshooting Your Platform](#) handout

### Learning Objectives

Participants are able to assess some of the challenges facing their platform and identify possible solutions.

**Time** 5 minutes

### Facilitator Talking Points

- As your platform moves beyond the inception phase, you may run into challenges or issues around member dynamics, achieving your intended outcomes and staying focused, maintaining links to stakeholders, etc. To address these issues, you may need to think creatively about (1) diagnosing the problem and (2) developing a solution that is sustainable and gets to the root of the issue.
- This handout highlights some of the common challenges that platforms (coalitions, in particular) often experience. Keep this for future reference.



## Activity 5.12 Mobilizing Constituents

### Background for Facilitator

This activity introduces participants to the importance of mobilizing constituents and the legitimacy that constituents bring to an advocacy campaign.

The activity includes two options depending on available time: (1) Showing a video (80 minutes) or (2) reading a case study on mobilization in Kenya. The video and the case study tell the story of Nobel Prize Winner Wangari Maathai and the Green Belt Movement. The discussion questions are the same for both options.

### Facilitator Talking Points

- The purpose of mobilizing allies and partners is to create a broad support base for your advocacy strategy. You have constituents that you represent and your platform members also have constituents that they represent. By creating a platform, you are demonstrating that there is a critical mass behind your call for policy change.
- In addition to mobilizing your allies and partners into a platform, you also need to mobilize your constituents and encourage your platform members to mobilize their constituents. These constituencies will represent your broad base of support and will demonstrate to policymakers that your recommendations are rooted in the needs and interests of stakeholders.
- Who are constituents? Constituents are individuals and groups who are directly affected by the problem you are trying to address with your advocacy strategy and who support your cause. Constituents are the people you represent, to whom you are accountable, and from whom you draw strength.
- How do you grow your constituent base? Mobilizing constituents generally entails engaging with stakeholders (or those individuals and groups who are affected by the policy issue), discussing your policy issue and your ideas for solutions, and asking them to support you and join your cause. Mobilization requires strategic thinking to identify the needs and interests of stakeholders and what it will take to get them to support your cause.

### Materials Needed

Taking Root DVD; [Mobilizing Constituents: Taking Root \(Film\)](#) handout -or- [Mobilizing Constituents: The Green Belt Movement \(Case Study\)](#) handout

### Learning Objectives

Participants are able to describe what mobilizing constituents entails and identify strategies for mobilizing constituencies.

**Time** 45-110 minutes

### Stakeholders

People who have a vested interest in the policy outcome broadly (including allies, partners, opponents, and constituents).

### Constituents

People who are directly affected by the problem you are trying to address with your advocacy strategy and support your viewpoint. People you could represent, to whom you are accountable, and from whom you draw strength.

- Who can you mobilize?
  - Individuals who already support your cause; your existing support base
  - Individuals who support your allies and partners: Your allies/partners should be working to mobilize these constituencies themselves
  - Stakeholders you engaged during your community consultations: In those consultations, you already started to build a relationship around your policy issue, where you discussed what stakeholders know about the policy you want to change, how stakeholders are impacted by that policy, and what ideas stakeholders might have for improving that policy. *[Facilitator note: Community consultations are discussed in Module 3: Research and Collect Data.]*
- How to mobilize these groups?
  - You need to figure out what it will take to get them to support your cause. Anyone who is considering joining a movement will consider the costs and benefits of joining. You need to communicate to stakeholders the benefits they can receive if they support your cause.
  - In advocacy the benefits (e.g., policy change) can take a long time to manifest, because shifts in policy can take time. So, you'll need to think of other ways to provide benefits to stakeholders. A first step is to discuss with stakeholders their needs and what you or your platform can do to help meet those needs. For example:

STAKEHOLDER NEEDS	IDEAS FOR MEETING THOSE NEEDS
To be heard, acknowledged that they have a stake in the policy outcome  To know more about the ongoing peace process	Establish a monthly community forum where you share updates about the peace process and collect perspectives to share back to policymakers
To meet other people who have similar experiences	During your focus groups incorporate space for participants to share their experiences and also generate ideas for creating change in their community
To learn applicable skills	Partner with another organization that can provide the kind of skills training stakeholders want (e.g., after each focus group or community forum, a partner organization hosts a training on how to register a business or trauma healing)

- Mobilization also requires trust and rapport. Stakeholders need to trust that they're going to receive the benefit that you promised, and you need to be able to deliver. Part of building this trust and rapport is engaging stakeholders genuinely and honestly about what their needs are and what you can do to support those needs.
- Where stakeholders express a desire for more information and for their voices to be heard, one approach is to create a feedback loop with the stakeholders through continued community consultations. These consultations are part information sharing, part relationship building. To strengthen this

relationship requires give and take – in exchange for their support, you share information with the community about the ongoing peace process and also communicate their perspectives back to policy-makers, so their voices can be heard. Some factors to consider about developing a feedback loop:

- **Available resources:** You may be engaging with a number of communities that are geographically far apart. Consider your available resources (time, manpower, funds, etc.) to devote to sustaining this feedback loop. Social media, email, and other internet-based approaches may be a creative way to save on cost and time.
- **Dynamic local actors:** Be aware that you may need to adopt different approaches for different communities. In some communities, you may have natural allies or potential partners who could help you facilitate a strong feedback loop. In other communities, this type of relationship may take time to cultivate and maintain.
- Why mobilize constituents?
  - Engaging stakeholders is a necessary, yet often overlooked component of effective advocacy. Stakeholders represent those who are directly affected by the policy outcomes you are seeking to change and thus their perspectives are integral to the policy decision making process. As stakeholders who support your advocacy objectives, constituents are your allies; they are who you represent and from who you draw strength. By mobilizing constituents, you are showing policymakers that you have a critical mass behind you. The more stakeholders that support your cause, the stronger your advocacy message will be.

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## Instructions

### Option 1: “Taking Root” Film

Cue the “Taking Root” film (80 minutes) and distribute [Mobilizing Constituents: Taking Root \(Film\)](#) handout (see annex). Ask participants to keep these questions in mind while watching the video. At the end of the video, facilitate a group discussion using the guiding questions in the handout and debrief questions. See answer key below.

### Option 2: Case Study

Divide participants into small groups (3-4 persons per group) and distribute the [Mobilizing Constituents: The Green Belt Movement \(Case Study\)](#) handout (see annex). Review the guiding questions and ask participants to keep these questions in mind while reading the case study. Ask participants to read the case study and discuss the guiding questions in small groups. See answer key below.

---

## Debrief

### Discussion Questions

- What key lessons did you learn about mobilization?
- Could you use any of the mobilization strategies in your context? What might you be able to apply?

## Answer Key

# Mobilizing Constituents: Taking Root (Film)

---

### **What was Wangari Mathaai's advocacy objective?**

- To raise public awareness, and ultimately change national policies to better protect land from deforestation and environmental degradation.
- 

### **Who were the constituencies that she mobilized?**

- Rural women and their families
  - Women and men affected by deforestation
  - Mothers of political prisoners (and sympathizers)
- 

### **What strategies did she use?**

- She noted how planting trees could help to address the needs expressed by rural women (improve water quality, availability of nutritious food and firewood)
  - She provided civic education that helped people to understand which problems they could solve themselves and which problems to advocate to the government to address
  - Through her protests (against deforestation, Uhuru Park, release of political prisoners), she illustrated how ordinary citizens could influence the government
  - She invited people to join her cause as a way to have their voices heard (she noted that one of the unmet needs was lack of recognition)
- 

### **What benefits did the stakeholders receive by supporting her cause?**

- Women in the tree nurseries gained confidence in their ability to provide for their family and be a positive force for change in their communities.
- Women and men affected by deforestation were able to have their voices heard; they realized their ability to influence policy change; and in some cases prevented the deforestation of their communal lands
- Mothers of political prisoners (and other sympathizers) were able to have their voices heard, their grief recognized, and their sons released

## Answer Key

# Mobilizing Constituents: The Green Belt Movement (Case Study)

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### **What was Wangari Maathai's advocacy objective?**

- Change national policies to better protect land from deforestation and environmental degradation.
- 

### **Who were the constituencies that she mobilized?**

- Rural women and their families.
- 

### **What strategies did she use to mobilize those constituencies?**

- She consulted with rural women across the country to determine problems they were experiencing (declining soil quality, diminishing water quality, malnutrition, firewood shortage).
  - She established the Greenbelt Movement, which provided a vehicle to support women and promote the planting of trees.
  - She encouraged and supported rural women across the country to grow trees in their communities, which allowed them to meet their families' basic needs.
- 

### **What benefits did the stakeholders receive by supporting her cause?**

- They could cultivate the land in a way that satisfied their needs (water quality, nutrition, firewood)
- They gained confidence in their ability to provide for their family and be a positive force for change in their communities.





## Presentation 5.13 Conclusion

### Background for Facilitator

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

### Facilitator Talking Points

- Platforms for advocacy come in many shapes and sizes. The specific structure, policies, and membership are contingent on your available resources and priorities.
- Platforms are a good way to model inclusion by prioritizing diversity. Successful platforms (and particularly more structured platforms) are built on trust and respect, which require transparency, good communication, equity, and mutual benefit.
- Mobilization of allies and partners is only the first step. A vital component of mobilization is engaging with stakeholders and growing your support base. Mobilizing constituents requires trust, understanding stakeholders' needs, and delivering benefits that help to satisfy those needs.

# More Time



## Activity Developing Platform Objectives

### Background for Facilitator

This activity can be helpful for participants who are planning to or are in the process of developing a platform. The purpose of this activity is to guide participants through the decision-making process for their advocacy objectives.

Prior to this activity, it would be helpful if participants have considered potential partners (see Activity 5.3: Identifying Allies, Opponents, and Stakeholders) and identified what type of platform best fits their needs and context (see Activity 5.6: Choosing the Type of Platform).

This activity builds on activities and presentations in Module 2: Analyze Problems and Module 4: Develop Recommendations. For additional resources on identifying a policy issue, see Module 2. For additional resources on developing advocacy objectives, see Module 4.

### Materials Needed

Presentation slides; [Platform Advocacy Objectives](#) handout

### Learning Objectives

Participants are able to make informed decisions about setting their advocacy goal and objectives.

**Time** 40 minutes

### Facilitator Talking Points

- In addition to the basic structure of the platform, it is critical to develop a clear advocacy goal and objectives to guide the formation of your platform. To recruit members, you will need to know the policy issue the platform will be engaging (e.g., women's exclusion from the peace process or women's lack of representation in the security sector). The platform will also need to develop specific advocacy objectives to drive its activities. The advocacy objectives could be developed with platform members once a critical mass has joined or could be pre-determined before members join.
- Like many other factors, goal setting can depend on the type of platform you're creating.
  - **For a less structured network**, it may be ideal to set the advocacy objectives at the start. Members may come and go and there may not be mechanisms to gather all members for an in depth session on goal setting.
  - **For a more structured coalition**, developing advocacy objectives together may be an important basis for creating trust, respect, and open communication between members.

Determine advocacy objectives at the start	VS Develop advocacy objectives with platform members
<p><b>PROS</b></p> <ul style="list-style-type: none"> <li>You can exercise complete control over the advocacy objectives and strategy and ensure it aligns with your organizational goals</li> <li>When members join, they will know the precise purpose of the platform</li> </ul>	<p><b>PROS</b></p> <ul style="list-style-type: none"> <li>Group goal setting will help members feel connected to the work, and if done well, should promote a sense of ownership and camaraderie</li> <li>Members may bring valuable knowledge and experience to help set realistic and impactful advocacy objectives</li> </ul>
<p><b>CONS</b></p> <ul style="list-style-type: none"> <li>Other organizations may not join if the advocacy objectives don't align with their goals</li> <li>Platforms are about cultivating relationships – organizations may feel disempowered by not being able to contribute to goal setting</li> <li>Organizations may feel less committed to goals they didn't contribute to setting</li> </ul>	<p><b>CONS</b></p> <ul style="list-style-type: none"> <li>Developing consensus takes time and effort.</li> <li>It could be difficult to obtain consensus on very specific advocacy objectives. And, as you know, you need to be specific!</li> <li>Consensus means you may not get the exact advocacy objectives you envisioned for the platform</li> </ul>

## Instructions

Divide participants into small groups (same small groups as Activity 5.6: Choosing the Type of Platform) and distribute [Platform Advocacy Objectives](#) handout (see annex).

Using the handout, ask participants to discuss their policy issue and whether they want to determine their advocacy goal and objectives or wait to develop this as a group.

## Debrief

### Discussion Questions

- What were the 1 or 2 of most convincing talking points you developed to describe your policy issue and recruit members?
- What did your group decide to do about developing the advocacy goal and objectives? Did your group decide to develop them now, or wait until the platform membership is established? Why?



## Activity Platform Membership

### Background for Facilitator

In this activity, participants will begin to think about recruiting members to join their platform. Part of the selection process includes elements from the platform assessment (see Activity 5.4: Assessing the Platform Landscape); the same basic tenets should apply whether you're joining a platform or seeking members to join your platform.

Prior to this activity, participants should have completed the actor mapping exercise in Activity 5.3: Identifying Allies, Opponents, and Stakeholders.

### Materials Needed

List of allies and stakeholders from Activity 5.3: Identifying Allies, Opponents, and Stakeholders; [Selecting Members for Your Platform](#) handout

### Learning Objectives

Participants are able to identify potential platform members and membership guidelines for their platform.

**Time** 50 minutes

### Facilitator Talking Points

- The strength of your platform comes from its membership. As a minimum, your members should include individuals and organizations that are working toward the same policy outcomes, as well as people who can influence policymakers and even the policymakers themselves. Members don't need to agree on every issue, but should agree on the policy objectives you are advocating for.
- Membership or the types of members will depend on the type of platform you've chosen to create and the purpose of your platform. For example, with a loose network, you may want to emphasize the **breadth** of membership that represents many different interests and diverse goals, because the purpose of your network is to share contacts and information with few to no coordinated activities. With a structured coalition, you may alternatively want to prioritize the **depth** of membership, making sure that members have strong existing relationships with each other and share the same foundational beliefs about your advocacy objectives, because your coalition will need to work closely together and agree on a single advocacy message.
- Other considerations could include:
  - **Diversity:** Members of your platform should share your advocacy goals, but if your main support base and contacts are largely the same, this will be less valuable than if your partner(s) come with different stakeholders, supporters, and contacts.
  - **Added value:** Creating a platform is about gathering the right partners, not just any partners. What added value does a particular member bring to the platform as a whole? And, what value does the platform bring to each member? All members should be receiving benefit as well as contributing to the value of the platform.
  - **Existing relationships:** Just because organizations share the same policy objective doesn't always mean they can work well together. Consider existing or historical relationships between your organization and the members as well as between the members themselves.

- **New connections:** There could also be other individuals and organizations who are less familiar, but share your advocacy objective. One way to make new connections could be to have an initial open meeting, where anyone is welcome to attend, and publish the meeting announcement in newsletters or online fora. This could be used for forming networks or informal coalitions; targeted invitations are better for building a highly-structured coalition.
- **Trust:** Trust between members is a necessity for a highly-structured coalition, but can also be important in a loose network, particularly in conflict affected environments or where advocacy activities may be associated with medium to high risk (e.g., due to repressive government tactics).

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## Instructions

Divide participants into small groups (same small groups as Activity 5.3: Identifying Allies, Opponents, and Stakeholders) and distribute [Selecting Members for Your Platform](#) handout (see annex). Explain that participants will use the table on page 2 to assess whether to invite specific organizations to join their platform.

After participants have completed the table, ask them to consider the following questions:

- **Stakeholders:** Are all the key stakeholders represented in your platform? Who might be missing?
- **Diversity:** Do these members represent diverse segments of society? Who could be added to create greater diversity?
- **Added value:** What added value do these members bring to the platform as a whole?
- **Existing relationships:** If you're creating a structured coalition, are the working relationships between the members strong enough for creating an effective coalition?
- **New connections:** Will you open up the platform to anyone who is interested? Or will membership be by invitation only?

If you have extra time, you can have participants think about the questions they used to assess existing platforms in Activity 5.4: Assessing the Platform Landscape.

- **Goals/purpose:** Do the platform's goals, purpose, advocacy strategy, and approach align with your organization's advocacy objective?
- **Added value:** What added value will you bring to the platform? How will your organization gain by being involved? How will the platform help to achieve your advocacy objective?
- **Resources:** Does the coalition have the resources needed to achieve its goals? What financial, programmatic, and staff contributions are you expected to make? Does your organization have the time and resources required to effectively participate?
- **Leadership:** What does the leadership structure look like? Is there strong leadership?
- **Trust/relationships:** How are the relationships between organizations in the platform? Do the members of the platform get along?
- **Members:** Who are the other members and do they have a good reputation? How will associating with those other organizations affect your relationship with your stakeholders?

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## Debrief

### Discussion Questions

- Did anything surprise you about the organizations you selected as potential partners?
- How did you make sure that all key stakeholders are represented?
- Will you open up the platform to anyone who is interested? Or will membership be by invitation only? Why?



## Activity Practicing Consensus Building

### Background for Facilitator

This activity gives participants an opportunity to practice their consensus building skills. An integral part of platform membership is consensus building, particularly in highly-structured coalitions where many foundational decisions (on the advocacy strategy, for example) require consensus among all members.

This activity is a role play – participants will be members of a coalition trying to decide on their advocacy strategy; you will play the role of the meeting facilitator and will use specific tactics to try to help them build consensus. You may want to assign Roles A and B to the most vocal participants.

This activity is best used among participants who are going to form a highly-structured coalition. For additional consensus building talking points and activities, see the Conflict Transformation for Inclusive Security curriculum.

Prior to the activity, cut out the roles from the [Consensus Building – Roles](#) handout (see annex).

### Materials Needed

[Consensus Building – Roles](#) handout (one copy); scissors; flipchart

### Learning Objectives

Participants are able to identify the benefits and challenges of consensus building.

**Time** 45 minutes

### Facilitator Talking Points

- Building consensus is a required skill for managing a platform, particularly in more structure coalitions. Even though platform members may be like-minded and agree on the goal and objectives of the platform, members will not agree on every decision.
- In this activity, we are going to pretend that we are all members of a coalition. Each of you represents your own NGO. And today we need to decide what our specific advocacy strategy will be. We previously all agreed that we want to increase women's participation in the ongoing peace process. Now we need to decide what our strategy will be to achieve this goal. We only have the resources to undertake one strategy and, per our coalition rules, we must agree by consensus.
- Each of you will be given instructions on your role in this discussion.

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### Instructions

Write on a flipchart:

- Women's Inclusion Coalition
- Coalition Goal: To increase women's inclusion in the ongoing peace process
- How will we achieve our goal?

Distribute roles:

- Assign at least three people to Role A (vocal proponents of setting up individual meetings and working directly with policymakers leading the peace process). Note: Role A1 is slightly modified.
- Assign at least two people to Role B (vocal proponent of organizing a big event that brings attention to the lack of women and forces policymakers to act).
- Assign enough people to create a majority to Role C (agree with the dominant position of the group).
- Assign everyone else to Role D.

As facilitator, it's your role to try to help the group get to consensus. Suggestions for running the meeting (generally follows the consensus building approach outlined in Facilitator Talking Points below):

- Introduce the meeting – explain the issue and why it needs to be addressed
- Ask if anyone has ideas for a strategy that they'd like to share. Write down all of the ideas on a flipchart.
- Ask for reactions to those ideas. Try to generate some disagreement if participants aren't being vocal.
- Summarize where you think the group is at. Maybe take a vote to see which ideas are most popular to start narrowing down the conversation. Ask proponents/opponents of the top ideas what their underlying concerns are (i.e., why their idea is the best course of action, why they think the other idea falls short, cost/benefit analysis)
- See if any common ground/shared interests emerge out of the discussion and propose modifications to the suggested ideas that work toward some common values.
- Test the level of support by asking the group if they like the modified proposal. Does anyone feel that they need to stand in the way of the proposal or could coalition members see this moving forward?
- If there is still disagreement, pause the exercise and ask participants what they would do next.

Some ideas:

- Conduct an assessment or cost/benefit of the modified proposal(s) and see if that brings the group any closer to agreement
- Agree to table the conversation to allow individual lobbying and small group discussion (e.g., Role A1 and the facilitator might try to talk to obstinate parties individually)
- If things really cannot be resolved, explore alternate decision making procedures (e.g., decision made by smaller committee; majority vote). If time allows, you could discuss what impact this might have on the coalition and coalition member's relationships to one another.

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## Debrief

### Discussion Questions

- How did that process feel? Was it easy? Frustrating?
- Did this meeting build your faith in the coalition? Would this make you consider leaving the coalition?
- What role did the facilitator play? What strategies did I use to generate consensus?



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## Facilitator Talking Points

- Having a facilitator or mediator present can be vital in getting to consensus. A facilitator should:  
*[Facilitator note: For more information on facilitation, see Conflict Transformation for Inclusive Security curriculum.]*
  - **Clarify purpose.** Ensure that the purpose of the meeting and/or any intended outcomes are clear.
  - **Manage process.** Keep the conversation on track and oriented toward the goal. Help participants draw out interests and model authentic speaking and active listening. Summarize key issues. Ensure the process is well documented.
  - **Monitor dynamics.** Respect all perspectives by encouraging equal participation, active listening, and authentic speaking. Monitor emotional tone – challenge if too safe, protect if too intense. Self-monitor and ensure neutrality - their job is to get the group to agree, not to push a specific agenda.
  - It may also be helpful to suggest alternatives based on expressed interests when the group seems stuck.
- Consensus building approach: *[Facilitator note: For more information on consensus building, see Conflict Transformation for Inclusive Security Curriculum.]*
  - **Introduce and clarify the issue.** Explain the issue and why it needs to be discussed. Share all relevant information and agree on the aims and parameters of the discussion. (This was slightly rushed for the purposes of this activity.)
  - **Explore and look for ideas.** Gather initial thoughts and reactions to the problem at hand and then brainstorm ideas for solving the problem. Brainstorming should be done without judgment – you may consider doing this in small groups or pairs.
  - **Look for an emerging proposal.** Summarize where you think the group is at. Outline emerging common ground and difference that you've heard. Start narrowing down the field of ideas by building proposals on whatever agreement exists.
  - **Discuss, clarify, and amend proposal.** Check whether people have concerns about the proposal. Look for amendment that can be made to make it more acceptable to everyone.
  - **Test for agreement.** Clearly state the proposal and ask whether anyone has objections or reservations. Does anyone feel that they need to stand in the way of the proposal or could coalition members see this moving forward?
  - If disagreement remains, you can go back to amending the proposal. You could also take a break and reconvene (this might also give you a chance to have conversations with the staunchest opponents) or propose alternative decision-making processes (e.g., decision made by smaller committee; majority vote).
    - Consensus building can be a taxing activity, particularly when the stakes are high. Taking a break when people are tired can be a useful tactic; it gives people a chance to regroup and come back to the problem refreshed.
    - It is also important to understand when consensus is simply not possible. You don't want things to become so heated as to damage relationships among platform members.



## Discussion Troubleshooting Your Platform

### Background for Facilitator

This discussion builds on and is intended to follow after the Facilitator Talking Points in Presentation 5.11: Troubleshooting Your Platform. The [Troubleshooting Your Platform](#) handout lists common challenges that arise during the life of a coalition and identifies potential solutions to those challenges. Participants may find this information useful as their platforms evolve.

### Materials Needed

[Troubleshooting Your Platform](#) handout

### Learning Objectives

Participants are able to assess some of the challenges facing their platform and identify possible solutions.

**Time** 20 minutes

### Instructions

Distribute [Troubleshooting Your Platform](#) handout (see annex) and divide participants into pairs. Ask participants to review the handout individually and to think of a time when they were part of an organization or platform that suffered from one of the problems. How did the organization or platform deal with the problem? Did they use any of the solutions suggested in the handout? Would any of the suggested solutions have helped resolved the problem? Have participants share in pairs.

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### Debrief

#### Discussion questions

- Which problems came up in your discussions?
- Did you use the suggested solutions or something different to resolve the problem?
- What are some additional ways to address these problems?

[illegible]

## ANNEX

## Types of Platforms – Case Studies

**Instructions:** Read through the case studies and discuss with your group. Consider the following questions:

- What type of platform is being discussed? An informal network? A structured coalition? Something in between?
- What are some of the advantages or disadvantages of the type of platform used?

### Case Study 1 - Kosovo Women's Network

The Kosovo Women's Network (KWN) was established in 2000 as an informal network of women's groups and nongovernmental organizations. Women had been working together before KWN's establishment the Rural Women's Network, from 1995-2000. After the war in Kosovo, the network played an important role in advocating for improved donor coordination, ensuring that reconstruction funds reached diverse women, and for women's voices to be heard in Kosovo's postwar, state-building process. KWN's membership quickly grew as more women's organizations saw the importance of coming together. Crucial to establishing and maintaining the network has been KWN's regular meetings, which have occurred every two months since the network began. These meetings provide a space for information sharing among members and the coordination of joint advocacy initiatives.

In its initial years, KWN functioned without any donor funding. At each meeting a hat was passed around the room and members contributed, supporting fellow members' transportation costs, translation, and other needs. This was important to building the network from the bottom-up. Everyone in the network was there for solidarity and support; they were motivated by a joint mission and cause: to support, protect, and promote women's rights.

Unfortunately, as an informal network, KWN was often sidelined by international decision-makers, so its members decided to formally register as an NGO in 2003. KWN became a more structured coalition with an office, meeting space, and full-time staff. This new status brought improved recognition from the United Nations Mission in Kosovo (UNMIK) and the Organization for Security and Cooperation in Europe (OSCE), important players in Kosovo at the time, as well as from numerous other local and international actors.

KWN built an advocacy campaign around promoting the priorities of UN Security Council Resolution 1325 to ensure women's voices were heard in Kosovo's reconstruction and state-building process.

As a more formal coalition, KWN developed a statute, clear mission, and organizational chart. Member organizations remain the highest decision-making body. They help design KWN's strategy and review KWN's progress towards implementation, including KWN's financial reports each year. They also participate in implementing the strategy directly, as well as monitoring and evaluating its implementation. KWN members elect a Board of Directors with rotating membership which hires the KWN Executive Director and oversees more closely work of the main office. KWN staff includes an Executive Director, Finance Officer, Program Manager, and several project managers, coordinators, assistants, and researchers. Staff members report on their work regularly to the KWN Board of Directors and to KWN members (via a monthly newsletter, regular Facebook and website updates, bimonthly meetings, and the KWN annual membership meeting each December). KWN's advocacy initiatives are coordinated through bimonthly meetings, email, and Facebook.

*Case study contributed by the Kosovo Women's Network - [www.womensnetwork.org](http://www.womensnetwork.org)*

## Case Study 2 - National Working Group on Sexual Offenses (South Africa)

In May 2004 in South Africa, representatives from nine organizations formed the National Working Group on Sexual Offenses. The Working Group was created to promote laws and policies to ensure women and children survivors of sexual assault received necessary support, treatment, and care. The Working Group focused their advocacy efforts on pressing lawmakers to pass the Sexual Offenses Act.

The Working Group was the result of two coalitions coming together. The Western Cape Consortium on Violence Against Women, which was established in 1998 to promote laws that protected the rights of women and children in the Western Cape province of South Africa, and another women's rights/legal advocacy coalition based in Gauteng province joined forces, because they believed that a broad-based coalition with national reach would be able to exert more pressure on policymakers.

Prior working relationships helped facilitate the establishment of the Working Group. Many of the member organizations and woman leaders had worked together previously in the anti-Apartheid resistance movement in the early 1990s, as well as the LGBT equality movement. These existing relationships and communication channels helped ease coordination and connections as the Working Group was formed.

But, the coming together of two coalitions was not without challenges. There were fundamental differences of opinion between members of both coalitions on the strategies and tactics the Working Group should pursue. Some members wanted to focus on the specific details of the law, while others grew impatient with Parliament's inaction and wanted to use adversarial tactics, such as protests or marches. Some organizations within the Consortium decided not to join the Working Group as a result of these disagreements.

The Working Group established a steering committee to coordinate and manage the day-to-day functioning of the coalition. Members of the steering committee were from the Working Group's best resourced and most established organizations as well as individuals who were regarded as key players in South Africa's women's rights movement. Decisions were made by consensus, with Working Group leaders guiding the process, often through email exchanges, and gaining buy in from member organizations. The leadership often mediated between opposing points of view, paying particular attention to the participation of groups that policymakers would view as important (e.g., rural women's groups and racially or demographically diverse groups).

Some members of smaller, less recognized organizations within the Working Group felt that certain organizations, and even particular individuals, dominated the Group's internal dynamics. As a result, they felt the Working Group's outputs largely represented the views and efforts of a small number of highly motivated and organized women leaders. Organizations with less capacity and fewer resources felt that their issues were overtaken by these key individuals and organizations.

Despite these challenges, members of the Working Group noted that coalition building helped to improve coordination, solidarity, and broaden the group's knowledge/expertise and support base. The Working Group also provided a forum of like-minded organizations to share ideas and strategize together.

*Adapted from Rebecca Hodes, Jennifer Thorpe, and Orly Stern, "Structure and Agency in the Politics of a Women's Rights Coalition in South Africa: The Making of the South African Sexual Offences Act, 2007," Research Paper 13, Developmental Leadership Program (February 2011).*

# Identifying Allies, Opponents, and Stakeholders

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## PART I. ALLIES

1. On the flipchart, write down potential allies.
2. Who among these individuals/groups/institutions would you identify as key allies or those who could bring the most impact if you partnered with them (because of their numbers, influence, access you don't have, etc.)?

### Guiding questions:

- Who is working on the issue/objective already? Who are you partnering with now? Who have you partnered with in the past?
- Who will gain or benefit if your advocacy objective is achieved?
- What agencies, ministries, or departments in government institutions will gain if your objective is reached?
- Could any religious groups support the objective?
- Would any specific government official gain politically or financially from the objective?
- Who could be your ally from the private/business sector?
- Which other organizations, groups, and individuals are concerned or already acting upon the same policy issue?

*Think broadly and diversely – explore beyond your regular partners and think about parallel movements/organizations (e.g., minority rights, development projects)*

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## PART II. OPPONENTS

1. On the flipchart, write down your potential opponents.
2. Look at your list of opponents, are there any who could help counter or mitigate the influence of your opponents? Consider adding these allies to your key allies list.
3. You may want to keep this list for future advocacy planning – knowing your opponents may help you to prepare counter arguments or counter activities to minimize your opponents' influence.

### Guiding questions:

- Are there any organizations, groups, or individuals that oppose your proposed policy change? Why? What threat do they pose to the success of your advocacy initiative?
- Who groups will lose if your objective is achieved?
- Why might religious groups oppose your advocacy objective?
- Which government agencies, ministries, or departments will lose if the objective is reached?
- Would any specific government officials lose politically or financially if the objective is reached?
- Who might be your opposition from the private/business sector?

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## PART III. STAKEHOLDERS

1. On the flipchart, write down all the stakeholders affected by your policy issue. (There could be a lot!) Are there some stakeholders that will be more affected than others?
2. Some of your allies may have links to these key stakeholders. Look at your list of allies - are the critical stakeholders represented? If not, how can you make sure they are engaged?
3. Are there any allies that would help strengthen your relationships with stakeholders? Are there any allies that would threaten your relationships with stakeholders?

## Assessing the Platform Landscape

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**Identify relevant platforms.** Create a list of your allies (organizations that support your advocacy objectives). Are there any platforms listed? Do any of your key allies already belong to a platform? Have platforms formed around this issue before?

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**Draft a guiding principle.** As a group, decide why you want to join a platform. What would you hope to gain by joining a platform? What kind of platform would maximize your chances for achieving your advocacy objectives?

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Identify 1 or 2 platforms that are most relevant to your advocacy objectives and assess them using the [Platform Assessment](#) handout.



## Platform Assessment

<b>Goals/purpose:</b> Do the platform's goals, purpose, advocacy strategy, and approach align with your advocacy objectives?	
<b>Added value:</b> What added value will you bring to the platform? How will your organization gain by being involved? How will the platform help to achieve your advocacy objectives?	
<b>Resources:</b> Does the platform have the resources needed to achieve its goals? What financial, programmatic, and staff contributions are you expected to make? Does your organization have the time and resources required to effectively participate?	
<b>Leadership:</b> What does the leadership structure look like? Is there strong leadership?	
<b>Trust/relationships:</b> How are the relationships between organizations in the platform? Do the members of the platform get along?	
<b>Members:</b> Who are the other members and do they have a good reputation? How will associating with those other organizations affect your relationship with your stakeholders?	

## Join This Coalition?

**Instructions:** Read the story below. Would you join the coalition? Why or why not?

You are the leader of your organization and your organization has recently been invited to join a nationwide coalition focused on the resettlement of internally displaced people and refugees. Your organization is focused on advocating for greater women's inclusion in the ongoing peace process and for greater women's representation on the joint government-civil society National Peace Committee responsible for overseeing the implementation of the peace agreement. The coalition is currently pushing the Government to reform the current resettlement policy to include a loans program for returning internally displaced and refugee women who want to start businesses and additional assistance for woman-headed households.

The coalition has strong ties to the Minister of Interior's office, who leads the National Peace Committee. Your organization has developed working relationships with the civil society representatives on the National Peace Committee but has struggled to reach high level government officials that could influence the Committee's membership. Therefore, joining the coalition could help you to reach one of your key advocacy targets.

Last month, one of the coalition's most influential member organizations left the coalition – you haven't been able to get a clear answer on what caused them to leave the coalition. The coalition is looking for new leadership and is hoping you will serve on its steering committee, which includes 50 representatives, because of your extensive advocacy experience. The coalition is also hoping you can help with fundraising because the organization that left the coalition contributed a significant amount of funds to the coalition's budget.

## Is a Formal Coalition the Right Platform?<sup>1</sup>

1. Does the issue affect a broad range of people?
2. Do other organizations see this issue as a priority?
3. Are other organizations willing to work together to address this issue?
4. Are potential coalition members willing to relinquish control over coalition activities and outcomes and actively engage in a collaborative process?
5. Are potential coalition members willing to commit to and abide by democratic decision-making procedures?
6. Do organizational goals and policies of potential members align with those of the coalition?
7. Are there resources that can be shared or obtained to assist with the work?
8. Is there a true commitment to work together to produce results, irrespective of funder commitments for collaboration?

*If you responded “no” to any of these questions, consider carefully whether a coalition is the best platform for you and your advocacy goal.*

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<sup>1</sup> Adapted from Coalitions Work, “Is a coalition right for you?” and Ontario Healthy Communities Coalition, *Organizing Handbook for Healthy Communities*, 2002, 67.

# Assessing Your Goals, Priorities, and Resources

Less structured  
“Network”

More structured  
“Coalition”



## Resources for establishing a platform

### Low costs for establishing a network.

A loosely structured network requires less effort and resources to establish and run. There are fewer issues that require consensus from all members. Infrastructure could be as simple as an email list, which is low cost to maintain.

### High costs for establishing a coalition.

Formal coalitions require shared goals, leadership structures, membership rules, communication strategies, and decision-making processes. These take a lot of time and effort to develop because each requires consensus from all members.

**Guiding questions:** Does the advocacy objective you want to achieve require immediate or quick action? If so, do you have the time needed to set up a highly-structured coalition? What resources (funding, personnel, etc.) are available to dedicate to platform creation?

## Investment in platform management

### Low to medium investment in management.

The amount of work for platform leadership largely depends on the scale of coordination and shared work the network intends to carry out. An email listserve could require very little management to maintain and oversee, while a network that hosts an annual event may require more time and effort to manage.

### High investment in management.

The strength of a coalition largely depends on the relationships of its members. A strong coalition includes members that trust each other and are committed to working together toward a common goal. Strong relationships require heavy investment by leadership to ensure that all members feel included, recognized, and valued. Effective leadership requires open and consistent communication, transparency, and a willingness to engage in difficult conversations. Without these efforts, the coalition will likely dissolve and members will leave.

**Guiding questions:** What available time does your organization's leadership have to create and manage a platform? If your leadership invests in creating a coalition, how might this impact your organization's ability to continue carrying out its work outside the coalition?

<p>Member relationships</p>	<p><b>Good relations between members.</b></p> <p>As with any platform, members should be in good standing with each other. The stronger the relationships, the stronger the platform. However, the strength of those relationships is less essential in an informal network because members don't necessarily operate as a single, unified front and their reputations aren't tied together. Networks with frequently changing membership may also find it difficult to form strong relationships.</p>	<p><b>Strong and resilient relations between members.</b></p> <p>Strong relationships are <u>necessary</u> for a coalition to survive. Members work closely together and mutually depend on each other for success. Trust and respect, fostered by open communication and transparency, are key components to building strong coalitions.</p>
<p>Collective advocacy voice</p>	<p><b>Guiding questions:</b> Do all the potential members of your platform know each other? Do they have existing working relationships? If you are considering creating a coalition, will it be easy to build trust and achieve consensus among these members?</p> <p><b>Common goal, but many individual voices.</b></p> <p>It would be rare for a loosely structured network to issue a common message; many networks exist for information and contact sharing only. If a common message is issued, members may share an overarching goal (e.g., more women's inclusion), but each member may give different reasons or justification. This gives each member some control and flexibility over how it frames the advocacy message. Some more structured networks could issue a single message with one, unified voice – this would take coordination and consensus from all members..</p> <p><b>Consistent message with one, unified voice.</b></p> <p>Highly-structured coalitions speak with a unified voice – the message is shaped and controlled by the coalition through consensus. This will be true for all messages communicated by the coalition. Developing a consistent message can also take time and effort to achieve consensus from all members of the coalition.</p> <p><b>Guiding questions:</b> What do you hope to gain from the platform, in terms of a collective voice for advocacy?</p>	



Shared resources for advocacy	<p><b>Less shared resources.</b></p> <p>An informal network may not require members to share resources in the same way as a more structured coalition. Members may share contacts, information, and even funds on an as needed basis, but typically there is no formal pool of shared resources.</p>	<p><b>More shared resources.</b></p> <p>Shared resources are necessary for a structured coalition. Members must contribute money, time, personnel, etc. in order for a coalition to run. For example, members may pay annual dues to support coalition activities and leadership. Members may also commit to sharing certain resources (personnel or material) for specific advocacy activities.</p>
Additional considerations	<p><b>Guiding questions:</b> What available resources (personnel, funds, time, etc) do you have for maintaining a platform? Is your organization willing to contribute to a pool of resources shared by the platform, if other members contribute less, more, or the same as your organization?</p> <p>Loose networks that focus on information sharing give members the <b>freedom to determine their advocacy goals and strategies</b>. Members do not necessarily need to coordinate with other members or platform leadership because their work is not as closely tied together.</p> <p>Because it does not require a lot of foundational work to create a loose network, a network can be <b>quickly organized and disbanded</b>.</p> <p>A less structured network can act as a <b>stepping stone to creating a coalition</b>, providing members with an opportunity to build relationships and test the idea of working together as a platform, before investing time/effort into creating the structures for a coalition.</p>	<p>The collaborative nature of a structured coalition may create opportunities to foster and <b>develop new leadership</b>.</p> <p>A formal coalition will likely <b>broaden the scope of each member's work</b>. This can be good for creating new activities and potential impact for each member. But, it can also take away resources and attention from members' existing work.</p> <p><b>Membership dynamics:</b> Organizations with a lot of resources and influence may assume that they will be the leaders of a coalition, while small organizations may be reluctant to join, for fear that they will be overrun.</p> <p>All members of a structured coalitions must be <b>willing to compromise</b>, since decisions require consensus. Some members may feel that this dilutes their objectives.</p>
	<p><b>Guiding questions:</b> What are some of your additional priorities and goals for creating a platform?</p>	

# Best Practices for Organizing and Maintaining a Platform

## Policies/rules to establish

- **Leadership structure and roles:** What will the leadership structure look like and how will those roles be determined?
- **Decision-making processes:** How will decisions be made (e.g., by vote or consensus)? Who will participate in the decision-making process (e.g., only steering committee or all members)? Will there be different decision-making processes for different types of issues (i.e., certain issues are decided by the full membership, while all other issues are decided by the steering committee with full and open communication with membership)?
- **Membership requirements:** If someone new wants to join your platform, how will you determine if they're eligible?
- **Membership code of conduct:** How will you determine if a member is not doing their part?
- **Internal communication:** What will the leadership share with members regarding news and updates about the platform and your advocacy issue? And how will this communication happen?
- **External communication strategy:** How will the platform engage with outside actors, like the media, government officials, other organizations, etc.? Will there be specific representatives authorized to speak on behalf of the coalition?
- **Sharing credit:** How will platform members share in the public benefits that result from their coordinated efforts?

## Two important considerations for more structured coalitions

- **Consensus on shared values, short and long term goals:** Consider conducting strategic planning as a group. It may be difficult and time consuming, but the more consensus achieved, the more effective your advocacy efforts will be.
- **Platform structures:** Organizing specialized sub-groups (such as 'committees' or 'task forces') within the coalition will help to delegate and manage the work. Each sub-group should have a defined role (e.g., publicity/outreach, lobbying, fundraising, event planning) and a leadership structure (e.g., chairperson, secretary). All members should be involved in at least one committee.

## A few last, and important best practices

- **Don't avoid difficult subjects!** Don't be afraid to deal with internal conflict. These issues must be discussed openly or tensions may threaten to tear apart your platform. You may even consider involving an outside mediator or facilitator.
- **Be flexible!** Assess your progress periodically and be prepared to make changes. This may include examining decision making structures, effectiveness of the coalition, communication strategies, etc. Ongoing conversations with members will help to keep your finger on the pulse and may mitigate negative feelings of members feeling marginalized or misunderstood.

# Managing Platform Strengths and Weaknesses

Use this worksheet to conduct an Opportunity Analysis of your new platform.

<p><b>Strengths</b></p> <p>What are the specific strengths of your platform and platform membership?</p>	<p><b>Weaknesses</b></p> <p>What are the specific weaknesses of your platform and platform membership?</p>
<p><b>Opportunities</b></p> <p>What are the potential opportunities that your platform could create?</p>	<p><b>Threats</b></p> <p>What are the potential threats that your platform could face?</p>

1. Think about both **internal** (financial resources, ability for staff and leadership to contribute time/ effort to the functioning of the platform, etc.) and **external** (domestic and international political climate, security issues, etc.) elements that could influence your platform.
2. Highlight 1-2 of the top factors (e.g., the strongest strengths, the most dangerous weaknesses, the biggest opportunities, the worst threats)
3. How will you **build on strengths** and maintain/leverage them?
4. How will you **eliminate weaknesses**, manage and mitigate them from being used against your advocacy effort?
5. How will you **exploit opportunities** through prioritization and optimization?
6. How will you **minimize threats** by preventing them or counteracting them?



## Five Capabilities<sup>1</sup>

Each of the Five Capabilities is important for affecting meaningful policy change. The guiding questions Five Capabilities, you want to unpack each capability but also discuss (1) what that capability looks like in your platform, (2) why it's a success or a challenge, and (3) if it's a challenge, if/how you can overcome it.

FIVE CAPABILITIES	GUIDING DISCUSSION QUESTIONS
Capability to self-organize and act	Is your platform able to mobilize resources; create space and autonomy for independent action; motivate unwilling or unresponsive partners; plan and engage collectively to exercise the other capabilities?
Capability to generate results	Is your platform able to create substantive policy change; sustain progress over time; and add value for policy stakeholders?
Capability to establish supportive relationships	Is your platform able to establish and manage linkages, alliance, and/or partnerships with others to leverage resources and actions; build legitimacy in the eyes of key stakeholders; deal effectively with competition, politics, and power differentials?
Capability to adapt and self-renew	Is your platform able to adapt and modify plans and operations based on your progress and outcomes; proactively anticipate change and new challenges; cope with shocks and develop resiliency?
Capability to achieve coherence	Is your platform able to develop shared short and long-term strategies and visions; balance control, flexibility, and consistency; integrate and harmonize plans and actions in complex, multi-actor settings; and cope with cycles of stability and change?

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<sup>1</sup> Adapted from Richard Mallett, Paul Harvey, and Rachel Slater, "How to study capacity support to states in fragile and conflict-affected situations: an analytical framework," Secure Livelihoods Research Consortium, Working Paper 15, June 2014

## Troubleshooting Your Platform<sup>1</sup>

SYMPTOMS	PROBLEM	POSSIBLE SOLUTIONS
<ul style="list-style-type: none"> <li>• Failure to plan</li> <li>• Failure to act</li> <li>• Delays</li> <li>• Frustration</li> </ul>	<b>Lack of focus or direction</b>	<ul style="list-style-type: none"> <li>• Clarify goal, objectives &amp; theory of change</li> <li>• Develop action plan</li> <li>• Monitor progress</li> </ul>
<ul style="list-style-type: none"> <li>• History of past grievances surface</li> <li>• Unequal sharing of resources</li> <li>• Disruptive meetings</li> <li>• Hidden agendas</li> <li>• Lack of trust</li> </ul>	<b>Turf battles &amp; competition among members</b>	<ul style="list-style-type: none"> <li>• Recommit to goal</li> <li>• Develop value statements</li> <li>• Prevent or openly address conflict</li> <li>• Promote face-to-face discussion to reveal members' concerns &amp; needs</li> <li>• Use informal conciliation</li> <li>• Use 3rd party mediation</li> </ul>
<ul style="list-style-type: none"> <li>• Member &amp; leader burnout</li> <li>• Unreasonable demands on staff</li> <li>• New members fail to engage in work</li> <li>• Frustration</li> <li>• Resignations occur</li> <li>• Imbalance in power among organizations</li> </ul>	<b>Unequal sharing of power, decision-making &amp; responsibility</b>	<ul style="list-style-type: none"> <li>• Develop written responsibilities &amp; roles for members &amp; leadership</li> <li>• Create MOUs for all member organizations</li> <li>• Meet with CEO/Director of each member organization yearly to clarify expectations</li> <li>• Review action steps at end and start of platform meetings</li> <li>• Hold annual members retreat to orient/train on team building and delegation</li> <li>• Each member organization gets 1 vote</li> </ul>

<sup>1</sup> Adapted from CoalitionsWork, "What to do when things go wrong," [coalitionswork.com/wp-content/uploads/What-to-Do-When-Things-Go-Wrong.pdf](https://coalitionswork.com/wp-content/uploads/What-to-Do-When-Things-Go-Wrong.pdf)

SYMPTOMS	PROBLEM	POSSIBLE SOLUTIONS
<ul style="list-style-type: none"> <li>Members are uninformed about meetings/events</li> <li>Infighting erupts</li> <li>Members &amp; stakeholders don't see results from their efforts</li> </ul>	<b>Ineffective communication</b>	<ul style="list-style-type: none"> <li>Promptly distribute meeting minutes</li> <li>Send monthly e-newsletter &amp; items for members newsletters</li> <li>Develop/distribute 1-page platform message</li> <li>Hold annual State of the Platform address to recap progress &amp; future plans</li> </ul>
<ul style="list-style-type: none"> <li>Dominance by actors without clear links to a constituency/ies</li> <li>Some key stakeholders aren't well represented</li> <li>Platform isn't respected or known in among key stakeholders</li> <li>Key stakeholders do not support platform &amp; its work</li> </ul>	<b>Poor links to stakeholders</b>	<ul style="list-style-type: none"> <li>Conduct actor analysis to build diverse representation</li> <li>Engage in serious recruitment campaign</li> <li>Speak about the platform at community events</li> <li>Support activities of other allies</li> </ul>
<ul style="list-style-type: none"> <li>Ineffective work groups</li> <li>Ineffective steering committee</li> <li>Failure to develop, maintain or rotate leadership</li> <li>Poor attendance</li> <li>High dropout rate</li> <li>Lack of ongoing training</li> <li>Inadequate funding</li> <li>Lack of results</li> </ul>	<b>Ineffective platform structure or function</b>	<ul style="list-style-type: none"> <li>Conduct strategic planning to realign goals &amp; objectives with structure &amp; function</li> <li>Build organizational chart</li> <li>Conduct annual retreat &amp; orientation for leaders</li> <li>Institute 1-2 year leader term limits &amp; annual elections</li> <li>Commit to effective meetings &amp; reporting</li> <li>Have veteran leaders &amp; members mentor new ones</li> <li>Develop Resource Development or Steering Committee to develop budget, resources &amp; funds</li> </ul>

SYMPTOMS	PROBLEM	POSSIBLE SOLUTIONS
<ul style="list-style-type: none"> <li>• Poor or inconsistent attendance</li> <li>• Lack of follow through on tasks</li> </ul>	<b>Time &amp; loyalty conflicts</b>	<ul style="list-style-type: none"> <li>• Use surveys &amp; discussions to find best meeting times &amp; fit between talents &amp; tasks</li> <li>• Ask member organizations to send new representative with more time to offer the platform</li> <li>• Follow-up by leadership of non-attenders &amp; those who fail to finish tasks</li> </ul>
<ul style="list-style-type: none"> <li>• Platform is not recognized by media or key policymakers</li> <li>• Platform doesn't receive grants or funding from proposals</li> <li>• Recruiting members &amp; leaders is difficult</li> <li>• Expected outcomes don't occur</li> <li>• Policy change is unresolved</li> </ul>	<b>Lack of outcomes</b>	<ul style="list-style-type: none"> <li>• Revisit theory of change</li> <li>• Develop action plan and evaluation plan</li> <li>• Collect data &amp; consistently monitor short, intermediate, &amp; long-term outcomes to hold partners accountable &amp; help align efforts</li> <li>• Coordinate each member organizations' activities via an agreed upon action plan</li> <li>• Use 1-page platform message &amp; social media to broadcast successes to current &amp; prospective members &amp; leaders</li> <li>• Contact foundations &amp; funders to explore funding opportunities</li> </ul>

## Mobilizing Constituents: Taking Root (Film)

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**What was Wangari Mathaai's advocacy objective?**

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**Who were the constituencies that she mobilized?**

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**What strategies did she use?**

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**What benefits did the stakeholders receive by supporting her cause?**

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# Mobilizing Constituents: The Green Belt Movement (Case Study)

**Instructions:** Read through the case study and discuss with your group. Consider the following questions:

- What was Wangari Maathai's advocacy objective?
- Who were the constituencies that she mobilized?
- What strategies did she use?
- What benefits did the stakeholders receive by supporting her cause?

## The Green Belt Movement

Kenya's Green Belt Movement was founded by Wangari Maathai in 1977 to encourage rural women and their families to plant trees in their communities. In the mid-1970s, Maathai noticed a link between deforestation and increasing poverty in rural Kenyan communities. She believed that increased deforestation (by the state as well as individuals) was leading to declining soil quality and diminishing water quality. Maathai also noticed that the state's emphasis on growing cash crops meant that the government dedicated more public land to growing exportable crops, and rural Kenyans focused more on growing crops that they could sell for a small profit, rather than farming more nutritious crops to feed their families. As a result, malnutrition rates were on the rise.<sup>1</sup>

By speaking with women in rural Kenyan communities and witnessing the environmental decline herself, Maathai understood that the direct needs of communities were inextricably linked to the health of the natural environment. In conversations with Maathai, women often spoke of their need for water, firewood, and nutritious food for their families. Maathai determined that all these needs could be met through the planting of trees. Trees would help replenish soil quality, provide fuel for cooking, protect watersheds, and provide access to more nutritious foods (e.g., fruit trees).<sup>2</sup>

Through her work with the National Council of Women, Maathai encouraged and supported rural women across the country to plant trees in their communities. Initially many of the women felt they did not have the knowledge or materials necessary to grow trees, but as they started to see the results of their work (e.g., fruits, healthier families, decline in flooding, increased access to firewood), the women recognized they were more capable than they believed prior to joining the movement.<sup>3</sup>

In tending to their tree nurseries, women began to discuss poverty and government corruption (such topics were banned by the government). Previously, women witnessed corruption in their communities, but had no idea if others felt similarly as they had no place to discuss such matters. In response, starting in the early 1990s, Maathai determined that inclusive democratic governance was needed to truly protect the land and

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1 Robert F. Kennedy Human Rights, "Wangari Maathai," accessed August 8, 2016, [rfkcenter.org/what-we-do/speak-truth-power/defenders-curriculum/wangari-maathai-lesson/](http://rfkcenter.org/what-we-do/speak-truth-power/defenders-curriculum/wangari-maathai-lesson/).

2 Mia MacDonald, "The Green Belt Movement: The Story of Wangari Maathai," last updated March 25, 2005, [www.yesmagazine.org/issues/media-that-set-us-free/the-green-belt-movement-the-story-of-wangari-maathai](http://www.yesmagazine.org/issues/media-that-set-us-free/the-green-belt-movement-the-story-of-wangari-maathai).

3 The Green Belt Movement, "Our History," accessed August 8, 2016, [www.greenbeltmovement.org/who-we-are/our-history](http://www.greenbeltmovement.org/who-we-are/our-history).

the Green Belt Movement launched a civic education program.<sup>4</sup> Maathai wanted to help people recognize the linkages between the problems they experienced individually and the degradation they witnessed of the natural environment.<sup>5</sup>

As part of the civic education program, the Movement initiated advocacy campaigns to preserve the country's parks, which were quickly disappearing due to deforestation and construction of new buildings. One of the first campaigns aimed to save Uhuru Park in Nairobi from becoming an office park, a development supported by the government. Maathai rallied members of the Movement (women who had witnessed the life changing impact of growing trees) and staged protests. Maathai and other activists were beaten and detained by the police, but this did not deter them. Ultimately, the building was not constructed; the Green Belt Movement advocated to the office park's international investors and they revoked their funding upon realizing how many Kenyans opposed the development.<sup>6</sup>

By mobilizing women as its base constituency, the Movement earned legitimacy; women were recognized as providers for their families and communities. This legitimacy allowed the Movement to later effectively advocate for Uhuru Park because communities trusted the women and believed they represented the community's interests. While the Movement's initial goal was to decrease environmental degradation at the local level and empower rural women, once this was broadly achieved the Movement adapted its tactics to confront policy challenges in preserving the environment, such as in Uhuru Park.

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4 MacDonald, "The Green Belt Movement."

5 Ibid.

6 The Green Belt Movement, "Our History."

## Platform Advocacy Objectives

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**What is the policy issue that your platform is going to engage? How will you describe your platform and why this policy issue is important to potential members? You want to be clear about the policy issue, so potential members will know what to expect.**

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**Will you determine your advocacy goal and objectives now? Or, will you wait to develop the goal and objectives with your platform members? Why or why not?**



## Selecting Members for Your Platform

The strength of your platform comes from its membership. In this exercise, use your list of allies and stakeholders to identify potential members and begin to establish membership guidelines.

1. Using your list of allies and stakeholders and the table below, brainstorm a list of organizations you would like to invite to join your platform and answer the corresponding questions in the table.
2. After you've completed your list, consider the following questions:
  - **Stakeholders:** Are all the key stakeholders represented in your platform? Who might be missing?
  - **Diversity:** Do these members represent diverse segments of society? Who could be added to create greater diversity?
  - **Added value:** What added value do these members bring to the platform as a whole?
  - **Existing relationships:** If you're creating a structured coalition, are the working relationships between the members strong enough for creating an effective coalition?
  - **New connections:** Will you open up the platform to anyone who is interested? Or will membership be by invitation only?
3. (Optional) Would your platform pass the test for potential members?
  - **Goals/purpose:** Do the platform's goals, purpose, advocacy strategy, and approach align with their advocacy objective?
  - **Added value:** What added value will they bring to the platform? How will they organization gain by being involved? How will the platform help to achieve their advocacy objectives?
  - **Resources:** Does the platform have the resources needed to achieve its goals? What financial, programmatic, and staff contributions are they expected to make? Do they have the time and resources required to effectively participate?
  - **Leadership:** What does the platform's leadership structure look like? Is there strong leadership?
  - **Trust/relationships:** How are the relationships between organizations in the platform? Do the members of the platform get along?
  - **Members:** Who are the other members and do they have a good reputation? How will associating with those other organizations affect their relationship with your stakeholders?

# Selecting Members for Your Platform

Name of potential member	Why do you want them to be part of the platform?	How will they benefit from joining the platform?	Action plan: How are you going to reach out to them to invite them to join?

# Consensus Building – Roles

## Facilitator Instructions:

- Assign at least three people to Role A (vocal proponents of setting up individual meetings and working directly with policymakers leading the peace process). Note: Role A1 is slightly modified.
- Assign at least two people to Role B (vocal proponent of organizing a big event that brings attention to the lack of women and forces policymakers to act).
- Assign enough people to create a majority to Role C (agree with the dominant position of the group).
- Assign everyone else to Role D.

### **Role A1 | Set up meetings and working directly with policymakers is the best way forward.**

You believe the coalition should focus on meeting and working with policymakers leading the peace process. You are confident that you can convince them to invite more women to the peace table if you can meet with them one-on-one and build working relationships. The policymakers need community buy in order for the peace agreement to last. Your coalition and the women you represent are well connected to the community; you know the needs of the people. You are certain that once you meet with the policymakers, you can show them the information and access that women can bring to the peace talks.

BUT, you believe that the upholding this coalition and maintaining momentum are the most important. If you feel like disagreement and tension over deciding this strategy is threatening the coalition's survival, you will work to find a strategy that everyone will be happy with.

### **Role A | Set up meetings and working directly with policymakers is the best way forward.**

You believe the coalition should focus on meeting and working with policymakers leading the peace process. You are confident that you can convince them to invite more women to the peace table if you can meet with them one-on-one and build working relationships. Your organization tried to arrange meetings with policymakers, but have had little success. You believe these efforts have failed because there was little strategic planning; you are certain that having all the coalition members working together on a coordinated strategy will create different results.

### **Role A | Set up meetings and working directly with policymakers is the best way forward.**

You believe the coalition should focus on meeting and working with policymakers leading the peace process. You are confident that you can convince them to invite more women to the peace table if you can meet with them one-on-one and build working relationships. The policymakers need community buy in order for the peace agreement to last. Your coalition and the women you represent are well connected to the community; you know the needs of the people. You are certain that once you meet with the policymakers, you can show them the information and access that women can bring to the peace talks.

**Role B | Organizing a big, public event is the best way forward.**

You believe that organizing a big, public event (like a protest) is the best way to get more women at the peace table. Protests and demonstrations were effective in getting the parties to the table, so you're confident that the same tactics will convince policymakers to allow more women's inclusion. You've been trying to get meetings with the policymakers, but they won't agree to see you, so how are you supposed to work with them? A protest will help bring attention to the lack of women in the peace process and will force policymakers to take action. You know that this is the best and only way to achieve the coalition's goals.

**Role B | Organizing a big, public event is the best way forward.**

You believe that organizing a big, public event (like a protest) is the best way to get more women at the peace table. Protests and demonstrations were effective in getting the parties to the table, so you're confident that the same tactics will convince policymakers to allow more women's inclusion. You've been trying to get meetings with the policymakers, but they won't agree to see you, so how are you supposed to work with them? A protest will help bring attention to the lack of women in the peace process and will force policymakers to take action. You know that this is the best and only way to achieve the coalition's goals.

**Role C | Support to the dominant view**

You will support the advocacy strategy that most others agree with.

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You will support the advocacy strategy that most others agree with.

**Role D | You can argue for any strategy**

You will support the strategy that makes the most sense to you. If what you're hearing from the group isn't the best strategy, you can argue for your own ideas.

**Role D | You can argue for any strategy**

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

