THE PESTLE ANALYSIS

A PESTLE analysis offers a framework for examining the external environment and trends that May affect the issue you are working on. Having drawn up a list of the PESTLE factors, you should identify which ones are significant to your work, as opportunities or threats. Your problem is examined according to the following factors in the country in which you are working:

- **Political:** including for example government and government bodies, legislature and judiciary, and any other political movements or pressure groups
- **Economic:** including for example its GDP, debt, sources of government income, private sector employers, income distribution etc.
- **Sociological:** including for example demographics, education and health, employment rates, land ownership and media
- **Technological:** including for example information technology infrastructure, access to telecommunications
- **Legal:** including for example the restraints and other legal factors relevant to your advocacy work
- **Environmental:** including for example deforestation and desertification, pollution, drought, flooding, wildlife and/or agriculture

Quick and useful: Assessing the risks

In some countries speaking out on some political, economic, legal or environmental issues may endanger personal safety for the advocates themselves, or for those whose issues they champion. These factors need careful consideration when planning advocacy work and the

above tools should enable you to do this. Obtaining the consent of anyone who may be at risk, and ensuring that the risks are understood and mitigated, is vital. Working in alliances with other organizations can help in these circumstances. Alternatively, individuals or groups can work anonymously through external organizations (such as those with an international profile), levering pressure on decision-makers without endangering themselves.

Setting objectives

Following research and analysis of the issues, along with its associated power relationships, the next stage is to begin drawing up specific objectives for your advocacy work. You need to define exactly what you want to happen, and by when. Setting objectives will enable you to be clear about what you are trying to achieve, and will assist you in your planning and design of advocacy activities. In the longer term, clear objectives will also allow evaluation and monitoring of your advocacy work. One well established way to determine what your key objectives or strategies might be, is to subject your issue to a thorough SMART analysis.

- Specific: what exactly do you want to happen?
- Measurable: will you know when you have achieved it?
- Achievable: is it realistic or even possible to achieve your objective, given your resources and time?
- Relevant: is it relevant and appropriate to all stakeholders, and to the problem itself?
- Time bound: by when do you want it to happen?

Identifying targets

Advocacy work is all about influencing those with the power to effect change. Your research

and analysis should, by now, have highlighted what changes you would like to bring about, and the political and other factors involved in the issues you are concerned about. The next step is to identify those who are most likely to be your allies in your advocacy work, and those who can be convinced to become allies, or at least facilitators to help you. You will also need to identify those who stand in the way of you achieving your advocacy aims. You will need to identify exactly who you need to convince and influence in order to bring about change. These are your advocacy targets. Most importantly, you need to tailor your _ask' according to what your targeted decision-maker is capable of delivering. It is useful to begin the process of identifying your target by identifying all of the stakeholders and actors involved in your particular issue. These can be quickly be classified according to their role, in relation to the advocacy issue. Your targets, friends, community stakeholders and others should all be included in the matrix.

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Adversaries those who oppose your position but who may not be directly responsible for decision making	Beneficiaries or constituents the people you represent
Allies individuals or organizations that can help you reach your advocacy goal	Internal stakeholders' colleagues and others from within your organization that have a stake in the process and the result

It is important to remember that a matrix such as this is not static, and nor is it strictly drawn. Groups may move from being adversaries to being allies (or vice versa) as your advocacy work progresses. Your beneficiaries may also begin as adversaries to your work, and may need convincing of its validity.

Quick and useful: Social epidemics

One way to understand the interplay between stakeholders involved in a particular issue, and how those relationships can lead to success in advocacy, is to understand how social trends sometimes spread like a virus. A small change can ‗catch on' as a good idea, leading eventually to a dramatic change.

Malcolm Gladwell in his book *The Tipping Point* suggests that ideas spread first through exposure and contagion, secondly due to small causes, and thirdly through a dramatic rise or fall in one moment ―when everything can change all at once.

As such, a small feature can 'tip' a small trend into a huge trend, and the influence of a few individuals can make a big difference if they have the necessary qualities. The key players in this process are:

Connectors: networkers who know how to pass information to, and are respected for their access to key players

Mavens: information specialists who acquire information, and are able to educate others

Salespersons: powerful, charismatic and persuasive individuals, who are trusted, believed and listened to If you can identify the above players in your own issue, they may well become some of your targets.

Once the key stakeholders and influential in a particular issue have been identified, it is worth

analyzing them and their position, so that you can target your advocacy in the right place. There is little point in spending resources trying to convince either someone who is already supportive of your cause or, someone who is not in any position to be able to make decisions that will help your advocacy objective to be reached.

Advocacy toolkit: Stakeholder analysis table

An analysis will offer clarity about your allies, adversaries and targets, and help you priorities and strategize. For each stakeholder, you need to identify three things in relation to your issue:

• What is the attitude of the stakeholder to your position? (For instance, very anti, anti, neutral, pro, very pro)

• How important is the issue to your stakeholder?

• How much influence does your stakeholder have on the issue?

In short, stakeholders who regard the issue as important, and who also have influence over that issue, are likely to be your key targets, as the following diagram illustrates:

Importance of the issue

to the target audience

High	Secondary audience	Priority audience	Priority audience
Medium	Ignore	Secondary audience	Priority audience
Low	Ignore	Ignore	Secondary audience
	Low	Medium	High

A similar analysis will allow you to identify those who are likely to be your key allies and opponents in relation to your advocacy issue.

- Those who have most influence but are most anti- your position, will be those where the key convincing will need to take place;
- Those with the most influence and who are most in favor of your position are likely to be key allies.
- Those with high influence, who are neutral on your issue, could well be your key targets at the earlier stages of your advocacy work.

Key idea: Influentials

When drawing up your list of stakeholders and targets, it is useful also to identify secondary targets at the same time by looking a little deeper into the decision-making process. Often, you may not be able to reach decision-makers themselves, however effective your advocacy planning. Instead, your advocacy may need to be targeted at those who *do* have access to decision-makers. These 'influential' may be your most important route to bringing about change through that relationship. Influential can be found in a variety of places, and not just among those officially part of a decision-maker's immediate circle. They include the media, members of parliament, donors, faith leaders, other government departments and trade unions. Once your key targets are identified in this way, you can decide how best to attempt to influence them. There are a number of ways to influence stakeholders, based on the matrix analysis you have already used. For example, you may wish to attempt to convince a stakeholder who currently regards your issue as low priority or of low relevance to them, to increase their prioritization of or interest in it. Or, you may seek to increase the influence of allies and those who are pro- your position; or indeed reduce the influence of those who are anti- your position.

Advocacy toolkit: Comprehensive target analysis

Upon identifying your key targets for advocacy work, you can ask yet more questions that will clarify exactly where your work should be targeted in order to convince them.

For each target, you might ask:

• What do they know about the issue?

• What is their attitude towards it?

• What do they really care about?

• Who has influence over them?

• What influence or power do they have over the issue?

Clarifying your message

Your message is a summary of the change you want to bring about, based on the work you have done to research your issue and identify key targets. Using solid information and analysis, groups can develop their position on an issue, create compelling arguments and design a message that communicates all this in a nutshell Communication of this message is central to effective advocacy, as is communication in general

– Between your allies and stakeholders, but also in the presentation of your messages to external audiences, from policy makers to affected communities.

Creating a single message enables all stakeholders – from writers of advocacy materials and event organizers, to spokespeople, staff and volunteers – to be united in the advocacy message.

Key idea: Framing

—What underlies all advocacy efforts is a proposed change in power equations – an essentially

political activity. And in the political world, there is no issue which is seen as completely just or right to all parties or individuals… Framing the issue therefore demands both a detailed study of the targets and a comprehensive knowledge of one‘s own issue.‖ You should draw up a single message that all communications should promote. It is not a slogan;

Indeed the actual words might not be used in public. It is a short phrase which specifies the main message that you want your audience to remember. It is useful to test your single message on other people, including those who do not work on your issue, to check that it is easy to understand.

Quick and useful: A clear message

• Should summarize the change you want to bring about

• Should be short and punchy, just one or two sentences

• Should be understandable to someone who doesn‘t know the issue, and be jargon free

• Should include a deadline for when you want to achieve your objective

• Should include the reasons why the change is important

• Should include any action you want the audience to take in response

• Should be memorable

Framing your message

Once your key messages are established, they will still need to be ‘framed’ according to the audiences you are seeking to reach. While your overall position on the advocacy issue does not change, you should seek to adapt the way you present your message to achieve the greatest impact on a particular audience. Understanding the issues your advocacy target cares about enables you to make links in your message between your issue and their concerns, and therefore increases the likelihood of a positive response from your target.

However, the process of defining and framing the message also has to be consistent with your overall position. Framing the message has to be done without diluting the facts, compromising core values, or undermining the people you work with.

• Who to frame your message towards: Your analysis of the issue, and who is responsible and influential in policy change, will determine how you present your core message to that particular audience

• Tailor the message: What is the most persuasive way to present your core message to the target audience? What information do they need, and what don‘t they need? What key action do you wish them, in particular, to take?

• Effective framing: Which practical frame will make your message more effective? What should it contain? In what format should it be delivered? Length, images and even messenger are important

The medium

Effective messaging relies on careful attention not only to the message itself, but also how it is transmitted – known as the ‘medium’.

It is worth considering the most effective medium to carry your message, and the most effective messenger to deliver it – all of this will be determined by the audience you are trying to reach.

Quick and useful: The medium and the messenger

Medium	Messenger
• Letter	• Member of staff
• Phone call	• An organization
• Meeting	• Independent expert
• Press release	• Celebrity
• TV/radio interview	• Neutral narrator
• Leaflet	• Beneficiary
• Poster	
• Press advertisement	
• Research paper	

SUMMARY:

The Importance of Participation in Advocacy Planning

How planning is done is just as important as how well a plan is defined. There are many reasons why participation is critical for effective advocacy. When we focus on building citizenship, two reasons stand out. First, planning is learning and decision making. Many initiatives that claim to be participatory actually consult people, but the real decisions about plans and directions are made elsewhere. Being involved in making decisions is key to empowerment and creates ownership, motivation, trust, and impact. Participation by staff, board, and constituents in all aspects of planning helps to:

- generate commitment;
- create shared ideals and directions;
- speed up action (but may slow progress initially);
- surface and cope with conflicts and differences; assess political risks;

- improve organizational accountability; and
- Increase self-confidence and critical consciousness.

Secondly, participation in advocacy planning provides new citizenship experiences and skills in such areas as:

- analyzing problems, power, and context;
- setting objectives;
- locating resource;
- preparing budgets;
- leading meetings;
- organizing campaigns;
- identifying and negotiating diverse interests;
- collective problem-solving;
- speaking in public; and
- Evaluating accomplishments.

Citizen-centered advocacy is based on the premise that participation in public decision making is a right. Participation in advocacy planning begins to give shape and meaning to this right for citizens. The kind of participation may differ at different stages in the planning process. In the early stages of choosing issues and defining solutions, constituents, and allies can be fully involved. As you move into the fast-moving policy arena, the pressure for quick responses to opportunities may make full participation more difficult.

Making Participation Work

There is general agreement that active participation by intended beneficiaries—such as poor people, women, and workers—in planning is necessary for lasting success both in terms of empowerment and social change. Everyone from water-user groups and women's rights activists to the World Bank is calling for more participation. Participation is a buzzword that has many meanings depending on who is using the term. The typology on the following page explains how the word 'participation' is used to describe very different processes with very different results with regard to power, empowerment, and learning.

Although there are no perfect models, some people see ideal participation as one where everyone participates equally. But people's contributions are not equal people participate in different ways and make different kinds of contributions. In order to enable different perspectives to be heard, it is essential to acknowledge how differences can translate into unequal power dynamics, and then adjust the dynamics to facilitate more equal communication and decision making. Here are some points to consider in making participation work:

Look at Who's Involved

Participatory planning will involve the following people in different moments:

- staff and volunteers, directors, and board members and affiliates
- constituencies, including excluded groups that will benefit from advocacy
- partner organizations involved in the advocacy effort or related issues
- individual and organizational allies

Involve Constituents

It is particularly important for constituents those most affected by the problem—to be involved in choosing and analyzing the issue, exploring strategies, leading meetings, speaking in public, organizing events, and other roles

Value Diverse Perspective

Ideally everyone should have a voice in deciding the broad direction of the organization and strategy. The selection of the issue and more specific aspects of planning may require a smaller group who can represent the concerns of others at some stages in the planning process. Differences also bring debate and disagreement into the planning process.

Different Ttypes of Participation	
TYPOLOGY	**CHARACTERISTICS OF EACH TYPE**
Token Participation or Manipulation	People sit on official committees, but they are not elected and have no real power.
Passive Participation	People participate as recipients of information. They are told what has been decided or what has already happened. The administration or project management passes on this information, but does not listen to people's responses.
Participation by Consultation	People participate by being consulted or by answering questions. External agents define problems and information gathering processes, and control the analysis. The professionals are under no obligation to include people's views.
Participation for Material Incentives	People participate by contributing resources, for example labor, in return for food, cash or other material incentives. People provide these resources, but are not involved in decisions as to what is done. They have no stake in carrying on with things when the incentives end.
Functional Participation	People participate at the request of external agencies to meet predetermined objectives. There may be some shared decision-making, but this usually happens only after the big decisions have already been made by external agents.
Interactive Participation	People participate in joint analysis and development of action plans. Participation is seen as a right, not just the means to achieve project goals. The process involves methodologies that seek all the different perspectives and use structured learning processes. Because groups are involved in decision-making, they have a stake in maintaining the project. Local institutions are strengthened.
Self-Mobilization	People participate by initiating actions independently of external institutions. They develop contacts with external institutions for the resources and technical advice they need, but control how the resources are used. The mobilization may or may not challenge existing distribution of wealth and power. Government and NGOs sometimes provide support for self-mobilization.

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Build Trust.

Trust emerges through open communication and respect for different talents and perspectives. Some groups outline participants' responsibilities in a pact or agreement. In this pact, constituencies mandate leaders to act on their behalf during fast-paced moments of advocacy when full consultation is impossible.

Use Interactive Dialogue

Often the most constructive learning and planning will use a series of open questions or a simple framework for structured discussion.

Listening is as important as speaking, and often, encouragement to speak involves waiting in silence for a voice.

Work in Small Groups

Wherever possible, work in small groups where each individual can speak more easily. Be conscious that gender, age, and other factors may make it difficult for some people to voice their opinions. Follow up with larger meetings to pull together the contributions of the small groups.

Use Participatory Needs Assessments

Participatory community needs assessment and surveys enable grassroots groups to be involved in assessing their situation and choosing the issues and solutions to the problems that affect them. Because they live with the issues, they have important insights about why a problem exists and what would solve it. They also have the anger and motivation to push hard for change

Integrate Experience and Expertise

Generating decent solutions requires a combination of practical know-how and theoretical expertise where both kinds of knowledge are valued and examined. Marginalized communities have the knowledge of firsthand experience, yet they often need more information to make good choices and formulate arguments. On the other hand, college-educated advocates may have theoretical and factual knowledge, but they will not usually have the perspective or understanding of local problems that community people have. Sometimes experts are stuck in boxes (a single discipline) that do not provide coherent explanations or analysis. When different groups work together in advocacy, they need to respect each other‘s perspectives, interests, and contributions, and find ways to make decisions together that integrate their knowledge.

Schedule Time for Planning As Part of the Strategy

Allocate adequate time for participation and include planning as a regular activity in your advocacy timeline. Use these planning moments for education, consciousness-raising, and building organization