

How to become an

Effective advocate for Organic Agriculture And Agroecology

A quick guide for
training initiatives
addressing all
change agents and
multipliers



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**A man dies when he
refuses to stand up
for that which is right.**

**A man dies when he
refuses to stand up
for justice.**

**A man dies when he
refuses to take a stand
for that which is true.**

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Foreword

The transition to sustainable food systems is more urgent than ever, and Agroecology stands as a key solution to addressing the challenges of food security, climate resilience, and rural livelihoods in Africa. The Knowledge Centre for Organic Agriculture and Agroecology in Africa (KCOA) financed under the German Federal Ministry of Economic Cooperation and Development (BMZ) special initiative “A life free of hunger – Transformation of Agricultural and Food Systems” and implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH together with over 30 civil-society organisations is dedicated to supporting this transformation by equipping farmers, policymakers, and stakeholders with the knowledge and tools they need to adopt and promote organic and agroecological practices.

Through a dynamic network of five regional knowledge hubs, KCOA connects diverse actors across the continent, fostering collaboration and sharing practical, accessible resources. KCOA work goes beyond knowledge dissemination. Local partners actively engage in advocacy to ensure that Agroecology is recognized as a vital approach to sustainable development. By strengthening technical skills, amplifying success stories, and facilitating policy dialogue, KCOA partners empower individuals and communities to become champions of change.

Advocacy plays a crucial role in scaling Agroecology, shaping policies, and securing the necessary support for long-term impact. By raising awareness and promoting evidence-based solutions, we help create an enabling environment where organic and agroecological practices can thrive. With this practical guide, co-created and co-designed with IFOAM’s expertise together with exchanges with partners in Africa, we hope to support this mission even further – strengthening KCOA’s network and change agents in their mission of creating a better future for all.

Finally, we invite you to explore the KCOA website, a space designed to inform, inspire, and connect those committed to transforming Africa’s food systems.

Visit us to access valuable resources and become part of this growing network.

Your GIZ-KCOA team



→ kcoa-africa.org



Preface

In an age where the quest for sustainability and environmental stewardship has never been more urgent, Organic Agriculture stands out as a beacon of hope. As our planet grapples with the consequences of industrial farming—soil degradation, loss of biodiversity, water pollution, and the pervasive presence of chemical residues in our food—organic farming offers a path forward that harmonizes with nature and culture rather than working against it.

This advocacy manual is designed to be a comprehensive resource for those who are passionate about promoting Organic Agriculture and Agroecology. Whether you are a farmer, educator, policy maker, or concerned citizen, this manual provides the tools, knowledge, and strategies needed to champion changes in the food and agriculture system in your community and beyond. It delves into the principles of organic farming (IFOAM, 2005), highlighting its benefits not only for the environment but also for public health, rural economies, and food security.

Our goal is to empower advocates to effect meaningful change. We believe that by them sharing the success stories of organic farmers, presenting evidence-based arguments, and providing practical advocacy techniques, we can collectively drive the transformation of our food systems towards sustainability and resilience.

The journey towards a more organic future is not without its challenges. However, with determination, informed advocacy, and a shared vision of a healthier planet, we can cultivate a food system that nourishes both people and the earth.

This manual is a step in that direction. We hope it will inspire and equip you to be a powerful voice for Organic Agriculture and Agroecology, ensuring that future generations inherit a world where farming is in balance with nature, and where healthy, organic food is accessible to all.

The IFOAM – Organics International team wish you a wonderful learning experience in your journey to become a good advocate for Organics and Agroecology.

Enjoy the reading and the application of it!

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This manual has been developed based on the active participation of trainees and trainers that took part of an advocacy workshop organised within the activities of the Knowledge Hub for Organic Agriculture and Agroecology in North Africa (KHNA), one of the KCOA's regional knowledge hubs. Our gratitude to them who made it possible for this material to be shared at a continental and global level.

IFOAM – Organics International acknowledge the commitment and interest of the entire KCOA network to develop this manual aiming to strengthen capacities of change agents with practical tools to develop Agroecology and Organic Agriculture in Africa.

Special thanks to the staff of IFOAM – Organics International involved in the development of this guide based on the inputs and dialogues of the KHNA Advocacy Workshop:

Shu-Wei Chow – Editor of this publication for collecting, organizing, and developing the content in this document.

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Acronyms

AE	Agroecology
CSO	Civil Society Organisations
FAO	United Nations Food and Agriculture Organisation
FIMABIO	Fédération Interprofessionnelle Marocaine de la Filière Biologique
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
IFOAM	International Federation of Organic Agriculture Movements
KCOA	Knowledge Centers for Organic Agriculture and Agroecology in Africa
KHCA	Knowledge Hub for Organic Agriculture and Agroecology in Central Africa
KHEA	Knowledge Hub for Organic Agriculture and Agroecology in Eastern Africa
KHNA	Knowledge Hub for Organic Agriculture and Agroecology in North Africa
KHSA	Knowledge Hub for Organic Agriculture and Agroecology in Southern Africa
KHWA	Knowledge Hub for Organic Agriculture and Agroecology in West Africa
NGOs	Non-Governmental Organisations
OA	Organic Agriculture
PGS	Participatory Guarantee Systems

Key concepts

Advocacy: an organized attempt to change policy, practice and/or attitudes by presenting evidence and arguments for how and why change should happen.

Agroecology: is “science, movement and practice” of applying ecological processes and a holistic approach to farming production systems. Its basic unit of study is the agroecosystem, including their socio-cultural, economic, technical, and ecological components, with the aim of not only maximizing production, but also optimizing it. As a discipline, Agroecology also integrates traditional ecological knowledge from the family farmers and indigenous and peasant communities. (FAO, 2023).

Organic action plan: it is the outcome of strategic planning and provides a framework for integrating policies and measures in order to encourage organic sector development. Action plans serve as a strategic instrument for governments to achieve policy goals, particularly when multiple policy areas (such as agriculture, environment, trade) and different levels of policy formulation are to be integrated. (Katto-Andrighetto et al., 2017).

Organic Agriculture: is a production system that sustains the health of soils, ecosystems, and people. It relies on ecological processes, biodiversity and cycles adapted to local conditions, rather than the use of inputs with adverse effects. Organic Agriculture combines tradition, innovation, and science to benefit the shared environment and promote fair relationships and good quality of life for all involved. (IFOAM – Organics International GA, 2008).

Participatory guarantee systems (PGS): are locally focused quality assurance systems. They certify producers based on active participation of stakeholders and are built on a foundation of trust, social networks, and knowledge exchange. (IFOAM - Organics International, 2008).

Policy: can be broadly defined as a deliberate system of rules/activities pursued by an actor or set of actors to address a perceived problems or opportunities. It involves a decision-making process with the aim of achieving its specific goals. These goals are outlined in statements of intent and implemented through procedures and protocols, coordinated by governance bodies. Policies can be categorized as public (formulated and implemented by governments) or private (developed by organizations and individuals). In both cases, policies typically also include enforcement or incentive mechanisms that guarantees its implementation. Key characteristics include defined goals, a structured decision-making process, implementation strategies, and evaluation mechanisms to assess effectiveness.

Policy maker: are typically government officials or people with formal political power (e.g., parliamentarians, ministers or agency officials, and their staff).

Strategic plan: refers to a comprehensive document describing the aims (goals) and related policies, and the strategic actions for going from the present situation towards achieving the aims and implementing the policies, often over a specific time period. The hallmark of the strategic plan is the plan for specific actions that will be taken to effect the desired change. (Katto-Andrighetto et al., 2017).



Introduction

Whom is this guide for?

This guide has been developed to be a useful tool for all stakeholders involved in Organic Agriculture (OA) and Agroecology (AE), especially in Africa, who aim to improve policies and programs for a more enabling context to unfold the full potential of the benefits of truly sustainable food systems. Potential users would include: Non-Governmental Organisations (NGOs), community leaders, grassroots movements, farmers' associations, training institutions, rural service providers and academic researchers in the food and agriculture sector.

As every country has its unique trajectory for OA and AE and policy plays an essential role in their development, it is important to train change makers as advocates who can target the context-specific policy needs and trigger changes for OA and AE in each country.

The manual aims to serve potential users to lead training sessions for advocacy in OA and AE, which will support its development at the national or regional policy level.

How was this guide developed?

This guide was developed under the scope of the project “Knowledge Centre for Organic Agriculture and Agroecology in Africa (KCOA)”, implemented by GIZ on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). Within the scope of the project, IFOAM-Organics International cooperated with partner organisations to implement trainings and promote the capacity development of change agents. The manual is based on the training content of the Advocacy Workshop tailored to KHNA and opened to other KCOA Knowledge Hubs (with online participation) that was held in person in Egypt from 14 to 16 May 2024 in SEKEM. The contributions of participants and trainers for this workshop were used to develop this guide.

Why are advocacy skills important?

Advocacy skills are relevant to produce a desired change in the public sphere. In the context of Agroecology and Organic Agriculture, it means creating a more enabling environment where these practices can flourish. To become a good advocate, how knowledgeable a change agent is in certain topics is not the only aspect that matters; how skilled this agent is to convince and move policy-makers on the right track plays a crucial role in their success.

Advocacy is one of the core outcomes of the KCOA project and, according to an internal KCOA advocacy definition document, it has been categorised into three pillars:

- Communicating and raising awareness of OA and AE
- Promoting policies and political dialogue that foster a viable policy environment for adoption of Organic Agriculture and Agroecology
- Establishing cooperation and networks between organisations and individuals involved in Organic Agriculture and agroecological movements



How to use this guide

The guide consists of theoretical knowledge input on advocacy, as well as methodologies for trainers to lead training sessions:

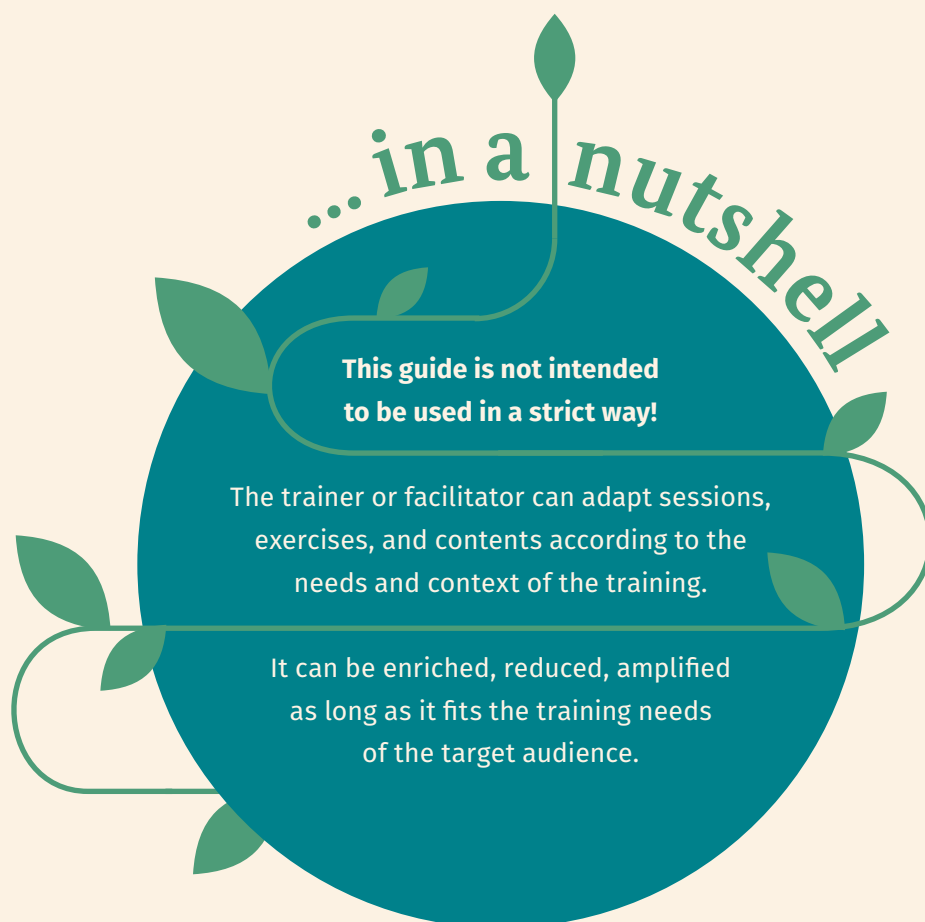
Chapter 1 gives a brief introduction of this training manual

Chapter 2 delivers the basic concepts of advocacy for OA and AE

Chapter 3 showcases a successful story of advocacy with an interview from a regional expert

Chapter 4 and 5 provide instructions on how to build and implement advocacy campaigns

Each chapter includes methodology toolboxes to help the trainer organise the training session and stimulate trainees' participation. The guide is divided into several sessions to allow the trainer to select the most suitable parts and to tailor the training sessions according to length and focus of the group.



Chapter 1

The ABC of Advocacy for Organic Agriculture and Agroecology



This chapter provides the basic concepts of advocacy with a focus on OA and AE. It delivers an understanding of advocacy from a policy perspective and elaborates on the importance of advocacy.

General concepts of policy advocacy

If we put advocacy in one sentence, it would be “an organized action that people work with other individuals or organisations to change current policy, practices, or attitudes (Sharma, 1997).” According to the definition of Ruiz Muller (2022), advocacy are “the efforts of organized citizens such as civil associations to participate and influence the formulation and implementation of public policies and programs through persuasion and pressure before state authorities, international financial organisations and other powerful institutions. It consists of a cluster of activities aimed at gaining access, participating in an informed manner and influencing people who have decision-making power in matters of importance to a particular group or to society in general.”

Advocacy can be practiced at various levels such as at community, local, provincial, national, and to international levels; it can be carried out as a short-term activity or a long-term vision of change. Advocacy initiatives believe that change happens through building awareness, presenting evidence and arguments, and engaging people who have the power to make those changes happen.



Terminology for policy advocacy

1. Policy

Advocacy is driven by the attempt to change current policies; therefore, it is important to define the concept of “policy”. Policy can be broadly defined as a deliberate system of rules/activities pursued by an actor or set of actors to address a perceived problems or opportunities. It involves a decision-making process with the aim of achieving its specific goals. These goals are outlined in statements of intent and implemented through procedures and protocols, coordinated by governance bodies. Policies can be categorized as public (formulated and implemented by governments) or private (developed by organizations and individuals). In both cases, policies typically also include enforcement or incentive mechanisms that guarantees its implementation. Key characteristics include defined goals, a structured decision-making process, implementation strategies, and evaluation mechanisms to assess effectiveness.

2. Policy issue

“Policy issue” can be defined as the relevant problem or opportunity for which a government or organisations could decide take action by setting policies. For most of issues and opportunities, within the process of identifying these issues it is important to conduct research to properly map the situation. A solid understanding of the issue and evidence-based research may support with creating stronger advocacy objectives and strategies in the future., Moreover, evidence represents in itself an important step in the dialogue with policymakers. For an effective and clear approach, research and data should be translated into easily understandable information and presented in simple and clear language that enhances the ability to draw attention to the issues you want to raise. Looking into these aspects may allow facts to resonate and reach more easily policymakers, community leaders, the public, and the media, thereby amplifying the impact of evidence collected on the issue you want to tackle and potentially enhancing the quality and effectiveness of policy solutions and policy actions that might be discussed and implemented. To enhance the convincingness of the evidence, research should be best carried out by/or in partnership with creditable and reliable organisations or institutes (Sharma, 1997).

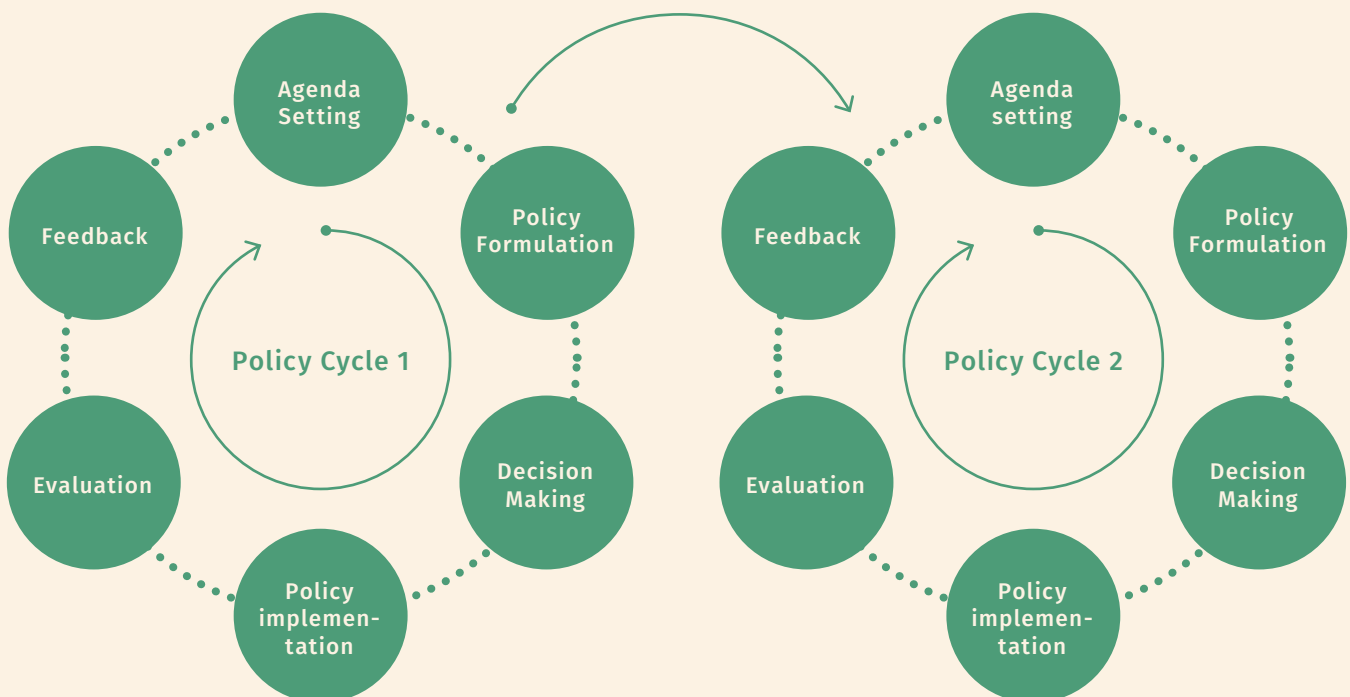
3. Policy solution

After identifying policy issues, the next step is to develop “policy solutions”. It is not necessary to reach consensus on each solution at this stage, but the development of solutions should have a participatory approach, involving various actors related to the agri-food system (Sharma, 1997). A participatory process ensures the inclusiveness of marginal groups and makes the solutions more tailored to the local context.

4. Policy cycle

“Policy cycle” is a framework that outlines the sequential stages through which a policy typically goes through from its inception to evaluation and adaption. This framework provides a structured approach to understanding how policies are developed, implemented, and assessed over time. It can help policymakers manage and improve policies systematically, ensuring that they are responsive to needs, effectively executed, and continuously refined based on evidence and feedback. Over time, as the need to revise existing policies arises, it may lead to setting the agenda for a next policy, which will then ideally follow the same cycle.

Policy cycles Training session slides



Advocacy in a policy context

When talking about advocacy in a public context, it refers to actions and efforts undertaken by individuals, groups, or organisations to influence public policy decisions. This process involves active engagement with policymakers, stakeholders, and the public to promote specific issues, causes, or changes in legislation, regulations, or government practices.

IFOAM-Organics International has developed a [Global Policy Toolkit](#) on public support to OA complemented with a version tailored to [Sub-Saharan African countries](#) and a [Decision Aid](#) to help policymakers and stakeholders to evaluate the state of play of policies around OA and AE in their country. By understanding the status quo of OA and AE in the country, policy makers and stakeholders can take the policy toolkit as a reference to elaborate suitable policy solutions and develop advocacy objectives for OA and AE.

In the context of OA and AE, policy advocacy can be targeted towards promoting specific Agroecology programs to state authorities, recognizing OA and AE as a national activity, establishing commissions for OA and AE at the national and municipal level, integrate local smallholders' innovations and technologies into national programs or instruments, and developing educational programs on OA and AE (Ruiz Muller, 2022).

Different types of advocacy

Advocacy can be classified into several types according to the characteristics of the advocate and the objective of the advocacy campaign. Here we introduce five types.

Community advocacy refers to a group or organisation representing their local community. This advocacy focuses on addressing local issues and working with community members and governments to initiate change and specific improvements.

Social advocacy aims to influence public attitudes, policies, and laws to create a more equal society. This type of advocacy addresses social justice, civil rights, community building, and human rights violations.

Self-advocacy is the ability to speak up for people who can't or usually don't speak for themselves. This advocacy helps individuals communicate their needs and rights and empowers individuals and communities.

Peer-to-peer advocacy involves individuals with similar experiences supporting each other through shared experiences.

Legislative advocacy focuses on influencing policy decisions and laws at various levels of government. Examples include lobbying policymakers, organizing grassroots movements, and raising public awareness about specific issues to drive change in legislation and regulations.

If we have lobbyists, why do we need grassroots advocates?

The confusion surrounding grassroots advocacy stems from misconceptions about lobbying. Some people may assume and say, “don’t we have lobbyists who do this for a living?”. Though the answer to this question is “yes”, there is a difference between lobbying and grassroots advocacy. Direct lobbying conducted on behalf of an organisation is exercised by lobbyists, and government relations teams and involves one-on-one communication with elected officials. Grassroots advocacy, on the other hand, is considered indirect lobbying. Grassroots advocacy initiatives aim to involve citizens personally affected by an issue at the heart of an organisation’s mission; they care about it so much that they “plant seeds” of concern — growing awareness and engaging citizens, like grass.

Generally, lobbying is defined as the work of influencing a specific piece of legislation, while grassroots advocacy is often citizen-based activism. Though lobbying can be

part of an advocacy strategy, advocacy work does not necessarily involve lobbying. For example, holding a meeting with a policymaker explaining the benefits of permitting community health workers to distribute injectable contraceptives is not lobbying, while encouraging that same policymaker to sign a piece of legislation permitting would be considered lobbying.

Some corporations, who in the past have relied on direct lobbying, are now utilizing grassroots advocacy. Whether it be for corporate social responsibility, to create better business outcomes, or secure a better work environment for their employees, grassroots advocacy is being adopted more and more across a spectrum of organisations. Nevertheless, it is necessary to note that there could be some limitations on NGO’s lobbying activities, which differ from each country’s laws and policies that govern NGO lobbying and advocacy.



Being an advocate for Organic Agriculture and Agroecology: what does it entail?

As a person working with farmers and their communities in agri-food systems and rural development, an advocate for OA and AE is knowledgeable about farmers' struggles and needs, as well as the benefits OA and AE can bring to people and the planet. It is important for the advocate to bear a sense of mission and connection to the topic, and understand their unique and un-transferable role to represent farmers and their communities.

Key questions when launching advocacy for OA/AE by an organisation

- 1. Is this issue in line with AE/OA? Which values and principles of this organisation underlie your reasons for taking a particular stand?
- 2. Is there a reasonable chance of success at improving the problem you wish to address? Is advocacy the best approach to achieve this success? Besides advocacy, what other approaches (research, strategic grant making, capacity building) can make a difference?
- 3. Do you have credibility, a clear position backed up by evidence, and the expertise you can bring to this issue?
- 4. Will advocacy in your name add value? Do you have something unique to say? Or are there other organisations already covering this issue?
- 5. Are you sure that this work will not undermine or contradict work by other parts of your organisation or key partners you work with?
- 6. What chance is there that engaging in advocacy in your organisation's name will put the security of staff, partners, and projects at risk?

Roadblocks to successful advocacy

Lack of resources

Resources for advocacy include funding, staff, communication tools, and other equipment. Insufficient funding leads to limited outreach by traditional and digital media and campaign events; inadequate staffing hinders the training of new staff and could result in burnout of existing personnel, reducing the overall effectiveness of the advocacy efforts. As advocacy highly relies on media coverage and public campaigns, lack of communication tools hampers coordination and amplification of advocacy efforts.

Limited access to decision makers

Access to decision makers is the cornerstone of successful advocacy. Limited access implies that advocates have fewer opportunities to present their research to the authority, reducing their ability to shape policy outcomes. Access to decision makers ensures advocates to have insight into the policy making process and tailor advocacy messages and campaigns; however, limited access makes it difficult to develop effective content.

Lack of knowledge with the issue and strategic planning skills

This refers to lack of data, inaccurate information, insufficient capacity building of staff, inadequate understanding of the advocacy process. Lack of data and inaccurate information hinders a strong foundation and support for the advocate to pursue its goals.



Addressing these roadblocks often requires a combination of strategic planning, coalition building, effective communication, and adaptive approaches to navigate the complex landscape of advocacy.



Roles for advocates

It is important for advocates to be aware of the roles themselves and the organisation play in the advocacy movement and identify with the one(s) chosen from the start. Roles in social movements are defined views and approaches and should be consistent with the overall institutional reputation. There are four different roles that advocates should play to successfully create social changes: citizens, reformers, rebels, change agents (Moyer et al., 2001).

Citizens: Playing a role as a citizen, advocates should accept and promote positive national values and principles such as democracy, which entitle them to the source of legitimate political power and ground them in the centre of the society. Advocates should avoid being “naive citizens” or “patriots” who automatically obey powerholders and the state.

Rebels: Rebels are those who say “No” and protest social conditions and institutional policies that are against common social values. Effective rebels adopt nonviolent actions and attitudes to strategically target powerholders and put policy issues under the public spotlight.

Change agents: Change agents educate and organise the general public and grassroot organisations to actively seek positive and constructive solutions to major issues that are relevant to the whole society. Effective change agents gather people’s power by adopting participatory democracy and long-term tactics, in contrast, ineffective change agents are leadership-based and adopt hierarchical measure, ignoring the contribution and participation of the wider society.

Reformers: Lastly, advocates must also play the role as a reformer by adopting various official mainstream institutions to achieve their goals such as lobbying, lawsuits, and cooperating with professional opposition organisations.



Methodological toolbox



What is advocacy?

participants are grouped into groups of 4-6, share their understanding and experiences in advocacy. Each group draws and develops their ideas on a poster and then presents.



Why is it important to be an advocate?

invite participants to share their experiences.



Identifying a policy issue

- Decide on one or two issues that particularly interest or bother you.
- Try to explain the scenario in an “appealing” way to convince people who are not familiar with the issue.
- Try to identify the players that may be involved in the issue and group them by supportive and objective.



Chapter 2

Bringing the inspiration! Conducting an interview with successful advocates



This chapter is built on the concept “learn from successful experiences” and aims to teach advocacy trainers to conduct interviews with successful advocates. The chapter includes interview questions that were asked in an expert interview during a training sessions and assignments for participants after the interview.

Learning from a successful case of advocacy

Identify in your network, an advocacy case study to be shared in a training. Prepare the interviewee with the objective of the interview and the semi-structured interview.

Example used during the training in Egypt:

Live interview with Alex Mutungi, coordinator of the African Union (AU) Ecological Organic Agriculture (EOA) Initiative Africa Secretariat from Biovision Africa Trust. The example can be replaced by another interview as you see fit for your specific topic and then questions need to be adjusted accordingly.

Interview questions:

-  How did you get involved in farmer-managed seeds?
Please tell us about the background.
-  How did you analyse the initial situation before starting the advocacy campaign?
-  What are your advocacy goals and how did you set them?
How did you identify the target and allies?
-  What were the methods of building the advocacy strategy and planning your actions/campaign? Did you have various options and choices?
-  What were the challenges you faced before and during implementation? What worked very well?
-  What were the reactions of the target and of the stakeholders to your campaign/activities?
-  How did you monitor the campaign and how did it help you correct the measures and strategies?
-  What would you do differently the next time?



Trainers can use these questions for other interviews with advocates, which could be integrated in the advocacy training sessions.

Methodological toolbox

Trainers can conduct live interviews with advocacy experts during training sessions to help participants understand how they can interview experts for their own purpose. Integrate this session early in your training, in a slot in the first half of the whole program e.g. in a 3-days training, introduce the interview at the end of the morning of day 2. After the interview, trainers should ask if there are any questions for the expert and can assign group work for participants:

- ! **Identify take-home messages from the interviewed expert.**
- ! **Apply the take home message to participants' own context and campaign.**





Chapter 3

Building an advocacy strategy and campaign



In this chapter, we will discuss the steps to build a policy advocacy campaign and provide examples relevant to OA and AE. The chapter consists of technical knowledge input and methodology toolboxes for the trainer to conduct with participants during training sessions.

What is an advocacy strategy?

An advocacy strategy is a detailed plan designed to influence public policy, decision-making, or public opinion to achieve specific goals. It outlines the objectives, targets, messages, tactics, and resources needed to effectively advocate for a cause or issue. An effective advocacy strategy is dynamic and can be adapted as the context evolves and as new information becomes available. It provides a structured approach to achieving meaningful change through systematic and well-coordinated efforts.

Advantages of well-designed advocacy strategies:

Efficiency: a clear strategy ensures that resources are used effectively and strategically.

Effectiveness: a well-organized strategy provides a clear map and focuses on specific goals, which increases the likelihood of achieving desired outcomes.

Adaptability: a dynamic strategy allows adjustments based on ongoing evaluation and changing circumstances.

Accountability: the strategy helps track progress and holds the advocacy team accountable for delivering results.



Steps to build an advocacy strategy

1. Identify the issue
2. Research and analysis
3. Set goals and objectives
4. Identify target audience
5. Find support and build coalitions/alliances
6. Develop key messages and create advocacy materials
7. Choose tactics and allocate resources
8. Create a timeline
9. Monitor and evaluate

! In addition to monitoring and evaluation, it is essential to identify potential challenges and obstacles that might hinder advocacy efforts, along with developing strategies to mitigate these risks. Risk assessment can take place at any stage of the advocacy campaign.

Identifying the issue – Context analysis

Context analysis in policy advocacy involves examining the environment in which advocacy efforts take place to understand the factors that can influence the success or failure of these efforts. It enables advocates to adapt to changing circumstances and respond promptly to new opportunities and threats.

Before collecting data, it is important to define the geographic and temporal scope of the analysis, which helps advocates to focus on specific topics that are relevant to their mission. Types of data include primary and secondary data.

Examples of Primary and Secondary Data

Primary data

surveys, interviews, focus group discussions, and direct observation with community members

Secondary data

household statistical data or reports and legislative and policy documents



After data collection, advocacy groups should analyse it, synthesize the analysis into findings, and develop evidence-based recommendations. Findings could be synthesized by integrating quantitative and qualitative data to provide a comprehensive view of the issue, which are usually the core of advocacy messages. Lastly, advocates should validate their findings with key stakeholders to receive feedback and validation, which could be achieved by feedback sessions, public forums, and inviting experts to review the findings.

Context analysis entails a comprehensive assessment of the political, social and cultural, economic, and institutional factors that shape the policy landscape.

Political environment: government structure, political climate, and policy making processes.

Social factors: public opinion, social norms and values and demographic trends.

Economic factors: economic conditions and budgetary conditions from the government.

Institutional framework: institutional capacities and institutions relevant to the advocacy campaign.

Process for context analysis

1.

Data Collection



2.

Data Analysis



3.

Findings



4.

Validation



5.

Evidence-Based
Recommendations

Methods for context analysis

A SWOT analysis

Strengths: Internal factors that give an advantage (e.g., strong brand, skilled workforce).

Weaknesses: Internal factors that could hinder success (e.g., limited resources, outdated technology).

Opportunities: External factors that could be leveraged for success (e.g., market growth, favourable regulations).

Threats: External factors that could pose challenges (e.g., competition, economic downturns).

B Stakeholder mapping

A tool to identify, analyse, and prioritize the individuals, groups, or organisations that have an interest or stake in a project, policy, or decision-making processes. It involves categorizing stakeholders based on their level of influence, interest, and power over the issue at hand. The process usually entails three phases: identification, analysis, and prioritization of stakeholders. See more on the methodology and further use of stakeholder maps in chapter 4.5.

C Power analysis

Power analysis helps advocates to assess the distribution of power among different stakeholders or groups. It identifies who holds the most influence over decisions, who can be allies or opponents, and how power dynamics can be navigated or altered to achieve desired outcomes.

D Media analysis

Media analysis is the process of examining and evaluating how media outlets cover a particular issue, event, or topic to understand the narratives, framing, tone, and frequency of coverage. It helps to understand how issues are portrayed in the media, enabling people to adjust communication strategies, counteract negative narratives, and effectively engage with the public.

E Focus group discussion

Focus group discussions are a qualitative research method used to gather insights and opinions from a small, diverse group of people on a specific topic or issue. Participants of focus group discussions are engaged in a guided conversation, enabling the sharing of diverse perspectives and deeper insights from different backgrounds, which help advocates understand the underlying reasons behind people's opinion.





Policy analysis

Policy analysis is the systematic evaluation of public policies, including existing laws, regulations, and proposed changes to assess their effectiveness, impact, and potential outcomes. In the context of AE/OA, though general national strategies and donor-funded programs (such as a National Agriculture Development Plan or a Strategy on Food Security or Rural Development) usually include measures on AE/OA development, too often these general agri-food policies are incoherently designed and can overall have a negative impact on AE/OA. When these general policies are assessed to be beyond advocates' capacities to be changed, specific policies supporting AE/OA development can still be added to ensure the seeds for growth are sown for OA/AE by funding allocated to certain favourable measures.

Solid knowledge about deep-rooted causes for current policy issues is the foundation of effective policy analysis and helps identify sustainable and impactful solutions.

Main components of policy analysis

- Identification of relevant policy issues
- Identification of key actors and institutions who make policy decisions
- Identification of individuals and institutions influencing policy decisions
- Analysis of political power distribution among the actors
- Identification of formal and informal processes of policy formulation

Methods for policy analysis

Although there are many methods for policy analysis, for the purposes of this guide, we will highlight the most relevant and practical:

A Policy Process Mapping (PPM)

Policy Process Mapping (PPM) is a method used to visually represent and understand the steps, actors, and interactions involved in the development, implementation, and evaluation of a policy. PPM is useful for identifying opportunities for advocacy, improving policy design, and ensuring a comprehensive understanding of how policies are made and implemented. It can help advocates and policymakers navigate the complex dynamics of the policy process and identify leverage points for influencing outcomes.

B Impact Assessment

A systematic process to evaluate the potential effects of a proposed policy, project, or program on various aspects of society, the economy, and the environment. The goal is to anticipate and understand the positive and negative consequences before implementation, allowing for informed decision-making and mitigating potential risks.



Additional to the methods listed above, other methods such as Political Economy Assessment, Cost Benefit Analysis, Policy Simulation Models, Comparative Policy Analysis among others are also widely used.

The AE/OA policy tree as a method for policy analysis

The “Policy Tree” is a visual tool used to map out the different components and pathways of a policy, showing how various actions, decisions, and outcomes are interconnected. It helps to break down complex policy issues into manageable parts, illustrating the cause-and-effect relationships between policy options, goals, and outcomes. Policy trees serve as a useful tool to help advocates visualize the outcomes of policy analysis and further frame their advocacy messages. Key components of a policy tree include:

Root: represents the core problem or issue that the policy aims to address.

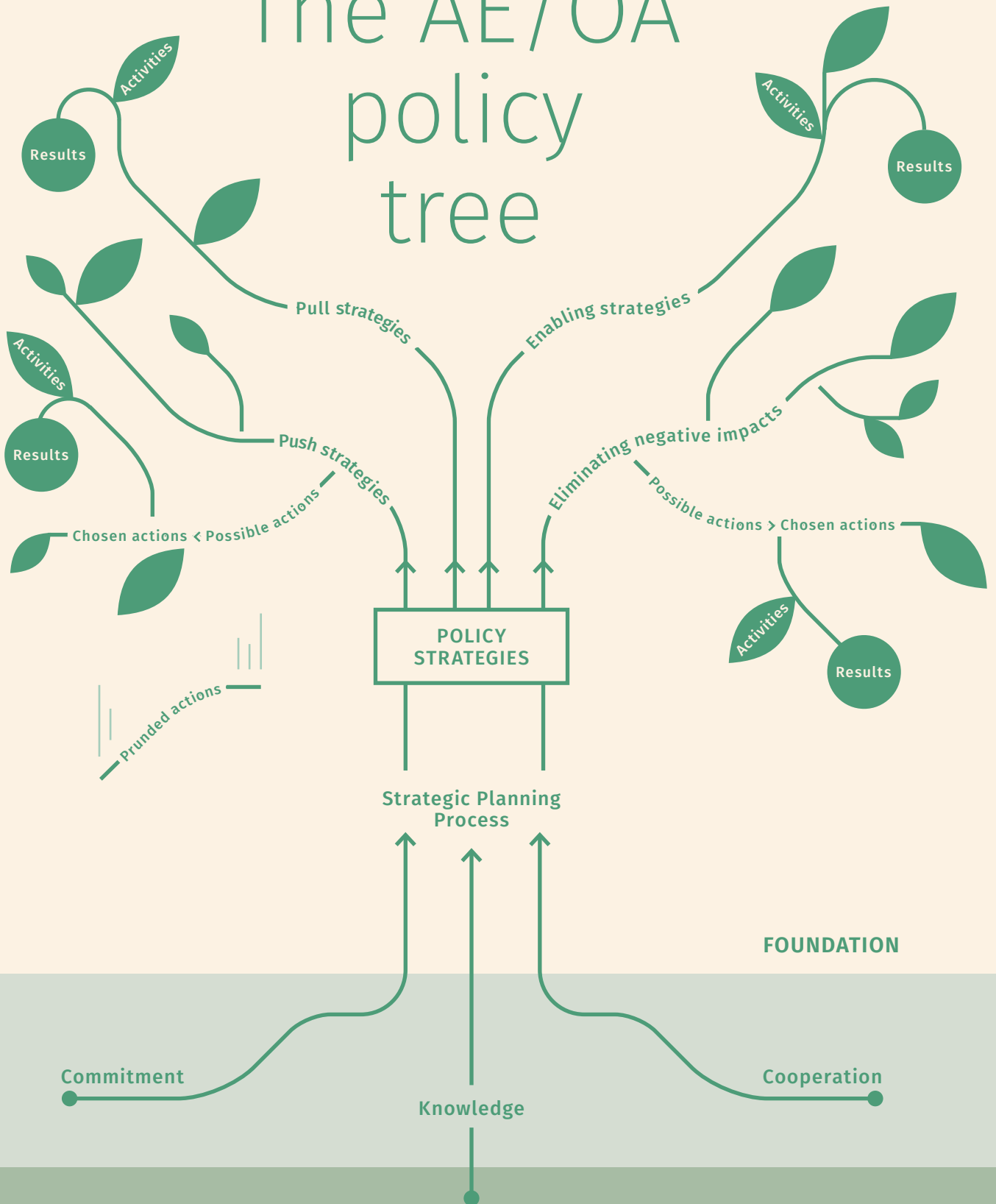
Branches: represents different policy options or strategies that can be pursued to address the problem.

Leaves: indicates specific actions, interventions, or measures associated with each policy option.

Fruits: represent the expected results or impacts of implementing the various policy options.

Adapted from: Open Society
Foundations: An Introductory
Guide to Successful Advocacy, 2010

The AE/OA policy tree



National/regional action plans for Organic Agriculture

Compared to single policies that have high interdependencies with each other, action plans serve as “policy packages” that describe aims and objectives more comprehensively, which are more relevant than the sum of individual policy measures and more effectively embedded in the general policy environment. Action plans also exist as a “framework” that integrates policies and measures from various sectors (including public and private), offering public-private partnerships. As action plans are developed from a higher political level, they ensure long-term governmental commitment to AE/OA.

A Steps to develop an organic action plan

1. **Analysing** the status quo of the organic sector and its development needs
2. **Establishing** the aims/goals and objectives of the action plan
3. **Identifying** appropriate policy measures to address the aims and objectives
4. **Deciding** on the measures and allocating budgets

B Policy implementation and policy evaluation related to organic action plans:

When it comes to the implementation of policies it is important to consider inclusiveness of marginalized groups and balance the interest of each stakeholder, which could be ensured by:

- Relying on identified interested stakeholders to identify and reach out to other groups
- Ensuring targeted financial support for key civil society stakeholders
- Capacity building activities for stakeholders

Overview of support measures of AE/OA

A “measure” is a particular approach on a leverage point along the supply chain: a certain way to attempt to influence decisions by one of the supply chain actors (be it the farmer, the processor, the trader, the consumer) in a particular direction. “Measures” are broad categories of policy interventions and might encompass actions of various nature (Katto-Andrighetto et al., 2017).



Measures can be categorized by “pull” and “push” measures

Examples of these, are:

Overview of pull measures

- Consumer education and promotion campaigns
- Public procurement
- Support to domestic trade/retail uptake
- National/common logo for products
- School Gardening and Curricula
- Export support
- Trade agreements/equivalence negotiations

Overview of push measures

- Support to AE/OA research and extension
- Support for AE/OA input development and use
- Support to certification
- Support for AE/OA vocational training and academic programs
- Conversion and maintenance area payments for AE/OA production
- Support for agri-environmental practices
- Carbon and biodiversity credit schemes taking a holistic approach
- Tax breaks for AE/OA operators
- Support for AE/OA farm investment
- Support for farm income diversification and agro-tourism
- Support to companies for processing, product development & marketing
- Organic supply chain development projects
- AE/OA management in public areas and publicly owned land
- Prohibition of agro-chemical use in sensitive areas

Overview of enabling measures (combination of push and pull)

- National data production and dissemination
- Support the institutional development of associations
- Support to PGS development
- Support to urban gardening and collective gardens





Overview of measures with a negative impact

- Subsidies on chemical fertilizers or synthetic pesticides
- Approval of pesticides imports and pesticide use
- Support for energy crops (biogas and biofuel plants)
- Competing schemes with doubtful impact (e.g. non-holistic carbon markets)
- Unfavourable regulations on farm-made and organic fertilizers, plant protection products and farmers seeds
- Unfavourable agricultural risk management programs (crop failure compensation schemes, etc.)
- Allowance of GMO crops
- Food safety and other health requirements
- Laws restricting farmland access



When choosing measures that adapt to the national context of AE/OA, it is essential to consider which factors influence the decision and the logic behind the decision.

Factors influencing the choice of measures for AE/OA include:

- Stage of development of AE/OA (What is the present situation?)
- Regulatory context (How is AE/OA regulated?)
- Culture of government intervention in the agricultural sector (What is the political culture?)

Logic of policy intervention for AE/OA include

- Develop the export sector (earn foreign currencies)
- Encourage the production of public goods (positive externalities)
- Reduce organic imports
- Make AE/OA products accessible to domestic consumers

Methodological toolbox

Participants are grouped according to a criteria e.g. if they come from multiple countries, organize them by country or region they represent/come from. Each group works on the steps of advocacy strategies, which will be delivered in the following sessions. Afterwards, groups will be asked to share their results in plenary sessions.

The trainer should encourage non-traditional ways of sharing, use of images, create “motos” and cool names of new programs, etc.

For **section “Political analysis”**, groups are asked to conduct policy analysis of the OA/AE situation in their country and identify policy issues.

Guiding questions:

-  What is the overall situation of AE/OA?
-  What are the good measures? What are the gaps?
-  What policies work against AE/OA?
-  What is the policy issue?



Objectives setting

Well-defined and achievable goals provide guidance, facilitate planning, and help measure progress. Goals and objectives can be categorised into short-term, medium-term, and long-term, and advocates should design activities accordingly.

The objectives of advocacy should reflect clearly the “**change**” we are looking for. The following questions serve as guidance for advocates to think through when setting objectives:

- What do you want to **change** specifically? What kind of changes do your constituency (e.g., members, partners,) want?
- Assume you are clear about the current situation of the issue, what is the ideal situation you would want to achieve?
- Do you disagree with the way something is designed/regulated/implemented? How could it be improved?

The “Control-Influence-Accept” framework

The “Control-Influence-Accept (CIA)” framework (Thompson and Thompson, 2008) is a tool for problem-solving, which can be applied for setting goals for advocacy. It provides three perspectives to respond to challenges and assess what can and cannot be accomplished, which helps people to focus on the efforts that have the most impact.

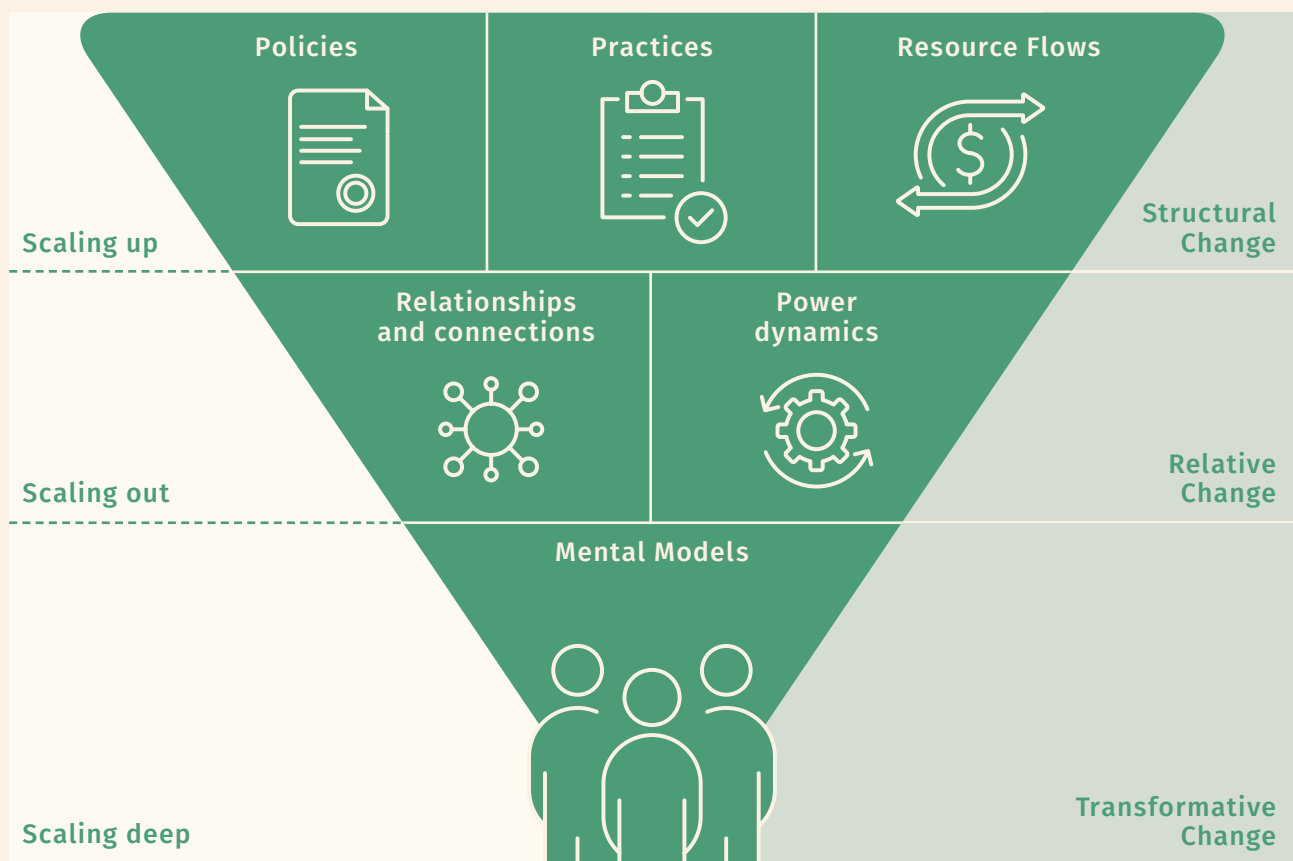
Control - Identifying the issues of a situation that one can control, which helps one to allocate resources efficiently to solve problems and prioritize issues.

Influence - Identifying the issues of a situation that one cannot control but can influence. By influencing the behaviour of decision-makers, advocates can affect the outcome of their actions; in addition, advocates can also influence the media framing, creating positive impact to the advocacy campaign. Though issues in this category might not be intuitive to solve, they can still be included in the advocacy campaign and be directed at a later stage.

Accept - Identifying the issues that one cannot control nor influence and must accept accordingly. Issues that fall in this category could be handled by risk analysis, which mitigates the continuous deterioration of the situation and leaves the issue to be solved at a later phase when appropriate solutions arise.

Additionally, advocates should also identify at what level the change is operated. The figure below depicts the three levels of “systemic changes” and modes of “scaling”. Such visualization helps set the scope for advocacy efforts and identify where advocacy takes place.

Conditions for “System Change” or “Systemic change” and scaling up



Adapted from: Ruiz Muller, 2022

SMART objectives

SMART objectives are Specific, Measurable, Achievable, Relevant, and Time-bound goals that provide clarity and focus on planning and executing tasks.

S= Specific. The objective should be clear and precise, addressing the “what,” “why,” and “how” of the goal.

M= Measurable. The objective should include criteria for measuring progress and success.

A= Achievable. The objective should be realistic and attainable, considering the resources, time, and constraints the advocate has.

R= Relevant. The objective should align with broader goals and be pertinent to the specific context.

T= Time-bound. The objective should have a clear deadline or timeframe, which creates a sense of urgency and helps prioritize tasks to ensure timely completion.



Important Note!

Hint to define your SMART advocacy objective:

Usually, civil society organisations that are familiar with development projects phrase their objectives similar to objectives of development projects. However, an advocacy objective should clearly state the **change** advocates are looking for, which should not be a general development objective.

Examples of objectives and advocacy strategies for OA and AE

- **Secure Funding for Organic Research:**
Advocate for a 10% increase in government funding allocated to organic farming research and development programs in the upcoming budget cycle.
- **Legislate Organic Farming Incentives**
Lobby for the introduction of tax incentives for farmers who adopt organic practices as part of an agricultural reform bill.
- **Ban Harmful Pesticides**
Campaign for the implementation of a ban on the use of specific synthetic pesticides linked to environmental and health hazards through targeted legislative action.
- **Promote Organic Procurement Policies**
Advocate for local governments to prioritize procurement of organic and agroecological products for public institutions, aiming to allocate 20% of the procurement budget to organic sources within the next fiscal year.
- **Establish Organic**
Push for the designation of protected areas or territories as organic farming zones through amendments to regional planning laws, ensuring the preservation of natural ecosystems and promoting sustainable agriculture.



Methodological toolbox

Continuing [section “Objectives setting”](#), participants should:
Set an overall goal and objective for the advocacy campaign



Targeting the audiences

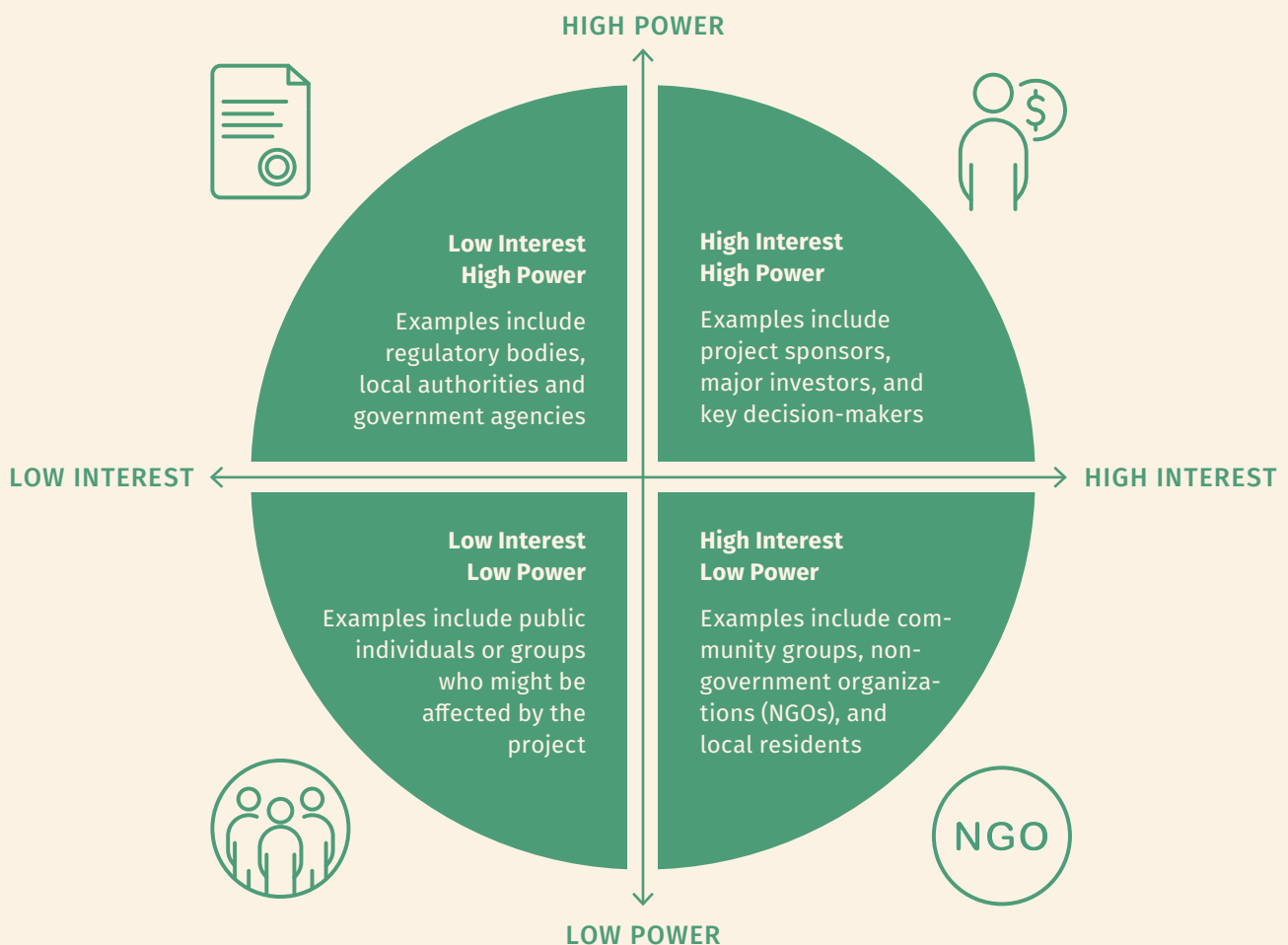
When targeting the audience for your advocacy work, it will be important to use the stakeholder map you have compiled as part of the [context analysis](#) (p. 36). The most important outcome of the mapping exercise is the list of primary and secondary targets as well as allies and opponents.

Categorizing stakeholders

Stakeholders could be mapped and categorized according to their level of power and interest. Grouping stakeholders into different levels helps advocates further identify the primary and secondary targets.

Analysing stakeholders according to their level of interest and power

Stakeholder analysis is a process used to identify key players who could affect the success of a project



Adapted from: Digital Business School, 2022

Primary and secondary advocacy targets

Primary targets are decision-makers who have the direct authority or power to make the change and implement the policy, rule, or action that the advocacy effort is focused on. They might include politicians, legislators, governmental officials, and business leaders. Primary targets are the main focus of advocacy efforts because they hold the power to enact the desired change directly.

Secondary targets are the individuals, groups, or entities that can influence the primary targets and have the ability to persuade or pressure the pri-

mary targets. They might include advisors or staff who work closely with primary targets, media, public or community groups. By engaging with secondary targets, advocates aim to create a broader support network or apply indirect pressure on the primary targets to achieve their objectives.

The table below provides a template for mapping primary and secondary targets, helping advocates classify stakeholders relevant to the advocacy campaign.

Primary targets

Primary target name	Position on your issue	Partner with connections to influence target
...	...	...
...	...	...

Secondary targets

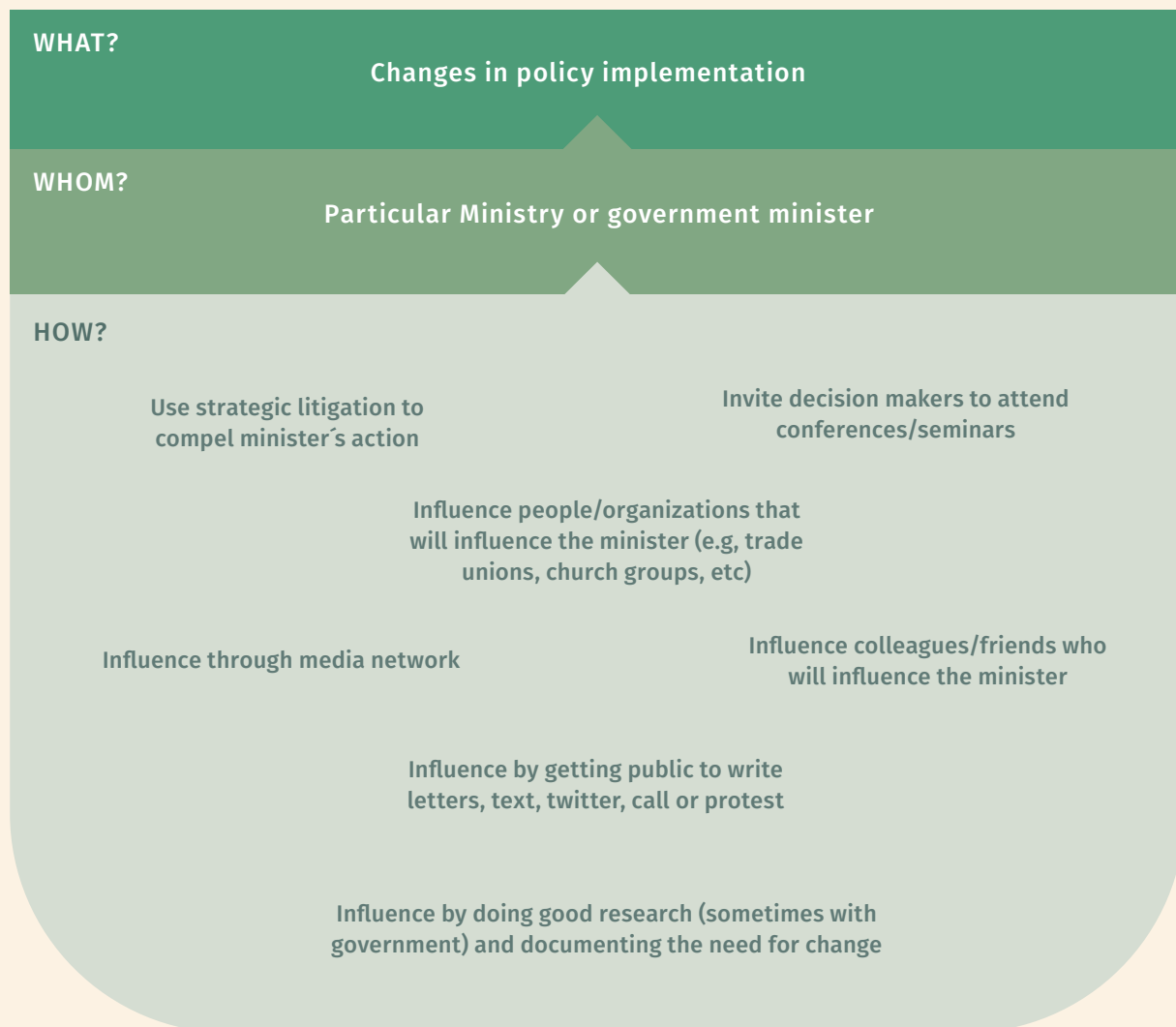
Objective #	Name	Primary target it can influence	Position on your issue	Partner with connections to influence target
...	...	...	...	...
...	...	...	...	...

Possible stakeholders involved in OA/AE advocacy

- Policymakers at all levels from local to global
- Research institutions and academia
- Relevant private sector entities and organisations
- Farmers, famers organisations, cooperatives
- Agricultural extension services and rural service providers
- Consumers and consumer groups
- Indigenous communities and traditional knowledge holders
- Representation from women, youth, and marginalized groups
- Development partners and civil society organisations (CSOs)
- Donors
- Media, social media influencers

The “Pathway of Influence”

The “Pathway of influences” is the strategic process of identifying and leveraging various channels, relationships, and interactions that affect decision-making to achieve advocacy goals. It involves mapping out how influence flows through different actors and institutions to eventually reach the key decision-makers or targets, which helps teams develop conceptual clarity about whom they are trying to influence, how they will go about it, and what they should monitor to assess progress. The image below demonstrates a hypothetical example of pathways of influence for putting pressure on decision makers.



Strategies to react to different stakeholders

For stakeholders already in favour of AE/OA -based food systems

- Build on their work and promote their recommendations, doublechecking these in a multistakeholder setting.
- Making their efforts in favour of agroecology-based food systems more visible and more effective.
- Strengthen their position.

For stakeholders not in favour of AE/OA-based food systems: know their power and relations

- Counter their work and disapprove their recommendations in a multistakeholder setting.
- Delegitimize their efforts
- Weaken their position.

For stakeholders without a clear understanding of AE/OA-based food systems: motivate them to position themselves for and increase their support for Agroecology.

- Bring about more clarity for their work, by providing clear recommendations proven in a multistakeholder setting that they can advance and execute.
- Increase their alignment and their efforts in favour of agroecology-based food systems.



Finding support and building coalitions/alliances

Building coalitions and alliances to gather resources, perspectives, and expertise, which enhance the execution and credibility of the campaign. It broadens audiences and increases the visibility of the campaign by bringing together diverse organisations and individuals, also contributing to the amplification of advocacy messages. Furthermore, coalitions and alliances strengthen the resilience and share risks of the campaign, which foster long-term positive changes and enhance the sustainability of the advocacy initiative.

Potential partners for building coalitions/alliances:

- NGOs in various areas (incl. domestic and international)
- Academia, thinktanks working in sustainable food systems or related areas
- Policy makers in relevant fields at all levels.
- Government agencies
- Interest groups (e.g., farmers associations or cooperatives)
- Organic sector (e.g., input manufacturers, processors, and traders)

Methodological toolbox

Following the objective setting, each group identify their targets and allies:

- ❓ Who are the most important stakeholders for your policy issue?
- ❓ Which are your primary and secondary targets?
- ❓ Who are likely to be your opponents? Who will you partner with?



Tips for good coalitions/alliances

1. Ensure regular information exchange and partners' involvement in all aspects of the campaign: "cultivate" less-active partners to becoming active partners, which could be achieved by allocating education efforts on these groups. Ensure inclusiveness. Be "risk-aware": adopt preventive measures by distributing responsibilities among coalition members.
2. Consider organisational culture and explore non-traditional actors: identify each partner's strength and give them their best fit role. Relationships with non-traditional actors such as trade-unions can often open new avenues and channels for advocacy.
3. Develop membership criteria and steering committee: sound-designed membership criteria ensure effective recruitment of new members; steering committee facilitates efficient collaboration and project execution. Steering committees should consist of members who are accountable and represent the different interests of organisations.
4. Implement interim monitoring schemes: regular assessments of members' progress secures that all partners are on the correct track and towards the same direction.



Watch out! In your journey to build a coalition or alliance, you might face difficulties for building this kind of partnerships, such as:

- Communication barriers
- Credibility and reputation risk
- Undemocratic decision-making
- Loss of autonomy
- Competition between the coalition and its members
- Funding issues
- Expectation of unity

Building the campaign and the narrative

Nowadays, you can find a wide range of tools to organize your campaign and around it, your narrative. As an example, [Canvas](#) can provide such templates to work on your campaign design.

Canvas originally refers to a business model, but it can also be used in the field of advocacy.

Advocacy canvassing

The campaign and narrative should enable direct engagement of advocates with individuals by providing face-to-face and participatory communication opportunities, enhancing the convincingness of communication and helps every team member to contribute and define their roles. It is also essential to build relationships, mobilize support, organize grassroots movements and increase visibility within targeted communities. As an iterative process, the team can repeatedly return to each component and analyse to see if a specific component still fits with the other parts of the canvas.

Campaign Canvas

VISION What is the long-term vision for what you want to achieve with this campaign?  1	HOW CAN WE CREATE THAT CHANGE? How can we disrupt and transform the current system? How can we create culture change on this issue? How can we disrupt or transform institutions? How can we support or amplify alternatives? 3	WHO CAN HELP? Who do we need to bring about this change? Who has influence? Who is affected? And who can we collaborate with? 4
WHAT NEEDS TO CHANGE? What is the long-term vision for what you want to achieve with this campaign? 2		WHAT INFLUENCE? What relationships, trends or events currently have influence/help sustain the current situation or could shift it? 5
GOALS What is the specific goal for this project? OBJECTIVES What do we need to do to bring this about? 6		OUTCOMES What does success look like? INDICATORS How will we know we're on the right path? 7
WHAT'S THE STORY? What are the key elements of the new narrative we want to create? 8	WHAT DO PEOPLE NEED TO DO? How can audiences and allies help bring about this change? What are our asks to them? 9	WHAT DO WE NEED TO DO? What are the key activities and tasks that we need to do to support people to take action and create shift? 10
ASSUMPTIONS What assumptions have we made about how the system will respond? Why do we believe this plan will succeed? 11		RISKS Why might this plan fail? What resistance could we face? Are there risks to staff or the organization? 12
TRACKING AND MEASURING What will we track and measure to show we are making progress towards our objectives? 13		

Example of the narrative for a campaign in favour of the GMO Moratorium in Peru

Peru has a 15-years GMO Moratorium until 2035. This moratorium has been renewed in 2021 after a 10-year moratorium. To achieve this, a huge campaign uniting agroecological, organic, indigenous people, gastronomy organisations, got together to develop a strategy. The main message was: **“Our diversity is our identity:** Our agriculture is the fruit of a millenary heritage, diversified, which has preserved our agrobiodiversity and is now the basis for building a sustainable family agriculture to ensure food security and sovereignty of our people.” The campaign was launched in social media: X, Facebook and Instagram virialized with the protagonism of key personalities of Peruvian gastronomy. Together with the Change.org platform gathering thousands of supporting signatures, and the materials to disseminate, the narrative was strong enough to get mass positive public opinion although the interest of the corporate sector lobbying at the highest level of policy makers.

“In addition, the campaign implemented a structured volunteer and activist management strategy. Despite differing views on other issues, these groups were unified by the shared sense of purpose and urgency to act. Coordination among subgroups was effectively managed through WhatsApp, facilitating streamlined communication and collaboration. This approach ensured alignment across diverse participants, optimizing their collective efforts toward the campaign’s objectives.”

Here some examples of the informative poster with the narrative and the teasers in social media:

→ X: Teaser

The chef Virgilio Martínez owns Restaurant Central which is in the top 10 of restaurants globally in the selected group of the “Best of the Best”.

→ X: Teaser

The chef Mitsuharu Tsumura owns Restaurant Maido, which is in the top 10 of restaurants globally.

Poster

Head of Campaign: Silvana de los Heros with the Peruvian Agroecological Consortium

¡Unidos por un Perú
libre de transgénicos!

**FIRMA LA
PETICIÓN**

en

change.org/PeruLibreDeTransgenicos

Nuestra biodiversidad es nuestra fortaleza, porque el orgullo que sentimos por nuestro país se debe a su riqueza en la chacra y en la mesa.

En nuestro Bicentenario, unámonos por la ampliación de la ley de moratoria al ingreso de semillas transgénicas al Perú.

¡Protejamos lo nuestro!

LA
BIODIVERSIDAD
ES NUESTRA
IDENTIDAD

ALIMENTACIÓN Y GASTRONOMÍA



- ✓ La cocina tradicional peruana es nuestro mayor orgullo por la riqueza de nuestros insumos.
- ✗ Los transgénicos atentan contra la alimentación saludable, diversa y culturalmente sensible.

491 PLATOS TÍPICOS DEL PERÚ

AGRICULTURA

- ✓ La agricultura familiar provee el 75% de nuestros alimentos.
- ✗ Los transgénicos destruyen siglos de domesticación, prácticas ancestrales vivas y el intercambio libre de semillas.



CULTURA Y PATRIMONIO

- ✓ Las poblaciones originarias y las comunidades indígenas, con sus conocimientos tradicionales, son las guardianas de nuestra biodiversidad y el patrimonio cultural asociado.
- ✗ Los transgénicos provocan la pérdida de las prácticas ancestrales y de los paisajes rurales emblemáticos del Perú.

7282

COMUNIDADES CAMPESINAS ORIGINARIAS DE LA COSTA, SIERRA Y SELVA

6379

REGISTROS DE CONOCIMIENTOS COLECTIVOS

ECONOMÍA

- ✓ La biodiversidad es una ventaja competitiva para la economía nacional.
- ✗ Los transgénicos dañan la reputación de la Marca Perú como país de productos naturales y especializados de alta calidad.



MEDIO AMBIENTE

- ✓ Nuestra diversidad biológica es una de las más ricas del mundo y aguarda especies vitales para la alimentación y la medicina tradicional.
- ✗ Los transgénicos en la agricultura generan deforestación y ponen en peligro nuestros recursos genéticos en las variedades locales y parientes silvestres.

4000

VARIETADES DE PAPAS NATIVAS

60%

DE NUESTRO TERRITORIO
ESTÁ CUBIERTO DE BOSQUES



Más información en: [f](https://www.facebook.com/ConsortioAgroecologicoPeruano) **Consortio Agroecológico Peruano**



Plataforma "Perú País Libre de Transgénicos"

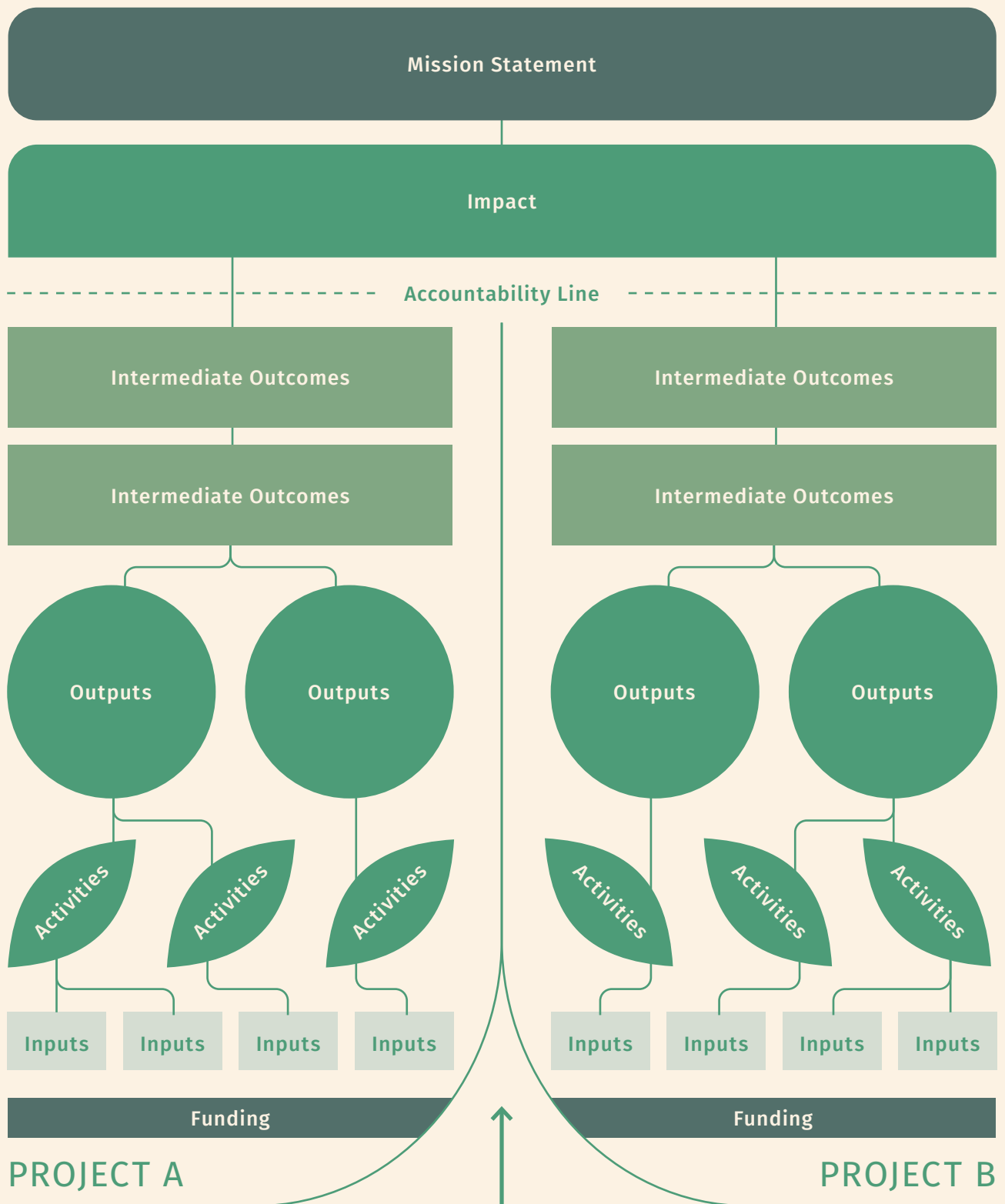
Theory of Change and Impact-outcome Hypothesis

A Theory of Change

Since processes of change are complex and hard to predict, it is important to establish the link between the change advocates aim to achieve (impacts and outcomes) and the necessary activities and inputs. Therefore, advocates apply the “Theory of Change”, which is a strategic planning tool to illustrate how and why a desired change is expected to happen, starting from activities and inputs to the ultimate outcomes and impact that advocates seek to achieve (The Center of Theory of Change, 2023).

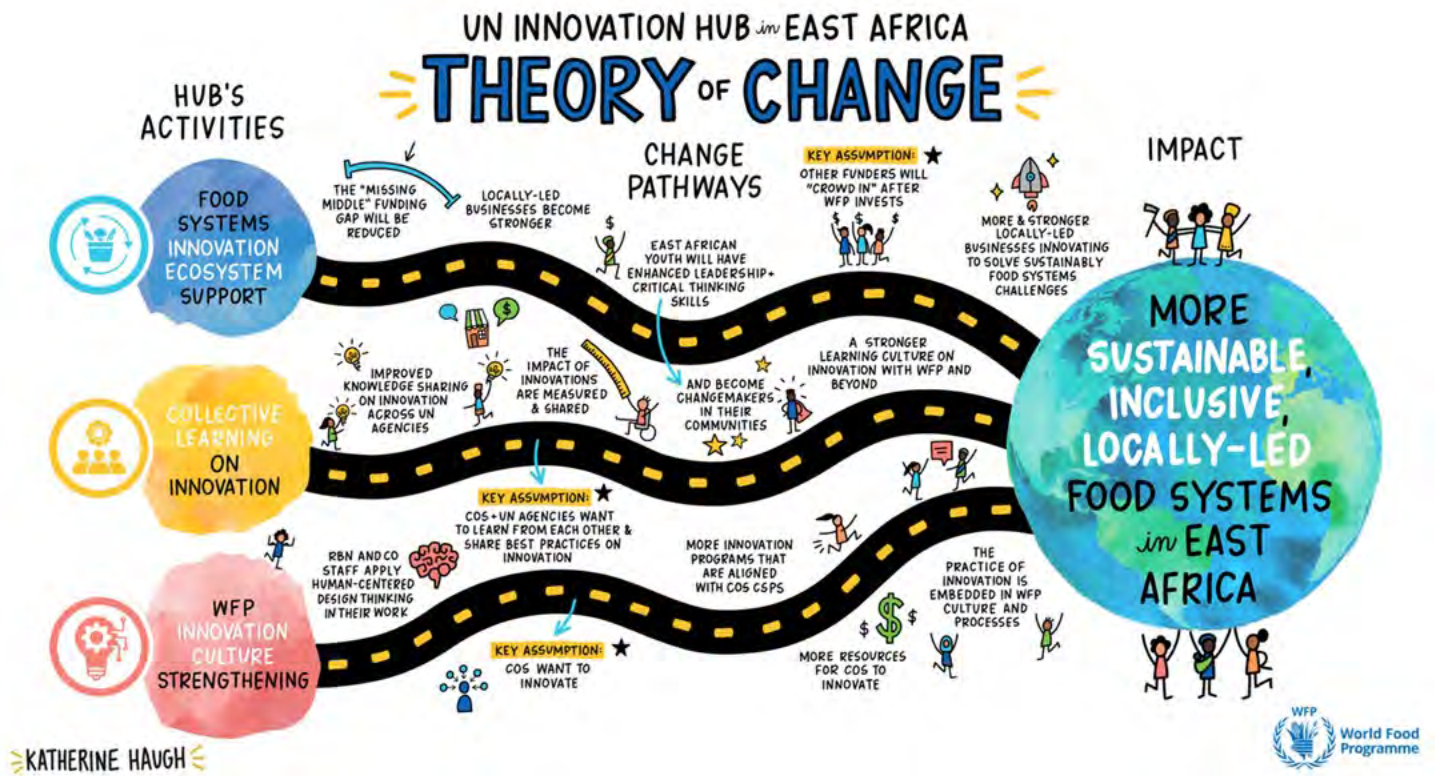
It consists of setting the long-term impacts and the subsequent identification of intermediate outcomes that have to take place for the goals to occur, which are all mapped out in the “outcome framework”. The outcome framework provides the basis for acquiring funding and inputs and planning relevant activities and interventions to generate outputs that lead to intermediate outcomes and long-term impacts. Through this approach, participants and organisers of advocacy campaigns can fully understand the link between activities and goals, enhancing the effectiveness of planning and evaluation of the advocacy interventions.

The outcome framework applied in the Theory of Change



Theory of Change Template

A nice example to illustrate the Theory of Change in the context of Food System transformation in Africa



Source: Haugh, 2022

B Impact-outcome hypothesis

Impact-outcome hypothesis is built on a similar concept as the Theory of Change, which could be concentrated in

*“If **xyz** is done **AND abc AND def** **THEN z will do a and b**”.*

The hypothesis provides a thinking flow to help advocates and participants clearly understand the motivations and logics behind the advocacy campaign, what is needed in order to achieve the goals and plan activities and resources accordingly, enhancing the probability of success.

Examples of formulating an impact hypothesis in OA/AE advocacy

- If we advocate for and implement organic farming practices across Africa, and smallholder farmers adopt these methods, then we anticipate a significant reduction in soil degradation and erosion rates within five years, leading to improved soil health and increased agricultural productivity.
- If we conduct targeted advocacy efforts promoting Organic Agriculture, and successfully decrease reliance on synthetic pesticides and fertilizers by 50% within three years, then we expect to see reduced environmental pollution, improved water quality, and healthier ecosystems across African agricultural landscapes.
- If we launch an advocacy campaign for Organic Agriculture, providing training and resources for sustainable farming practices to local communities, and farmers transition to organic methods, then we anticipate a 30% increase in household incomes within two years, as they access premium markets and benefit from improved soil fertility and crop yields.

Narrative

A narrative for an advocacy campaign is a compelling story or message that conveys the purpose, goals, and urgency of the campaign to the target audience. It should be simple with appropriate emotionality and at the same time provide sufficient background information, such as studies, recommendations from the authority, or examples from peers to be appealing to the target audience. It is essential to prepare arguments that favour your position but also be ready for counter arguments since the messages will reach the wide public.

Action Plan

A feasible action plan deconstructs complex activities into smaller tasks that can be achieved in shorter periods and helps keep the progress on track, which is particularly important for projects that last for a longer timeframe and involve multiple actors. Gantt chart (see image below) is one of the most common tools for visualizing action plans.

An example for Gantt Chart for project management

A Gantt Chart is a schedule which plots the task, people responsible for the tasks, and the timeline

Gantt Chart

List of activities	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Responsibility
1.Hiring of project staff and orientation training					Program Director
2.Baseline study and orientation assessment					Program Officer
3.Meeting to finalize strategies and activities					Program Directors and Officers
4.Training programs for beneficiaries					Field workers

Key components of an action plan



Tactics

Tactics are the social action activities that advocates use to achieve goals and objectives while the advocacy strategy is the sequencing of tactics in a logical and high impact way. Advocates should identify tactics that deliver the maximum impact with minimum investment of energy and resources. Types of tactics can be the following:

- Creating identity through collective slogans, campaign logo, and common objectives
- Bringing in charismatic advocacy champions
- Generating awareness by public hearings, conferences, non-violent protest, and public disobedience
- Mobilizing a network of activists and organisations
- Creating a buzz on public media including videos and hashtag activism
- Disrupting and creating awareness by demonstrations, non-violent protest, and public disobedience

Evaluation of tactics

How to measure the efficiency of your tactics, is a task that can be addressed answering the following questions:

- Are these tactics achievable? Are the personnel capacity, time, and resources sufficient?
- Are the tactics inclusive? Can lots of participants join the activity? Will participants enjoy joining it?
- Are the tactics focused on the primary or secondary target?
- Do the tactics meet/reflect your organisational objectives and campaign objectives?
- Are the leaders experienced enough to carry it out?
- Will it bring a positive image to the media?
- What criteria will you use to assess and prioritize tactics?



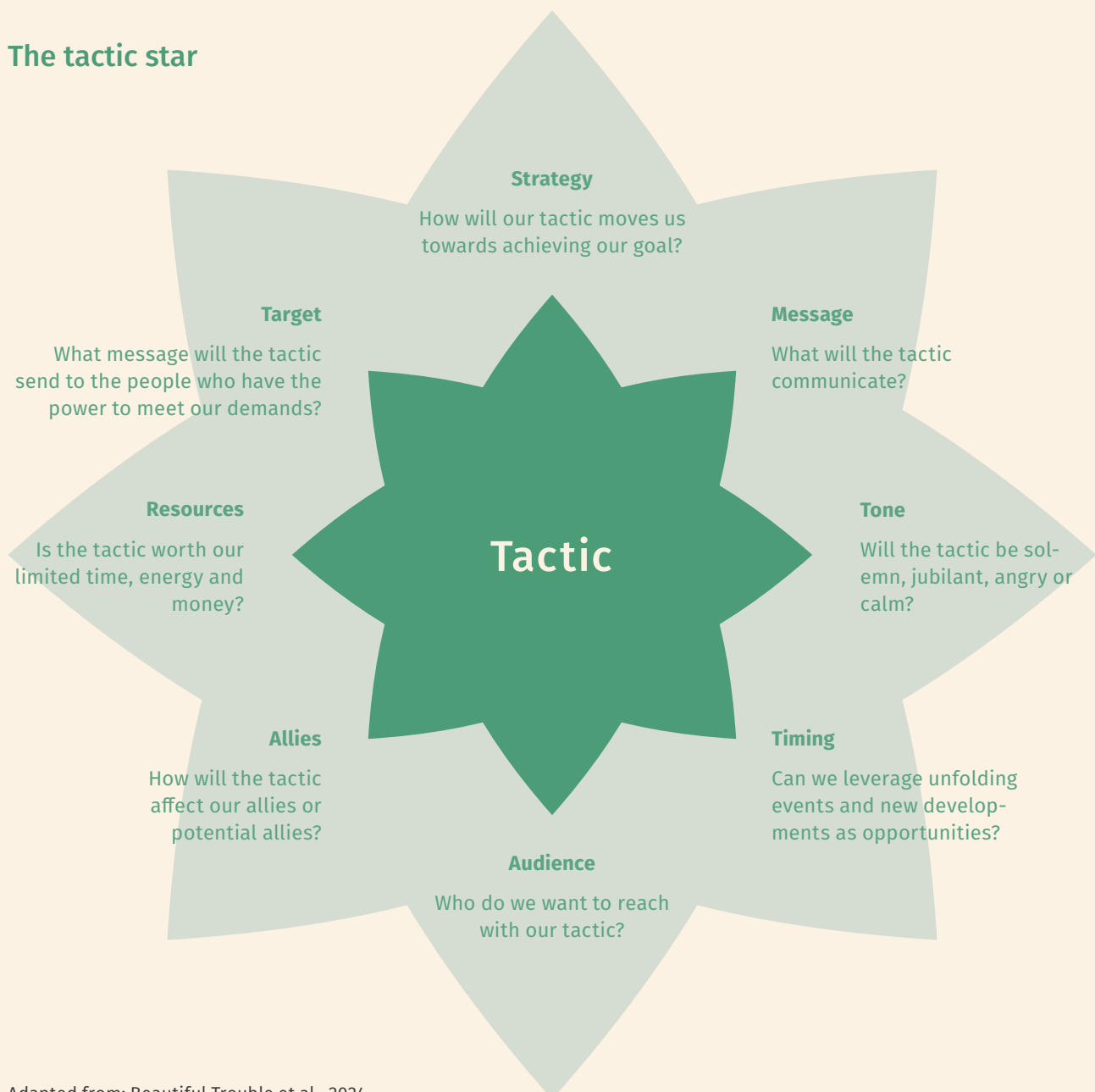
The tactic star serves as a visual tool for planning and evaluating tactics of advocacy.

Choosing or inventing a successful tactic often involves some intuition and guesswork – and always risk. But the more we study our contexts, the better we become at judging when to pull which punches. Projecting and measuring success is complex, but we should not let the murkiness of

these waters deter us from diving into them. Patterns do emerge. We can learn a great deal from our experiences when we critically analyse them.

This tactic star names some key factors that change agents should consider when determining their tactics. The same tool can be used to evaluate actions after they have been carried out.

The tactic star



Adapted from: Beautiful Trouble et al., 2024

Resources

The last but not least step of the advocacy campaign is to check the required resources and what resources are available. Resources include budget, skills for campaign management, leadership, stable internal relationships within the organisation and external with partners, credible data, IT infrastructure, and IT-related services (e.g., hosting services, media services, and access to contacts). It is particularly important to plan the budget carefully and identify any potential costs or budget shortages before the launch of the campaign. Due to the growing use of social media to spread messages and raise public awareness, advocates should be aware if there is sufficient knowledge and capacity for social media operation in the organisation.

Methodological toolbox

Design the advocacy campaign: including overview with Canvas, tactics, outcome framework for the theory of change, narrative, and action plan, and the resources. Create a one slide summary and present it in plenary sessions.



Chapter 4

Implementation of the advocacy campaign



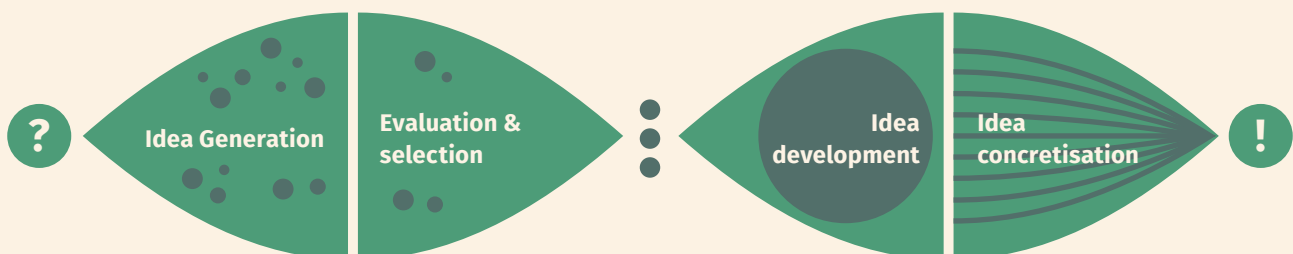
Getting prepared

Before meeting the decision maker, advocates should deeply research their backgrounds, such as their values and people around them that have influence. It is often that advocates cannot access the decision makers directly or have to work with others who are better placed to influence them. In some cases, it is even more effective to not approach the key decision makers directly but rather start with those who have influence on them. For example, democratically elected representatives may consider the opinions of their constituents; the expert committee member of a policymaker; a powerful elite or a popular personality in a country is often more open to engagement from private sector interests, or direct approaches from other governments.

After considering “who” to approach, advocates should also think about what arguments are persuasive and how these arguments should be presented including the occasion, format, and language.

In the following illustration, you find a logic process on how the ideas flow along the process to build consensus on a concrete idea to mobilize together the available resources to trigger a campaign for the change.

Idea flow diagram



Monitoring and evaluation of advocacy

Timeframes of advocacy campaigns can be unpredictable and subject to changes at any time; therefore, it is important to establish monitoring and evaluation schemes to ensure that periodic goals and milestones are achieved. When setting monitoring and evaluation schemes, advocates should always consider both qualitative and quantitative indicators. For example, a goal as “public awareness raised on the benefits of Agroecology through social media posts in order for a national strategy to be adopted” could be evaluated quantitatively by recording the number of posts and number of reaches and impression of each post, or qualitatively by documenting how audiences react to the post such as comments and forwarding the post. As each campaign contains short-term

goals and long-term impacts, evaluation schemes should also assess the “progress” of minor plans and not only focus on impacts, otherwise it could result in frustration of the team.

Not only would the timeframe but also the context of the advocacy campaign may change. Thus, advocates should keep themselves updated on contextual changes and adjust the campaign accordingly. Lastly, the leader of the campaign should always keep in mind that one of the purposes of monitoring and evaluation is to demonstrate the contribution of members rather than attributing faults. A comprehensive monitoring and evaluation scheme ensures the sustainability of the campaign and is a cornerstone of success.

Methodological toolbox

Ask participants to think through the implementation of their campaign

- What will be the end of your campaign?
- How will you monitor it?
- When and how will you evaluate it?
- How will you use the learnings?

What are the tips and skills for a successful advocacy campaign?



Participants discuss in groups and share their results with other groups.



Chapter 5

Wrapping – up!
And Action Call



Advocacy is not just a skill—it's a powerful tool for driving changes, influencing policies, and amplifying the voices of those who are often unheard.

Throughout this Training Manual, we've explored the core concepts, strategies, tools, and tactics necessary to develop and implement effective advocacy campaigns. When stepping into the world of advocacy, it is essential to keep in mind that one's efforts can shape the future, create just policies, and empower communities. When carrying out advocacy campaigns, it is always important to be goal-oriented but also update oneself to on-going contextual changes such as the community, donors, and supporters. Besides the technical knowledge mentioned in the Training Manual, a well-rounded advocate should be equipped with soft skills, including creativity, communication, time management, and conflict resolution, which are essential to successful management of the team.

During the last years, the KCOA project has brought fruitful outcomes across countries in Africa. These positive impacts should be continued and expanded to different spheres of OA/AE, which requires on-going advocacy campaigns to facilitate the formulation of national-wide and holistic policies that foster OA/AE. In addition to KCOA, the Conference of Parties of the United Nations also needs advocates to pitch high-level decision-makers and raise awareness of OA/AE. Furthermore, multi-stakeholder initiatives that gather expertise from various disciplines are also in need of advocates who amplify policy issues and draw public attention to OA/AE. These circumstances highlight the crucial roles of advocates, the urgent demand for skilled advocates, which could only be achieved by constant advocate training sessions.

Though the Training Manual has come to an end, it marks a start for continuous advocacy campaigns and advocate training.

Together, advocates bring significant impacts and build a more sustainable world. The journey starts now and the future is in your hands.



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