Example of advocacy strategy

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| AREA C/EAST JERUSALEM |
| **Strategic objective (2020)*** Support Palestinian presence in Area C and East Jerusalem and their right to self-determination by ensuring they can realize their rights and development
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| **Mid-term objective (2015-2019)** |
| * Palestinian control over planning processes in Area C; planning in Area C is implemented in line with IHL and for the benefit of the Palestinian population
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| **Sub-objective(s) for 2014**1. By the end of 2014, the EU has adapted a joint-response plan to address demolitions, access restrictions, aid confiscation, and forced displacement in Area C and East Jerusalem

Results:* EU and member states adopt and implement an effective joint response plan that protects their investments in Area C
* EU and member states proceed with construction of humanitarian projects without permits
* EU and member states move ahead with construction in master planned areas after 6 month notification period
* EU and member states are publicly calling for a demolition freeze
* EU and member states are using political tools to hold Israel accountable for violations such as demolition, forced displacement, and aid restrictions/confiscations/destruction
1. By the end of 2014, the PA has raised the issue of demolition and forced displacement to a political level and is implementing a national planning framework for Area C that comprehensively addresses demolition and forced displacement in line with IHL

Results:* The PA is actively pushing for a demolition freeze
* The PA is systematically calling for reparation on behalf of Palestinians affected by demolition/displacement
* The PA is actively pushing donors to seek permits issued by Palestinian planning committees in Area C
* The PA is pressuring donors to fund development for the best interest of communities within a national spatial plan that includes Area C and East Jerusalem and that upholds IHL

**Power analysis for sub-objective 1****Main targets (based on expected impact, resources & access): EU/EEAS (in Brussels), France (in Tel Aviv, Paris), Germany (in Ramallah, Tel Aviv, Berlin), Italy (in Jerusalem, Tel Aviv, Rome), UK (in Jerusalem, Tel Aviv, London), the Netherlands (in Jerusalem, Tel Aviv, Amsterdam), Jerusalem Consulates & Tel Aviv Embassies for Poland, Eastern European States****Overall stakeholder analysis:****Blockers: Germany, Italy, the United States, the Quartet, UNSCO, ICRC, EU Member States’ Embassies in Tel Aviv, Austria, Poland, Eastern European States****Floaters: the UK, the Netherlands, Norway, Belgium, UNDP, PA MOPAD, PA OoP, PA PMO****Allies: France, the EU, Sweden, Switzerland, Spain, Ireland, OCHA, EU Consulates & Rep Offices, NSU, PA MoFA, PA MoLG, UNHABITAT**Strategic Partners: CIDSE, Approdev, Human Rights Watch, Mattin Group, Bimkom, Btselem, PeaceNow, OCHA, Badil, Al Haq, Maan Development Center, St. Ives, HCT AWG, CSAWGD |
| **Power analysis for sub-objective 2****Main targets (based on expected impact, resources & access): Germany (in Ramallah, Tel Aviv, Berlin), Norway, as the Chair of the AHLC (in Jerusalem, Tel Aviv, Oslo), the Quartet (in Jerusalem), PA OoP & PMO, PA MOPAD****Overall stakeholder analysis:****Blockers: Germany, the United States, the Quartet****Floaters: the UK, the Netherlands, Norway, Belgium, UNDP, PA MOPAD, PA OoP, PA PMO****Allies: France, Sweden, NSU, PA MoFA, PA MoLG, UNHABITAT, OCHA, EU Rep Office**Strategic Partners: Badil, Al Haq, Maan Development Center, St. Ives, PNGO, OCHA, CSAWGD |
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| **Proposed Actions 2014 (To be further developed with input from AWG)** |
| *Activity* | *Relevant objective(s)* | *Purpose* | *Target(s)* | *Timeline* | *FP* | Resources |
| 1. Policy brief (white paper) that outlines the carrots and sticks the EU and member states can use to halt demolition and forced displacement and the costs/stakes of inaction; make political and operational recommendations for how EU and member states can implement their own action plan for Area C and their recommendations from the HoM report on East Jerusalem  | Sub objective 1, mid-term, strategic  | Highlight worsening situation and impact on communities; Make operational recommendations and reinforce support for what the EU and member states can do to promote presence and development in Area C | EU/Member States/Diplomatic community | May-June |  | AIDA can cover translation costs for German, French, Italian, Dutch from SDC budget. Needs capital level lobby support from AIDA members. |
| 2. Policy brief (white paper) responding to PA publication of National Framework for Area C  | Sub-objective 2, mid-term, strategic | Make operational recommendations for what PA and line ministries can do to implement the National Framework and promote presence and development in Area C | PA/PLO/MOPAD/OoP/MoFA/Prime Ministers Office | August (ahead of the AHLC) | AIDA with Save the Children | AIDA (to cover costs for Arabic translation, any design or printing), needs support of members in country for follow up-meetings, briefings |
| 3. Complex info graphic and Twitter campaign or Thunderclap for the 10th anniversary of the ICJ ruling on the Wall, public stunt in NY or other capitals | Mid term, strategic | Raise public awareness to the implications of the permit and planning regime on Palestinian presence and development; raise public awareness to the impact of the Wall on Palestinian rights and development; increase pressure on decision makers to hold Israel accountable for ongoing violations | General public; private lobby in Germany, France, UK, and at the UN | June-July |  | Needs $5000- 8000 USD. May have funding from ECHO or agencies will need to contribute, needs capital level media and lobby support from AIDA members |
| 4. Lobby meetings with the PA and in Germany, Italy, Brussels, France, UK | Sub-objectives 1 &2 | Influence decision makers and garner support for sub-objectives 1 & 2 | PA (MoPAD, MoFa, OoP) Germany, Italy, Netherlands, EEAS, MaMa, France, UK | Quarterly |  | Needs in-country and capital level lobby support from AIDA members  |
| 5. Media and diplomatic briefing packs | Sub-objective 1, mid-term, strategic | Influence general publics and decision makers by giving concrete recommendations and examples | Diplomats and journalists in country | May | AIDA | AIDA can cover costs of printing from SDC budget |
| 6. Regular field visits for journalists and diplomats | Sub-objective 1, mid-term, strategic | Influence general publics and decision makers by giving concrete recommendations and examples | Diplomats and journalists in country | At least Quarterly, with emphasis on tours for Germany, Italy, and the Netherlands | AIDA with medico international, Heinrich Boll, WarChild Holland, GVC, COOPI, Diakonia | Transportation costs can be covered by AIDA SDC budget, needs in country programmatic/advocacy support from AIDA members |
| 7. Reactive statements and lobby letters | Sub-objective 1, mid-term, strategic | React timely to incidents that impede our ability to achieve our objectives | PA, EU, Diplomatic Community, General public | As needed | AIDA | AIDA (no real monetary cost), needs capital level support for distribution, follow up meetings, needs in country or capital level support for translation of products in German, French, Italian |
| 8. Updated factsheets, PQs, and Q and A | Sub-objective 1, mid-term, strategic | Coordination of messages/asks in country and at capital level | PA, EU, Diplomatic Community, General public | Updated quarterly | AIDA | AIDA (no real monetary support), needs capital level support for journalist briefings, PQs, lobby meetings |
| 9. Policy brief for Germany | Sub-objective 1 | Persuade Germany to increase political will and not block EU action plan | Germany | September or relevant hook | Heinrich Boll, medico international, CARE, NRC | Needs support for lobby meetings in Ramallah, Tel Aviv, Berlin |
| 10. Factsheet on settlements and demolitions | Sub-objective 2; Mid-term, strategic | Create evidence that links demolition and displacement to settlement expansion | PA, EU, Diplomatic Community, General public | March | AIDA | Paid by AIDA ECHO funds from 2013, needs support for distribution/media briefings in country and at capital level |
|  **Indicators****For sub-objective 1*** Relative increase or same level in/of EU and member states funding for humanitarian and development in Area C (as compared to 2012, 2013)
* Zero applications for humanitarian projects (in 2014)
* Increase in # of donors seeking permits from Palestinian planning committees
* Construction w/o permits from ICA in master planned area starts
* Increase in # of statements from EU and member states regarding demolition, displacement, aid confiscation/destruction (as compared to 2013)
* Increase in demarches from EU and member states regarding demolition, displacement, aid confiscation/destruction (as compared to 2013)
* Increase in # of donors seeking compensation for confiscated and destroyed aid
* Increase in # of donors taking protective measures towards Area C investments (protective measures could be summoning/questioning over demolition/stop work orders, statements condemning demolition/stop work orders)
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| **For sub-objective 2*** Increase in # of statements from PA condemning demolitions and displacement along with settlements(as compared to 2013)
* Increase in # of demands by PA for reparation for demolition and displacement on behalf of Palestinian communities (as compared to past years)
* # of line ministries that adapt and implement the National Framework for Area C
* Increase in #of line ministries implementing proactive and reactive plans to address demolitions and displacement (as compared to 2013)
* Increase in # of donors that support development projects in line with Palestinian National Spatial Planning (as compared to 2013)
* Increase in # of permits issued by Palestinian planning committees
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| GAZA  |
| **Strategic objective (2020)*** End the Gaza Blockade and allow for full social, political, and economic integration between Gaza, East-Jerusalem and the rest of the West Bank
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| **Mid-term objective (2016- 2019)** |
| * Palestinians realize economic integration between Gaza and the West Bank and there is increased social integration through freer movement of Palestinians between Gaza and the West Bank, including East Jerusalem
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| **Sub-objectives 2014 & 2015** 1. Press Israel to remove barriers limiting Palestinian’s right to health and education and support territorial integration by challenging the security narrative in regards to the movement of patients and students between Gaza and the West Bank

Results:* Increased transparency in the permit system and “security” based permit denials
* International community consistently raise denied travel permits for students and patients
* General public has better understanding of the impact of the blockade on the right to health and education
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| 1. Press Israel to remove barriers limiting economic development in Gaza and support territorial integrity by challenging the security narrative in regards to the movement of goods between Gaza and the West Bank

Results:* Increased transparency in “security” protocols regarding exports and transfers
* International community supports the opening and operation of safe passage routes
* International community challenges the restriction of exports and transfers for “security” reasons
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| **Power analysis for sub-objective 1****Main Targets: the Quartet (in Jerusalem), the US (in Jerusalem, Tel Aviv, and State Department in D.C.), the EU (in Jerusalem & Brussels), the UK (in Jerusalem, Tel Aviv, London), Qatar & Turkey (in Ramallah, Doha, and Ankar)****Blockers: the US, EU, Hamas****Floaters: the Quartet, Norway, UK, Russia, Egypt, PA****Allies: USAID (for students), Switzerland, UNRWA, UNICEF, OCHA, WHO, Qatar, Turkey****Main Partners: Right to Education Campaign, Physicians for Human Rights, Gisha, HCT AWG** |
| **Power analysis for sub-objective 2****Main Targets: the Quartet (in Jerusalem), the Netherlands (in Jerusalem, Tel Aviv, and Amsterdam), the EU (in Brussels and Jerusalem), the UK (in Jerusalem, Tel Aviv, London), Qatar & Turkey (in Ramallah, Doha, and Ankar)****Blockers: the US, EU, Hamas****Floaters: the Quartet, Norway, UNSCO, PA****Allies: the Netherlands, Tony Blair, Switzerland, UNRWA, OCHA, FAO, Qatar, Turkey, OFID****Main Partners: PA Trade Commission, Palestinian Chamber of Commerce, Trade Unions in UK, US, Scandinavia and the Netherlands, Gisha, PalTrade, HCT AWG** |
| **Proposed Actions 2014 (To be further developed at next AWG meeting)** |
| *Activity* | *Relevant Objective(s)* | *Purpose* | *Target(s)* | *Timeline* | *FP* | *Resources* |
| 1. Legal analysis/policy paper on the impact of the economic separation of WB and Gaza | Sub-objective 2, mid-term, strategic | Challenge the Separation Policy and increase donor awareness to the fact that Gaza and WB are legally one territorial entity | Donors, decision makers in EU and US | December | NRC? | AIDA can pay for printing, translation from SDC budget, needs capital level support for distribution, lobby meetings |
| 2. Complex infographic and Twitter campaign/Thunderclap explaining the impact of the separation policy on students, patients, and the economy | Sub-objective 1, 2, mid-term, strategic | Raise public awareness to the impact of the blockade and the separation policy on the ability of Palestinians to access health, education, and livelihoods | General publics in EU and US | June | AIDA | Need $5000- USD Possibility that can be funded through ECHO funds, would otherwise need individual member contributions, need capital and in-country support for distribution |
| 3. Multi media/web piece on the impact of fragmentation between Gaza and WB | Sub-objective 1, 2, mid-term, strategic | Raise public awareness to the impact of the blockade and the separation policy on Palestinians in Gaza, EJ, and the rest of the West Bank | General publics in EU and US | November | AIDA | Need $8000 USD Possibility that can be funded through ECHO funds, would otherwise need individual member contributions, need capital and in-country support for distribution |
| 4. Reactive policy briefs, lobby letters, statements  | Sub-objectives 1 & 2 | React timely to incidents that impede our ability to achieve our objectives | Diplomats and decision makers in EU and US | As needed | AIDA | No monetary costs, needs individual member support for distribution and lobby |
| 5. Regular Q and A, Factsheets, PQs | Sub-objective 1 &2  | Coordination of messages/asks in country and at capital level | Diplomats and decision makers in EU and US | Quarterly | AIDA | No monetary costs, needs individual member support for distribution, media briefings, and lobby |
| 6. Field visits for journalists and diplomats | Sub-objective 1&2 | Influence general publics and decision makers by giving concrete recommendations and examples | Diplomats and journalists in country | Quarterly |  | No monetary costs, needs programmatic and advocacy support of members |
| **Indicators for sub-objective 1*** # of patients and students approved (as compared to 2013 and 2006)
* # of statements by donors/3rd states (as compared to 2013)
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| **Indicators for sub-objective 2*** Increased # of goods entering the West Bank from Gaza
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