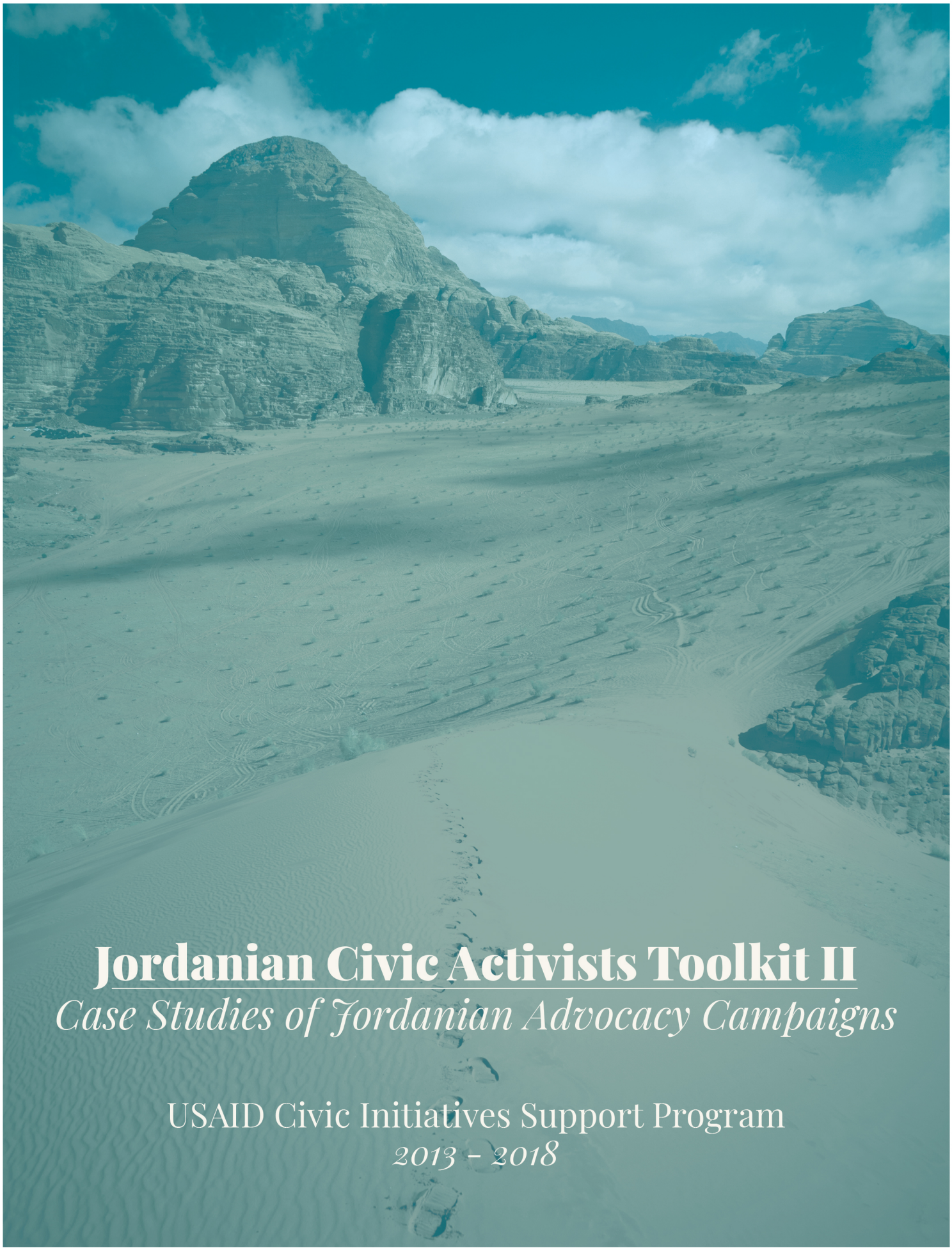

Jordanian Civic Activists Toolkit II

Case Studies of Jordanian Advocacy Campaigns

USAID Civic Initiatives Support Program

2013 – 2018

USAID FROM THE AMERICAN PEOPLE

New Tactics in Human Rights

fhi360 THE SCIENCE OF IMPROVING LIVES

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USAID CIS aimed to cultivate a strong and vibrant civil society in Jordan through supporting a broad range of civic initiatives. The five-year program (2013 – 2018) has been implemented by FHI360, a non-profit development organization dedicated to improving lives in lasting ways by advancing integrated, locally

driven solutions. USAID CIS worked at national, regional and local levels, to support civic initiatives and advocacy by responding to common interests, strengthening the organizational capacity of civil society organizations (CSOs) and promoting the Government of Jordan-civil society collaboration efforts to address reform and development challenges.

New Tactics in Human Rights

New Tactics in Human Rights, a program of the Center for Victims of Torture, emerged as a creator of tactics, a leader of coalitions, and as a center that advocates for the protection of human rights from a unique position – one of healing and of reclaiming civic leadership. Since 1999, New Tactics has created unique resources – organized around the analysis of potential solutions rather than that of specific issues, geographic regions, or target groups – that allow activists to clearly recognize the unique elements of their situation, and to seek promising approaches that have worked elsewhere in order to apply them to new regions or issues. Since the program's creation, human rights activists from the Middle East and North Africa (MENA) have participated in New Tactics in Human Rights activities, including regional workshops, an International Symposium, web-based discussions, publication development, and more. These activists encouraged New Tactics to provide more focused training and resources in the region. In 2009, New Tactics launched an initiative to support MENA human rights activists. Since its launch, the New Tactics in Human Rights MENA Initiative has reached more than 2,145 human rights activists from over 305 organizations in 13 countries and provided sub grants to 16 organizations in seven countries to implement advocacy campaigns. New Tactics partnered with the USAID – CSP (2010 – 2013) and USAID – CIS (2014 – 2018) to provide training and mentoring in human rights based advocacy using the ***Strategic Effectiveness Method***. For more information: https://www.newtactics.org and https://www.cvt.org

Table of Contents

Foreward 1

Background on USAID Civic Initiatives Support Program (2013 – 2018) 4

Glossary of Terms 6

Jordanian Civic Activist Toolkit II 10

Toolkit Overview 10

What Do We Mean by Human Rights-Based Advocacy? 10

What is the New Tactics in Human Rights – Strategic Effectiveness Method? 10

Step 1: Identify the Problem 11

Step 2: Create a Vision 12

Step 3: Map the Terrain 12

Step 4: Explore Tactics 12

Step 5: Take Action 13

Why Use a Method that Focuses on Human Rights-Based Advocacy? Understanding and Applying the Human Rights Framework 14

What are the Human Rights-Based Advocacy Focus Areas? 15

Aggregate Lessons Learned 16

What Lessons can be Learned from the Advocacy Experiences of Jordanian Organizations? 33

Toolkit Reflection Questions 34

Advocacy in Action - Jordanian Case Studies 37

Environmental and Cultural Heritage Rights 39

The Royal Marine Society of Jordan (JREDS)
Our Beaches are NOT FOR SALE 40

Al Masir International Center for Studies Research and Training
Saving Our Cultural Heritage: Combating Illicit Excavation and Trade in Antiquities 80

Tibneh Charitable Association
Preserving the Ancient (Perennial) or Rare Rumi Olive Trees in the Town of Tibneh/Irbid Governorate 92

Princess Basma Development Center — Al-Karak | Jordanian Hashemite Fund for Human Development
Wadi Al-Karak Environmental Advocacy Campaign 101

Economic Rights 108

Edmaj (Prisoners and their Families Aftercare Center)
In collaboration with The Arab Center for Consultation and Training
Prisoners' Rights to Rehabilitation Centers and Reform Upon Release 109

Damj for Communities Empowerment Co.
Agriculture Without Risk/Northern Jordan Valley 116

Women & Girls' Rights 123

Sisterhood is Global Institute - Jordan (SIGI)
Campaign to Abolish Article 308 in the Penal Code
Najat: Stop Impunity of Perpetrators and Protect Survivors of Sexual Based Violence (2014-2017) 124

The Specific Union for Productive Farmer Women
Advocating for Women Farmers' Right to Public Health Insurance 165

Islamic Charity Center Society
Girls' Right to Education in Jurf Al-Darawish Village – Tafilah 203

Youth Rights 210

Information and Research Center — King Hussein Foundation (IRCKHF)
Empowering Care Leavers in Jordan 211

Greyscale Films
209 King Hussein Street 251

Forearms of Change Center to Enable Community
Empowering At-Risk Youth in AIDS Prevention 263

Foreward

Introduction

The Jordanian Civic Activist Toolkit II is designed to share with Jordan's civic activists and organizations a rich selection of Jordanian advocacy campaigns from a wide range of civil society organizations initiatives that took place between 2014 and 2018 with support from the USAID Civic Initiatives Support program (CIS) (2013 – 2018).

The toolkit includes a number of human rights-based advocacy case studies representing different themes addressing national and local issues. All cases reference the international obligations and commitments to international human rights conventions as the main frameworks governing the addressed issue.
To capture the different elements of advocacy processes, the cases vary from providing in-depth reflection on two national and two regional level advocacy cases, brief reflections on two national and one regional level advocacy cases, as well as brief reflections on five local level advocacy cases.

The toolkit also includes an aggregate-level analysis of lessons learned from all cases presented here as well as others presented in previous tools.

Why This Toolkit?

Under the Jordan Civil Society Program (CSP), funded by USAID and implemented by FHI 360 from 2008 - 2013, a similar toolkit was produced capturing Jordanian advocacy interventions (https://bit.ly/2l1S7uQ). Advocacy is an on-going, and long-term process therefore more needed to be done to support civil society in its efforts to continue to advance change. Furthermore, due to the continued need for Arabic resources that highlight Jordanian rights-based advocacy campaigns and the impact that these efforts have had, this current Toolkit has been produced to provide an account of documented experiences from the Jordanian context, by illustrating Jordanian-led civic initiatives and advocacy-related actions.

The civic initiatives and advocacy-related actions covered in this current toolkit were part of USAID Civic Initiatives Support Program (2013-2018), where FHI 360 provided mechanisms for organizations to design and implement rights-based advocacy and reform initiatives that utilized Jordanian and international frameworks. A rights-based approach ensures the empowerment of rights-holders (those who do not experience full rights) to claim their rights and enabled duty-bearers (the institutions and decision makers obligated to fulfill the holders' rights) to meet their obligations.

What this Toolkit includes extends beyond the mere provision of advocacy training resources. The Toolkit provides local, real-time and creative solutions to challenging questions that activists and CSOs have been confronted with while carrying out advocacy campaigns. It is both a capacity-building tool

and a reference. It is intended to serve as an engaging and informative resource to enrich activists and CSOs thinking of contextual and structural advocacy-related questions. The Toolkit will assist activists and organizations to engage in more strategic, effective, coordinated and inclusive advocacy actions in their communities. Such community actions will contribute to Jordan's development through advancing human rights, and advance efforts to building a strong and vibrant civil society in Jordan and beyond.

Who Is This Toolkit For?

The Jordanian Civic Activist Toolkit II is made for civic activists - a term which is effectively inclusive of a large spectrum of leaders, representatives, members and affiliates of non-governmental organizations (NGOs), non-profits, community-based organizations (CBOs); as well as individuals that comprise formal or informal groups active in the broader area of social, political and economic inclusion.

This Toolkit can also be a reference for journalists, academics, researchers and think-tank analysts in formulating an informed opinion on the state of civil society in Jordan in the past four years through viewing the following:

- Knowledge about the issues covered /context
- Methodology and process
- Tactics
- Evidence based advocacy
- Engagement of people affected by the issue

How To Use This Toolkit?

The Jordanian Civic Activist Toolkit II is designed to be navigated in interactive PDF documents in English and Arabic (available from website sources – https://www.newtactics.org/jordanian-civic-activists-toolkit-ii/intro). The table of contents provides direct links within the PDF to each resource. The Case Studies and Lessons Learned will assist you and your team to test theoretical knowledge and apply the tools and ideas with your own advocacy realities.

Additionally, each case study provides links to further resources for those wishing to learn more, as well as contacts of civic society organizations so that activists can network with them directly.

The Toolkit is provided in Arabic and English featuring:

- Four standalone case studies – two national and two regional level advocacy cases presented and analyzed within the framework of the New Tactics in Human Rights Strategic Effectiveness Methodology
- Three mini-cases – two national and one regional (governorate) level – presented and analyzed using the advocacy action areas
- Five local level advocacy cases – presented and analyzed using the advocacy action areas
- Lessons learned using the advocacy action areas for sharing insights for assessing and evaluating advocacy campaigns.

Acknowledgments

The production and finalization of this toolkit would have not been possible without dedicated and resilient efforts by the USAID Civic Initiatives Support Program staff. Sincere thanks go to every member of programmatic teams for undertaking numerous tasks to finalize this Toolkit. Appreciation extends to Eman Nimri, Nada Heyari, Faisal Abu Sondos, Ahmad S Hourani, and Dalia Asali. Special thanks go to the USAID CIS COP Frances Abouzeid for her leadership and strategic guidance for producing this toolkit.

Special thanks to the USA and MENA staff of the Center for Victims of Torture (CVT) – New Tactics in Human Rights program for their tremendous efforts in training and mentoring our partners; interviewing the partners upon completion of their interventions; and offering their methodology modules on effective and innovative advocacy as a documentation structure for all the cases presented in this toolkit. Special recognition to Nancy Pearson, New Tactics in Human Rights Training Manager, for writing and editing the Toolkit content; Brent Jensen, New Tactics in Human Rights Online Engagement Coordinator, for the design and layout of the English Toolkit; and Ayman Malhis for the layout of the Arabic Toolkit.

We would also like to extend gratitude and appreciation to our partners and grantees! They designed and implemented the advocacy campaigns: engaged in learning the methodology, implemented the campaign, documented lessons learned, demonstrated flexibility in revisiting and adapting their project plans, took the time to work with the New Tactics' team to document the cases, and reviewed the final versions. These partners are:

- The Royal Marine Conservation Society of Jordan (JREDS) – which is the only case that started under CSP and was captured in the first toolkit and continued under USAID CIS
- Information and Research Center – King Hussein Foundation (IRCKHF)
- Sisterhood is Global Institute (SIGI)
- The Specific Union for Productive Farmer Women (SUPFW)
- Greyscale Films
- Al Masir International Center for Studies Research and Training (Al Masir Center)
- Forearms of Change Center to Enable Community
- Tibneh Charitable Association
- The Islamic Charity Center Society / Tafilieh
- Damj Company for Community Empowerment
- Prisoners and Prisoners Families After Care Association (EDMAJ)
- Princess Basma Development Center (PBDC)/Karak/JOHUD

All advocacy cases included in this Toolkit were supported by the USAID CIS Program, funded by the United States Agency for International Development (USAID) and implemented by FHI 360.

Background on USAID Civic Initiatives Support Program (2013 – 2018)

The Jordanian Civic Activist Toolkit II brings a rich selection of experiences, lessons learned, and resources from activists like you in a unique manual. The Toolkit highlights Jordanian civil society advocacy campaigns that took place between 2014 and 2018. USAID Civic Initiatives Support Program (CIS) provided grants and capacity building to a large spectrum of civil society organizations (CSOs), non-profits, community-based and grassroots organizations (CBOs) to contribute to advancing Jordan's development and strengthening Jordan's civil society through consultative research, training, strong public-private partnerships, grants and improved civil society-government/decision makers dialogue.

Through partnerships with civil society organizations (CSOs), USAID CIS implemented advocacy initiatives mainly through two grants programs: Democracy, Rights and Governance Grants and anAdvocacy Support Fund. The grants programs supported collective advocacy projects based on locally-defined priorities through community engagement and rights-based advocacy that have achieved the following:

- Issue-driven collective actions and networking which created locally-driven solutions that address rights violations in areas of democracy, human rights and governance; economic development and energy; water resources and environment; gender equality and empowerment of girls, population, family health and inclusion of persons with disabilities.[1]
- Citizen-led issue-based networks to advocate their priorities among candidates, elected officials and decision-makers at different levels.
- Enhanced CSO/community knowledge, skills and abilities to advocate at the local level.

Previously, from 2008 – 2013, under the Jordan Civil Society Program (CSP), funded by USAID and implemented by FHI 360, the initial research identified civil society groups as potential "effecters" and "influencers" of change at the policy, legal and social perceptions level. The research also revealed an overall need to enhance and enrich advocacy capacities of Jordan's civil society organizations (CSOs) to achieve human rights based change on behalf of Jordanian citizens across the country. In response, CSP launched a framework for supporting civil society advocacy efforts in Jordan through professional development opportunities for advocacy trainers and mobilizing civic action through training and collaborative grants. This culminated in the production of the ***Jordanian Civic Activist Toolkit***: (https://bit.ly/2l1S7uQ) which presents a

[1] *Issues are linked to USAID's Country Development Cooperation Strategy (2013-2017) updated (March 2015):* **https://www.usaid.gov/jordan/cdcs**

range of examples and experiences of CSP's advocacy related efforts throughout its time frame. Presented in the Jordanian Civic Activist Toolkit are the lessons learned, notable good practices, innovative approaches, as well as the resources which were made available to Jordanian CSOs through the Jordan Civil Society Program. Most importantly it draws a vivid picture of the state of Jordan's civil society movement at, perhaps, a most critical era in recent history of the country.

The growth and further development of civil society advocacy is reflected in the current, ***Jordanian Civic Activist Toolkit II***. The national and regional case studies have been conceptualized and supported through the USAID – CIS's **Democracy, Rights and Governance Grants (DRGs) program** (2014 – 2018). USAID CIS awarded civil society organizations (CSOs) grants to implement initiatives that support an inclusive, accountable and democratic Jordan that advances freedom, dignity, and development. As well the DRG advocacy campaigns aimed to empower people to take collective action that promote and defend democratic values. These advocacy campaigns utilized the Government of Jordan's commitment to both its national development plans and its international obligations as the framework for these grants.

Local level case studies in this Toolkit emerged through USAID CIS's **Advocacy Support Fund (ASF)**. Awarded organizations advocated for locally-defined priorities through community engagement and rights-based advocacy by creating locally-driven solutions that address human rights violations. Community based organizations developed their advocacy priorities through CVT-New Tactics in Human Right's ***Strategic Effectiveness Method*** training and coaching.

USAID CIS also supported an Advocacy Youth Fellowship in partnership with CVT-New Tactics in Human Rights. The fellowship aimed at expanding the pool of youth activists with strategic advocacy training skills. Through this fellowship, youth activists were trained and mentored on the New Tactics' Strategic Effectiveness Method, bringing their self-defined issues to the fellowship and applying acquired skills and knowledge to their issues that span into the future.

Glossary of Terms

General Abbreviations

ASF	Advocacy Support Fund, funded by USAID CIS
CBO	Community based organization
CSO	Civil society organization
DPO	Disable People's Organization
DRG	Democracy, Rights and Governance Grants, funded by USAID CIS
GOJ	Government of Jordan
MP	Member of Parliament; deputy
NGO	Non-governmental organization
New Tactics Method	New Tactics in Human Rights *Strategic Effectiveness Method*
UDHR	Universal Declaration of Human Rights

Organizational Abbreviations

Al Masir Center	Al Masir International Center for Studies Research and Training
CSP	Jordan Civil Society Program
CIS	Jordan Civic Initiatives Support program
CVT	Center for Victims of Torture
DAMJ	Damj Company for Community Empowerment
EDMAJ	Prisoners and Prisoners Families After Care Association
FOCCEC	Forearms of Change Center to Enable Community
Greyscale	Greyscale Films
ICCS	Islamic Center Charitable Society
IRCKHF	Information and Research Center - King Hussein Foundation
JREDS	Royal Marine Conservation Society of Jordan
New Tactics	New Tactics in Human Rights Program
PBDC-Karak	Princess Basma Development Center - Karak

JOHUD	Jordanian Hashemite Fund for Human Development
SIGI	Sisterhood is Global Institute-Jordan
SUPFW	Specific Union for Productive Farmer Women
Tibneh	Tibneh Charitable Association
UN	United Nations
USAID	United States Agency for International Development

General Advocacy Terms

ADVOCACY: The act or process of people supporting a cause or proposal or working for change within a rights-based approach. Advocacy should be understood as a means for individuals, constituencies, or organizations to shape public agendas, change public policies, and influence other processes that impact their lives. Advocacy is not one march, meeting or poster, but a series of strategic, interconnected, integrated activities designed to achieve a goal.

ADVOCACY ACTION AREAS: These are action components needed to conduct any advocacy campaign and useful for assessing and evaluating progress.

- **INTERNAL CAPACITY BUILDING:** This action area requires attention to an organization's capacity to carry out advocacy including commitment, structure, mobilization, leadership and decision making
- **RESEARCH**: This action area requires attention to gathering information, data, and analysis to develop recommendations for actions on an issue and regarding each of the other components (internal capacity building, mobilization and engagement of decision makers) before, during and after taking action on an issue
- **MOBILIZATION**: This action requires attention to engaging and bringing together individuals, organizations and institutions in a collective effort on an issue
- **ENGAGEMENT OF DECISION MAKERS**: This action requires attention to understanding and applying power dynamics and decision-making processes to positively affect change on an issue

ALLIES: People, groups or institutions that are working together for mutual benefit or to achieve some common purpose. This relationship can be short-term to long-term depending upon the benefits and degree of common purpose. Active allies are people or organizations that actively and openly support and are involved in your work. Passive allies are people or organizations who support your goals but have not yet become involved in advancing your work. (See Spectrum of Allies)

COLLABORATION: A group of two or more people or organizations working together.

CONSTITUENTS: The people from whom an organization hopes to attract, and continue to attract, support.

GOAL: The aim or purpose toward which an effort is directed.

HUMAN RIGHTS: Inherent to all human beings, whatever our nationality, place

of residence, sex, national or ethnic origin, color, religion, language, or any other status.

OPPONENT: A person, group or institution whose aim is to prevent one from achieving their goal. (See Spectrum of Allies)

OUTCOME: The result of an action or series of actions. An outcome may be positive, negative or neutral.

PLAN OF ACTION: The organization of actions to implement strategy and tactics.

PROBLEM: A situation, condition, issue or obstacle that makes it difficult to achieve a desired human rights related objective, purpose or goal.

SPECTRUM OF ALLIES[2]: A tool for understanding and analyzing the range of allies to opponents regarding an issue

- **ACTIVE ALLIES**: You believe you can already count on them to help you.
- **PASSIVE ALLIES**: You think they have the same interest, investment or need to solve the problem as you do, and may be close to agreeing with you about your vision, but perhaps may not be able or willing to actively or overtly support you.
- **NEUTRAL**: These are people, organizations, institutions that may not know about the problem; may not know about you and your work; have no particular investment in the problem.
- **PASSIVE OPPONENTS**: These are people, organizations, institutions that you think have some interests that would be opposed to your vision; they may have relationships with people who are actively opposed to you.
- **ACTIVE OPPONENTS**: These are people, organizations, institutions that have a big investment in opposing your position (related to power, position, finances, relationships, etc.).

STRATEGY: A method to carry out a plan of action to bring about a desired future, such as achievement of one or more goals to solve a problem.

SWOT ANALYSIS: A study undertaken by an organization to identify its own internal strengths and weaknesses and also the external opportunities and threats.

TACTIC(S): A specific action or combination of actions taken to affect a given situation. Tactics are how you move a strategy forward.

TACTICAL AIMS: New Tactics in Human Rights has identified four primary human rights-based tactical aims: prevention, intervention, restorative and promotion. Most organizations seeking to advance human rights can only accommodate one or two primary tactical aims within their institutional frameworks. This is due to the time they take to learn, the investment in staffing and the difficulties of raising funds, and the measurement of performance and effectiveness. Having a clear understanding of your tactical aim helps you to more effectively select the tactics to reach your goals in addressing your identified problem.

- **PREVENTION**: Aims to prevent an abuse from happening

[2] *New Tactics in Human Rights adapted the original "Spectrum of Allies" from seven to five segments. The Spectrum of Allies comes from Martin Oppenheimer and George Lakey, A Manual for Direct Action, Quadrangle Books, 1965, and can be found on Training for Change (www.trainingforchange.org). The original spectrum identified seven segments: 1) Active Allies; 2) Passive Allies; 3) Friendly Neutrals; 4) Oblivious Neutrals; 5) Hostile Neutrals; 6) Passive Opponents; and 7) Active Opponents. New Tactics modified the spectrum to five segments, and includes only one "Neutral" segment.*

- **INTERVENTION**: Aims to intervene in ongoing or long-standing abuses and denial of human rights
- **RESTORATIVE**: Aims to restore and rebuild people's lives and communities after abuse has taken place, to heal, seek justice, and reconciliation
- **PROMOTION**: Aims to promote human rights by building communities and cultures where rights are understood, strengthened, respected, and to advance a vision for a free and fair society

TACTICAL MAP: A tool developed by New Tactics in Human Rights to help organizations visualize the contextual terrain of human relationships –the people, groups, organizations and institutions involved in maintaining abuses or the status quo, as well as those seeking to make change – to select and evaluate targets for tactical actions. The tactical map distinguishes five types of relationships:

- **POWER RELATIONSHIPS**: One person has power over another.
- **EXPLOITATIVE RELATIONSHIPS**: One person not only has power but is gaining something else too, like corruption (money, in-kind goods, sexual favors, etc.).
- **MUTUAL RELATIONSHIPS**: Each side gains equitably.
- **CONFLICT RELATIONSHIPS**: Conflict between people; institutions.
- **ADDITIONAL RESEARCH/UNKNOWN**: These are relationships that require more research before identification.

TARGET(S): The person, place or thing the tactic is intended to affect.

TERRAIN: A term generally used to refer to physical features of the earth. However, New Tactics uses terrain to refer to the context such as social, political, cultural relationships, institutions and structures created and maintained by humans.

VISION: A source of inspiration that focuses on how the world can be in the future.

Jordanian Civic Activist Toolkit II

Toolkit Overview

Defending and promoting human rights is challenging. If we are clear about where we are starting from, where we want to go, and the path from one to the other, we will more likely get there. The case studies included in the ***Jordanian Civic Activist Toolkit II*** illustrate a wide range of human rights issues and feature Jordanian organizations that:

- used all or parts of the New Tactics in Human Rights ***Strategic Effectiveness Method*** (described below)
- received coaching on using the Method's framework at some point during the implementation of their advocacy campaign
- provide a contrast or insights for those doing advocacy work.

The **Toolkit** offers human rights advocates and their organizations an opportunity to reflect, analyze, gain insight and ideas, and apply these lessons and recommendations to their own set of issues that they work which they could address through engaging in similar advocacy efforts as those presented here. The cases will be shared and examined based on the ***Strategic Effectiveness Method's*** framework outlined below.

What Do We Mean by Human Rights-Based Advocacy?

Human-rights based advocacy is...the act or process of people supporting a cause or proposal or working for change within a rights-based approach. Advocacy should be understood as a means for individuals, constituencies, or organizations to shape public agendas, change public policies, and influence other processes that impact their lives. Advocacy is not one march, meeting or poster, but a series of strategic, interconnected, integrated activities designed to achieve a goal.

What is the New Tactics in Human Rights – Strategic Effectiveness Method?

The ***Strategic Effectiveness Method*** is a human rights-based, 5-step participatory method developed by the Center for Victims of Torture – New Tactics in Human Rights program over the course of years of engagement with human rights advocates around the world. Human rights-based advocacy places human dignity and equality at the center for creating community change. It was introduced in Jordan in 2010.

There is nothing mysterious about strategy, though it is often difficult to think strategically. Strategy is not a single decision, but rather a coming together of many decisions. It is the selection of key objectives and appropriate targets, an understanding of needed resources and allies, and decisions on which tactics to use and when. Strategy is a method to carry out a plan of action to achieve one or more goals to solve a problem and bring about a desired future. New Tactics in Human Rights has based its 5 Steps to ***Strategic Effectiveness Method*** on the philosophy and teaching of Sun Tzu – who lived over 2,000 years ago in China. Sun Tzu said that good strategy is based on **three sources of knowledge**:

Know Yourself (goals, resources, strengths and limits, allies)

Know Your Opponent (goals, resources, tactics, allies, strengths and weaknesses of those who would seek to oppose human rights advancements)

Know the Terrain (social, political, cultural relationships, institutions and structures – where the "battle" will be fought).

Tactics are the actions you take to move toward your goal. While a focus on tactics is essential, it is not an organization's first priority. First, an organization must set broad goals that reflect the values and beliefs of its founders, leaders, or members, and that incorporate its mission and purpose. These goals must be clear in order to focus planning. An organization also needs to establish short and intermediate term goals that more clearly state what it plans to accomplish over time. These goals must embed a strategic vision of what is both feasible and aspirational to accomplish – a "journey of change."

The ***Strategic Effectiveness Method*** assists you in recognizing your areas of strength and challenge to more strategically select goals and tactics to advance your advocacy efforts. It has been tested, adapted and is being used by civil society organizations in Jordan, within the MENA region and throughout the world. The Method has helped advocates and their organizations to be more focused, creative, and successful in their advocacy efforts.

The cases are presented within the framework of the 5 Steps of the ***Strategic Effectiveness Method*** which include:

Step 1: Identify the Problem

Human rights issues are often very broad and the resources to address them are limited. This makes it difficult to create a plan of action that addresses a broad issue. It's important to narrow the focus and choose where to begin, defining as clearly as possible the specific issue or problem. It's also important that the problem is expressed as a violation of a particular human right. Countries are legally required to respect and protect rights. This changes the perception of the problem from one that may usually be solved by charity to one that requires action based on legal obligations. Using a human rights-based approach, you begin by asking, "What rights are being neglected, abused or denied in this situation?" This makes it possible for the community to move beyond what they feel is "needed." This transforms the community's relationship with those

who want to empower the community as well as with those with the power to address the injustice. It requires everyone to think and respond differently. This step provides an essential foundation to know yourself. This step usually begins with a broad problem definition and then you work your way to a more defined, human rights-based, and agreed-upon issue for action. This step is re-visited through on-going assessments and evaluation to better refine the problem to address the underlying sources.

Each case highlights a different human rights issue and how these rights relate to daily life experiences through examining human rights-based focus areas. The cases demonstrate how using a human rights-based approach to identify your problem provides a concrete and unifying understanding of the problem. The cases provide you with an opportunity to reflect and examine how your organization can identify and address your issues through a human rights-based approach.

Step 2: Create a Vision

It's essential to have a vision of what you want to accomplish. If you do not know where you want to go, it is difficult to get there and hard to know if you have arrived. Communicating a clear human rights-based vision can inspire and motivate others to join you. Your vision plays an integral part in the development of your strategy and tactics. It provides a compass for making decisions when advocacy conditions shift and change. You must know yourself and the future reality you want to create.

The cases illustrate how to use a human rights-based approach to connect the identified problem to your broader vision for change. The cases provide you with an opportunity to reflect on the positive, human rights-based change for the future you want to create.

Step 3: Map the Terrain

It is critical to understand the social, cultural, political, and economic context in which advocacy takes place. Human rights-based advocacy is about changing people's attitudes and behaviors as well as the policies and institutions that are formed and maintained by people. It is important to identify people, groups, organizations and institutions working for and against change in your situation. New Tactics in Human Rights has developed a tactical map tool and adapted a spectrum of allies tool to assist organizations. Whether your work is at the local, national or international level, mapping this terrain of relationships allows you to identify more opportunities to take action. This step requires an exploration of all three sources of knowledge: know yourself, know your opponent, and know the terrain.

The cases demonstrate how taking the time to map the terrain of relationships can help you to better assess those who are involved, invested, have an interest or decision-making power regarding your issue. The cases provide you with an opportunity to reflect on your own resources and allies for building collaborations, prepare for your opponents, and determine more effective tactics.

Step 4: Explore Tactics

Tactics are the actions you take to move toward your goal and advance your journey of change. Used well, tactics can build influence and change the terrain of human relationships. There are many tactics available to human rights advocates, and more are being developed every day! There are many tactics

available to human rights advocates, and more are being developed every day! The more tactics you study and learn, the more you can adapt tactic ideas to meet your needs and keep your opponent off balance. This step explores and compiles information from all three sources of knowledge: know yourself, know your opponent, and know the terrain.

Human Rights-Based Tactical Aims

Most organizations seeking to advance human rights can only accommodate one or two primary tactical aims within their institutional frameworks. This is due to the time they take to learn, the investment in staffing and the difficulties of raising funds, and the measurement of performance and effectiveness. Having a clear understanding of your tactical aim helps you to more effectively select the tactics to reach your goals in addressing your identified problem. New Tactics in Human Rights has identified four primary human rights-based tactical aims:

Prevention

Is your primary aim to prevent an imminent abuse from taking place now or in the future?

Intervention

Is your primary aim to intervene in situations involving ongoing abuse and the denial of human rights of individuals and communities that are marginalized or excluded?

Restorative

Is your primary aim to restore and rebuild the lives of victims and communities after abuse has happened to help them heal, seek justice, reconciliation, or redress?

Promotion

Is your primary aim to promote human rights by building respectful and engaged communities or policies and institutions where human rights are understood, strengthened, and respected?

There are many tactics that have been successfully implemented by human rights advocates in Jordan, as well as throughout the MENA region and around the world. These cases provide you with an opportunity to:

- examine your own tactical aims
- explore tactic ideas to spark new ways to approach your own issue
- expand your organization's tactical flexibility and openness to opportunities, and
- enhance your ability to respond to challenges.

Step 5: Take Action

Without taking action, nothing about the problem you've identified will change. The ***Strategic Effectiveness Method*** provides opportunities at each step to take action, monitor, and evaluate your progress in all three areas of knowledge: ***know yourself, know your opponent and know the terrain***. The process helps you to acknowledge successes and learn lessons from the very first step of your advocacy effort. The method returns you to Step One so you can assess how your advocacy actions impacted your identified problem, what has changed or

why, if anything, remained the same.

The cases illustrate how action plan development includes an assessment of resources, roles, responsibilities, and taking action within a concrete timeline. These cases provide you with an opportunity to reflect on the lessons from these campaigns, along with your own advocacy experiences, can help to prepare you or position you for the next phase of your advocacy.

Why Use a Method that Focuses on Human Rights-Based Advocacy? Understanding and Applying the Human Rights Framework

The New Tactics ***Strategic Effectiveness Method*** uses participatory and empowering processes to address problems from a human rights standpoint. This places every person on equal and common ground by using the Universal Declaration of Human Rights (UDHR) as the framework. The UDHR sets out fundamental human rights to be universally protected, and has been translated into over 500 languages.

The preamble of the UDHR outlines the overall goals of ensuring human rights:

*"Recognition of the inherent **dignity** and of the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace in the world."*

Dignity

The thirty articles of the UDHR provide the elements necessary for our human ***dignity***. However, these elements that ensure respect and esteem are too often absent or lacking in the everyday life of individuals and communities. This is especially true for those who are marginalized and discriminated against. Human rights-based advocacy seeks to ensure that these rights are actively at work in our daily life.

Inalienable

What does it mean for our rights to be ***inalienable***? These rights cannot be taken, bought, sold, or transferred from one individual to another. Nor can we "give them up," even if we are asked or say we are willing to do so.

Equal

What does it mean for our rights to be ***equal***? All human beings are born free and equal in dignity and rights. We all have these rights. These rights are universal, without any kind distinction including our race, color, sex, language, religion, political or other opinion, national or social origin, property, birth, or other status. This means that discrimination on any basis is not justifiable.

Indivisible

What does it mean for our rights to be ***indivisible***? These rights are unable to be divided or separated – because they are all of equal value, importance and interconnected. For example, if I am denied my right to education (Article 26), my lack of literacy skills will impact my right to information (Article 19).

What are the Human Rights-Based Advocacy Focus Areas?

Our human rights, outlined in the UDHR, follow a logical and profound progression that relates to each of us as human beings and our essential relationship to others. It can be a challenge, however, to connect how we live our daily lives with the thirty articles of the UDHR. This challenge is also true of the other United Nations ratified international treaties, conventions, resolutions and documents that assist us in claiming and ensuring our rights. While all our rights are of equal value, importance and interconnection, it is not feasible to advocate for all our rights at the same time.

New Tactics in Human Rights has adapted four focus areas[3] to assist advocates to more strategically utilize and apply the human rights-based approach to everyday life experiences. When we ask, "What rights are being neglected, abused or denied in this situation," we can reflect upon HOW the denial of this right impacts the daily life of individuals in the community. Each of the four focus areas outlined below provides an opportunity to frame advocacy efforts in a way that relates to everyday life experiences.

Safety and Security

Does the violation or denial of this right primarily impact an individual or community's safety and security?

Political, legal, economic, cultural, and social systems must exist and, when combined, give people the building blocks for survival, livelihood, and dignity.

Advocacy questions:

- How does a political, legal, economic, cultural, social system or condition perpetuate the human rights violation you want to address?
- How does this situation violate or deny the person or the community's right to safety?
- How does this situation violate or deny the person or the community's right to security? (e.g., root cause issues include citizenship, health, education, work, etc.)

Non-discrimination

Does this situation primarily violate or deny the right to be free from any form of discrimination?

All people are entitled to the same human rights without distinction based on race, color, sex, language, religion, political or other opinion, national or social origin, property, birth, or other status.

Advocacy questions:

- Does the human rights violation, injustice, or risk of the violation you want to address occur because a person, group or community is discriminated against in some way?
- How does this situation violate or deny the person, the group, or the community their right to non-discrimination? (e.g., women, refugees, minority populations, people with disabilities, etc.)

[3] *The information related to these four areas of rights are adapted from and found in* ***Discover Human Rights: A Human Rights Approach to Social Justice Work****, The Advocates for Human Rights (http://bit.ly/1TmOp6v).*

Participation

Does this situation primarily deny or impact the right to meaningful participation?

Every person is entitled to active, free, and meaningful participation in, contribution to, and enjoyment of political, economic, social, and cultural development.

Advocacy questions:

- Does the human rights violation or injustice you want to address occur because a person, group or community is marginalized in some way (see non-discrimination)?
- How does this situation violate or deny an individual or a community's right to meaningful participation?
- Are there barriers that exist that prevent participation and engagement in community life? (e.g., for children, youth, women, refugees, minority populations, people with disabilities, etc.)

Protection – Accountability

Does this situation primarily deny the right to protection and accountability?

Everyone has a responsibility to protect human rights – in our homes, work places, community spaces, and country. Human rights must be protected by the rule of law. Governments have obligations and must comply with, and be accountable for, the legal norms and standards enshrined in human rights instruments.

Advocacy questions:

- Does the violation deny the person, group or community their right to protection based on the rule of law?
- Does the violation deny them their right to accountability?
- Does the violation deny them their right to redress?
- Are there legal obligations and accountability by those who have power – at the community, institutional, governorate, national and/or international levels – that must be fulfilled?

Aggregate Lessons Learned

Each case featured in the Jordanian Civic Activist Toolkit II successfully achieved change. These changes affected their own organization, marginalized and affected members of their community, the community as a whole, or more broadly the country. Change, a fundamental goal of human rights based advocacy, must be evaluated on the principles that "*rights are inherent to all human beings, whatever our nationality, place of residence, sex, national or ethnic origin, color, religion, language, or any other status. We are all equally entitled to our human rights without discrimination. These rights are all interrelated, interdependent and indivisible.*"[4]

There are a number of overarching lessons that can be derived from the presented cases that are useful for consideration in any advocacy initiative. The cases, which utilized the New Tactics in Human Rights 5-step ***Strategic***

[4] http://www.ohchr.org/EN/Issues/Pages/WhatareHumanRights.aspx (**Arabic** - http://www.ohchr.org/AR/Pages/Home.aspx)

Technology
Technology is moving fast in today's environment. It is important to consider how to leverage technology within the New Tactics 5-Step Strategic Effectiveness Method. For example, there are benefits and drawbacks regarding the use of technology in each of the advocacy action areas. Examine technology in relation to the appropriateness for the intended target groups and goals of an advocacy campaign. Remember that significant segments of the population may be left behind. Consider the most appropriate technology tools, whither for internal capacity building, research, mobilization or engaging decision makers.

Media
As with technology, consider the benefits and drawbacks of both traditional and social media. Have a clear media strategy to minimize damaging the advocacy efforts, as some media coverage could antagonize certain stakeholders and backfire, doing more harm than good. Remember, "first do no harm," by keeping in mind privacy and security concerns. Ensure, to the best extent possible, the protection of victims and those engaged in any advocacy

Effectiveness Method, highlight important lessons for the planning and implementation of advocacy campaigns. Tracking progress is made easier and clearer when using the four advocacy action areas: internal capacity building, research, mobilization, and engaging decision makers.

Step 1 – Identify the Problem

- A detailed problem identification and analysis is critical. The time, energy and resources invested to research the problem in this early phase are well worth the effort. This **research** does not need to be costly. Participatory research methods can facilitate both the idea inception and leadership of an initiative by those most affected by the issue. Engaging those most affected provides a deeper understanding the problem and helps to generate appropriate solutions. It is important to ensure the **internal capacity building** of the groups or organizations working to address the problem; seek opportunities to build capacity and take advantage of mentoring throughout the advocacy journey.

Step 2 – Create a Vision

- Build the **internal capacity** of the organization to know the human rights based change being sought. This vision of change helps those engaged – team members and stakeholder - to carry out the campaign. It is important to engage stakeholders in the early phases of any campaign in the strategy planning of any initiative.

Step 3 – Map the Terrain

- Take advantage of current local contexts that offer opportunities for **mobilization**. For example, the presence of civic activism movements, new legislation, changes in government, decentralization, etc.

Step 4 – Explore Tactics

- Keep the strategic goal of the advocacy campaign present (front and center) so as not to be steered off the goal when **mobilizing** allies and **engaging with decision makers**. This awareness of the goal provides flexibility and responsiveness to ongoing developments, dialogues, and negotiations. Throughout the entire campaign, the four advocacy action areas provide an opportunity for quick assessments of progress with potential for moving back and forth between the various steps of the New Tactics Method and the phases of a campaign when necessary.

Step 5 – Take Action

- When **engaging with decision makers** there should be a clear, tangible form of commitment, and a clear action plan to move negotiated demands forward. The commitment should extend beyond eliciting sympathy for the cause. Without clear demands, a commitment from decision makers to respond, and plan to monitor implementation, decision makers may simply leave their position with no action forthcoming.

The following lessons learned provide a brief glimpse into the many insights outlined in each case study highlighting the advocacy campaign experience of Jordanian organizations. Key lessons are provided within the framework of the four action areas of internal capacity building, research, mobilization and engaging decision makers. Change is outlined as it occurs from small scale internal changes that reflect an organization's ability to carry out effective advocacy to large scale system and policy changes. Achievements are made

in each advocacy area and serve to advance advocacy goals. Each action area supports the others. All action areas are needed to achieve systemic, policy or cultural change. Consider how these four action areas work together to achieve the campaign's goals. Then consider how you can use these ideas and lessons learned to evaluate and monitor your own progress, challenges and successes. The following table displays a "birds-eye" view of the key lessons shared in each advocacy action area.

Internal Capacity

Successful advocacy efforts require organized and collective action. This involves attention to a group or organization's internal capacity to carry out the advocacy including its structure, leadership and decision making processes.

Human rights based engagement and recruitment is essential for internal capacity building

Participation and empowerment of marginalized groups and those affected by rights violations

Developing and managing an advocacy campaign

Advocacy training and mentoring

Campaign management structures: committees / teams / advisory bodies

Overcoming limited skills and human resources

Skill building

Special expertise

Internal analysis (i.e., SWOT)

Managing expectations, unexpected success, and internal conflicts

Research

Research is a critical component to informing every aspect of advocacy. Human rights based research methods ensure the engagement and participation of marginalized and affected groups.

Participatory research methods to recommend solutions

training

focus groups

peer research

dialogues

Technology

Confidentiality and protection of victims ("first, do no harm")

Media

Positive message development

Mobilization

Mobilization requires attention to engaging and empowering stakeholders in a collective effort, especially those from marginalized groups and those affected by the issue. Collective mobilization is vital for reaching human rights based solutions.

Engaging stakeholders to mobilize for action

Marginalized and affected populations

Engaging Allies

- *Collaborations*
- *Partnerships*
- *Networks*
- *Coalitions*

Technology and media engagement

- *Traditional media*
- *Social media*
- *Video, etc.*

Engaging Decision Makers

Advocacy for systemic, policy, and cultural change requires the engagement of decision makers. This requires attention to understanding and applying power dynamics within decision making processes to positively affect change on an issue.

Engaging decision makers as allies and to take action on recommendations based on evidence

Understanding bureaucratic processes to overcome institutional barriers

- *Understanding existing power dynamics*
- *Capitalizing on existing social and political hierarchical relationships and networks*
- *Understanding which lobbying method would be most effective with decision makers in question (i.e., petition, demonstration, dialogue, etc.)*

Technology challenges

Building trust, interest and investment in finding solutions

Leveraging recommendations from international bodies

Public policy and societal change require longer term strategies and commitments

Key Lessons

Attention to the internal capacity to carry out an advocacy campaign such as the structure, leadership and decision making processes.

Human rights based engagement and recruitment is essential for internal capacity building

Participation and empowerment of marginalized groups and those affected by rights violations

Internal Capacity

Any successful advocacy effort requires organized and collective action. This requires attention to a group's or an organization's ***internal analysis*** *of its capacity to carry out advocacy including commitment, structure, mobilization, leadership and decision making. A fundamental principle of human rights based advocacy is the* ***participation and empowerment of marginalized groups****. While* ***engagement and recruitment*** *among target populations is critical for advocacy success, it often presents a significant capacity and mobilization challenge for organizations to overcome. The benefits to building an organization's internal capacity based on participation and empowerment are internally and externally transforming.*

Sisterhood is Global Institute (SIGI) actively sought and engaged victims in their *Campaign to Abolish Article 308 in the Penal Code - Najat: Stop Impunity of Perpetrators and Protect Survivors of Sexual Based Violence*, thereby providing an essential perspective for addressing the problem. These girls and women, forced to marry the perpetrators who had raped them, provided living proof of the violation of their rights with courageous testimony to decision-makers. The recognition they received was both restorative and empowering, as they could use their experience to help others.

Forearms of Change Center to Enable Community (FOCCEC) centered the recruitment and selection for data collectors and analysts, peer educators, outreach workers and volunteers upon the criteria of engagement and acceptance of the target group without discrimination. Non-discrimination is a fundamental principle in human rights advocacy. The participation of the target group, youth at-risk for HIV/AIDS, was essential to the success of the entire *Empowering At-Risk Youth in AIDS Prevention* advocacy campaign. Without the voluntary participation of the target group, FOCCEC did not have the internal capacity or the ability to reach and gain access to their target population.

Information and Research Center – King Hussein Foundation (IRCKHF) engaged care leavers from the very beginning of the contextualization of the problem to their core engagement in the campaign of *Empowering Care Leavers in Jordan*. Care leavers are youth who have spent a portion of their lives living in care homes. Upon reaching a certain age they are discharged and expected to transition into a life of independence, very often with no family supports. No one had ever previously asked these young people themselves about their experience. This was the first and essential element in empowering care leavers. This highlighted for IRCKHF the importance of using a human rights based approach.

DAMJ Company for Community Empowerment (DAMJ) engaged the farmers who are unable to benefit from the Agricultural Risk Fund compensations. These farmers were being impacted by unforeseen agricultural risks, such as freezing. Farmers were engaged in reviewing the assessment process and compensation forms in order to suggest appropriate solutions in the *Agriculture Without Risk/ Northern Jordan Valley* campaign. They provided their first-hand experience, views and expectations in meetings with the Fund personnel.

Developing and managing an advocacy campaign

The process of developing an advocacy campaign is as important as the on-going management of the campaign. USAID CIS provided ***advocacy training opportunities****, including New Tactics' human rights based* ***Strategic Effectiveness Method*** *training for grantees that received Democracy, Rights and Governance (DRG) grants and Advocacy Support Funds (ASF) featured in this Toolkit.* ***Advocacy***

training and mentoring *provided an opportunity to engage stakeholders in the development of the advocacy campaign and create* ***campaign management structures*** *– such as committees, teams, and advisory bodies.*

Advocacy training and mentoring

The Royal Marine Conservation Society of Jordan (JREDS) utilized the New Tactics method to conduct advocacy trainings with their own staff, members of other organizations, and community members. JREDS found that using the New Tactics method was a very useful and effective way of gaining support from staff and "buy-in" from community members in building the *Our Beaches are NOT for Sale* campaign and join a coalition of organizations.

The Specific Union for Productive Farmer Women (SUPFW) trained twenty-four (24) women farmers as Union representatives in the main concepts of advocacy and in the New Tactics method which provided a structured process to work according to a planned and organized system. Although some of the women farmers were illiterate, the New Tactics participatory processes engaged and empowered all participants in the development of their campaign of *Advocating for Women Farmers' Right to Public Health Insurance*.

Al Masir International Center for Studies Research and Training (Al Masir) greatly expanded their view of advocacy as a result of the New Tactics method training – such as who is involved and pathways to address their issue of the illegal excavation and trade of Jordan's antiquities. This helped them assess the skills and areas of expertise of team members to more effectively leverage specializations in different fields and leverage their networks with decision makers in their campaign, *Saving Our Cultural Heritage, Combating Illicit Excavation and Trade in Antiquities*.

Campaign management structures: committees / teams / advisory bodies

JREDS managed decision-making within a broad coalition of twenty-one (21) member organizations by creating eight committees, including a steering committee for overseeing the entire *Our Beaches are NOT for Sale* campaign.

FOCCEC established a fifteen member coordination committee to engage relevant stakeholders in the field of HIV, including decision makers from important government institutions. The process of organizing the committee included sharing the aim and goals of their *Empowering At-Risk Youth in AIDS Prevention* campaign, receiving nominations for delegates, and delegate's commitment to meet quarterly.

Princess Basma Development Center Karak (PBDC) created a committee of twenty members to provide leadership for the *Wadi Al-Karak Environmental Advocacy Campaign: Enforcing National Laws Related to Dealing with Wastewater Treatment in Wadi Al-Karak*. The members included representatives from various stakeholders: The Governorate Council (decentralization), environmental activists and officials from the environment, agricultural, water, and health sectors in Karak governorate.

SUPFW set up specific teams to carry out advocacy activities and responsibilities which channeled their time and effort. This helped staff to think systematically, focus their energy to be productive, and feel empowered when conducting their campaign *Advocating for Women Farmers' Right to Public Health Insurance*.

SIGI created an advisory committee that served as experts from such diverse areas of law, religion, social, cultural, psychosocial, health and human rights; and included specific gender and research consultants. In addition, SIGI set up a media team to develop and select key messages based on the feedback from coalition members of the *Campaign to Abolish Article 308 in the Penal Code*.

Internal analysis: overcoming limited skills and human resources

Limitations of human and financial resources as well as changes in staff are inevitable. However, a conscientious process of internal analysis of these challenges can provide opportunities for internal ***skill building****, as well as new avenues for stakeholders and others with* ***special expertise*** *to engage in the advocacy campaign. Continual assessment of available resources by those in leadership positions is required, whether an organization is carrying out an advocacy effort with staff, volunteers or contracted experts.*

IRCKHF experienced significant changes in staff with three different dual role senior researchers/project managers responsible over the duration of the advocacy campaign. The double responsibility was a challenge as it required someone with both special administrative and technical skills to be able to perform all aspects of the research. An internal analysis of the staff changes brought to light the absence of a holistic research plan that could provide guidance and be passed from one person to the next in the event of staffing changes.

Skill Building

SUPWF was provided with a variety of training opportunities by USAID CIS that yielded an overarching strategic plan and an analysis of the SUPWF's training needs. An internal analysis yielded capacity building that went beyond advocacy skills to include report writing, computer and English language skills, organizational transparency, and gender analysis. CIS staff assisted the SUPWF's leadership in reviewing, understanding, analyzing and communicating the results of research components that were conducted.

Special Expertise

FOCCEC's extensive experience, skills and ability to work with at-risk target groups in the field of HIV/AIDS provided an important asset in their campaign for *Empowering At-Risk Youth in AIDS Prevention*. Professional expertise included a psychiatrist, an infectious disease specialist, a psychologist, a lawyer, and a health educator with experience working in the Ministry of Health's national AIDS program. An accurate analysis of the organization's skills put these areas of expertise to work in training staff and volunteers.

Al Masir utilized the combination of researchers with specializations in different fields applicable to their campaign, *Saving Our Cultural Heritage, Combating Illicit Excavation and Trade in Antiquities*: socio-economics, international law and local legislations, museum documentation and registration, along with networkers with MPs, government officials and concerned security authorities. Working as a team expanded opportunities to develop and foster new skills among the members, especially in the area of community engagement.

SUPWF contracted consultants for specific areas of research expertise. This was challenging but essential for gathering research information and analysis that was vital for their campaign *Advocating for Women Farmers' Right to Public Health Insurance*. Based on their experience, they recommend that organizations establish a clear scope of work up front for consultants; then select the most suitable candidate for the scope of work; and work closely with the consultant throughout the entire process.

Internal analysis (SWOT – strengths/ weaknesses/opportunities/threats)

Tibneh Charitable Association (Tibneh) utilized a SWOT analysis to highlight the strengths and weaknesses of the team. As a result, Tibneh recruited experts in specific fields, based on the internal analysis of the technical requirements needed to conduct the *Preserving the Ancient (Perennial) or Rare Rumi Olive Trees in the Town of Tibneh/Irbid Governorate* campaign. Experts included an agricultural engineer to serve as a technical advisor specialized in olive trees and who is familiar with agriculture laws and regulations, and a researcher with

experience in scientific research on olive trees to analyze the problem and draft a position paper.

Managing expectations, unexpected success, and internal conflicts

Managing expectations *for speedy resolution of often long standing issues among target groups is a challenge for organizations. When expectations are not met, it can be difficult to keep stakeholders engaged and motivated. On the other hand, the impact of* ***unexpected success*** *in reaching the desired goals of an advocacy campaign can also create new opportunities and challenges for organizations to manage, including internal conflicts that require thoughtful management.*

Greyscale Films' 209 *King Hussein Street* achieved greater outreach than expected, especially in their episodes regarding voter participation in the 2016 parliamentary election. The episodes reached about 8 million viewers (recurring). Due to so many shares on social media, Greyscale couldn't cope with the quantity of comments. While this built people's hopes, the outcome of the election did not reach their expectations. This resulted in disappointment and disillusionment. The public, especially youth, believe that change will come fast. Yet, building citizen engagement is a lengthy process.

SUPWF discovered that additional women farmers were naturally reached through the word of mouth of women who gained health insurance and shared this achievement with other women. In this way, the *Advocating for Women Farmers' Right to Public Health Insurance* campaign goal to reach 250 women actually reached over 700 in one targeted community. SUPWF was operating at full capacity during the campaign. SUPWF had refrained from using media outreach, which would have been counter-productive. Such outreach could actually have seriously hampered their ability to carry out the campaign in the targeted community.

IRCKHF was faced with a decision regarding the organization's overall mission as a result of their powerful experience of working with and building relationships with the vulnerable youth population of care leavers. A network of care providers emerged from the success of the *Empowering Care Leavers in Jordan* campaign. IRCKHF made the decision to expand their mission into new territory by joining the direct advocacy work with care leavers through the network of care providers.

Key Lessons

Human rights based research ensures the engagement and participation of marginalized groups.

Research

Research is a critical component to informing every aspect of advocacy. Research, whether simple or complex, is critical to all four of the advocacy action areas. Research makes it possible to gain in-depth, accurate and up-to-date information while engaging and understanding stakeholders. Participatory research methods are specific approaches to research that emphasize community participation and action. This is research that seeks to collaboratively build understanding and reflection in order to make change. Research ***informs the direction*** *of advocacy, including shifts in direction based on new and emerging information. This includes laws and policies (content) along with the implementation processes and how these may affect different marginalized populations (structure); and the actual experiences of the target population (culture). Research analysis provides the basis and rationale to* ***recommend solutions*** *that take into account gender, disability, stigma and other factors encountered by marginalized groups. A key skill learned and employed in each campaign was* ***position paper*** *development, based on thorough research. This provided a solid foundation for recommendations to decision makers. Research also plays a significant role in the use of* ***technology*** *and* ***message development*** *for outreach, engagement and mobilization of stakeholders on an issue. While research provides significant benefits it is important to address ethical and privacy considerations. It is essential for organizations to think through processes and mechanisms to follow the mandate of* ***"first, do no harm" for the protection of victims and survivors*** *who come forward to share their experiences.*

Participatory research methods (training/ focus groups/peer research/dialogues) to recommend solutions

The Royal Marine Conservation Society of Jordan (JREDS) used the New Tactic method as a participatory training process to engage local community members and organizations in the initial problem analysis. "Investors" were consistently identified as a top reason for the depletion of public beachfront properties. As JREDS conducted in-depth research, they understood that stopping investors would not necessarily guarantee citizens' their right to access the beaches. Investors, current and future, could still charge beach access fees beyond the capacity of most Jordanian citizens. These discoveries helped point the *Our Beaches are NOT for Sale* campaign in the direction required to preserve citizen's right and access to public beaches.

The Specific Union for Productive Farmer Women (SUPFW) used focus groups to engage women farmers in sharing their concerns. Women farmers confirmed that health insurance was a very high priority. As a result, SUPFW contracted an expert to explore legal avenues to gain special exemptions for women farmers to gain health insurance. The legal analysis uncovered the fact that many women farmers could already avail of the right to free health insurance due to their level of poverty. SUPFW designed a questionnaire used by Union members to identify women farmers in Northern Shouneh who might meet the eligibility criteria. This discovery transformed SUPFW's advocacy effort by focusing their *Advocating for Women Farmers' Right to Public Health Insurance* campaign on facilitating eligible women farmers' in gaining access to their right to health insurance.

Forearms of Change Center to Enable Community (FOCCEC) engaged members of the target group of youth at-risk for HIV/AIDS through participatory research processes at the outset of their *Empowering At-Risk Youth in AIDS Prevention* campaign. The target group was essential for developing, conducting and analyzing the results of a survey and focus groups. The results provided critical information and insights for methods of outreach and services. Based on the

research, FOCCEC created a peer educator training manual and developed educational materials for providing effective services. By working alongside the target group, FOCCEC gained their trust and made it possible to understand the extent of the societal stigma and systemic discrimination they face. This understanding helped guide FOCCEC's advocacy efforts to address systemic discrimination taking place in health institutions, laboratory testing facilities, and among health professionals.

Information and Research Center – King Hussein Foundation (IRCKHF) created an innovative peer research process, implemented by youth care leavers themselves after receiving intensive training and coaching to enable them to conduct the data collection. This was an important innovation that IRCKHF introduced to ensure a holistic approach to the research design and implementation. This increased the relevance of the findings of the research, reflecting the reality of this marginalized and secluded segment of Jordanian society. The findings revealed that male and female care leavers in Jordan have different experiences when leaving care homes with expectations for living independently. This critical information supported the development of future gender appropriate and sensitive interventions to advance the campaign for *Empowering Care Leavers in Jordan.*

Sisterhood is Global Institute (SIGI) succeeded in contributing national research, the first of its kind, to understand the range of legal and social viewpoints on Article 308. The study gave voice to the victims and guidance for developing the national *Campaign to Abolish Article 308 in the Penal Code – Najat: Stop Impunity of Perpetrators and Protect Survivors of Sexual Based Violence*. As a result, discussions were able to focus on the actual legal and legitimized concealment of sexual crimes committed against women and girls. SIGI conducted dialogues, led by local women's organizations, which provided a platform for SIGI to present the findings of the research study and a position paper outlining concrete recommendations for discussion.

Islamic Charity Center Society (ICCS) adopted the methodology of rapid participatory research for the *Girls' Right to Education in Jurf Al-Darawish Village – Tafilah* campaign. For this purpose, they formed a research team of twenty members representing the local community as well as members from outside the community. The team ensured gender representation as far possible considering the conservative nature of the village. The main researcher and the research team ensured the voices of female and male students were heard in describing the problem and proposing solutions. Even though the focus was on female students they wanted to see if boys were impacted as well by the lack of school facilities reaching beyond the sixth grade. The research provided critical information to the Governorate's Municipal Council which resulted in a decision to include the construction of a school in the Governorate's budget for the year 2019/2020.

Technology

Al Masir International Center for Studies Research and Training (Al Masir) adopted a research based approach for dialogues to engage local community members, institutional and government decision makers in their *Saving Our Cultural Heritage - Combating Illicit Excavation and Trade in Antiquities* campaign. Al Masir's identification of the gaps in the documentation and registration of antiquities, along with the broad range of stakeholders reinforcing the profit chain, provided new insights for developing appropriate solutions to the illegal trafficking and trade of Jordan's antiquities. Research and analysis of the problem made it clear that both governmental action and

community involvement are critical for the protection of Jordan's cultural heritage. Without local community understanding, valuing and participation in their own cultural heritage, the loss of Jordan's antiquities will continue.

Princess Basma Development Center-Al-Karak (PBDC) commissioned a specialized national entity to conduct a laboratory analysis of water samples from the wastewater treatment plant in Al-Karak. The results constituted scientific evidence provided by a licensed national institution and provided leverage in mobilizing stakeholders and supporters, as well as when engaging in dialogue with decision makers. The results also contributed to creating a position paper based on a clear understanding of the problem and its ramifications. This was a solid tool for the campaign team to use when presenting the advocacy case and highlighting the importance of finding direct solutions. This improved the team's ability to present, discuss, and achieve better results in the *Wadi Al-Karak Environmental Advocacy Campaign: Enforcing National Laws Related to Dealing with Wastewater Treatment in Wadi Al-Karak*.

Greyscale Film's *209 King Hussein Street* episode format was continually updated based on best practices in the field and the monitoring of audience engagement. Greyscale made a significant shift to shorter video formats. These were very successful in attracting their target youth audience. Eventually Greyscale reduced even the eight minute video length to a range of three to four minute episodes. These short episodes went viral. However, regardless of the length of video time for an episode, it was critical and essential to maintain the accuracy and quality of information being provided. Greyscale discovered this meant that the topic research, interview processes and effort required for each episode remained the same, regardless of the length of the video format.

Confidentiality and protection of victims – "first, do no harm"

FOCCEC designed a code based data system to ensure privacy and confidentiality for beneficiaries receiving counselling and testing services in their *Empowering At-Risk Youth in AIDS Prevention* campaign. This system provides for confidential follow-up and tracking for referral services for public and private centers concerned with the reduction of violence and harm. The code-based system and referral service make it possible for FOCCEC to follow the referred beneficiaries to facilitate and ensure the services are provided without obstacles or challenges.

SIGI discovered that interviewing victims was the most challenging aspect within the research areas they conducted regarding Article 308. This required SIGI to define measures to guarantee ethical practices and confidentiality while balancing the possibility of offering referral advice when needed. SIGI recognized that while sharing experiences can empower victims, this also puts them in precarious situations. SIGI kept the identities of victims confidential especially as the media were often asking to talk to victims. Involvement of victims in the *Campaign to Abolish Article 308 in the Penal Code - Najat: Stop Impunity of Perpetrators and Protect Survivors of Sexual Based Violence* significantly helped to provide evidence and insight into shaping the campaign. Stories were documented to highlight how Article 308 was misused and manipulated to serve the perpetrators.

Positive message development

Greyscale Films used research and monitoring of audience reactions to messaging on *209 King Hussein Street* online episodes. While simple, short, bold statements were made to attract their youth audience's attention, in some cases this approach backfired. Greyscale learned that negative messages caused

episode audiences to become defensive rather than fostering participation in the topic discussion. This shifted Greyscale's focus and direction to create positive messages to maintain and keep audiences engaged.

Mobilization

The human rights based approach inspires ideas for our advocacy work to ensure that all people can gain freedom, equality and dignity. One vital aspect of this work is to empower people to be engaged and mobilize to demand their rights. Mobilization of stakeholders is the external indication of change, going hand-in-hand with internal capacity building. Mobilization takes many forms, perhaps limited only by our own imagination and creativity. Critical components for reaching campaign goals include ***engaging stakeholders and marginalized populations****, and* ***effectively identifying and engaging allies****.* ***Technology*** *is playing a larger role in how we work together and mobilize toward human rights based solutions. A common misunderstanding among advocacy organizations is that media engagement is always the most effective outreach mechanism and necessary for successful advocacy. However, it is important to identify the risks and limitations of both traditional and social media platforms for mobilization.*

Key Lessons

Empowerment of stakeholders, especially those from marginalized groups affected by the issue, to mobilize toward human rights based solutions

Engaging stakeholders and marginalized populations

Forearms of Change Center to Enable Community (FOCCEC) initially identified many organizations for potential collaboration on the *Empowering At-Risk Youth in AIDS Prevention* campaign. However, as a result of discussing a specific campaign goal - to fight the stigma and discrimination faced by marginalized groups regarding HIV testing – FOCCEC decided to narrow the stakeholders for outreach and collaboration. FOCCEC ensured that the decision making team included a peer educator from the target group and selected a smaller number of stakeholders to work with directly.

The Royal Marine Conservation Society of Jordan (JREDS) reached a broad range of stakeholders in the *Our Beaches are NOT for Sale* campaign. Awareness workshops were conducted for public constituencies to learn about beach access, the coastal resources situation and the ASEZA development plans. Those constituencies were then asked to get involved. JREDS used a wide variety of tactics to engage specific stakeholder groups in public activities. Adults, youth and people with disabilities conducted field visits to Aqaba beaches to see the condition of public beaches first hand. They organized beach and dive area clean up actions. They brought greater public and media attention to the situation through youth, adults and people with disabilities standing side-by-side to form a "human chain" along the public beach front.

Al Masir International Center for Studies Research and Training (Al Masir) organized dialogues with stakeholders centered on research findings which built understanding of the critical losses to cultural heritage resulting from illegal trade in antiquities. This empowered diverse stakeholders – community, non-governmental organizations, governmental agencies and parliamentarians – to validate the findings and be engaged in designing solutions for the *Saving Our Cultural Heritage - Combating Illicit Excavation and Trade in Antiquities* campaign.

Engage Allies (collaborations/ partnerships/ coalitions / network building)

JREDS recognized the importance of engaging allies in campaign decision making and management in order to best assess and utilize available skills and resources. As a result, JREDS was able to approach individual experts, academics and professional associations to collaborate on critical research for the *Our Beaches are NOT for Sale campaign*. These experts provided key areas of research: coastal resource conditions that included the measurement of

the coastline and the development of maps; impacts of development projects on livelihoods (fishing, tourism and recreation); and analysis of the ASEZA development plans.

The Specific Union for Productive Farmer Women (SUPFW) engaged allies from Union member associations and the other women's organizations in North Ghor to join the *Advocating for Women Farmers' Right to Public Health Insurance* campaign. Among these ally organizations was a Union member and four other local women's organizations. These allies made up a core group which formed three teams that implemented the campaign. The New Tactics method training provided SUPFW and their allies with a common language and understanding of advocacy which was accessible to all the women, including illiterate women leaders. This fostered cooperation and team spirit which contributed to the Union's flexibility by aiding their selection of the right people – those that believed in their vision, their capabilities, and to be open minded when coping with advocacy campaign changes.

Partnerships

Greyscale Films spent considerable time conducting research on each 209 *King Hussein Street* episode. Greyscale would collaborate with one or two CSOs for each 209 King Hussein Street episode. This collaboration made it possible to interview those that had already done in-depth research and come up with specific recommendations.

Networks

FOCCEC created partnerships with public and private health service and institutional stakeholders to advance the *Empowering At-Risk Youth in AIDS Prevention* campaign. The partnerships helped facilitate FOCCEC's ability to track the access to health services for at-risk youth while also reducing the challenges and obstacles preventing at-risk youth from accessing those services

Information and Research Center – King Hussein Foundation's initial outreach targeted a broad range of organizations already providing services or that might be interested in providing service to youth leaving care homes. However, they soon recognized the importance of engaging with organizations that agreed to use and promote positive terms of reference desired by care leavers themselves, such as "orphans", "care leavers" and "youth deprived of family ties". As a result, these organizations came together to learn more about what they do and can provide. This laid the foundation for building a referral network for care leavers. Six organizations have been mobilized to form a network of service providers for care leavers - ranging from vocational education opportunities to legal assistance. The network is currently working on a mechanism involving a case management system to better coordinate their services to care leavers.

Coalitions

JREDS built a coalition of twenty-one (21) local organizations that included concerned individuals, experts, academics, environmental and human rights organizations, and professional associations. Coalition members took on responsibilities through eight committees that engaged 136 organizations and over 2,600 people, including youth and people with disabilities in the *Our Beaches are NOT for Sale* campaign. The level of community engagement created through the campaign yielded another significant success – nine of the largest environmental NGOs in Jordan came together to form a union of environmental associations. This is the first of its kind in Jordan to carry out environmental advocacy on a national level. In 2015, this National Environmental Coalition became a federation.

Sisterhood is Global Institute (SIGI) built and mobilized a coalition of over 100 local, regional, and national civil society organizations which worked collectively

to provide the capacity to carry out the *Campaign to Abolish Article 308 in the Penal Code - Najat: Stop Impunity of Perpetrators and Protect Survivors of Sexual Based Violence*. This included the selection of local delegates from all twelve governorates. These delegates were provided with training to represent the coalition's position and recommendations regarding Article 308. SIGI acknowledges the great interest in and appreciation of the many efforts, voices, non-governmental actions, other campaigns and national governmental actions that joined forces in condemning Article 308 and calling for its abolition.

Technology and media engagement (traditional, social media, video, etc.),

IRCKHF utilized research that focused on identifying the stigmatizing terms used against orphans and care leavers in the media (newspapers, mass media) in Jordan. This media research was particularly useful to identify the types and sources of discrimination in order to mobilize the media to reduce and eliminate such discrimination. IRCKHF succeeded in gaining the support of media sources to use a "do and don't" guide developed by the *Empowering Care Leavers in Jordan* campaign. Based on on-going monitoring by IRCKHF, the media is demonstrating their adherence to the new terms. The compliance from different media is high. They changed the terms they use while addressing or talking about orphans. There are fewer instances where IRCKHF has to send a letter to the editor to correct a story.

Traditional media

SUPFW's experience highlights the importance of considering the purpose and timing of outreach to engage the media for mobilization. SUPFW succeeded in reaching over 700 women farmers in their target community without any media assistance. At the same time, SUPFW recognized the significant role that media can play in educating the public about their right to health insurance. SUPFW decided to engage media only after the successful implementation of their *Advocating for Women Farmers' Right to Public Health Insurance* campaign. This important decision to tell their advocacy story to the media is intended to inform not only women farmers, but all families who earn less than 300 JOD per month, that they have a right to free health insurance. SUPFW assigned a media consultant to conduct outreach to the media. Their success story has been reported beyond their local area, including articles written and TV interviews being broadcasted.

SIGI built upon the momentum for societal change when HRH Princess Basma Bint Talal, Head of the Jordanian National Commission for Women (JNCW), made a speech at the opening of the 16-day campaign to combat violence against women in November 2016. Traditional media coverage often centers on special events and personalities. This understanding helped SIGI to advance the *Campaign to Abolish Article 308 in the Penal Code - Najat: Stop Impunity of Perpetrators and Protect Survivors of Sexual Based Violence*. Media coverage was mobilized to amplify the actions and works produced by SIGI and coalition members through broadcasts, publications by female and male media figures, caricaturists, and columnists.

Prisoners and their Families Aftercare Center (EDMAJ) utilized traditional media platforms to raise the issue of violations faced by prisoners and their families after the prisoner's release. EDMAJ focused on utilizing religious programs due to their outreach and popularity. They also used traditional media outlets to introduce the issue to the public to raise awareness on the existence of this violation and to contribute to changing the negative stereotypes surrounding former prisoners and their families. The successes achieved by the *Prisoners' Rights to Rehabilitation Centers and Reform Upon Release* campaign gained coverage. For example, private sector companies who agreed to employ

former prisoners without requesting a “No Criminal Record” document, were featured in newspaper, television and radios. These companies were highlighted as models for other companies and institutions to be inspired and follow suit.

Social Media

Greyscale Film’s use of social media as a platform for 209 *King Hussein Street* proved to be an effective outreach tool to engage and mobilize the younger population of Jordanians, particularly men. There was a prominent difference in gender involvement, with a clear weakness in attracting female participation. Greyscale attributed this gap to two key factors. First, key messages were not gender sensitive. For example, the use of masculine language is generally considered to be “neutral” but is actually male biased. This revealed that a shift in language may make a difference in how women would interact with an episode. Second, gender specific information and facts were not provided related to how laws and topics discussed affect women. Greyscale responded by producing some episodes that focused on issues that emphasized remedies for gender inequalities such as the women quota in the election law. Greyscale observed that the nature of social media presented challenges for mobilization. For example, people post and then forget about it, making it difficult to maintain interest as well as improve outreach and engagement to target audiences.

Video

IRCKHF creatively channeled the results from the peer research and social stigma survey into a play and a social media page based on care leavers' personal stories. The play captured and reflected some of gender specific challenges that female care leavers encounter while highlighting the common, general obstacles care leavers face. In order to build awareness and foster interaction between care leavers with students and the general public in an innovative way, IRCKHF launched a social media Facebook page "Humans of Amman." In this way the *Empowering Care Leavers in Jordan* campaign shared stories of care leavers, particularly youth deprived of family ties. IRCKHF also evaluated the impact social media may have on victims and survivors as they share their stories and considered how any negative impacts may be addressed. IRCKHF ensured that the identities of the young people were kept anonymous. The result in this case was quite positive with people being sympathetic to the challenges faced by care leavers.

FOCCEC thoroughly assessed the most effective ways to mobilize their target population in their *Empowering At-Risk Youth in AIDS Prevention* campaign. Rather than using general media outreach mechanisms, FOCCEC has focused on face-to-face direct outreach and word-of-mouth sharing of information. This has been a very effective way of reaching their primary target group. They have also thoughtfully utilized their website and Facebook page to promote educational materials as well as their hotline, general services and contact information. Social media has been useful in promoting awareness messages on HIV rapid testing, particularly informative videos, targeting men and women using its website and Facebook page.

JREDS's *Our Beaches Are NOT FOR SALE* campaign effectively used their research outcomes in an eight minute video. The video highlighted the campaign's priority messages regarding problems that have arisen from the uncontrolled urbanization and the sale of public beaches to private investors. The campaign message development was centered on four main thematic areas: access to the beach is a human right; environmental and economic impacts; public health and safety; and social discrimination. This messaging information was further channeled into TV and radio interviews which continued to build broader community awareness and engagement for mobilization actions.

Engaging Decision Makers

Whether change is being sought at the national levels of government or with informal decision makers in the local community, advocacy for policy, system and cultural change requires the engagement of decision makers. ***Engaging decision makers as allies*** *is essential for understanding policies, mechanisms and human behaviors which hinder their effective implementation. Engagement brings additional benefits by* ***building trust, interest and investment in finding solutions****. Generally, people in decision making positions are genuinely interested to assist and problem solve to be more effective. However, they are often under-resourced. This lack of resources, human and financial, tends to make institutions – and those responsible for them – cautious or even resistant to making changes. This can present challenges for* ***understanding bureaucratic processes to overcome institutional barriers****. It is especially beneficial to mobilize decision makers to take action on recommendations based on evidence with an* ***understanding of the existing power dynamics****. This makes it possible to better assess the* ***lobbying method most effective with decision makers in question****. A thorough examination of the context provides opportunities to* ***capitalize on existing social and political hierarchical relationships and networks****. Recommendations which come from research or other sources such as personal testimonies, validates the recommendations. This can result in significant gains. It is important to also recognize that policy and social change advocacy efforts require organizations to invest in longer term relationship building and strategies.*

The Royal Marine Conservation Society of Jordan (JREDS) sought out Aqaba Special Authority (ASEZA) staff to assist them in understanding the structure and functions of ASEZA. In the process of engaging mid-level decision makers, these staff members became invaluable allies for the success of the *Our Beaches are NOT for Sale* campaign. These allies, Aqaba citizens with expert knowledge of ASEZA, provided information regarding the absence of a mandated directive for public beaches in the ASEZA 'Master Plan.' This understanding of the bureaucratic process opened the door for an immediate and effective solution to preserve coastline properties and citizens' right to access public beaches. As the 'Master Plan' specified key decisions on zoning and development priorities in Aqaba, the immediate focus of the campaign shifted to amending the 'Master Plan' to include a mandate for public beaches.

The Specific Union for Productive Farmer Women (SUPFW) engaged the Director of the Social Development Directorate, in the Ministry of Social Development (MoSD) office in Northern Shouneh in the *Advocating for Women Farmers' Right to Public Health Insurance* campaign. The Director helped SUPFW in a number of critical ways: to determine the health insurance eligibility requirements; accompanied them to provide outreach seminars to women farmers to promote the health insurance structure and document eligibility; and assisted in addressing bureaucratic barriers. To overcome the bureaucratic processes and institutional barriers, the SUPFW coordinated with nine government agencies to prepare government staff for dozens of women arriving to each department in order to complete their application process. This coordinated effort resulted in over 550 women farmers gaining their right to free health insurance; and the MoSD issuing a manual to facilitate the process to access free health insurance according to eligibility criteria.

Information and Research Center – King Hussein Foundation (IRCKHF) pursued a formal relationship and exchange with the Ministry of Social Development (MoSD) through a Memorandum of Understanding (MoU) to

Key Lessons

Advocacy for systemic, policy, and cultural change requires the engagement of decision makers

Engaging decision makers as allies and to take action on recommendations based on evidence

Understanding bureaucratic processes to overcome institutional barriers

advance the E*mpowering Care Leavers in Jordan* campaign. This process took considerable time due to specific protocols required for engagement. Communication with the MoSD took much longer than the IRCKHF had anticipated. They discovered they could not conduct interviews with care homes and care givers prior to having a signed MoU. This bureaucratic process resulted in delays that affected IRCKHF's access to information. However, once the MoU was signed, the institutional barrier was removed and IRCKHF was able to engage with the MoSD as allies to gain access to critical information and coordinate with staff and care givers.

Understanding existing power dynamics

Sisterhood is Global Institute (SIGI) and its coalition members created local delegations comprised of a tribal leader, religious leader, and a media specialist for the *Campaign to Abolish Article 308 in the Penal Code - Najat: Stop Impunity of Perpetrators and Protect Survivors of Sexual Based Violence*. These delegations brought their understanding of the existing power dynamics into their lobbying process which provided guidance on how to reach decision makers in their local community to become allies. In order to demonstrate the support coming from the broad range of civil society, SIGI organized high profile delegations coming from every governorate to advocate with government bodies and Parliament members to abolish Article 308.

Princess Basma Development Center- Al-Karak (PBDC) effectively engaged with decision makers through the members of their campaign committee. These members included representatives of the Governorate Council (decentralization), environmental activists, and officials from the environment, agricultural, water, and health sectors in Al-Karak governorate. This leveraged their understanding of the structures and power dynamics. This opened opportunities to hold direct dialogues to discuss the issue and its ramifications with decision makers, especially the Secretary-General of the Water Authority and the Secretary-General of the Jordan Valley Authority. By cooperating with the Governor of Al-Karak, PBDC was able to exert pressure on the Ministry of Water and Irrigation. Significant results of the *Wadi Al-Karak Environmental Advocacy Campaign: Enforcing National Laws* included the allocation of 250 thousand Jordanian Dinars for immediate maintenance of the treatment plant, as well as putting pressure on the responsible contractor to speed up work on the new treatment plant.

Capitalizing on existing social and political hierarchical relationships and networks

Understanding which lobbying method would be most effective with decision makers in question (dialogues/ petitions / demonstrations)

Tibneh successfully capitalized on the social structure within the village where tribal leaders and local dignitaries (Mukhtars) enjoy high status and influence. Tibneh was able to activate the role of those Mukhtars by gaining their support in making rights-based demands that served the public interest of all the people of Tibneh. Gaining the Mukhtars' support was effective in shifting their traditional role of making tribal or personal demands to a role that worked on behalf of all the people. Furthermore, these dignitaries accompanied the Tibneh team during their visits to the decision makers to clarify the problem and stress the seriousness of the *Preserving the Ancient (Perennial) or Rare Rumi Olive Trees in the Town of Tibneh/Irbid Governorate* campaign's demands. The importance of the role of the Mukhtar's and the seriousness of the demands was proven when the area's Mukhtars submitted the project findings in an important closing ceremony. A signed petition and relevant recommendations were given to the Director of the Irbid Directorate of Agriculture, for submission to the Minister of Agriculture. Ultimately, this resulted in Tibneh training Ministry staff on the relevant laws to Protect Rumi olive trees and how to implement them. The Ministry of Agriculture also issued an invitation to tender for the purchase of a specialized machine for the safe uprooting and transfer of Rumi olive trees when conditions require it.

JREDS' *Our Beaches are NOT for Sale* campaign collected extensive research data, such as the environmental, social and economic impacts, historical information on public ownership of property, and the examination of the ASEZA mandate itself. This provided solid evidence to both the public and decision makers for preserving the remaining beachfront and protecting the right to public access. JRED's, with the coalition of community organizations applied additional pressure by conducting a variety of highly visible, public demonstrations to show the broad community concern and support for preserving public beaches, such as beach clean-up events.

Technology challenge

Greyscale Film's extensive research on issues for 209 *King Hussein Street* effectively made them "issue experts". This helped them to understand that MPs, due to limited time and resources, don't have as much detail on laws as the Greyscale staff. Greyscale's engagement with decision makers yielded two important lessons: first, relationship building takes considerable time and energy; and second, maintaining confidences when building relationships with decision makers is critical. For example, if Greyscale was given information and asked not to use it, they did not use it until given the "go ahead." This also served to prepare and assist Greyscale's ability to understand the government's rationale along with other perspectives on issues. Greyscale had planned to use social media, particularly using their Facebook page, as a platform to mobilize the public to directly engage with MPs. However, they encountered a significant barrier to this goal when they discovered that MPs don't utilize or know how to effectively use social media. This revealed a clear technology challenge and need for Greyscale to consider other innovative methods in the future to create interaction and engagement between MPs and the public.

Building trust, interest and investment in finding solutions

Forearms of Change Center to Enable Community (FOCCEC) built trust, interest and investment through direct meetings with concerned authorities to clarify the focus and find a common goal for their engagement in the *Empowering At-Risk Youth in AIDS Prevention* campaign. This common goal – the prevention of HIV in Jordan – concentrated on public health approaches in reaching the at-risk, marginalized and vulnerable target group. The engagement of government agency decision makers, with civil society actors working in the HIV field, guided recommendations and decisions in finding solutions to address systemic stigma and discrimination. This has made it possible to make important gains in coordinated health service delivery and agreements on service transfer mechanisms.

Leveraging recommendations from international bodies

Sisterhood is Global Institute (SIGI) consistently reminded decision makers of the solid research findings presented in their position paper outlining the ways in which Article 308 violated the principles of equality before the law, of criminal justice, and of the responsibility of the State for the protection of victims of rape and accountability of perpetrators. SIGI effectively stressed the impacts on victims to advance the *Campaign to Abolish Article 308 in the Penal Code - Najat: Stop Impunity of Perpetrators and Protect Survivors of Sexual Based Violence*. At one point, decision makers proposed a new draft law with an exception that was in clear violation of child rights and would be against international human rights conventions. SIGI reminded legislators (MP's) that the United Nations Universal Periodic Review (UPR) recommendations for Jordan included abolishing Article 308 in total, to which the Government of Jordan pledged to address. This vigilance and swift response from SIGI, the coalition and other organizations resulted in this new draft version of the penal code being retracted from Parliament.

Al Masir International Center for Studies Research and Training (Al Masir) required engagement with decision makers at all levels to advance the *Saving Our Cultural Heritage - Combating Illicit Excavation and Trade in Antiquities* campaign. Al Masir conducted direct consultation visits and dialogues with government departments, institutions and museums that were vital in gaining their support in developing solutions. Creating opportunities for dialogue was critical to engaging decision makers and mobilizing their support. These dialogues centered on research findings which provided solid evidence regarding the urgency of the situation and built understanding of the critical losses to cultural heritage resulting from illegal trade in antiquities. Al Masir utilized recommendations from the Documentation Committee of the International Council of Museums (ICOM-CIDOC) to assist policy makers identify solutions for addressing the lack of a national, unified documentation and registration system for antiquities among Jordanian museums.

Public policy and societal change require longer term strategies and commitments

SIGI has dedicated over twenty years to eliminating discriminatory laws against girls and women. The *Campaign to Abolish Article 308 in the Penal Code - Najat: Stop Impunity of Perpetrators and Protect Survivors of Sexual Based Violence* took advantage of significant shifts and events. For example, in October 2016 the King established the Royal Committee for Reforming the Judiciary and Enhancing the Rule of Law. This presented SIGI with the opportunity to engage the Committee and present their position paper with recommendations for abolishing Article 308 along with other legislative issues related to women's rights. Committee members utilized the recommendations and the Government endorsed a new version of the Penal Code. This showed very positive movement. With sustained demands for protection and accountability coming from the broad coalition, decision makers responded by abolishing Article 308 and a number of other related discriminatory laws against girls and women.

What lessons can be learned from the advocacy experiences of Jordanian organizations?

A challenge for many civil society organizations is distinguishing between being busy with activities and implementing activities that strategically advance their advocacy effort. In order to help organizations better assess how to expend precious resources, the Jordanian Civic Activist Toolkit II offers four advocacy action areas[5] that are needed to conduct any advocacy campaign: **internal capacity building, research, mobilization and engagement with decision makers.** These advocacy action areas acknowledge that small to large achievements can be evaluated and show progress along your journey of change. Each case delves into a number of questions that will give you an opportunity to explore these action areas to identify your own concrete gains. The Toolkit shares reflection questions and recommendation tips based on lessons learnt from each Jordanian case using these advocacy action areas. This will provide an opportunity to examine your own journey of change using the New Tactics 5-step Strategic Effectiveness Method. Evaluate your advocacy experiences and future advocacy goals: beginning with your problem identification and vision for change, gain a deeper understanding of human relationships, develop a strategic path, select effective tactics to implement a plan to advance your journey of change. With continual evaluation of your results, you can be more flexible in adapting to the shifts in conditions to determine your future advocacy efforts.

[5] *The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.*

Toolkit Reflection Questions

Internal Capacity Building (Know Yourself)

- How can you ensure the identified problems for advocacy are within the scope of your organization's mission?
- How do you identify and distribute resources in your organization for your advocacy efforts?
- How do you identify the skills needed?
- When the skills are not present internally, do you build new skills or find the skills from allies or other resources?
- How can you ensure participation of your target group in identifying the problem (women, men, youth, people with disabilities or others who are marginalized)? Has your target group participated in setting the outcomes and results? Do the desired outcomes and results reflect/include gender related aspects such as addressing roles, power relations, access to resources and decision making?
- What opportunities for leadership and implementation can you share with allies to enhance your own organization's capacities and advance your advocacy campaign?
- How are you ensuring the representation of your target group (e.g., women, people with disabilities, marginalized groups) in the leadership and implementation processes?
- How might technology be used to support and build your internal capacity? What challenges might you face when using technology tools?
- How are you ensuring your organization's sustainability while conducting effective advocacy?

Research (Know Yourself, Know Your Opponent, Know the Terrain)

- How does your research process engage stakeholders to ensure a better understanding of the problem?
- How can you ensure participation of your target group in identifying and researching the problem (women, men, youth, people with disabilities or others who are marginalized)?
- How does your research provide a solid foundation for mobilization efforts with stakeholders to address the problem?
- How does your research provide guidance and recommendations for addressing the problem with stakeholders and decision makers?
- Consider the "Triangle Analysis"[6] when outlining potential areas for research:
- **CONTENT**: Refers to the mandates and legal foundations: constitution, laws, policies, international treaties, customary laws, budget appropriations and allocations.
    - What mandates and legal foundations already exist? Do these effectively address the problem?

[6] *Triangle Analysis, originates from Margaret Schuler in Empowerment and the Law, 1986. See also Lisa VeneKlassen and Valerie Miller, A New Weave of Power, People, and Politics: The Action Guide for Advocacy and Citizen Participation, 2002; and Nader Tadros, Advocacy: People's Power & Participation, People's Advocacy, 2010.*

- Consider how gender, age or disabilities might factor into the problem and your research methods.

- **STRUCTURE/APPLICATION**: Refers to implementation mechanisms, processes and institutions that enforce law and policy (e.g., courts, police, ministries, schools, etc.).
  - What structures are in place or are lacking to ensure efficient and effective implementation of mandates, laws, policies and the allocation and use of resources to address the problem?
  - Consider how gender, age or disabilities might factor into the implementation of procedures and regulations.

- **CULTURE**: Refers to shared values, attitudes and behavior toward the problem.
  - What values, attitudes and behaviors support or stand in the way of effective action to address the problem?
  - Consider how gender differences, such as roles between men and women, power relations, access to resources and decision making might factor into the forms of research you choose.

Mobilization (Know Yourself, Know your Opponent, Know the Terrain)

- How do you engage and sustain participation of allies for your issue?
- How do you ensure engagement and participation of those who have or are experiencing the abuse, violation or marginalization (women, youth, people with disabilities, other marginalized groups)?
- What special considerations might marginalized groups need in order to be mobilized, such as gender related differences in roles between men and women, power relations, access to resources and decision making?
- How do you ensure engagement and participation of stakeholders in each step of the process – from problem identification to the development, validation and support for recommendations or demands for change?
- What opportunities for leadership and implementation can you share and mobilize with allies to advance your advocacy campaign?
- What mobilization efforts will be required to achieve your "journey of change" goals?
- How might technology assist you in your outreach and mobilizing for action?

Engage with Decision Makers (Know Yourself, Know your Opponent, Know the Terrain)

- How do you ensure that you have identified those who have authority to make decisions regarding your issue?
- What avenues are available to engage decision makers on your issue? (e.g., direct and indirect meetings, forms of information exchange, forums for dialogue, etc.)

[6] *Triangle Analysis, originates from Margaret Schuler in Empowerment and the Law, 1986. See also Lisa VeneKlassen and Valerie Miller, A New Weave of Power, People, and Politics: The Action Guide for Advocacy and Citizen Participation, 2002; and Nader Tadros, Advocacy: People's Power & Participation, People's Advocacy, 2010.*

- What authority does the decision maker have to advance recommended solutions to your problem? (e.g., procedural authority, institutional or structural, legislative – public policy development, etc.)

The Question of Technology

Technology has made significant advances since the start of the USAID CSP and CIS programs. In our world today, we are inclined to believe that technology can solve all of our problems. The benefits and drawbacks regarding the use of technology must be assessed and evaluated for each of the advocacy action areas. Technology requires examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign. With thoughtfulness and planning, technology can play a significant role as a tool for advancing advocacy efforts.

Consider how technology can be useful in each advocacy action area (Know Yourself, Know your Opponent, Know the Terrain):

- How might technology help to build the internal capacity of your organization to support and advance your advocacy?
- How might technology help you to conduct research and gather information?
- How might technology assist you in your outreach and mobilizing for action?
- How might technology expand the ways you can engage decision-makers?

Consider how technology might be a barrier for advancing your advocacy efforts:

- How might technology damage or misrepresent participation?
- How might technology add to the discrimination or marginalization of certain populations? (e.g., elderly, those who are illiterate, those who live in areas of significant poverty or lack of technology infrastructure, etc.)

Monitoring and Evaluation

It is crucial to **monitor and evaluate** throughout each step of the advocacy process. This allows you to be flexible; take advantage of opportunities, make changes when new information is gained, or the context becomes more or less favorable for taking certain actions. Monitoring and evaluation make it possible to celebrate small and large successes – keeping you and your allies motivated and engaged.

As we examine the journeys of change undertaken by the organizations in this Toolkit, consider how you can be more deliberate in analyzing how well your own tactics connect to and move immediate and long-term goals forward. What outcomes did you intend to achieve? Were there actual and unintended outcomes – either positive or negative? As we examine the advocacy action areas and the tactics selected by each organization in the case studies, consider how your own tactics support and interconnect to advance your own campaigns. This will assist you in being more strategic and tactically effective in your advocacy efforts.

Advocacy in Action - Jordanian Case Studies

Environmental and Cultural Heritage Rights (health/recreation)

- Regional level, in-depth case study, Democracy, Rights and Governance Grant
  - Royal Marine Conservation Society of Jordan (JREDS), Our Beaches are NOT FOR SALE
- National level, mini-case study, Democracy, Rights and Governance Grant
  - Al Masir International Center for Studies Research and Training, Saving Our Cultural Heritage: Combating Illicit Excavation and Trade in Antiquities
- Local level, mini-case studies
  - Tibneh Charitable Association, Preserving the Ancient (Perennial) or Rare Rumi Olive Trees
  - Princess Basma Development Center – Al Karak, Jordanian Hashemite Fund for Human Development (JOHUD), Wadi Al-Karak Environmental Advocacy Campaign: Enforcing national laws related to dealing with wastewater treatment in Wadi Al-Karak

Economic Rights

- Local level, mini-case studies, Advocacy Support Fund Grants
  - Prisoners and Prisoners Families After Care Association (EDMAJ), in collaboration with the Arab Center for Consultation and Training, Prisoners' rights to rehabilitation centers and reform upon release
  - Damj for Communities Empowerment Co. , Agriculture Without Risk/ Northern Jordan Valley

Women and Girl's Rights

- National level, in-depth case study, Democracy, Rights and Governance Grant
  - Sisterhood is Global Institute-Jordan (SIGI), Campaign to Abolish Article 308 in the Penal Code: Najat: Stop impunity of perpetrators and protect survivors of sexual based violence (2014-2017)
- Regional level, in-depth case study, Democracy, Rights and Governance Grant
  - Specific Union for Productive Farmer Women (SUPFW), Advocating for Women Farmers' Right to Public Health Insurance

- Local level, mini-case study, Advocacy Support Fund Grant
    - Islamic Charity Center Society (ICCS), Girls' Right to Education in Jurf Al-Darawish Village – Tafilah

Youth Rights

- National level, in-depth case study, Democracy, Rights and Governance Grant
    - Information and Research Center – King Hussein Foundation (IRCKHF), Empowering Care Leavers in Jordan
- National level, mini-case study, Democracy, Rights and Governance Grant
    - Greyscale Films, 209 King Hussein Street (political participation)
- Regional level, mini-case study, Democracy, Rights and Governance Grant
    - Forearms of Change Center to Enable Community, Empowering At-Risk Youth in AIDS Prevention

Environmental and Cultural Heritage Rights (Health/Recreation)

National Level In-Depth Case Study

(Democracy, Rights and Governance Grant)

Royal Marine Conservation Society of Jordan (JREDS)

Our Beaches are NOT FOR SALE

National Level Mini-Case Study

(Democracy, Rights and Governance Grant)

Al Masir International Center for Studies Research and Training

Saving Our Cultural Heritage: Combating Illicit Excavation and Trade in Antiquities

Local Level Mini-Case Studies

(Advocacy Support Fund Grant)

Tibneh Charitable Association

Preserving the Ancient (Perennial) or Rare Rumi Olive Trees

Princess Basma Development Center – Al Karak | Jordanian Hashemite Fund for Human Development (JOHUD)

Wadi Al-Karak Environmental Advocacy Campaign: Enforcing National Laws Related to Dealing with Wastewater Treatment in Wadi Al-Karak

Our Beaches are NOT FOR SALE

The Royal Marine Conservation Society of Jordan (JREDS)

Jordanian Civic Activists Toolkit II: Case Studies of Jordanian Advocacy Campaigns

Civil Society Capacity Building in Jordan
USAID Civic Initiatives Support Program
2013 – 2018

USAID FROM THE AMERICAN PEOPLE
New Tactics in Human Rights
fhi360 THE SCIENCE OF IMPROVING LIVES

Overview

Advocacy Issue

Citizens' right to access public beaches

Human Rights-Based Focus Area[1]

Safety and Security (UDHR - Article 24)[2]

Scope of Advocacy

Local to National: This was a locally generated direct intervention campaign to preserve citizens' right to access public beaches. National level engagement was necessary for the campaign as Aqaba beaches are a national concern as a popular tourist destination for Jordanian citizens.

Advocacy Action Areas[3]

- internal capacity building
- research
- mobilization
- engagement with decision-makers

Tactical Aim

New Tactics in Human Rights has identified four primary human rights-based tactical aims: prevention, intervention, restorative and promotion. This case demonstrates:

Intervention

Campaign Period

One year – 2011[4]

[1] *Source: The information related to these four areas of rights are adapted from and found in Discover Human Rights: A Human Rights Approach to Social Justice Work, The Advocates for Human Rights (http://bit.ly/1TmOp6v). The New Tactics Method utilizes: safety and security; non-discrimination; participation; and protection–accountability. NOTE: The rights listed in these four "categories" may be placed in any area depending upon the context where the right is being violated. For example, Article 23: Right to join trade unions might be placed in "Safety and Security" rather than "Participation" where organizing or joining a union is dangerous.*

[2] *Universal Declaration of Human Rights, Article 24: Everyone has the right to rest and leisure, including reasonable limitation of working hours and periodic holidays with pay.*

[3] *The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.*

[4] *This case provides a reflection on JREDS's initial campaign implemented in 2011 with the support of FHI360's previous Civil Society Support (CSP) project funded by USAID. FHI360's USAID CIS project (2014 -2018) has continued to support JREDS in building on their initial campaign efforts.*

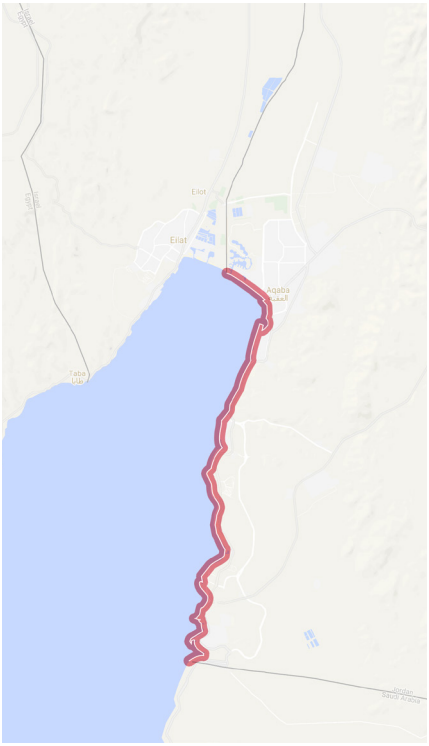
Brief Summary

This campaign addressed an urgent need to intervene in the depletion of publicly owned coastline in Jordan. In 2001, out of the 27 kilometer coastline area in Aqaba (see bold red/white line on map), a total of 15 kilometers of the coastline was still publicly owned. However, a rapid decline especially in public beach areas took place after the establishment of the Aqaba Special Economic Zone Authority (ASEZA). ASEZA was mandated as the management authority for private ownership development at Aqaba for investment purposes. By 2011, this resulted in only 5 kilometers of public access beachfront remaining.

The **Royal Marine Conservation Society of Jordan (JREDS)** carried out this advocacy campaign in 2011 with the tactical aim to intervene in order to stop any further sale of public coastline and preserve the publics' access to the beachfront. JREDS also understood that ongoing protection of the beachfront contributes to the conservation of the fragile marine habitats – the coral reefs and the diversity of sea life it sustains – including the livelihoods of the population along the same coastal area.

Advocacy Action Areas

- **Internal capacity building:** JREDS built a coalition of 21 organizations organized into eight (8) committees that carried out the campaign
- **Research:** JREDS engaged experts to conduct a number of key areas of research that advanced the campaign:
    - Information on environmental and economic damage provided concrete impact that helped to mobilize citizens.
    - Critical technical information regarding ASEZA's mandate, structure and the land use 'Master Plan' provided the opportunity for immediate intervention to preserve the remaining coastline.
    - Review of the current and relevant legislation provided guidance for developing recommendations for future national legislation to guarantee the right to access public beaches.
- **Mobilization:** Through a wide variety of targeted activities, the coalition members engaged 136 organizations and over 2,600 people, including experts, adults, youth and people with disabilities in the campaign.
- **Engagement with decision makers:** JREDS was able to identify and engage decision makers successfully to intervene in any further loss of publicly owned coastline, preserve the remaining beachfront and citizens' right to access public beaches.



*The Jordanian coastline is **27 kilometers** long with five (5) kilometers remaining of public access beachfront.*

Achievements

The **"Our Beaches Are NOT FOR SALE"** campaign succeeded in their intervention. It halted the further loss of public beach front access by amending the Aqaba Special Economic Zone Council's land use 'Master Plan' to include "Public Beaches"; and won the amendment's approval by its higher technical committee in Aqaba. Since 2012, there has been no additional beach front sold to any entity.

In 2016, JREDS national level goal was advanced when the prime minister at that time, made a decision which designates that the Jordanian cabinet must first review and approve any desire to sell any land in Aqaba near the sea. JREDS set their sight on a long-term goal – to pass a national law that guarantees the right of public access to beaches and would require the cabinet to decide on any coastline land use requests. This campaign marked outstanding advancement on their journey of change.

Key Lessons

JREDs experience highlights key lessons for reflection and consideration regarding each of the advocacy action areas:

Internal Capacity Building

Developing and managing the campaign: JREDS utilized the New Tactics *Strategic Effectiveness Method* to conduct advocacy trainings with their own staff and members of other organizations and community members. This was a very useful and effective way of gaining support from staff and "buy-in" from community members who joined a coalition of twenty-one (21) organizations. In order to manage decision-making in such a broad coalition, eight committees were created, including a Steering Committee.

Research

Using research in the problem identification and exploring tactics phases: During JREDS initial problem analysis and their trainings with other organizations and community members using the Strategic Effectiveness Method, the investors continued to emerge as a top reason for the depletion of public beachfront properties. As JREDS conducted more in-depth research, gathered information, and framed the problem from a human rights-based perspective, they found that a focus on stopping investors would not necessarily guarantee citizens' their right to access the beaches. Research showed that stopping investors would not change the practice of investors charging beach access fees that are beyond the capacity of most Jordanian citizens. The research highlighted that there was still no guarantee that any beaches would remain accessible to the public.

Mobilization

Building a broad coalition of civil society organizations: A broad coalition was formed of concerned individuals, experts, academics, environmental and human rights organizations, and professional associations. JREDS used a wide variety of tactics to mobilize the coalition and involve a broad range of public constituents including:

- Awareness workshops on beach access, coastal resources situation and ASEZA development plans

- Field visits to Aqaba beaches to see the condition of public beaches first hand
- Research that included a measurement of the length of the coastal line and development of maps
- Beach and dive area clean up actions
- Human chain action to bring public and media attention to the situation
- TV and radio interviews
- TV advertisement
- Documentary film

Overall, the coalition effort engaged 136 organizations and over 2,600 adults, youth, students and disabled persons in the campaign.

Leveraging the successes and lessons learned into future opportunities

A successful advocacy rarely concludes with just one campaign. JREDS used their success to continue to mobilize their allies and engage decision makers to advance their advocacy goals:

- **Local Level:** Having halted the further loss of beach front, JREDS moved forward with a "Let's Change" advocacy campaign (2014 - 2016) as the next phase to ensure citizens' right to access beaches that are *clean, safe and accessible for people with disabilities.*
- **National Level:** The local coalition building and community engagement yielded another significant success – nine of the largest environmental NGOs in Jordan came together and formed a union of environmental associations. This is the first of its kind in Jordan to carry out environmental advocacy on a national level. In 2015, this National Environmental Coalition became a federation.

Engaging Decision Makers

Outreach to allies within power structures: JREDS sought out ASEZA staff to assist them in understanding the structure and functions of ASEZA. In the process of engaging mid-level decision makers, these staff members became invaluable allies for the success of the campaign. They provided information regarding the absence of any vision or mandated directive for public beaches in the ASEZA 'Master Plan.' This assistance provided by Aqaba citizens with expert knowledge of ASEZA, opened the door for an immediate and effective solution to preserve coastline properties and citizens' right to access public beaches. As the 'Master Plan' specified key decisions on zoning and development priorities in Aqaba, the immediate focus of the campaign shifted to amending the 'Master Plan' to include a mandate for public beaches.

People in decision making positions are generally interested to assist and problem solve to be more effective. However, they are often under-resourced. It is necessary to provide concrete information and recommendations based on research or other evidence, such as personal testimonies, to validate the recommendations. The various research data collected by JREDS, such as the

"Whenever there are related meetings at ASEZA, JREDS is now part of those meetings. JREDS has built a reputation, using the human rights-based approach and providing solid research and recommendations on issues. Even the Ministry meetings for the environment, JREDS is part of the decision-making process. JREDS moved from advocacy from the outside to being part of decision making processes."

–Faisal Abu Sondos, JREDS Executive Director from 2011 – 2016

environmental, social and economic impacts, historical information on public ownership of property, and the examination of the ASEZA mandate itself, provided solid evidence for preserving the remaining beachfront and protecting the right to public access.

Organizational Impact of Advocacy

"The Royal Marine Conservation Society of Jordan (JREDS) has a focus on three programs: sustainable development, environmental protection, and advocacy and outreach. Advocacy was really just awareness-raising or unstructured advocacy until this campaign. The shift in JREDS started with the [2010] Civil Society Program (CSP) – Master Advocacy Fellowship training. I learned a lot from the discussions and the New Tactics methodology which facilitated the CSP proposal for this campaign. I then moved into the Executive Director position in 2011. It made a difference to have the power to push this issue. The momentum continued in such a way that JREDS could not 'go back.' Advocacy is now one of JREDS strongest programs.

– Faisal Abu Sondos

Case Study Framework – New Tactics Strategic Effectiveness Method

We will use JRED's Our Beaches are NOT FOR SALE campaign to demonstrate the New Tactics in Human Rights *Strategic Effectiveness Method* in practice. The Method contains five important steps that assist you in developing the strategy and tactics for your campaign. The Method helps you recognize your areas of strength and challenge as you develop your strategic path for advocacy – your journey of change:

1. Identify the Problem from a human rights-based perspective
2. Create a Vision using a human rights-based approach
3. Map the Terrain by viewing your context through the lens of human relationships
4. Explore Tactics to more strategically select goals and prevention, intervention, restorative or promotion tactics to address human rights issues
5. Take Action to advance advocacy action areas of building internal capacity, research, mobilization and engagement with decision makers.

The application of the Method can further be examined within your own organization through a series of reflection questions provided after each step.

Step 1 – Identify the Problem

Human rights issues are often very broad and complex, yet the resources to address them are limited. It is difficult to create a plan of action to address a broad issue. It is important to narrow the focus and choose a place to begin an advocacy effort, defining the specific issue or problem as clearly as possible. Equally important is that the problem be expressed as a violation of a particular human right because there are legal obligations and mandates to respect and protect those rights. This makes an important change in the perception of the problem from one that may be solved by charity, to one that requires action based on universal mandates and legal obligations.

It is important to recognize that from the first step of identifying your problem, you are already engaging in strategy and tactics. This first step often begins with a broad definition of the problem. Then you work your way to a more tightly defined, human rights-based, and agreed-upon issue for action. This step is re-visited through on-going assessments and evaluation to better refine the problem to address the underlying sources. Using a human rights-based approach, you begin by asking, "What rights are being neglected, abused or denied in this situation?" This makes it possible for the community to move beyond what they feel is "needed." This transforms the community's relationship with those who want to empower the community as well as with those with the power to address the injustice. This step provides an essential foundation to ***know yourself***, requiring everyone to think and respond differently.

JREDS experience shows the importance of being open to re-evaluating a problem statement as more information is gained. They moved from a general to a specific rights-based problem statement. They progressed through a number of evolving statements, listed below. Each statement provided a better understanding of the human right being denied and sought, and gained more clarity regarding their identified problem:

- **No guarantee that any beaches will be accessible to the public**

This statement provides us with no understanding of what right is being violated or denied.

- **Jordanians deprived of the right of access to public beaches**

In this statement, JREDS has done enough research to identify that people have a right to public spaces and to use public space for a wide variety purposes.

- **Absence of legislation for citizens to guarantee and exercise their right to the public beaches**

In this statement, JREDS maintains the right to public beaches and now includes a rationale for why this right is being denied. The legal aspect of the problem in guaranteeing the right to the public beaches emerges in this statement.

- **The lack of legal safeguards that ensure the right of Jordanians to access the public beaches**

By the time JREDS settles on this final problem statement, they had conducted significant research to help them understand that there may be legal options outside of legislation that will ensure citizens' right to access the public beaches. This problem statement highlights the problem from the rights-based perspective – right to access the public beaches; and provides a better understanding of why the right is being denied: the lack of legal safeguards to ensure the right.

Action Areas

A challenge for many civil society organizations is distinguishing between being busy with activities and implementing activities that strategically advance an advocacy effort. In order to help organizations better assess how to expend precious resources, the Legacy Tool offers four action areas[1] that are needed to conduct any advocacy campaign: internal capacity building, research, mobilization and engagement with decision makers.

Internal Capacity Building

"It took us seven months to understand what is really the issue, who are decision makers, and who are our opponents and allies."

– Faisal Abu Sondos

During JREDS initial problem analysis, they utilized the *New Tactics Strategic Effectiveness Method* to conduct trainings with their own staff and members of other organizations and community members. This was a very useful and effective way of gaining a better understanding of the problem from the community perspective, building their capacity to see the issue from a rights-based approach, and developing "buy-in" from staff and community members to resolve the problem.

Initially, the investors continued to emerge as a top reason for the depletion of public beachfront properties.

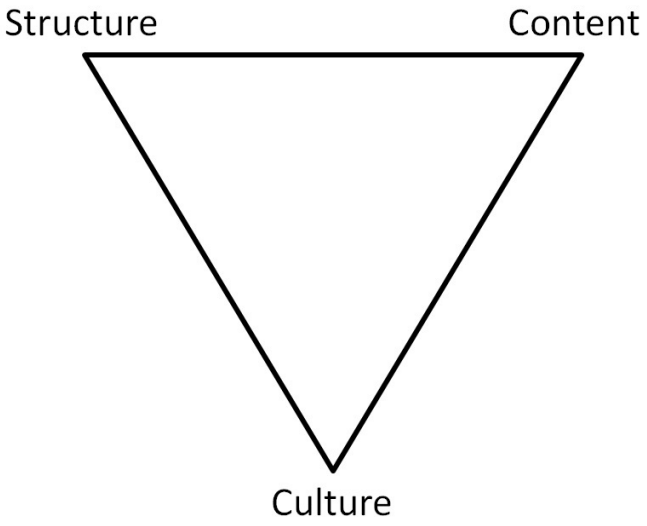
Research: Using research in the problem identification phase

As JREDS conducted more in-depth research, gathered information, and framed the problem from a human rights-based perspective, they found that a focus on stopping investors would not necessarily guarantee citizens' their right to access the beaches. Stopping investors would not change the practice of investors charging beach access fees that are beyond the capacity of most Jordanian citizens to pay. In addition, there was still no guarantee that any beaches would remain accessible to the public.

Research at the problem identification phase is critical. The **Triangle Analysis**[5] can be very useful to guide research to pinpoint whether the problem lies with one, a combination or all three of the following areas:

- **Content:** the written laws, policies, and budget priorities or the absence of these.
- **Structure:** the state and non-state mechanisms for implementing a law or policy and allocation of funds. Such structures include the police, courts, hospitals, credit unions, ministries, and health and social programs, etc.
- **Culture:** the values and behavior that shape how people deal with and understand issues, the "unwritten laws" of behavioral expectations. These values and behavior are influenced by such things as gender, class, custom, religion, ethnicity, and age.

JREDS engaged experts to explore the **culture** aspect – the human behavior underlying the problem by conducting comprehensive research on the chronology and the developments of the Aqaba Gulf beachfront such as:



- Distribution and measurement of the activities along the coastal area (industrial zones, ports, restricted areas, public beaches, and tourism)
- Direct and indirect environmental, economic and social impacts of each of the activities listed above.

The research confirmed that since ASEZA was established in 2001, Jordan has sold 10 km of its shore to investments with only 5 kilometers of public access beachfront remaining. In addition, the research revealed environmental, social and economic aspects that were very clear:

- 50,000 square meters of coral reefs have been destroyed, amounting to one-third of Jordan's coral reef
- 55% of the fish are called 'coral reef fish' and without the coral reef there will be no more fish in Aqaba Bay, therefore no more livelihoods for the fisherman, nor for the divers and tourist boats who rely on the attraction of the coral reef for their livelihoods
- 65% of import/export come from Aqaba as it is the only seaport for Jordan.

As JREDS conducted trainings within the Aqaba community and analyzed the research, a number of key aspects of the problem were highlighted:

1. Investors – were both being sought and seeking to invest in beachfront properties
2. Aqaba Special Economic Zone Council (ASEZA) – focused on seeking investors to meet development goals
3. Legislation – there was no law which guaranteed citizens their right to access the beaches of Aqaba
4. Community – unaware of their public access rights or the environmental, social and economic impacts.

JREDS also engaged legal experts to research the **content and structure aspects**. They found that ASEZA had a legal mandate, and by-laws, but lacked the instructions for implementation of the mandate. Neither the current legislation mandating ASEZA, nor the land use plan or 'Master Plan' of ASEZA, guarantees citizens the right to access the beaches of Aqaba. As a result, JREDS made a number of adjustments to their problem statement over a seven month period. For example, they progressed through a number of evolving statements that better highlighted a rights-based approach and gained clarity of the problem. This progression is seen as follows:

- No guarantee that any beaches will be accessible to the public
- Jordanians deprived of the right of access to public beaches

5 "Triangle Analysis" originates from Margaret Schuler in Empowerment and the Law, 1986. The text is adapted from Lisa VeneKlassen and Valerie Miller, A New Weave of Power, People, and Politics: The Action Guide for Advocacy and Citizen Participation, 2002.

- Absence of legislation for citizens to guarantee and exercise their right to the public beaches
- **The lack of legal safeguards that ensure the right of Jordanians to access the public beaches**

Human Rights-Based Focus Area[6]

The human rights framework provides an essential operating guide based on recognized international principles and standards for advocacy efforts. When applying these human rights for advocacy efforts, it can be helpful to view these rights and responsibilities through four focus areas: safety and security; non-discrimination; protection–accountability; and participation. The UDHR provides the basis for subsequent international agreements.

JREDS campaign on a citizens' right to access the public beaches highlights the benefits of using a human rights-based approach. A review of the *UDHR Article 24: Right to Rest and Leisure* can provide insights into different ways in which the problem can be framed based on the focus areas and the specific context:

UDHR Article 24

Everyone has the right to rest and leisure, including reasonable limitation of working hours and periodic holidays with pay.

- **Safety and security** – providing access to public spaces such as beaches, parks, tourist and cultural sites for rest and leisure that are clean, safe and secure
- **Non-discrimination** – providing equal access to those public spaces for people with disabilities for example
- **Participation** – providing access to community life that takes place in those spaces, and
- **Protection–Accountability** – ensuring access to environmental resources for citizens' right to rest and leisure.

The JREDS "Our beaches are NOT FOR SALE" campaign primarily focused on the **safety and security** advocacy area, particularly in terms of citizens' right to access beach sites for rest and leisure and to do so safely. JREDS further advanced safety (access to safe and clean public beaches) and non-discrimination (access for people with disabilities) in their follow-up "Let's Change" campaign.

[6] *Source: The information related to these four areas of rights are adapted from and found in Discover Human Rights: A Human Rights Approach to Social Justice Work, The Advocates for Human Rights (http://bit.ly/1TmOp6v). The New Tactics Method utilizes: safety and security; non-discrimination; participation; and protection–accountability. NOTE: The rights listed in these four "categories" may be placed in any area depending upon the context where the right is being violated. For example, Article 23: Right to join trade unions might be placed in "Safety and Security" rather than "Participation" where organizing or joining a union is dangerous.*

Reflection for Your Organization:
Step 1 – Identify the Problem

Utilizing these human rights-based focus areas for outreach and message development can help to mobilize different constituencies to participate in your advocacy campaign. Advocacy efforts do not necessarily take place within a set, linear time frame. For example, JREDS' community advocacy trainings, based on the New Tactics Method and the Aqaba beach issue, took place during the same time period as the research on the legislation and the ASEZA mandate. These all contributed to the problem statement revisions to better understand how to tackle the problem. Take time to reflect on the following:

Know yourself

Explore the human rights-based focus areas to assist your own problem analysis and discuss the evolution of JREDS' problem exploration into a human rights-based statement.

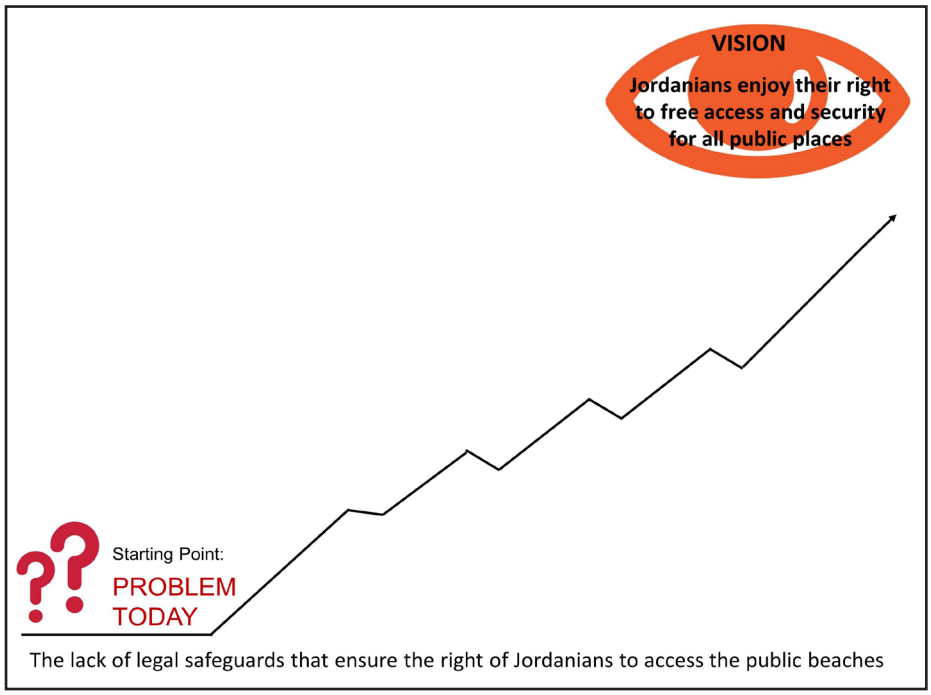
- How can your advocacy benefit from a rights-based problem statement?
- How can this example inform your exploration of the human rights advocacy focus areas?
- What kinds of research will help you to better understand your problem?
- How can research help you to identify the differences in how various marginalized groups experience the problem (e.g., girls, women, people with disabilities, specific minority groups, youth, elderly, etc.)?
- What did you learn about yourself and your organization through the in-depth exploration of the identified problem?

TIPS: Identifying your problem statement

- Check your statement to ensure it is human rights-based to provide others with an understanding of the right that is being violated, abused or denied.
    - What international human rights articles or conventions can you identify that are important for advocating on your issue?
- Provide a brief context as to why the problem exists by using the advocacy focus areas to discuss the unique aspects of your context.
    - How can you connect the right to daily life experience to offer a basis for engagement of stakeholders and accountability from decision makers?
    - How does your target group experience the problem? How do other marginalized groups experience the problem (e.g., girls, women, people with disabilities, specific minority groups, etc.)?
    - What national laws or policies can you find that are important to know or for advocating on your issue?

Step 2 – Create a Vision

This case highlights why it is essential to have a vision of what you want to accomplish. If you do not know where you want to go, it is difficult to get there and hard to know if you have arrived. Communicating a clear human rights-based vision can inspire and motivate others to join you. Your vision plays an integral part in the development of your strategy and tactics. A vision provides a compass for making decisions when advocacy conditions shift and change. You must **know yourself** and the future reality you want to create.



In addition to the benefit of JREDS utilizing the series of *New Tactics Strategic Effectiveness Method* trainings with organizations to build advocacy capacity in the Aqaba community, these trainings raised awareness, understanding and developed community investment in the issue. This provided a strong base for creating a common vision that could motivate and unify the diverse coalition of organizations that joined together in this advocacy.

JREDS' vision: **There will be a guaranteed right to public beaches in Aqaba that are accessible, clean and maintained for all future generations.**

This vision, developed by the local community and organizations, continued to generate advocacy actions in Aqaba that have gone beyond the initial "Our beaches are NOT FOR SALE" campaign. This is just one major benefit of creating a vision statement:

- The JREDS "Let's Change" advocacy campaign (2014 - 2016) continued to move toward this vision by engaging the community in the next phase of ensuring that the beaches the public has the right to access are *clean, safe, and accessible for people with disabilities*. This advanced the community toward their vision while proving to the ASEZA authorities that this public space is being occupied, further validating the success of the previous campaign's inclusion of 'public beaches' in the ASEZA land use plan.

Reflection for Your Organization:
Step 2 – Create a Vision

A vision can also evolve. As one successful outcome of the "Our Beaches are NOT FOR SALE" campaign, nine large environmental organizations came together into the first union of environmental associations in Jordan. The joining of national level organizations resulted in the coalition, as a whole, embracing a broader vision: ***Jordanians enjoy their right to free access and security for all public places***. This understanding made it possible for the coalition to mobilize quickly and effectively to an identified threat because they were already united in preserving public space. The National Environmental Coalition has taken on advocacy campaigns to protect Jordan's forests. For example, the Coalition, along with other local organizations and activists that moved by themselves without the coalition, intervened in the government's plan to sell part of the Northern Jordan Bergesh Forest to a military academy. The Coalition was able to succeed in stopping the sale and preserving the right of Jordanians to have free access to the Bergesh Forest.

On-going actions are also continuing regarding the protection of the Dibbeen Forest Reserve.

Take time to reflect on the following:

Know yourself

Discuss the progression of JREDS' vision statements and develop your own vision statement.

- How can your vision statement be utilized for your advocacy (e.g., unifying your staff, outreach to allies, message development, **engagement with stakeholders** and decision-makers)?

TIPS: Creating your vision statement

- Check your vision statement to ensure it is human rights-based to unite others around the right you are seeking to be fulfilled.
- Frame your vision as a positive statement that addresses the identified problem.
- Make your vision statement broad enough to guide the current campaign and provide direction for your future advocacy efforts.
    - Can others outside of your organization or network see themselves in your vision for the future?
    - Does your vision exclude others? If so, this is not a human rights-based vision.
    - How have you involved and actively engaged those who are marginalized in creating the vision (e.g., girls, women, people with disabilities, specific minority groups, etc.)?
- Review your vision on a regular basis to evaluate and embrace broader visions to guide greater gains.

Step 3 – Map the Terrain

It is critical to understand the social, cultural, political, and economic context in which advocacy takes place. Human rights-based advocacy is about changing people's attitudes and behaviors as well as the policies and institutions that are formed and maintained by people. New Tactics in Human Rights has developed and adapted specific tools to help guide you through this process of identifying people, groups, organizations and institutions working for and against change in your situation. Whether your work is at the local, national or international level, mapping the terrain of relationships allows you to identify more opportunities for taking action. This step requires an exploration of all three sources of knowledge: ***know yourself, know your opponent, and know the terrain.***

Whether your work is at the local community, national or international level, mapping the terrain of relationships allows you to identify more opportunities for taking action. No matter what human rights issue we are seeking to address, decisions about the issue are always made by people. The more we can learn, understand and know about the people involved, the more successful we will be in addressing issues of concern to us and our community. JREDS continually explored the many kinds of human relationships involved, invested and accountable for citizens' right to access the public beaches in Aqaba.

As we examine the JREDS' Our Beaches are NOT FOR SALE campaign, consider the ways in which you have worked to identify the people, organization, institutions and relationships involved in your own organization's issues. JREDS use of the *tactical map* and *spectrum of allies* tools assisted them in identifying allies for conducting research, engagement in the coalition and managing the campaign. The application of these two tools for identifying and selecting tactics will be explored further in Step 4 – Exploring Tactics.

Using the Tactical Map Tool

JREDS used the New Tactics tactical map tool to engage community members in this exploration. When using the tactical map, it is crucial to determine a face-to-face **"*central relationship*"** between two individual people. These two people represent the human rights problem you are seeking to address. Why is this important? Human rights violations, at the core, are personal experiences. Therefore, the resolution of those violations must also be personal. Human rights-based advocacy efforts seek to change the problem for those who are experiencing the violation and hold accountable those who are perpetrating or making the violation possible through their actions or inaction.

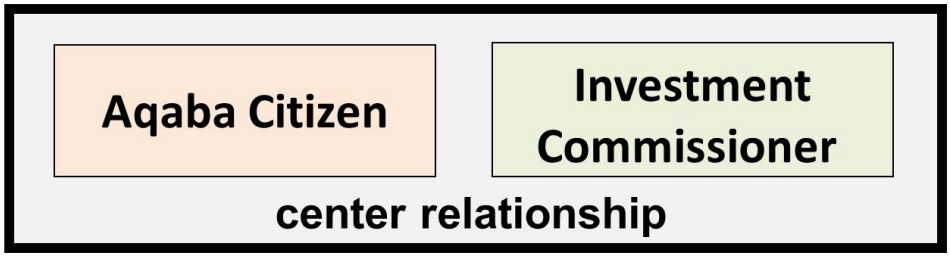


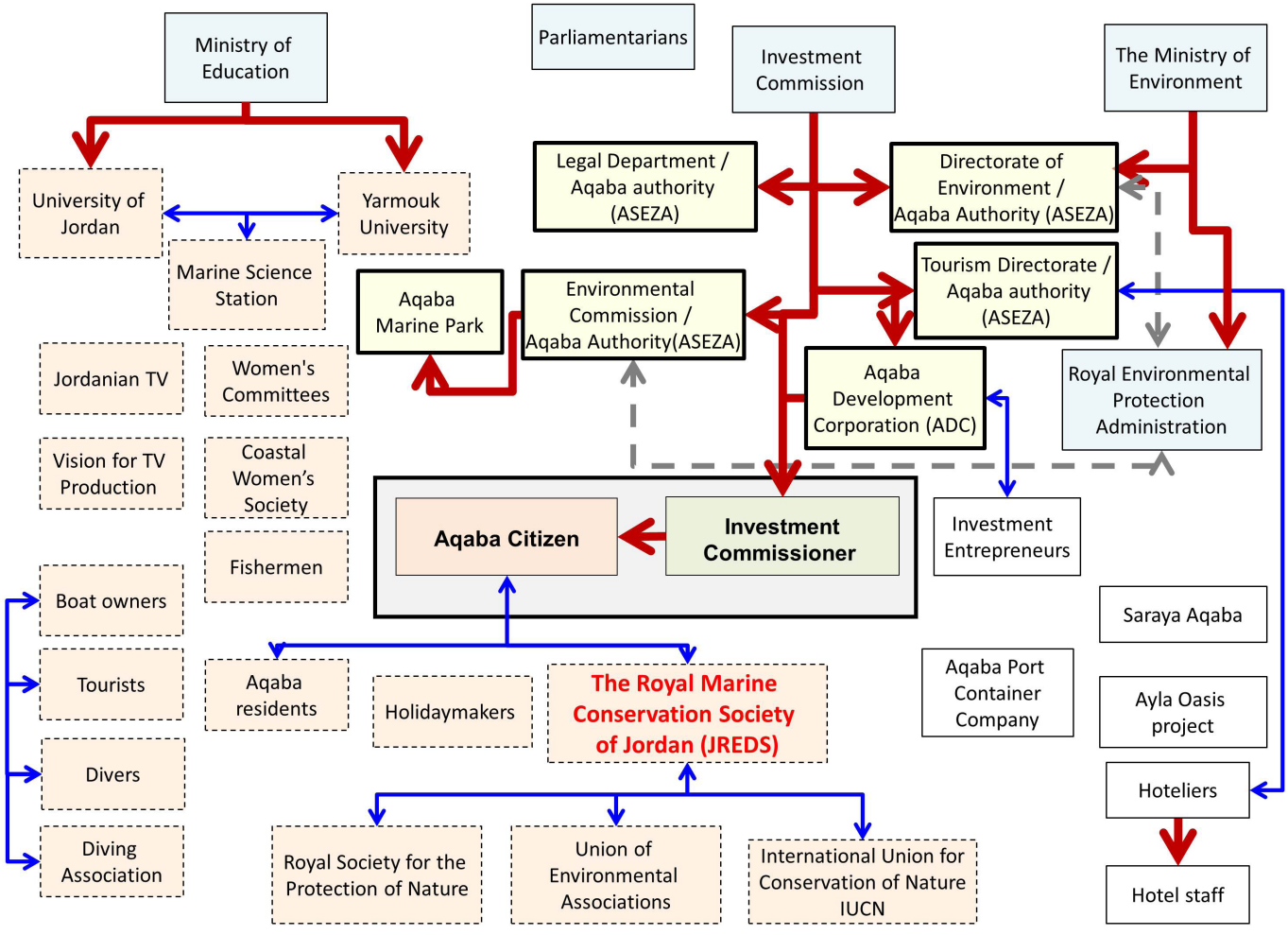
Figure Right: An example of the central relationship of the Tactical Mapping Tool.

During JREDS' community trainings, the central relationship was identified between the Aqaba citizen and a local Investment Commissioner of the Aqaba Development Corporation. The investment commissioner is directly engaged in seeking investors and working to sell the remaining beachfront property. This commissioner, who resides alongside the Aqaba citizen in the community, is violating the other citizen's right to access those public beach properties.

The benefits to using the tactical map tool for exploring your advocacy "terrain" is that we often miss the wide array of human relationships that are connected to, involved with, invested in and surrounding an issue.

JREDS tactical map example provides the central relationship along with identified relationships in the local community of Aqaba. The national and international relationships are also included. It is essential to include where your own organization is located on the map – JREDS is identified in RED.

KEY (figure below):
Light orange square with dashed line
Civil society entities
Light orange square with dashed line in Bold RED text
JREDS related entities
Light yellow square with bold black line
ASEZA related entities
Light blue square
Jordanian government entities
White square
Business related entities
Blue bi-directional arrow
Mutual benefit relationships
Red bold one directional arrow
Power relationship
Gray dashed bi-directional arrow
More research is needed



TIPS: Using the tactical map

Consider when finding the "central relationship":

- Whose rights are being violated, abused, denied?
- Who is violating, abusing or denying another person's right in this situation?
- Is this truly a face-to-face relationship?

Figure Above: The tactical map serves to provide a "birds-eye" view to illustrate the range of organizations engaged in an issue. It is important to note that there were more organizations involved in the process that are indicated on this tactical map but these highlight the usefulness of the tool for JREDS' advocacy process.

"Every day we hear about campaigns organized by one NGO at a time. We knew that if we stayed alone, we would never succeed in changing anything. Instead, before any strategy development, we mobilized the community. A group of 77 most active individuals and representatives of NGOs and CBOs was created. We trained them and let them own the issue,"

- Faisal Abu Sondos.

***Note**: There is no face-to-face relationship between a person and an institution.*

- Is there a face-to-face relationship in this problem that is being overlooked?

Every person, group, association, institution, governmental body, etc., is a possible point for taking action. It is not possible, however, for an organization to focus on each and every point on the tactical map. Additional research is necessary at this stage to be strategic in your use of limited resources to select your points of action wisely.

Using the Spectrum of Allies Tool

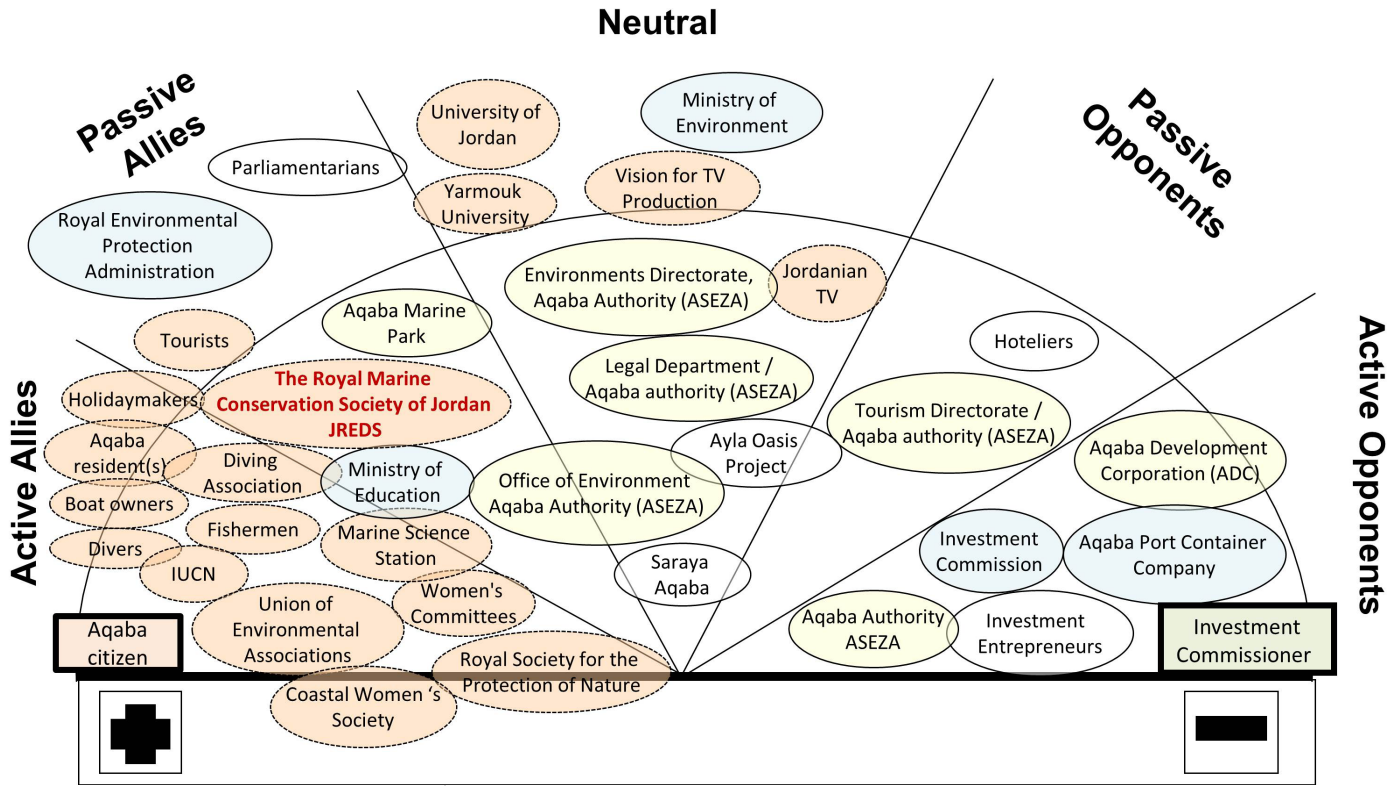
The "Spectrum of Allies" tool heightens our awareness and understanding of the people, groups, or institutions that span the full range of possible engagement with our specific advocacy campaign. Those who we believe would support our efforts may actually have perspectives and goals that would counter or oppose our efforts. At the same time, those we initially think might be passive or active opponents may, in fact, support our rights-based advocacy efforts. A key point to remember is that individual people make up groups, associations and institutions.

Even when a particular group or institution takes a stance against us, there may still be individuals within the group or institution that will support our advocacy effort.

JREDS very effectively used the spectrum of allies tool to identify potential allies and opponents in order to conduct additional research.

Over the course of a year, new volunteers joined, and 63 organizations and 222 individuals were trained in advocacy.

Figure Below: The "spectrum" is a tool to continually revise as you conduct research, analyze new information and carry out tactics to engage and move different targets towards the active ally segment of the spectrum.



Reflection for Your Organization:
Step 3 – Map the Terrain

Mapping the terrain provides information and insights for mobilizing allies and building coalitions. The tactical map and spectrum of allies tools provide critical support when exploring and selecting tactics to advance your advocacy effort. It is vital to any campaign to identify people, organizations and institutions that can provide on-going support and assistance for planning, outreach, and mobilization.

Take time to reflect on the following:

Know Yourself

Consider how JREDS' utilized advocacy training for Aqaba community members to more thoroughly "map the terrain" and understand their context related to the identified problem:

- Have both women and men participated in the process of mapping the terrain? If not, do the results of your tactical map reflect/include gender related aspects such as differences in relational contacts, power relations, and decision making?
- Who are your allies – those who support your position or efforts on an issue; and those who will actively work together with you?
- What kind of mobilization is needed to engage your network of people, groups, and organizations to better understand the problem you've identified within your context?

Know your opponents / Know the Terrain

- Who are your opponents – those who do not support your position or efforts on an issue; and those who will actively work against you?
- Who do you need to mobilize in this phase of your advocacy to better understand the terrain (e.g., people with specific areas of expertise)?

TIPS: Mapping your terrain

- Put **PEOPLE** at the center:
    - Whose right is being violated, abused or denied?
    - Who is violating, abusing or denying another person's right in this situation?

What kind of research is needed to help you determine:

- Who else is involved, interested or invested in this issue?
- Who carries responsibilities for addressing this issue?
- Who are potential allies and opponents regarding this issue?

Step 4 – Explore Tactics

Tactics are the actions you take to move toward your goal and advance your journey of change. Used well, tactics can build influence and change the terrain of human relationships. There are many tactics available to human rights advocates, and more are being developed every day! The more tactics you study and learn, the more you can adapt tactic ideas to meet your needs and keep your opponent off balance. This step explores and compiles information from all three sources of knowledge: ***know yourself, know your opponent, and know the terrain.*** This step will highlight the following areas of strategic and tactical development:

- Human rights-based tactical aims
- Strategic goals for advancing your journey of change
- Advocacy Action Areas: internal capacity building, research, mobilization, and engaging with decision makers
- Technology: challenges and benefits

Human Rights-Based Tactical Aims

Most organizations seeking to advance human rights can only accommodate one or two primary tactical aims within their institutional frameworks. This is due to the time they take to learn, the investment in staffing and the difficulties of raising funds, and the measurement of performance and effectiveness. Having a clear understanding of your tactical aim helps you to more effectively select the tactics to reach your goals in addressing your identified problem. New Tactics in Human Rights has identified four primary human rights-based tactical aims:

Prevention

- Is your primary aim to **prevent** an imminent abuse from taking place now and in the future?

Intervention

- Is your primary aim to **intervene** in situations of long standing denial or abuse of human rights for individuals and communities that are marginalized or excluded?

Restorative

- Is your primary aim to **restore and rebuild** the lives of victims and communities after abuse – to help them heal, seek justice, reconciliation, or redress?

Promotion

- Is your primary aim to **promote** human rights by building respectful and engaged communities or policies and institutions where human rights are understood, strengthened, and respected?

As we examine the JREDS' journey of change, consider how you can be more deliberate in analyzing how well your own tactics connect to and move immediate and long-term goals forward. In addition, as we examine the action areas and the tactics selected by JREDS, consider how your own tactics support and interconnect to advance your own campaigns. This will assist you in being more strategic and tactically effective in your advocacy efforts.

Developing the Journey of Change

The **research** undertaken by JREDS in the early stages of the "Our Beaches are NOT FOR SALE" campaign was critical information for this step in the process. The research provided direction for key milestones necessary to protect the remaining beaches for public access. The research analysis led JREDS and the coalition to revise their problem statement to: ***the lack of legal safeguards that ensure the right of Jordanians to access the public beaches.***

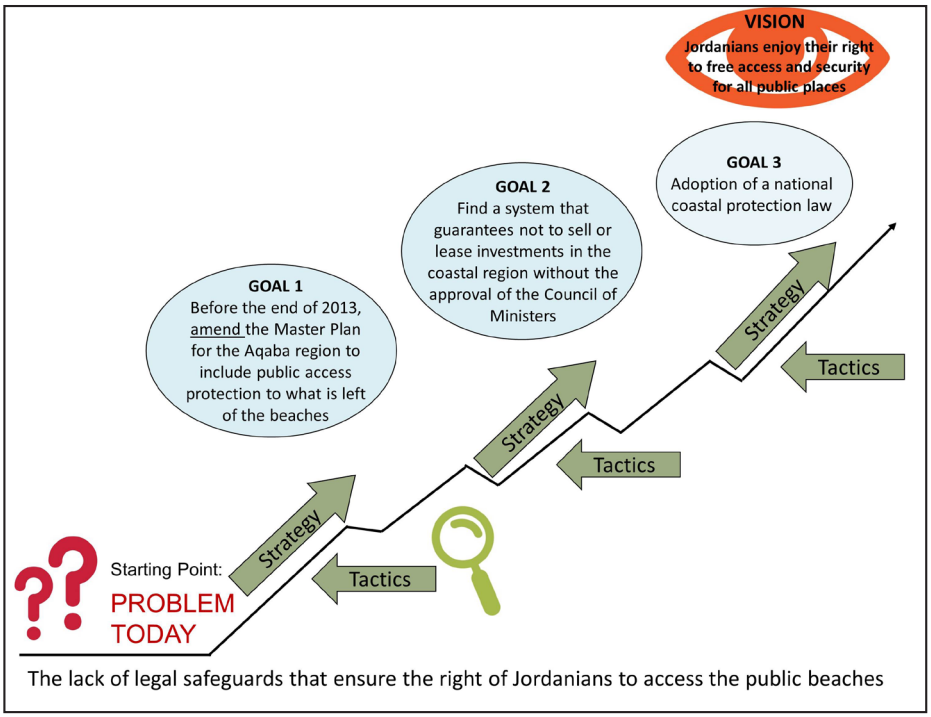


Figure Above: This journey of change visual provides an overview of JREDS' immediate and long-term goals.

This revised problem statement provided important guidance for developing their goals – the milestones that would help them to assess their progress on their journey of change. These goals were stated in order to easily evaluate whether they were achieved or not.

JREDS determined three milestones or strategic goals. The first, most clearly defined, was identified to ensure immediate intervention action while also providing guidance and positioning for the subsequent milestones.

1. **Before the end of 2013, amend the Master Plan for the Aqaba region to include public access protection to what is left of the beaches.**
2. Find a system that guarantees not to sell or lease investments in the coastal region without the approval of the Council of Ministers by 2016.
3. Adoption of a National coastal protection law which ensures the prevention of selling the beach front.

By positioning their goals in this way, JREDS was able to focus their energy, resources and tactics on achieving the first goal.

TIPS: Creating your "journey of change"
Know yourself

- Consider how can you ensure participation of your target group in setting desired outcomes and results.
- Identify goals or milestones to create your "journey of change." These goals need to be "SMART" – specific , measureable, achievable, relevant and time bound so you can monitor your progress, evaluate your successes, and know what remains to be done.
- Consider making specific goals that relate to each of the action areas: internal capacity building, research, mobilization and engagement with decision makers.

Advocacy Action Areas

In carrying out advocacy, these action areas (internal capacity building, research, mobilization and engaging decision makers) provide guidance for developing your milestones. It is important to understand that each action area supports the others and helps you monitor your progress and evaluate both your shortcomings and successes. Developing goals for each action area can also provide timing priorities to ensure different aspects of the campaign are working together.

Although JREDS' "Our Beaches are NOT FOR SALE" campaign was to ensure legal safeguards that would guarantee citizens' right to access the public beaches, the situation was at a critical point. Therefore, the campaign's immediate and primary tactical aim was **intervention**. Many tactics were used to reach this aim, as outlined in the following sections. The campaign needed to stop further depletion of public beaches in order to preserve and protect citizens' right to access those beaches. Legislation is not the only kind of safeguard, seldom the first goal, and rarely the easiest to attain. Legislation is generally a long-term process that requires significant time and resources. JREDS identified an intermediary step by focusing on the ASEZA structure and procedural processes (see Triangle Analysis).

Based on the **research** conducted by the legislative and technical committees, the campaign steering committee determined that the best immediate option to intervene and preserve the beaches was to amend the ASEZA 'Master Plan'.

Amending the ASEZA 'Master Plan' became the first goal of the campaign. The campaign was clear about:

- **What**: amend the 'Master Plan' to include public access protection for the remaining beachfront properties
- **When**: accomplish amending the 'Master Plan" by the end of 2013

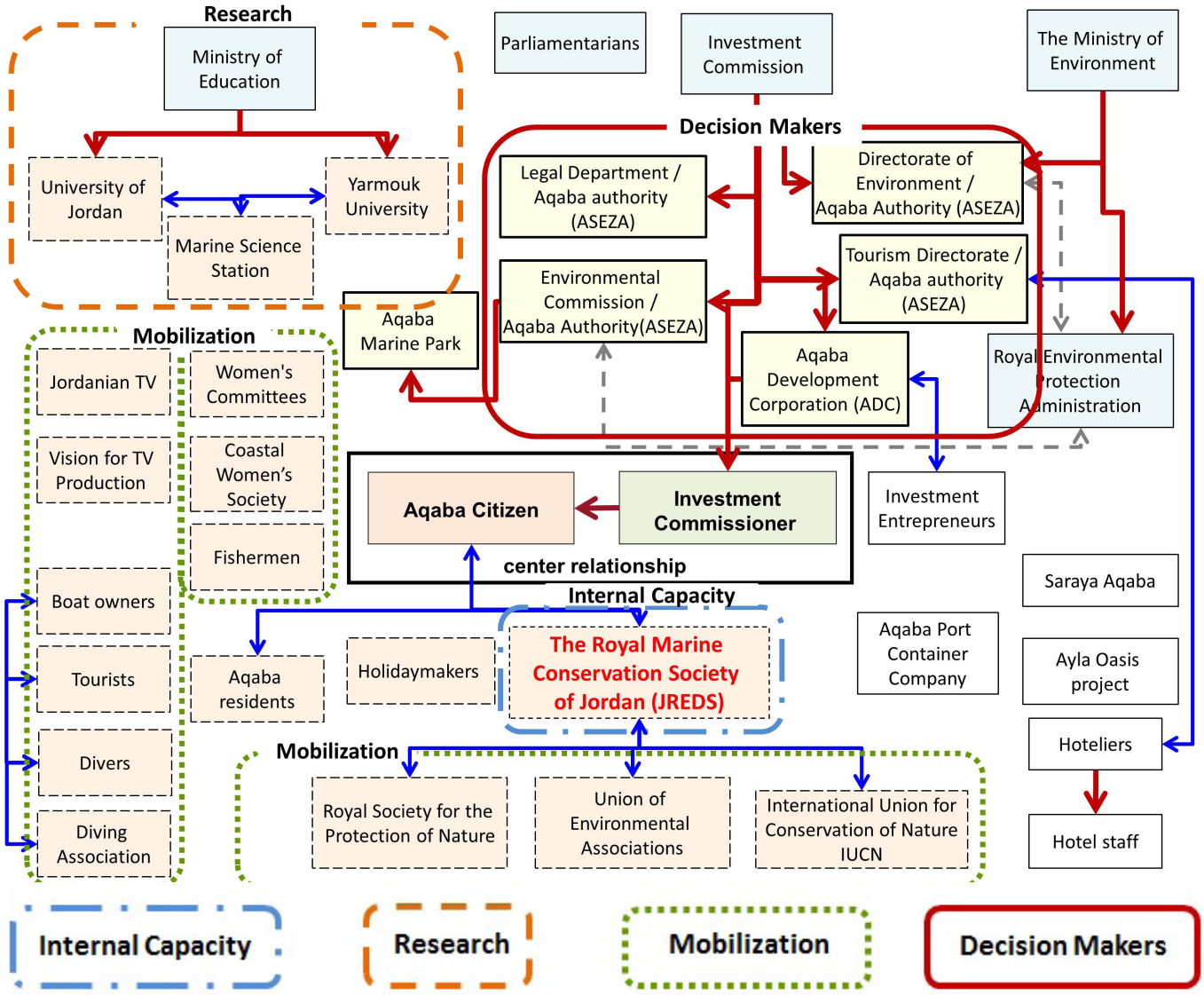
Again, it is important to remember that a great deal of work was already being carried out by the legislative and technical committees even before they identified the ASEZA Master Plan as an immediate intervention opportunity. This was because the campaign had already identified the absence of legislation for citizens to guarantee and exercise their right to the public beaches.

The research coordinated by the legislative and technical committees provided JREDS with the opportunity to refine the problem statement and an avenue for

taking immediate action to safeguard the remaining beachfront properties.

The tactical map provides a way to visually identify the targets for each action area. The spectrum of allies highlights where these targets are positioned on the spectrum. The positions based from active allies to active opponents provide critical insights for tactic selection for reaching and succeeding with the identified targets. The most effective tactics are interconnected and mutually support the advancement of other tactics. As we examine the action areas and the tactics selected by JREDS, consider how your own tactics support and interconnect to advance your own campaigns.

Figure Below: This tactical map highlights the location of the tactical targets for each of the four action areas.



Internal Capacity Building

Tactic selected:

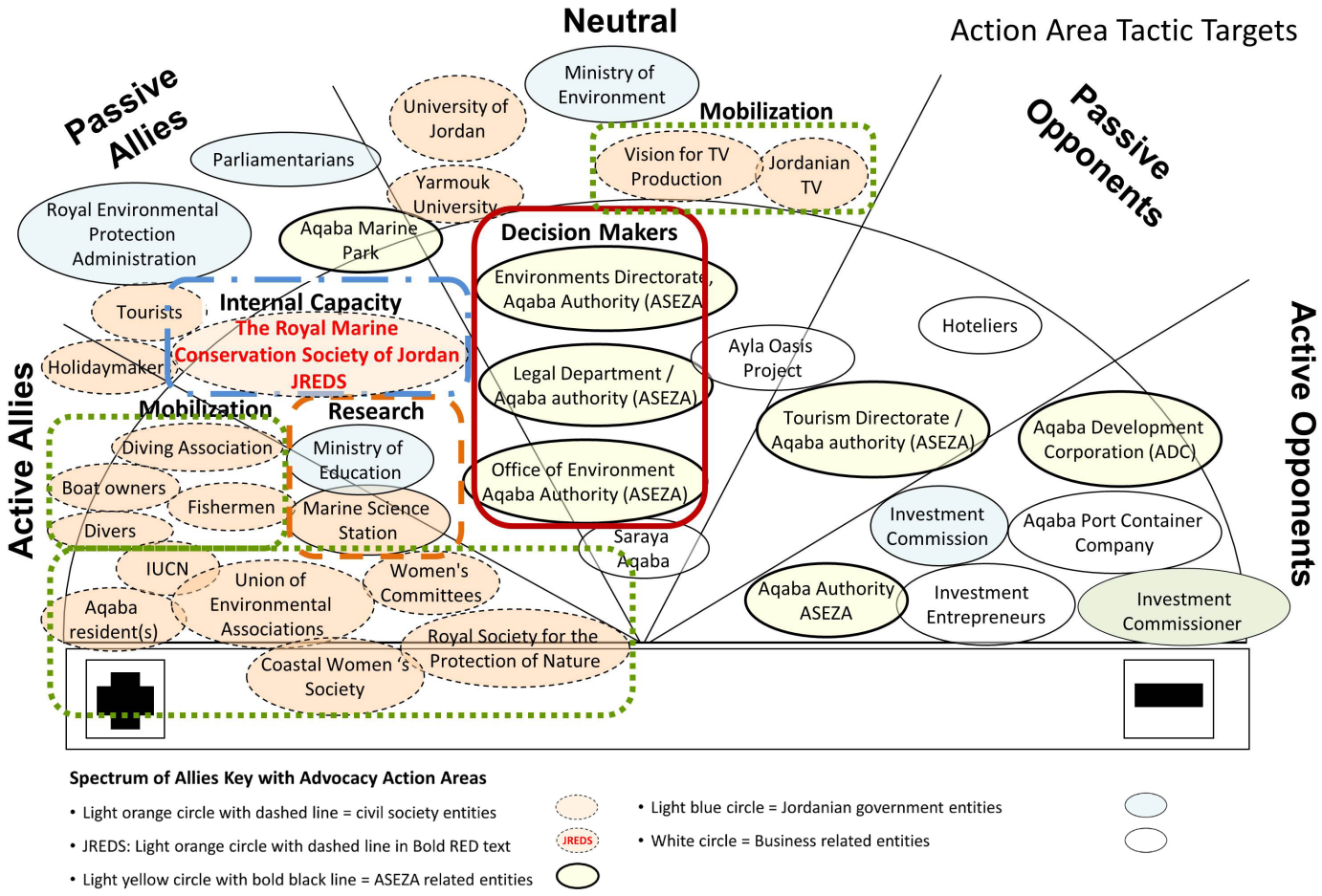
- Providing ***advocacy training to build the capacity*** of JREDS staff and community advocates to address the Aqaba beaches issue.

JREDS provides an excellent example for paying attention to your organizational capacity to carry out an advocacy campaign. At the outset, they determined they needed support and ownership from the community in order to succeed

in preserving the beachfront. They utilized advocacy training with the *Strategic Effectiveness Method* as a tactic to build their own internal advocacy capacity and raise awareness on the beaches issue for their own employees. The following advocacy trainings they conducted served to identify additional community-based and non-governmental organizations for engagement.

Examine the spectrum of allies and notice those located in the *active and passive ally segments*. At the start of the process, JREDS located their own organization in the passive ally position. This highlighted the critical need to build the internal support and investment among their staff. Otherwise the campaign could not have succeeded. The initial advocacy training process effectively served to move their employees into the active ally position. This tactic, used in combination with coalition building (see mobilization), was successful in engaging not only their staff but also a wide range of community members and organizations to take on significant leadership roles to implement the campaign.

Figure Below: This spectrum highlights the location of the tactical targets for each of the four action areas. Note the concentration of targets focused in the "Active Allies, Passive Allies and Neutral segments."



Internal Capacity Reflection

Know yourself

- Consider how can you ensure participation of your target group in setting outcomes and results. Have women and men in your target group participated in setting the outcomes and results? Do the desired outcomes and results reflect/include gender related aspects such as addressing roles, power relations, access to resources and decision making?
- Consider the internal capacity of your organization for carrying out

advocacy, what current support mechanisms are in place?

- For specific advocacy campaigns, discuss the kinds of structures that could be of most benefit for carrying out the campaign. What additional supports are required? How can you enhance your capacities?
- How might technology be used to support and build your internal capacity? What challenges might you face when using technology tools?
- As you explore tactics for building "internal capacity", don't forget that active and passive allies can be mobilized to support and enhance your own organization's capacity. What allies can you engage and rely upon for leadership and implementation roles?

Know the terrain/Know your opponent

- How might technology be used to build external support?
- What challenges might you face regarding opponents or your context when using technology tools?

Research

Tactic: *Engaging experts* to conduct research and analysis

- To study the chronology and the developments of the Aqaba Gulf beach front (social/economic impacts)
- To provide legal analysis on legislation and procedures

JREDS spent considerable time and resources on the advocacy action area of research. The identification of potential experts came directly from their tactical map and spectrum of allies tools. They were able to identify people within the community itself – those working in educational institutions and identifying people within ASEZA that could be engaged. Four of the eight committees were formed to provide significant research concerning environmental and economic land use impacts, legal mandates and procedures, and identifying the appropriate decision-makers. The committees that conducted research included:

- Legislation Committee – to research the current legislation and procedures
- Technical Issues Committee – to research the ASEZA structure, the formation and implementation of the 'Master Plan'
- Impact Assessment Committee – to compile information on environmental and economic damage and impacts
- "Identify the Decision-Makers" Committee – to understand who had decision making authority to focus immediate efforts to halt the loss of public access to the beaches

JREDS recruited individuals and institutions to provide specific legal, economic and environmental research on the issue. When developing your spectrum of allies, you may find that a certain institution is located in a different segment from the individuals who work within the institution. This is one reason why research is so critical for your advocacy effort. Be sure to talk with as many individuals within an institution as possible to reach those who are interested, willing and able to assist you.

The research outcomes from the Technical Issues and the Impact Assessment Committees identified concrete environmental and economic impact information. This information was in turn channeled into community awareness through message development for TV and radio interviews, a documentary video, and mobilization actions. Community actions were varied to appeal to the young, old and people with disabilities. Actions included organized field visits to Aqaba beaches to see the condition of public beaches first hand; beach and dive area clean up actions; and a human chain action to bring attention to the public beaches.

Campaign messages pointed to various problems that have arisen from the uncontrolled urbanization and the sale of public beaches to private investors. This lead to the development of the campaign slogan: **Our Beaches Are NOT FOR SALE**. They effectively used technology and media messaging to create an eight (8) minute documentary video centered around four main thematic areas:

1. Access to the beach is a human right:

"The beach belongs to everyone! Every Jordanian has the right to walk on the beach, on all the 27 kilometers and not one centimeter should be prohibited," the head of the Aqaba Divers Association stated in the documentary film produced by the campaign.

2. Environmental and economic impacts:

Investment is negatively influencing the livelihood of the local residents: 55% of the fish in the Aqaba Bay feeds from the coral reefs. By destroying the corals, the investments are endangering the livelihood of the fishermen and their families, the majority of the local residents.

3. Public health and safety:

Public beaches do not have control towers, lifeguards, or even garbage containers to collect trash. An additional danger is that there are no separate and designated swimming and boating areas. This has resulted in deaths from accidents and drowning each year.

4. Social discrimination:

Areas that are clean and offer changing rooms and showers exist only on private beaches run by hotels, which cost a minimum of 25 JOD. This is beyond the economic reach of most families. Medina beach, one of the few remaining public beaches, has no such facilities.

The Legislation Committee provided research on the current legislation, and the ASEZA 'Master Plan'. This research identified crucial procedural and legal safeguards that could be utilized to engage and dialogue with decision-makers to intervene and immediately halt the sale of any additional beachfront properties. It is important to note that work with decision-makers on these actions engaged those in the passive ally or neutral positions. These allies assisted the campaign in understanding the ASEZA mandate, structure and procedures. This opened the door to take action on the immediate invention and to halt any further sale of beach properties. Immediate action moved forward even while the Legislation Committee continued their work on developing recommendations for national legislation.

JREDS "Let's Change" campaign (2014 - 2016) specifically called for clean and safe beaches with accessibility for people with disabilities. This directly addressed theme #3 - the issue of garbage on the public beaches as a public health and safety issue; and theme #4 - tackling another aspect of discrimination regarding the rights of elderly, women, and people with disabilities to access the beach. This follow-on campaign provided a great way to strengthen the engagement and investment of active and passive allies for improving the public beaches.

Research Reflection

Know yourself

- What forms of research do you need to better understand your identified problem?
    - Rights-based information: such as JREDS identification of citizens' right to access public beaches
    - Technical information: such as JREDS environmental and economic impacts
    - Legislative information: such as the legislative law, mandates and procedures like those that related to the Aqaba Special Economic Zone Authority (ASEZA)
    - Social information: such as **sex disaggregated data**, barriers for poor, elderly, women, and people with disabilities to access public beaches safely and securely

Know the terrain

- Consider how you can use the New Tactics tools:
    - Use the "tactical map" tool to identify people, organizations and institutions that have special expertise regarding your identified issue
    - Use the "spectrum of allies" tool to discuss appropriate tactics for engaging experts based on their position as allies, neutrals or opponents
- How can research be used to build awareness and to mobilize allies?
- How might technology help or hinder your research efforts?
    - What kinds of technology would benefit your research?
    - What kinds of technology are useful in compiling information on your issue?
    - What kinds of technology are useful for analyzing results?
    - How are marginalized groups excluded from access to or use of technology (e.g., women, people with disabilities, etc.)?

Know your opponent

- How can research be used to counter opposition from opponents?
- How can research be used to develop recommendations for action to engage decision-makers?
- How will decision-makers (allies and opponents) react to the results of your research?
- What considerations do you need to make regarding the method or technology you've selected?

Community mobilization to engage decision makers

It was clear that the information provided by JREDS to the community had a big influence on community members who took it forward.

A 70 year old man said during an informational meeting, "We have to move to ASEZA now. If we don't move now, we are part of the problem." After 2 or 3 weeks, there was a community meeting with local and national officials – this same 70 year old man stated outright, "ASEZA is taking our land."

Mobilization

Tactics selected:

- **Building a coalition of organizations** to guide and mobilize the campaign.
- **Creating steering and working committees to form an organizing structure** to manage and implement the campaign.

The advocacy training process provided an opportunity to engage community-based organizations, non-governmental organizations and interested individuals to guide the public review of environmental issues, in general, and to more specifically raise awareness about the beaches and build ownership on the issue. The energy generated by their interest and ownership was channeled into a coalition with an organizing structure that created a powerful pressure group to ensure protection of citizens' access to the beaches.

Coalition building does not happen overnight. Coalitions take time, significant effort and on-going maintenance. The benefits of coalitions, however, can far outweigh their challenges. In the course of building the coalition for the "Our Beaches are NOT FOR SALE" campaign:

- *Coalition members provided validation* regarding the priority to intervene and to preserve the remaining public beaches through advocacy trainings;
- *Coalition members accepted opportunities to step into leadership and implementation positions* within the structure of eight committees, including a **Steering Committee** for general oversight. In addition, three of the other committees were focused specifically on mobilization:
    - Historical Contest Committee – to build an appreciation for the history of the coastal environmental resources and community
    - Activities and Awareness Committee – to build community awareness of the beaches and marine life environment, ASEZA development plans, and engagement for direct actions
    - Media Committee – to ensure coverage and outreach through media mechanisms
- *Coalition members represented diverse perspectives with unified messages guided by* ***research*** which captivated the media and mobilized the broader Jordanian community to understand the beaches issue and citizens' rights that were at stake; and
- *Coalition members leveraged collective power when engaging with decision-makers* to press for their right, as citizens, to access the public beaches.

Twenty-one (21) organizations officially joined the coalition. Members of the coalition mobilized into all eight committees that provided the leadership and the critical internal capacity needed to oversee the implementation of the activities required to make the campaign successful. The JREDS core team was part of the Steering Committee which consisted of 12 to 15 people from primary ally organizations. These people did not serve on the other committees. Instead, other committees were led by 4 to 7 people with a JREDS staff position on each committee. The staff member served as secretariat – to take notes, call for meetings, and responsibility for reporting back to the Steering Committee.

Mobilization Reflection

Know yourself

- What mobilization efforts will be required to achieve your "journey of change" goals?
- What special considerations might marginalized groups need in order to be mobilized (e.g., women, people with disabilities, etc.)?
- What capacity do you have for such efforts?
- How might you gain additional capacity?

Know the terrain

- Use the tactical map tool to discuss:
  - What people, organizations and institutions are involved in your issue that may need to be mobilized?
  - What additional research do we need to conduct to have a better understanding of those involved or impacted (e.g., women, people with disabilities, other marginalized groups, etc.)?
  - What additional research do we need to conduct to have a better understanding of those who carry responsibilities regarding the issue?
- Use the "spectrum of allies" tool to consider appropriate tactics for those identified in each segment. For example:
  - **Active allies** – what tactics will engage your allies to become even more active in working with you toward the goal?
  - **Passive allies** – what tactics will increase the interest and willingness of these allies to move to the "active ally" position?
- Selecting tactics: Do the tactic choices reflect/include any gender related aspects such as difference in roles between men and women, power relations, access to resources and decision making?
- What opportunities for leadership and implementation can you share with allies to enhance your own organization's capacities and advance your advocacy campaign? How are you ensuring the representation of your target group (e.g., women, people with disabilities, marginalized groups) in the leadership and implementation processes?
- How might technology help or hinder your mobilization efforts?
  - What is the purpose of using technology (communication for coordination, outreach for awareness raising, outreach for mobilizing action, etc.)?
  - Who does not have the ability to access or use the technology you are considering?
  - How can you reach those who do not use technology?

Know your opponent

- How will opponents react to the forms of mobilization you have selected?

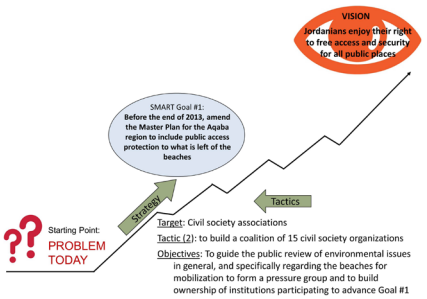


Figure above: This journey of change visual provides the immediate goal and one strategic target and tactic for moving the goal forward.

The decision making process – we need to understand it, not just who are the decision makers, but what approaches are needed. You can't do that unless you know how a decision is made. You might get personal responses, but you won't get the institutional response.

–Faisal Abu Sondos

Engaging Decision-makers

Tactic: *Engaging a group of decision-makers* to support the campaign to ensure positive voting in favor of the comprehensive plan

JREDS and coalition members established a specific committee – the "Identify the Decision Makers Committee –to research and understand the decision makers. They identified those responsible for making the decision regarding public beaches.

Middle level bureaucrats became part of the campaign in their capacity as citizens. They brought their experience, knowledge and expertise of the agencies that were needed at the table. They connected the campaign with key decision makers. The information gained through the participation of these experts provided additional opportunities to plan messages, draft recommendations, and meet with the appropriate decision makers. These opportunities included:

1. Dialogues with constituencies (the people in the community):

It is important to remember that citizens are the ultimate decision makers. JREDS worked with community members and organizations to gain and share ideas for solutions, to validate progress and to build support for recommendations.

2. CSO to CSO dialogue:

JREDS worked within the coalition and the community to dialogue and understand each other, gain and share ideas for solutions, validate recommendations, and advocate for those recommendations.

3. Formal dialogue with decision makers:

JREDS engaged with decision makers in positions of power and authority at ASEZA and the Ministry of the Environment. Policy and system changes require the engagement of people institutional roles. The campaign worked to gain and share ideas for broader solutions, validate recommendations, and to gain their commitment to take action and implement the recommendations.

Engaging Decision Makers Reflection

These action areas provide excellent opportunities for engaging decision makers and acknowledging achievements reached along your journey of change. It is important to note that technology may help enhance your efforts in each area. Further, consider how technology can support your preparation for engaging decision makers to advance your advocacy efforts in each of the action areas that have been outlined:

Know yourself

- **Internal capacity building:**
    - Determine who within your organization or network are required to engage with decision makers (community members impacted by the problem, experts, influential allies, etc).
    - What forms of technology can enhance your internal support, communication and organizing structures to carry out your advocacy?

- **Mobilization:**
  - How will the tactics selected leverage your allies to reach decision makers?
  - Determine who within your organization, network and stakeholders are required for developing recommendations or demands for action for decision makers (e.g., women, people with disabilities, other marginalized groups, experts, etc.)?
  - How can technology enhance your outreach to your allies, other community members and decision makers?

Know your opponent

- **Research:**
  - How can research prepare you for engaging with decision makers who may oppose your position or recommendations?
  - What forms of technology can aid your research to determine the process for decisions; and who are the decision makers for your issue?
- **Engagement with decision makers:**
  - What forms of technology can help prepare you or help deliver recommendations to decision makers?

Know the terrain

- **Mobilization:**
  - Who will need to be involved or represented when presenting your recommendations or demands to decision makers?
- **Engagement with decision makers:**
  - What challenges do you face in your context when developing and delivering recommendations to decision makers?
  - How can you engage different target groups in decision making processes (e.g., women, people with disabilities, other marginalized groups, experts, etc.)?
  - What processes or procedures do you need to consider when engaging decision makers?
  - What preparations do you need to make to ensure that your recommendations or demands are clearly presented?
  - What considerations are needed to ensure the best results?

Advocacy means CHANGE, if nothing changed there was no advocacy!

–Faisal Abu Sondos

Step 5 - Take Action

Without taking action, nothing about the problem you've identified will change. The *Strategic Effectiveness Method* provides opportunities at each step to take action, monitor, and evaluate your progress. The process helps you to acknowledge successes and learn lessons from the very first step of your advocacy effort. The Method returns you to Step One so you can assess your knowledge – ***know yourself, know your opponent and know the terrain*** – and evaluate how your advocacy actions have impacted your identified problem. Take time to determine what has changed and what requires further effort.

As we examine the actual implementation and outcomes of the JREDS campaign, reflect on how your organization documents and acknowledges your achievements – internally to your organization staff and network member, but also externally to highlight your progress on your journey of change.

JREDS "Our Beaches Are NOT FOR SALE" campaign made significant achievements for the Aqaba community and Jordanian citizens as a whole. The campaign influenced the decision-making processes regarding land use of the ASEZA "master plan". The campaign launched a national environmental coalition enhancing the environment movement in Jordan. The campaign also created positive changes for JREDS as an organization. The results are summarized below according to:

- Each **action area**
- **Target** groups and constituencies
- **Tactics** selected and their objectives to achieve the first milestone on the journey of change
- **Outcomes** that highlight and acknowledge the small to large achievements accomplished throughout the campaign by JREDS and the broad coalition of organizations.

Action Areas

Internal Capacity Building

Target: JREDS Employees, community-based organizations, non-governmental organizations, and individuals

Tactic 1: **Provide advocacy training**

Objective: To help JREDS staff, board, and community advocates identify appropriate strategy and tactics to address community concerns regarding the Aqaba beaches

Outcomes: *Advocacy Training*: JREDS conducted advocacy training using the New Tactics *Strategic Effectiveness Method*. They trained 222

persons from 63 organizations – including JREDS employees and volunteers, NGO's, youth entities, Universities Students – during the funded project cycle.

Tactic 2: ***Build and develop a community coalition of organizations from Aqaba*** – see Mobilization

Objective: To guide the public review of environmental issues in general, and specifically regarding the beaches for mobilization.

Outcomes: *Community Coalition*: Twenty one organizations from different sectors (NGOs, CBOs, Universities, Educational Centers, and youth entities) took part in the coalition.

Tactic 3: **Create steering and working committees to form a structure for organizing the campaign.**

Objective: To manage and implement the recommendations and action plans of each committee

Additional objective: **Mobilization** – To engage interested individuals, community-based organizations, and non-governmental organizations to join the coalition to manage and implement the advocacy campaign together with JREDS.

Outcomes: JREDS set up a structure for campaign oversight and working committees for implementation of the campaign. The structure consisted of eight (8) committees:

1. Steering Committee – consisting of 12 to 15 people from primary ally organizations
2. Technical issues Committee – See Research
3. Impact Assessment Committee – See Research (photo)
4. Legislation Committee – See Research
5. Historical Contest Committee – See Mobilization
6. Activities and Awareness Committee – See Mobilization
7. Media committee – See Mobilization
8. "Identify Decision Makers" committee – See Engagement with Decision-makers

Research

Target: Experts, opinion leaders, and the institutions of higher education and research with specific expertise in socio-historical studies, the environment and economics

Tactic 4: **Engage experts to study the chronology and the developments of the Aqaba Gulf beach front**

Objectives:

- To build a database to provide comprehensive information on the chronology of the problem, the distribution and measurement of activities, and the impacts on the coastal area
- To contribute to changing the attitudes of

Outcomes: JREDS set up a working committee to support the research on the socio-historical studies, the environment, and economic impacts

- Impact Assessment Committee – to compile information on environmental damages

This committee produced concrete evidence for message development, outreach to media, foundational information for developing recommendations and discussion points for engagement with decision makers. Documentation included:

- Historical report on the Aqaba Gulf beach front
- A comprehensive study including the:

- distribution and measurement of the activities along the coastal area (tourism, industrial zones, ports, restricted areas, public beach)
- *direct and indirect impacts of each activity (environment, economic and social)*

The information gained through this research informed messaging, mobilization with community and media; and during the outreach and engagement with decision-makers.

Target: Lawyers, ASEZA Employees, Planners

Tactic 5: ***Engage experts to provide legal analysis on legislation.***

Objective: To provide comprehensive analysis on the ASEZA Law (legislation) and legal mandates for insights into the structure and functioning of ASEZA.

JREDS set up two working committees to support the research on the legislation, structure of ASEZA and its decision making process.

- Legislation Committee – to research the current legislation mandating ASEZA
- Technical Issues Committee – to research the ASEZA structure and the 'Master Plan'

The information provided from these committees included:

1. Legal analysis on current legislation
2. Analysis on the ASEZA mandate and land use "Master Plan"
3. Analysis and recommendations to amend the ASEZA Master Plan
4. Analysis and recommendations for future legislative advocacy to guarantee legal safeguards to protect citizens' right to access public beaches

The legislative and technical committees provided the information to identify a critical intervention pathway that could halt the sale of any additional beach properties. The Coalition was able to utilize this information effectively to make the specific recommendation to include "public beaches" in the land use "Master Plan". The success in amending the ASEZA "Master Plan" provided immediate results to preserve Jordanian citizens' right to access the public beaches.

For the first time since ASEZA's establishment in 2001, the ASEZA higher technical committee adopted and approved the alteration of the Master Plan. Since the adoption in 2012, there has been no additional beach front sold to any entity.

Mobilization

Target: Individuals, community-based organizations, and non-governmental organizations

Tactic 6: **Build and develop a community coalition of organizations from Aqaba.**

"I am not new to environmental issues. For years we focused only on the environment in our message and we have not gained anything. Nobody listened. At New Tactics training organized by CSP I learned about issue framing and rights approach in advocacy: people first! I realized that in order to succeed, we have to make it clear that by destroying the corals and coastal line, we destroy people's source of income; that by selling the public beach to hotels we are infringing their right to access the beach."

- Faisal Abu Sandos

Objective: To guide the public review of environmental issues, in general, and specifically regarding the beaches to build ownership of institutions to form a pressure group to ensure public access protection to the beaches.

Outcomes: Twenty one organizations from different sectors (NGOs, CBOs, Universities, Educational Centers, and youth entities) officially joined and took part in the coalition. (See also Internal Capacity Building)

Members of the coalition took on leadership and implementation responsibilities in a number of committees formed specifically to manage advocacy capacity building (see Internal Capacity Building), outreach and awareness raising, and mobilization for action.

JREDS, along with the largest nine (9) environmental NGOs in Jordan, built and registered the first union of environmental associations to carry out environmental advocacy on the national level. This National Environmental Coalition has since turned into a federation and taken on a number of advocacy efforts. For example, in the Northern Jordan Bergesh Forest, the Coalition worked and succeeded in stopping the government from selling part of this forest to a military academy. They were able mobilize quickly because the coalition was already in place and ready to move.

Target: NGOs, CBOs, youth, people with disabilities, general public, media

The human chain direct action used to engage and mobilize youth, and drawing media attention to their right to access public beaches.

Tactic 7: ***Raise awareness in rights and build advocacy capacity in civil society.***

Objectives:

- To build advocacy capacity to implement awareness of rights and mobilize people to take action to preserve their citizen's right to access public beaches
- To guide the public toward environmental issues in general.

Outcomes: JREDS and coalition members took on responsibilities for outreach, awareness raising and actions for mobilization through three committees, achieving outstanding participation.

- Historical Contest Committee – to build appreciation for the history of the coastal environmental resources and community
  - Gathered historical information used for awareness raising and media outreach
  - Created historical picture archive
- Activities and Awareness Committee – to build community awareness of the beaches and marine life environment, ASEZA development plans, and engagement for direct actions:
  - 47 field visits to the beach in Aqaba to see the real situation
  - 18 awareness workshops to introduce the issue for a maximum number of people
  - Theme Development: "Our Beaches are NOT FOR SALE"
  - 9 special campaigns that included a Dive cleanup, Beach cleanup, and a Human chain (see photo) to highlight public demand for access to beaches
  - 1 documentary film targeting decision makers and the local communities about the issue
- Media Committee – to ensure coverage and outreach through media mechanisms:
  - 5 Advertisements were published in two local newspapers (Al-Ghad & Al- Qala3a)
  - 16 press releases and multi-media interviews held (Jordan TV, Roya TV, Radio Al-Ballad, Amen FM, Al- Dostour , Al-Ghad, AL-Rai, Jordan Times, Al- Arab Al-Yaum, Al-Sabeel, Al- Qala3ah, Petra)
  - 3 Radio interviews conducted
  - Social Media mechanisms were widely used to spread the issue: a special Facebook page, YouTube upload of the documentary film, and published press releases on E-web sites and JREDS's website
  - Forms of publications for outreach included: 900 T-shirts, 190 Bags, 1500 Calendars, 600 Notebooks, and 2 Rollup Banners using the theme

Overall participation of people and organizations:

People engaged in the advocacy:

- 222 Individuals trained on advocacy within the activities
- 1,441 Youth engaged in activities

Whenever there are related meetings at ASEZA, JREDS is now a part of those meetings. JREDS has built a reputation by using the human rights-based approach and providing solid research and recommendations on issues. Even the Ministry meetings for the environment, JREDS is part of the decision making process. JREDS moved from advocacy from the outside to being part of decision making processes.

– Faisal Abu Sondos

The advocacy campaign is just a start – it is not the end of the thing we are doing, we always have to keep our eyes open for when something else might change and we need to start again.

– Faisal Abu Sondos

- 871 In-school students engaged in activities
- 77 Disabled persons engaged in activities

Organizations engaged in the advocacy:

- 21 Coalition organizations for "Our Beaches Are Not for Sale" campaign 63 Organizations trained within the activities
- 73 Entities and organizations engaged in advocacy intervention
- 9 Organization members in the first registered Environmental Union

Engaging Decision-Makers

Target: Managers from Aqaba Special Authority (ASEZA) and Aqaba Development Corporation (ADC)

Tactic 8: **Engage a group of decision-makers to support the campaign**

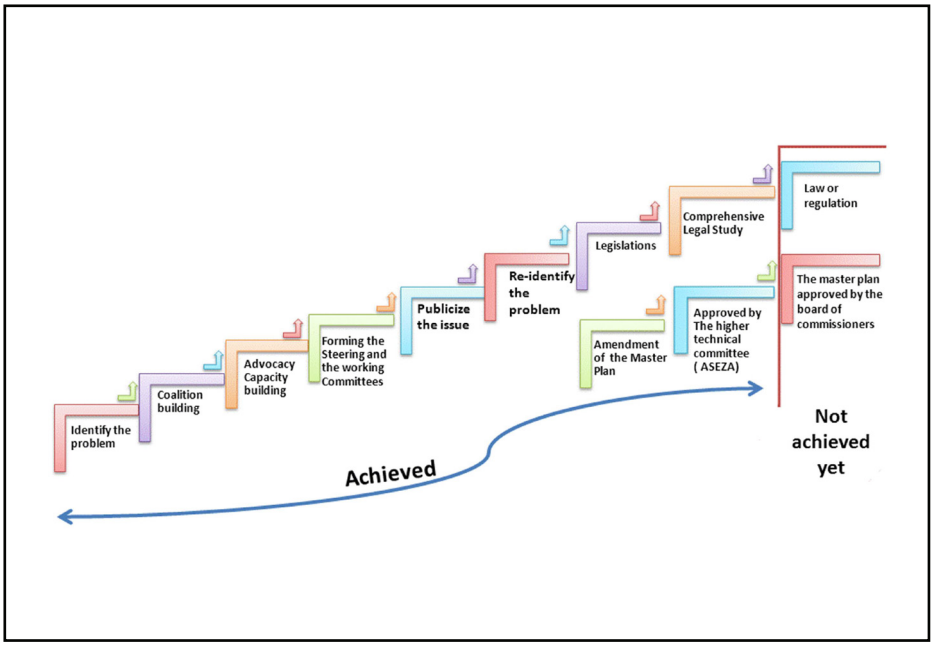
Objective: To ensure positive voting in favor of the comprehensive plan

Outcomes: JREDS and coalition members took on specific responsibilities to engage decision makers through the establishment of the "Identify Decision Makers" committee. This committee used the tactical map and spectrum of allies tools to think about and determine their actions for planning outreach to and engaging decision makers. They moved and changed the "post-its" on the tactical map and spectrum of allies tools as they gained more information.

JREDS was successful in engaging managers from both ASEZA and the ADC who were interested, as citizen's themselves, to support citizens' right to access public beaches. They provided the key to success – the procedural path regarding ASEZA's mandate related to the land use "Master Plan." The middle level bureaucrats became integral to the campaign in their personal role as citizens and were also able to facilitate connections with decision makers. As a result, the campaign was able to propose the specific amendment to provide for "public beaches" in the land use plan. This resulted in the major success of the approval of the amended Master Plan by the ASEZA Board of Commissioners and issued in the Official Gazette by the cabinet.

Monitoring, Evaluation and Future Advocacy

The graphic developed by JREDS below provides an excellent visual to the quote by Mr. Abu Sondos. It illustrates that it is crucial to monitor and evaluate throughout each step of the advocacy process. This allows you to be flexible; take advantage of opportunities, make changes when new information is gained, or the context becomes more or less favorable for taking certain actions and to celebrate small and large successes. Following this examination of JREDS journeys of change, take time to consider how you can be more deliberate in analyzing how well your own tactics connect to and move immediate and long-term goals forward. Reflect on how your own tactics support and interconnect to advance your own campaigns. This will assist you in being more strategic and tactically effective in your advocacy efforts.



Return to Step 1: Identify the Problem

JREDS has continued to monitor the newly established Public Beach Unit at ASEZA as it implements the Master Plan. The "Our Beaches are NOT FOR SALE" journey of change continues as the campaign works toward national legislation. Beyond the initial campaign, they have been able to engage decision makers to advance their comprehensive legal study. This has included the legislative recommendations for guaranteeing citizens' right to access public beaches in national law. For example, in 2016, the Prime Minister at the time made the decision that if there is any desire to sell any land in Aqaba close to the beaches, it has go to the cabinet first to gain review and approval. This still falls short of a national coastal protection law, but it made progress toward the second milestone goal to ***find a system that guarantees not to sell or lease investments in the coastal region without the approval of the Council of Ministers.***

Return to Step 2: Create a Vision

For the JREDS and the coalition members in Aqaba, their vision of ***a guaranteed right to public beaches in Aqaba that are accessible, clean and maintained for all future generations*** guided a subsequent "Let's Change" campaign that advocated specifically for **clean and safe beaches with accessibility for people with disabilities**. This was an excellent way to make advances toward their vision, and also provided the opportunity for JREDS to continue engagement with their allies in the investment of access to public beaches. This shifted the primary tactical aim from intervention (stopping the sale of public beaches) to **prevention** of diseases, accidents, and discrimination. In 2017, JREDS is moving forward an advocacy plan for the right of public safety on public beaches in Aqaba City. They are seeking to motivate the Aqaba Special Economic Zone Authority (ASEZA) to issue and activate the Public Beaches Risks Management Plan, and to take explicit actions to increase public safety in public beaches in Aqaba.

At the same time, the broader vision embraced by national level organizations that ***Jordanians enjoy their right to free access and security for all public places*** opens the possibility of looking at citizens' right to access the public beaches beyond Aqaba to those of the Dead Sea.

Internal Capacity Building: Advancing organizational commitment to advocacy

JREDS use of the New Tactics Strategic Effectiveness Method has provided sustainability for its staff and the community. For example, three months before Mr. Abu Sondos left his leadership position at JREDS, he was giving a consultation to another organization. The JREDS staff members helped him provide the New Tactics Method during that training. The New Tactics Method is now part of the JREDS organization. Since starting to use the New Tactics method, JREDS has become well known throughout Jordan for its advocacy work including:

2012: Environmental protection through litigation

JREDS also brought a legal case regarding the plan to build a bridge into the Aqaba waters that would have destroyed more of the coral reefs and severely impacted livelihoods. It would have also involved more security and restricted areas to the beachfront properties. JREDS succeeded in stopping the building of the bridge.

2013-2014: Environmental protection through leveraging coalition members

There was a plan to develop fish farms in Aqaba. These were proposed to be very close to the beaches with high environmental impact. JREDS brought more than 10 organizations, holding a clear position opposing the fish farms, including the International Union for Conservation of Nature (IUCN). This position was sent to ASEZA and maintained in meetings with Minister of the Environment. Due to their previous "Our Beaches are NOT FOR SALE" campaign, the press conference report on the front page of the Jordanian Times read, "Jordanian Beaches... message from their campaign." One commissioner at ASEZA let it be known that they were not happy about the publicity. JREDS had been clear to highlight the areas of concern regarding the issue and did not target or mention people. The fish farm development plan was stopped, the environment and beaches preserved, and the relationship with ASEZA has remained productive.

2014 and 2015: Environment research protection through mobilizing community members

There was a plan initiated to sell the Marine Science Station in Aqaba. JREDS mobilized support for this crucial

environmental institution in order to preserve this land for on-going research purposes.

2017: JREDS is currently involved in moving forward an advocacy plan for the right of public safety on public beaches in Aqaba City. They are seeking to motivate the Aqaba Special Economic Zone Authority (ASEZA) to issue and activate the Public Beaches Risks Management Plan, and to take explicit actions to increase public safety in public beaches in Aqaba. A key goal of the advocacy campaign is to gain approval from ASEZA by the end of 2017 to begin implementing the Blue Flag program on one of the public beaches in Aqaba in 2018. The Blue Flag program is recognized as the highest international standard.

Action Plan Reflection

Know yourself

Consider the status of your advocacy campaign:

- What has changed about the problem due to your campaign?
- What specific milestones in the action areas of your internal capacity building, research, mobilization and engagement with decision makers have you achieved?
- How did you acknowledge and celebrate these successes?
- What are your next milestone priorities?

Know the terrain

- What aspects of the problem have not been addressed by your campaign?
- Are the next milestones on your journey of change still relevant based on the current context?
- How can you engage your allies in determining the priorities for the next milestone on your journey of change?
- What has changed about your understanding of the problem and context for taking action?
- What is required in the current context to move toward your vision?

Know your opponents

- How have opponents responded to the changes or impacts on the problem?
- How can you anticipate or monitor indications that your opponents may be preparing to launch a response?
- What preparations can you make for responding to any potential actions from opponents?

Saving Our Cultural Heritage
Combating Illicit Excavation and Trade in Antiquities

Al Masir International Center for Studies Research and Training

Jordanian Civic Activists Toolkit II:
Case Studies of Jordanian Advocacy Campaigns

Civil Society Capacity Building in Jordan
USAID Civic Initiatives Support Program
2013 – 2018

USAID FROM THE AMERICAN PEOPLE
New Tactics in Human Rights
fhi360 THE SCIENCE OF IMPROVING LIVES

Overview

Advocacy Issue

The right of Jordanians to access, participate in, and enjoy their cultural heritage

Human Rights-Based Focus Area[1]

Protection / Accountability – (UDHR – Article 27[2])

Scope of Advocacy

National / International

Advocacy Action Areas[3]

A challenge for many civil society organizations is distinguishing between being busy with activities and implementing tactical actions that strategically advance an advocacy effort. In order to help organizations better assess how to expend precious resources, the Legacy Tool offers four action areas that are needed to conduct any advocacy campaign: internal capacity building, research, mobilization and engagement with decision makers. This case provides insights into all four action areas:

- internal capacity building
- research
- mobilization
- engagement with decision-makers

Tactical Aim

New Tactics in Human Rights has identified four primary human rights-based tactical aims: prevention, intervention, restorative and promotion. This case demonstrates:

- promotion

Campaign Period

July 12, 2015 – July 11, 2016

February 15, 2017 – May 14, 2018

[1] *Source: The information related to these four areas of rights are adapted from and found in Discover Human Rights: A Human Rights Approach to Social Justice Work, The Advocates for Human Rights (**http://bit.ly/1TmOp6v**). The New Tactics Method utilizes: safety and security; non-discrimination; participation; and protection–accountability. NOTE: The rights listed in these four "categories" may be placed in any area depending upon the context where the right is being violated. For example, Article 23: Right to join trade unions might be placed in "Safety and Security" rather than "Participation" where organizing or joining a union is dangerous.*

[2] *Universal Declaration of Human Rights (UDHR) – Article 27 (1): Everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.*

[3] *The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.*

Brief Summary

The depletion and destruction of Jordan's irreplaceable cultural heritage by illegal excavations and trade in antiquities has reached an alarming level. This loss is costing the Jordanian people their right to access, enjoy, and participate in their cultural heritage. Culture is fundamental to human dignity and identity. Based in Irbid, **Al Masir International Center for Studies Research and Training** (Al Masir Center) focused on the legal, social and political circumstances that enable and explain the depletion and destruction of Jordan's antiquities. As a result, Al Masir Center's advocacy, **Saving Our Cultural Heritage**, promoted the preservation of the right to cultural heritage through recommended amendments to the Antiquities Law No. 21 of 1988 and national artifacts inventory and documentation system for museums,[4] for decision makers. These two critical areas can significantly combat the threats posed by the looting and loss of cultural property.

The rich archaeological heritage of Jordan is being depleted by the illegal trade carried out to meet an escalating demand for antiquities internationally. These illegal activities have been systematic and have intensified to a frightening scale in recent years. One example of the loss of cultural property is the *Rizqah Stelae*. This is a highly significant Chalcolithic period (Copper Age) collection which was illegally moved from Jordan. Based on relevant international legislations and charters, Al Masir Center compiled documentation for an official request to return and restore the *Rizqah Stelae* to Jordan. The case materials for the *Rizqah Stelae* was presented to the Minster of Tourism and Antiquities (MOTA), along with a restitution documentation manual, video and procedures to assist the government in future efforts to restore stolen antiquities to Jordan.

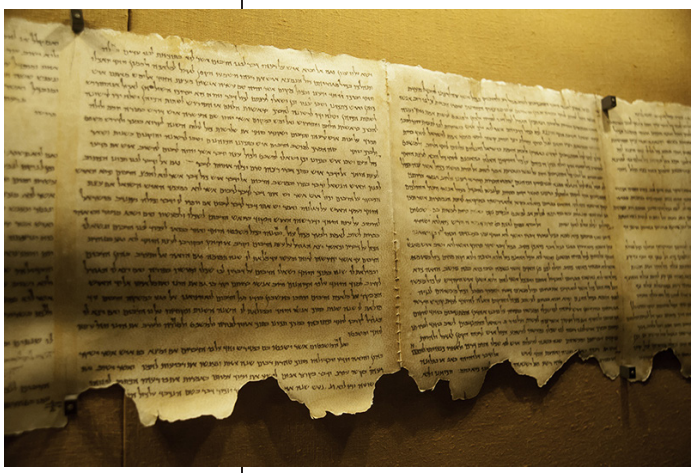


Figure 1: A picture of a segment of the Dead Sea Scrolls provided by Al Masir.

The cultural, socio-economic, legal, geo-political, and technical factors that contribute to the phenomenon point to the broad range of groups and levels of society involved in the problem. Over a period of more than two years, Al Masir Center engaged many of these different groups to tackle the problem, including local communities, non-governmental organizations, the private sector and government agencies.

While local looters may start the chain of events, the stolen antiquities rarely enrich these local looters. This is because the artifacts move from looter to many middlemen, and finally, dealer to customer. For example, if you consider the profits based on 1 JOD. A local looter receives .500 JOD, a local middleman might obtain .750 JOD, an importer in another country would receive 2.500 JOD, and eventually a dealer making the sale to a customer collects 100 JOD. This kind of profit chain keeps people engaged in the illegal trading of antiquities. While the local looter clearly receives a pittance for the artifact, this short sighted illegal

[4] *The recommended specifications for a national artifacts inventory and documentation system were provided to MOTA & DAJ with an official meeting.*

Figure 2:
1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, *Article 5 (a,b,f):*
To ensure the protection of their cultural property against illicit import, export and transfer of ownership, the States Parties to this Convention undertake, as appropriate for each country, to set up within their territories one or more national services, where such services do not already exist, for the protection of the cultural heritage, with a qualified staff sufficient in number for the effective carrying out of the following functions:

- *contributing to the formation of* ***draft laws and regulations designed to secure the protection of the cultural heritage*** *and particularly prevention of the illicit import, export and transfer of ownership of important cultural property*
- *establishing and keeping up to date, on the basis of* ***a national inventory of protected property,*** *a list of important public and private cultural property whose export would constitute an appreciable impoverishment of the national cultural heritage*
- *taking* ***educational measures to stimulate and develop respect for the cultural heritage*** *of all States, and spreading knowledge of the provisions of this Convention*

Note: Emphasis added to highlight the advocacy areas undertaken by Al Masir

trade illustrates the great cost to the Jordanian peoples' right and benefits to their cultural heritage. These illegal activities harm Jordan's international image. But ultimately, the country is deprived of an important asset that can be used for the economic and social benefit of the society at large.

In fact, these illegal activities have deprived Jordan of some of its most outstanding archaeological treasures. Two examples are the ***Dead Sea Scrolls***[5] which were illegally moved (Figure 1), and the loss of ***400 priceless Hellenistic gold coins*** stolen from the Citadel Museum in Amman which were replaced with fake coins.

While Jordan has an international mandate to preserve cultural heritage as a member state of the United Nations Educational, Scientific and Cultural Organization (UNESCO), this preservation requires public awareness, support and participation. Jordan joined UNESCO in 1950 and ratified the 1970 ***Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property*** in 1974.[6] In particular, Article 5 (a, b, and f) of the Convention serves to highlight the achievements made by Al Masir Center in their outstanding efforts to preserve and protect Jordan's cultural heritage for future generations (Figure 2).

The "***Saving Our Cultural Heritage***" advocacy campaign utilized significant research findings to engage stakeholders in solution-based dialogues to address the legal, structural and cultural foundations perpetuating illegal trafficking and trade in antiquities. As a result, local to national decision makers were engaged to assist and advance the government's protection and accountability mandate under the Convention to combat the illegal trafficking and trade in antiquities.

Achievements

Al Masir Center undertook four critical areas of research which also provided opportunities for dialogue and engagement with a wide range of stakeholders. The findings provided information and documentation for recommendations in the following areas:

- extent and underpinnings of the illegal excavation and trade in antiquities in Jordan
- legal gaps and defects in the Antiquities Law
- standards and requirements of museum documentation and registration systems
- recovery process of illegally moved and stolen antiquities.

Extent of the illegal excavation and trade in antiquities

Al Masir Center developed a position paper[7] outlining the contributing factors and the extent of the problem of illegal trade in antiquities. The position paper was utilized to raise awareness among a range of stakeholders beginning in the Irbid Governorate, with local community meetings and direct visits to

[5] *The Dead Sea Scrolls are one of the most important archaeological discoveries in the 20th Century. These scrolls are the oldest copy of the Bible. The Scrolls were kept at the Rockefeller Museum in Jerusalem which was under the Jordanian authority when they were illegally moved from the museum and their ownership was changed in violation of prevailing international laws and conventions.*

[6] *Jordan ratified the 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property in 1974. The text can be obtained from UNESCO: English:* ***http://unesdoc.unesco.org/images/0011/001140/114046ab.pdf#page=129/001410/141067a.pdf***

[7] *The Al Masir Center position paper on the illicit trade in antiquities includes some of the most important illegally moved and stolen antiquities of Jordan.*

institutions and government departments to gain their support.

In collaboration with the Faculty of Archeology and Anthropology at Yarmouk University, Al Masir Center organized a noteworthy seminar. "*The phenomenon of trafficking in antiquities and their smuggling: the problem and its solutions*[8]" highlighted the research findings and the seriousness of the phenomenon of illegal trade in antiquities in Jordan. Within the framework of the seminar, an extensive discussion took place among representatives of the university, the local community, and essential government agencies (see Figure 2, Article 5.f). The Deputy Governor of Irbid attended the seminar along with representatives from the Ministry of Tourism and Antiquities, the Department of Antiquities, the Jordanian Museum, the Ministry of Interior and security services, the Integrity and Anti-Corruption Commission, the Customs Department, and the Ministry of Justice.

Legal gaps and defects in the Antiquities Law

In order to contribute to the formation of draft laws and regulations designed to secure the protection of cultural heritage, and particularly prevention of the illegal export of important cultural property, Al Masir Center studied the current Jordanian law (see Figure 2, Article 5.a). The engagement of participants from the local community to the level of parliamentarians in reviewing the articles of the Antiquities Law No. 21 of 1988 was undertaken with the view to address gaps and pitfalls. Reviews of the national law, including the provisions of the law and proposed amendments, explored key areas for the protection of antiquities including: international legal supports, ethical standards for preserving Jordan's cultural and civilizational heritage, and deterrent penalties for anyone trying to destroy, smuggle and trade archaeological sites.

The legal study identified the gaps or pitfalls which make the Antiquities Law No. 21 of 1988 seriously inadequate to protect Jordanian's rights and benefits to their cultural heritage. In September 2017,[9] Al Masir Center organized the first seminar with MPs at Yarmouk University, "*The legal gaps in the Jordanian Antiquities Law.*" This seminar was structured to engage the Legal Committee of the Jordanian parliament. In addition to seven parliamentarians from the Legal Committee, scholars from the Anthropology and Antiquities Faculty of Yarmouk University participated in the discussion. Parliamentarians were shocked by the presented facts and figures regarding the extent of the stolen and moved antiquities. The discussion focused on potential amendments to the Antiquities Law No. 21 of 1988 to address the defects and provide solutions in the law. Based on the discussion with the members of the Legal Committee, another seminar was conducted with Parliamentarians in April 2018. Al Masir gathered a group of MP's to discuss the proposed solutions for the defects in each article of the Antiquities Law No. 21 of 1988. The participating Parliamentarians were again shocked with the lack of quality in the existing Antiquities Law to address the protection and accountability of Jordan's cultural heritage. MPs declared the proposed modifications would be considered in the upcoming law amendment session.

Standards and requirements of museum documentation and registration systems

It is essential to establish and keep an up to date, national inventory of protected property (see Figure 2, Article 5.b). UNESCO's "*Recommendation concerning the protection and promotion of museums and collections, their diversity and their role in society*"[10] provided Al Masir Center with universally recognized

[8] *The seminar was reported in the Yarmouk University Media Network on 24 May 2017,* http://yumn.yu.edu.jo/index.php/newscenter/526-2017-05-24-10-08-28

[9] *The September 2017 seminar with Parliamentarians was reported in the Yarmouk University Media Network,* https://www.yu.edu.jo/index.php/yumn/newscenter/1240-2017-09-13-11-46-00

[10] *Source: UNESCO, Recommendation concerning the protection and promotion of museums and collections, their diversity and their role in society, 17 November 2015*
English: http://portal.unesco.org/en/ev.php-URL_ID=49357&URL_DO=DO_TOPIC&URL_SECTION=201.html
Arabic: http://unesdoc.unesco.org/images/0024/002451/245176m.pdf#page=28

Figure 3:
UNESCO's Museum Recommendations addressing illicit trafficking: 8, 21, and 26

8. *A key component of collection management in museums is the creation and maintenance of a professional inventory and regular control of collections. An inventory is an essential tool for protecting museums, preventing and fighting illicit trafficking, and helping museums fulfil their role in society. It also facilitates the sound management of collections mobility.*

21. *Member States should ensure that museums implement principles of applicable international instruments. Museums are committed to observe the principles of international instruments for the protection and promotion of cultural and natural heritage, both tangible and intangible. They also should adhere to the principles of the international instruments for the fight against illicit trafficking of cultural property and should coordinate their efforts in this matter. Museums must also take into account the ethical and professional standards established by the professional museum community. Member States should ensure that the role of museums in society is exercised in accordance with legal and professional standards in the territories under their jurisdiction.*

26. *Good practices for the functioning, protection and promotion of museums and their diversity and role in society have been recognized by national and international museum networks. These good practices are continually updated to reflect innovations in the field. In this respect, the Code of Ethics for Museums adopted by the International Council of Museums (ICOM) constitutes the most widely shared reference. Member States are encouraged to promote the adoption and dissemination of these and other codes of ethics and good practices and to use them to inform the development of standards, museum policies and national legislation.*

foundations for advancing sound recommendations to fight against the illegal trafficking of cultural property in Jordan (see Figure 3, Recommendations #8, 21, and 26).

The study of international documentation and registration museum systems conducted by Al Masir Center provided an outline for potential specifications of a unified system for Jordanian museums. Based on these specifications, an assessment of the existing local documentation and registration systems adopted by Jordanian museums was evaluated. The assessment focused on the effectiveness of the existing documentation and registration systems to prevent the illegal movement and theft of the museums' collections. The research team undertook the following process: 1) a review of the related scientific literature, 2) determined the research sample in order to cover all different types of museums in Jordan, 3) designed and distributed a survey questionnaire based on the Documentation Committee of the International Council of Museums (ICOM-CIDOC), and 4) conducted field visits to targeted museums.

An important finding is that while the official national regulatory body is the Department of Antiquities (DoA), there is no unified national registration and documentation system for Jordanian museums that would provide a national inventory of the existing artifacts. This has resulted in a number of challenges for combatting illegal trafficking in antiquities. Each museum has its own collection and documentation. This has had negative effects on the protection of antiquities due to loss or theft.

Utilizing UNESCO's internationally adopted standards for documentation and registration, Al Masir provided an analysis, report and recommendations for Jordan to address the following issues:

- **Incompatible systems**: Each museum has its own system. The current registration systems are not compatible and information cannot be easily combined into a single documentation system.

- **No fixed serial numbers as a warning syste**m: Jordanian museums do not give a fixed serial number for archeological items. The number is placed next to the archeological item or in the records but not fixed on the item itself. A new number is given to the item each time it moves to a new location. In addition, there is no tracking system for archeological items when they are moved from one place to another. Therefore, there is no system that gives a warning to those responsible that an item has been stolen. This makes the process of switching, changing or counterfeiting the archeological item far too easy.

- **Inadequate preservation of paper records**: Paper records documenting archeological items are not preserved in a manner that protects them from loss or damage from environmental factors or natural disasters.

Al Masir Center conducted a workshop with museum staff to solicit their input and feedback for a proposed museum documentation and registration system. The attendees represented different relevant stakeholders working in museum documentation. This workshop contributed essential guidance to the final recommendations for a proposed registration system for antiquities and offically submitted to MoTA.

Recovery process of illegally moved and stolen antiquities

Among the significant antiquities illegally moved or stolen from Jordan include: Dead sea scrolls, Mesha Stele, the Ruins of Khirbet Rizqa, the Ruins of the Archaeological Bab Al Dheraa and the Mosaics of Jerash. For example, the mosaic floor of the Church of St Peter and St Paul in Jerash is one of the lost mosaics dating from the Roman and Byzantine eras. These are irreplaceable aspects of Jordan's cultural legacy which were illegally exported from the country to various museums around the world. It is important to note that international mechanisms, provided through Article 13 of the 1970 Convention make it possible to recover stolen cultural heritage (Figure 4).

Figure 4
1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, Article 13

The States Parties to this Convention also undertake, consistent with the laws of each State:

(a) to prevent by all appropriate means transfers of ownership of cultural property likely to promote the illicit import or export of such property;

(b) to ensure that their competent services co-operate in facilitating the earliest possible restitution of illicitly exported cultural property to its rightful owner;

(c) to admit actions for recovery of lost or stolen items of cultural property brought by or on behalf of the rightful owners;

(d) to recognize the indefeasible right of each State Party to this Convention to classify and declare certain cultural property as inalienable which should therefore ipso facto not be exported, and to facilitate recovery of such property by the State concerned in cases where it has been exported.

Al Masir Center developed a restitution manual to guide the relevant stakeholders and officials in the process of reclaiming Jordan's stolen antiquities in accordance to international law and signed agreements. In addition, a video was produced to summarize the steps for submission of a restitution claim by the responsible Jordanian authorities.

For a number of illegally moved or stolen antiquities Al Masir Center compiled the following documentation: 1) a description about the illegally moved and stolen antiquity; 2) a historical background; 3) the archaeological age; 4) the archaeological importance; 5) how it was illegally moved or stolen; 6) the place where it is located now; and finally, 7) if there are any efforts for restitution and repatriation of the stolen antiquity. Al Masir Center took the next step and prepared an authentic restitution and repatriation case for the *Rizqah Stelae* that can be pursued by the Jordanian authorities (Figure 5). This is a highly significant collection from the Chalcolithic period (Copper Age) that was illegally moved from Jordan. Based on relevant international legislations and charters, Al Masir Center developed the request for restitution of the *Rizqah Stelae* collection. The case materials for restitution include:

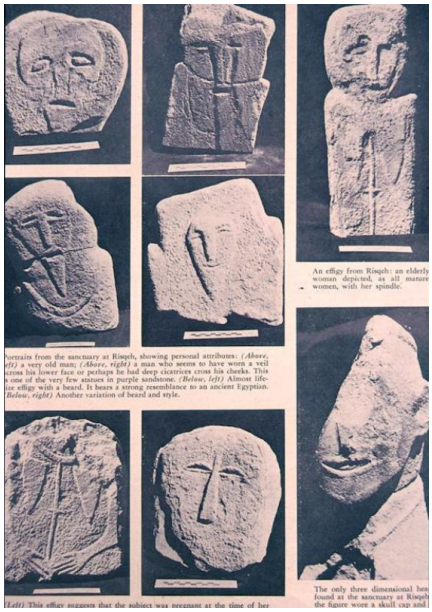


Figure 5: Photos of the stolen Rizqah Stelae

- the nature of the stolen *Rizqah Stelae*
- the significance of the *Rizqah Stelae*
- the circumstances of the illegal smuggling outside the country
- the current location of the stolen *Rizqah Stelae*
- proof of ownership by Jordan

"The situation is very complicated but when I put it in this [New Tactics] tactical map, I'm able to see it more easily and see the impact on the citizen there. For the first time, I saw all these players at the same time and see what is involved. We know by using this method that we can distribute the skills we have accordingly. Now we better understand team work and what "team" means. It is not just tasks distributed on people. It is more of understanding the people we need to work on it together. The [New Tactics] 5 Step Method is an easy method that makes the job more enjoyable. I highly recommend it. I believe that this method can be applied on any project in general."

– Dr. Ziad Al-Saad, Al Masir Center board member and Professor of Cultural Heritage Conservation and Management, Faculty of Archaeology and Anthropology, Yarmouk University

- the conditions of the illegal movement of the *Rizqah Stelae*
- photos and valid references to be enclosed with the report

The case materials and restitution products (manual, video, and drafted procedure) were handed over to the Minster of Tourism and Antiquities (MOTA). These materials include the necessary information for responsible Jordanian authorities, namely the MOTA and the Ministry of Foreign Affairs, to submit the restitution claim. The meeting to hand over the resources to the Minister of MOTA was especially important to gain the Minister's support to advance the achievements of the advocacy campaign within MOTA and the Department of Antiquities.

Key Lessons

The following advocacy action areas provide lessons for reflection regarding Al Masir Center's "***Saving Our Cultural Heritage***" advocacy campaign to promote a national artifacts inventory and documentation system, amendments to the Jordanian Law of Antiquities, and reclaim stolen cultural heritage.

Advocacy Action Areas

Internal Capacity Building

Advocacy skills training and support

Al Masir Center took advantage of skills training opportunities and support services offered by USAID – CIS as a grantee. One such training was the New Tactics in Human Rights Strategic Effectiveness Method training on advocacy. As a result, their view of advocacy, who is involved, and pathways to address their issue greatly expanded. This provided them with new opportunities for their advocacy efforts and also expanded the roles of their own team.

Lesson Learned: Assessing skills to advance advocacy campaign objectives

Any advocacy campaign demands a wide variety of tasks and responsibilties. Regardless of how small or large the team, it is a challenge to utilize team member skills in the most efficient and effective way. Through the ***Saving Our Cultural Heritage*** advocacy campaign, Al Masir Center assessed the skills and areas of expertise of team members and effectively leveraged those skills. The combination of people and skills gathered not only researchers with specializations in different fields but each person also brought a good network with decision makers: Prof. Dr. Ziad al Saad (team leader, combating illicit trade in antiquities), Dr. Mustafa Al Naddaf, (international law and local legislations), Dr. Khader Atoum (socio-economics of illicit trade in antiquities), Mr. Mohammad Jarradat (museum documentation and registration), Dr. Mefleh Al Jarrah and Mr. Yasser Qudah (networkers with MPs, government officials, concerned security authorities, etc.), and Mr. Mohammad Rababha (activities coordinator and logistic support). Working as a team expanded opportunities to develop and foster new skills especially in the area of community engagement.

Research

Indepth problem analysis to develop solutions

Al Masir Center's experience highlights the importance of an indepth and accurate understanding of the problem. The identification of the gaps in the documentation and registration of antiquities along with the broad range of stakeholders reinforcing the profit chain provided new insights for developing

appropriate solutions to the illegal trafficking and trade of Jordan's antiquities. Al Masir Center adopted a research-based approach for dialogues with both local community and decision makers (see Mobilization). Research and analysis of the problem made it clear that both governmental action and community involvement are critical for the protection of Jordan's cultural heritage. Without local community understanding, valuing and participation in their own cultural heritage, the loss of Jordan's antiquities will continue.

Lesson Learned: *stakeholder participation and validation of research findings for developing recommendations*

Complex problems often require legal and policy attention (content), operational measures for implementation (structure) and changes in human behavior (culture). This ***Triangle Analysis***[11] of content, structure and culture can provide validation for research and insights for involving stakeholders to develop appropriate solutions. Al Masir Center's research contributed essential information in each of the three areas for combating illegal trafficking and trade in antiquities:

- Content (current laws and policies): The Jordanian Antiquities Law No. 21 of 1988 has significant inadequacies which require amendments to address the gaps in protection. The participation of government agencies, parliamentarian committees, and MPs provided essential feedback for developing and gaining support for policy recommendations.

- Structure (operational measures): The documentation and registration survey conducted with museum staff, documentation experts and government agencies made it possible to identify the critical need for a unified, national documentation and registration system. This absence of an early warning system greatly contributes to the lack of protections and subsequent loss of Jordan's antiquities. The site visits to museums and the workshop conducted with these stakeholders concentrated on operational remedies.

- Culture (human behavior): Community participation revealed the socio-economic drivers fueling the profit chain in the illegal trafficking of antiquities. This provided Al Masir Center with a new understanding of the misunderstanding and complicity at the local community level that must be addressed through community engagement and education.

Mobilization

Utilizing research results to engage and mobilize stakeholders

There has been a history of mistrust between communities in close proximity to cultural heritage sites and government. In order to overcome barriers of mistrust, dialogue processes based on research results built understanding of local community perceptions, as well as impacts of illegal trafficking and trade in antiquities. Al Masir Center engaged stakeholders in validating research findings through all stages. Stakeholders were moblized to invest in building solutions by utilizing the research findings in the areas of content, addressing the gaps in the Antiquities Law; structure, tackling the complexity of museum documentation and registration; and culture, attending to the needs of communities near cultural heritage sites.

Lesson Learned: *foster engagement and solutions through dialogue*

Creating opportunities for dialogue was critical to mobilizing stakeholder

"It [New Tactics Method] helped in clarifying the relationships with other people and organizations to facilitate the work. People used to look at the antiquities as stones, while now they appreciate the value and history behind them."

– Dr. Mefleh, Director, Al Masir International Center for Studies, Research and Training

[11] *"Triangle Analysis" originates from Margaret Schuler in* ***Empowerment and the Law****, 1986. The text is adapted from Lisa VeneKlassen and Valerie Miller,* ***A New Weave of Power, People, and Politics: The Action Guide for Advocacy and Citizen Participation****, 2002.*

support for Al Masir Center's advocacy for ***Saving Our Cultural Heritage***. These dialogues centered on research findings which built understanding of the critical losses to cultural heritage resulting from illegal trade in antiquities. This empowered diverse stakeholders – community, non-governmental organizations, governmental agencies and parliamentarians – to be engaged in designing solutions. While communities near archeological sites have special responsibilities, all the people of Jordan have an investment in safeguarding their cultural heritage for future generations.

Engaging Decision Makers

Direct consultations enhanced participation

This advocacy campaign required Al Masir Center to work with decision makers at all levels, starting in the Irbid Governorate with direct consultation visits to government departments, institutions and museums to gain their support.

Figure 6: Mr. Abed Al Monem Oudat, representing the legal committee of the Jordan parliament with Jordan TV. Source: ***http://www.youtube.com/watch?v=mwqqVP6yTpg***

Their research provided solid evidence regarding the urgency of the situation. On the governorate level, consultations involved the Irbid Customs Department, Public Security Directorate, Intelligence Department, Military Intelligence Services, Integrity and Anti-Corruption Commission, the Anti-Narcotics Department, as well as the Irbid police. These consultations provided vital insights for developing proposed amendments to the Jordanian Antiquities Law No. 21 of 1988 which were brought forward to Parliamentarians. As a result, when Parliamentarians were presented with the extent of destruction, loss to Jordan's cultural heritage, and lack of protections, they were shocked and motivated to address the problem (see Figure 6).

Lesson Learned: *Addressing interpersonal conflicts*

Over the course of the campaign, a challenge regarding an interpersonal conflict emerged which impacted Al Masir Center's advocacy effort. Interpersonal conflicts are not unusual, in fact, they are inevitable. When such situations arise, it is imperative to assess and address the conflict. It can be helpful to seek assistance from outside the organization. In this situation, Al Masir Center received consultative services from USAID – CIS. This helpful reflection for team members identified constructive responses to the conflict. Actions taken proved initially promising, however, barriers remain which will require ongoing attention.

Looking forward, Al Masir Center has been in direct contact with the Director General of Antiquities to advance the case materials and restitution products (manual, video, and drafted procedure) which were handed over to the Minster of Tourism and Antiquities (MOTA). The Director General has pledged to take the necessary actions on the various components, particularly the *Rizqah Stelae* restitution case, and the suggested amendments to the antiquities law. The Legal Committee of the Parliament pledged to consult with the Al Masir Center's project team during the process of the ratification and approval of the amended Antiquities Law by the Parliament.

Organizational Impact of Advocacy

The way we work with the community in order to reach the decision makers in the most effective way has changed. That was a challenge for us. At the beginning, we thought having the mayor or the MPs is enough but not really. Now we believe that

we need to go to all levels of the community, not just for community satisfaction, but for influencing the decision makers.

Al Masir Center likes the dedication and involvement in details of the USAID – FHI360. FHI360 is the only organization that works with you hand-in-hand, has an excellent monitoring system, and gives early warning at the right time.

– Dr. Ziad Al-Saad, Al Masir Center board member and Professor of Cultural Heritage Conservation and Management. Faculty of Archaeology and Anthropology, Yarmouk University

Preserving the Ancient (Perennial) or Rare Rumi Olive Trees in the Town of Tibneh/Irbid Governorate

Tibneh Charitable Association

Jordanian Civic Activists Toolkit II: Case Studies of Jordanian Advocacy Campaigns

Civil Society Capacity Building in Jordan
USAID Civic Initiatives Support Program
2013 – 2018

USAID FROM THE AMERICAN PEOPLE
New Tactics in Human Rights
fhi360 THE SCIENCE OF IMPROVING LIVES

Overview

Advocacy Issue

The right of the population to enjoy and preserve the ancient Rumi olive trees as a historical, ecological and natural legacy.

Human Rights-Based Focus Area[1]

Protection / Accountability – (UDHR – Article 25[2])

Scope of Advocacy

Local: Tibneh area in Al-Koorah District, Irbid Governorate

Advocacy Action Areas[3]

A challenge for many civil society organizations is distinguishing between being busy with activities and implementing tactical actions that strategically advance an advocacy effort. In order to help organizations better assess how to expend precious resources, the Legacy Tool offers four action areas that are needed to conduct any advocacy campaign: internal capacity building, research, mobilization and engagement with decision makers. This case provides insights into all four action areas:

- internal capacity building
- research
- mobilization
- engagement with decision-makers

Tactical Aim

New Tactics in Human Rights has identified four primary human rights-based tactical aims: prevention, intervention, restorative and promotion. This advocacy for Rumi olive trees demonstrates the following tactical aim:

- intervention

Campaign Period

May 15, 2017 – February 28, 2018

[1] *Source: The information related to these four areas of rights are adapted from and found in Discover Human Rights: A Human Rights Approach to Social Justice Work, The Advocates for Human Rights (**http://bit.ly/1TmOp6v**). The New Tactics Method utilizes: safety and security; non-discrimination; participation; and protection–accountability. NOTE: The rights listed in these four "categories" may be placed in any area depending upon the context where the right is being violated. For example, Article 23: Right to join trade unions might be placed in "Safety and Security" rather than "Participation" where organizing or joining a union is dangerous.*

[2] *Universal Declaration of Human Rights (UDHR) Article 25 (1): Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control.* **http://www.un.org/en/universal-declaration-human-rights/**

[3] *The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.*

Brief Summary

This campaign marked the first time for Tibneh Charity Association[4] to work on a rights-based issue rather than charity work. This is considered a paradigm shift in the life of the Association. This shift emerged as a result of the Association's participation in the USAID CIS Advocacy Support Fund grant process. A primary component of the grant process included an advocacy training using the New Tactics in Human Rights Program's ***Strategic Effectiveness Method*** which facilitates the collective identification of locally-defined priorities. As a result, the Association launched the *Preserving the Ancient (Perennial) or Rare Rumi Olive Trees in the Town of Tibneh/Irbid Governorate* campaign.

It has been observed in recent years that the number of ancient (perennial) and rare Rumi olive trees is constantly decreasing. This constitutes a red flag and warning sign that this legacy is threatened with extinction. After analyzing the main factors causing the decline in the number of trees in the study area, "Tibneh", it was found that the most important factor is the lack of enforcement of the relevant legislation and laws which state that olive trees can only be removed or cut with the consent of the Minister of Agriculture, and under the most difficult circumstances. The lack of knowledge of relevant stakeholders with regards to these legislations has also contributed to many infringements. The problem has manifested in Rumi olive trees being uprooted and transferred from their natural habitat to make way for new roads and public buildings on agricultural land in the villages. In addition, trees were being sold as firewood or to be used for the decoration of gardens and houses.

The campaign process began by documenting the extent and magnitude and seriousness of the problem. This revealed the rapid decline in the number and cultivated area of the ancient Rumi olive trees due to the ongoing attacks and absence of any official monitoring or enforcement of the relevant *Instructions*. As a result, the Association was able to clarify the importance of olive trees as a natural and historical legacy, as well as their economic importance to the community. The campaign contributed to breaking two stereotypes: On the one hand, the perceived lack of cooperation from government agencies and their staff with local communities; and on the other hand, and the seemingly weak role of civil society organizations and community-based organizations in local development.

The community responded positively, forming the Olive Trees Advocacy Civic Coalition and creating the Friends of Rumi Olive Trees Committee. The Committee has taken on the role to monitor any infringements, whether by individuals or government agencies. One specific intervention occurred during the closing ceremony of the campaign when the Association handed over a petition, signed by community dignitaries and leaders (Mukhtars), to the Irbid Director of Agriculture. This enabled the campaign to activate the protection and accountability role of decision makers, making rights-based demands that serve the public interest of all the people of Tibneh, rather than playing the

[4] *Tibneh Charitable Association is a charitable association founded in 1982 with the aim of helping the poor and the needy, creating development projects, caring for women and their affairs and caring for persons with disabilities. In the past, the interest of the Association was limited to charitable programs and the distribution of aid and assistance to the needy. In their first step towards rights-based work, the team submitted an application to the donor organization to implement a human rights-based advocacy campaign to address the phenomenon of violations and attacks against the Rumi olive trees in Tibneh area.*

traditional role of making tribal or personal demands on behalf of their people. The campaign stressed the need for accountability based on the enforcement of the rule of law, manifested by enforcing the relevant legislation and laws represented by *Instructions* (G2) of 2016.

Government agencies also responded. The campaign successfully engaged government agencies (Public Works departments, Municipalities, Governorate, etc.) and the Ministry of Agriculture staff (Irbid Directorate of Agriculture – Forestry Division). Government agency staff members received training on the newly issued *Instructions*. These *Instructions* pertain to the mandate of Forestry Division staff which was extended to include ancient trees and were no longer restricted to forest trees. Significantly, following the training, approval was given by the Ministry of Agriculture to grant all staff of the Forestry Division the capacity of the judicial police to stop these violations against olive trees. In this way, the campaign worked with official stakeholders to lobby the government to fulfill its role as the party accountable for human rights violations related to the protection of the natural and historical legacy that the people of Tibneh. This natural and historical legacy has been inherited from their parents and grandparents for hundreds of years, with the campaign's intention to ensure that this legacy is protected and passed to coming generations.

Achievements

This campaign raised great interest in its cause within the Tibneh and surrounding areas. The Association mobilized support from all stakeholders. Despite the small size and limited experience of the Association, it nonetheless was able to implement an organized campaign through which the first civic coalition was established, comprising seven charitable and specialized associations in Al-Koorah district.

This mobilization and engagement of decision makers resulted in the campaign achieving its main goal – the ***enforcement of Instructions (G2) of 2016 issued under the Jordanian Agriculture Law***. These *Instructions* are called the "*removal and transfer of fruit-bearing olive trees of rare or ancient Rumi varieties for 2016*." These *Instructions* make it difficult to remove or cut the Rumi olive trees without the consent of the Minister and only under the most difficult circumstances.

The success of the campaign and the enforcement of these *Instructions* manifested in several ways:

- **Increased knowledge and understanding of government staff**: The Association trained the staff of the Ministry of Agriculture and other ministries on the *Instructions* and the foundations of uprooting and transferring of Rumi olive trees. Numerous violations occur as a result of wrongful permission granted to uproot and transfer the trees. The training increased their knowledge of the *Instructions* and how to implement them and protect Rumi olive trees from violations.

- **Increased accountability and power of government staff to enforce the law**: A critical aspect of enforcement of the *Instructions* has been the approval by the Ministry of Agriculture to grant all staff of the Forestry Division the capacity of the judicial police and to include olive trees under their authority as well as forest trees.

- **Allocation of special protections**: The campaign succeeded in gaining the first piece of land allocated to receive the Rumi olive trees and to prevent their cultivation outside the town of Tibneh. It is worth mentioning that

there are some Rumi olive trees, which, upon reconciliation with the municipality, will be cultivated in the allocated land in cooperation with the Association and Irbid Directorate of Agriculture.

- **Safe uprooting and transfer**: The Ministry of Agriculture issued an "invitation to tender" for the purchase of a specialized machine for the safe uprooting and transfer of Rumi olive trees in case there is an urgent condition to remove a tree.

As a result of the campaign, the local community has gained a deeper understanding of the issue of the declining olive trees, the forms of violations against the Rumi or ancient olive trees, and avenues for protection and accountability based on relevant laws and regulations. It is important to note that significant campaign achievements took place during, and following the closing ceremony. The seriousness of the demands was exerted through united community pressure on decision-makers. The area's dignitaries and *Mukhtars* submitted the campaign's findings together with a signed petition and relevant recommendations to the closing ceremony patron – the Director of Irbid Directorate of Agriculture, for submission to the Minister of Agriculture. The united community pressure achieved the campaign's goals. Following the closing ceremony, the campaign team was able to coordinate with the Ministry of Agriculture to train their staff, increasing their knowledge of the *Instructions* and how to implement them and protect Rumi olive trees from violations. This, in turn, led to the Ministry of Agriculture to issue an "invitation to tender" for the purchase of a specialized machine for the safe uprooting and transfer of Rumi olive trees when necessary to do so.

Advocacy Action Areas[5]

The Advocacy Action Areas in this campaign provide insights into the challenges and lessons learned from the experience of Tibneh Charitable Association throughout the implementation of the campaign to preserve the ancient and rare Rumi olive trees in the town of Tibneh.

Internal Capacity Building

The Association built their internal capacity through the USAID CIS sponsored advocacy training using the New Tactics in Human Rights *Strategic Effectiveness Method*. The five-step method begins with a collective process to identify a clear and focused problem statement. This foundational step is critical for any campaign (see Research). The Association identified the problem as: *The Ancient and Rare Rumi Olive Trees in Tibneh are subject to attack due to the failure to apply the Instructions* for the "*removal and transfer of fruit-bearing olive trees of rare or ancient Rumi varieties*" No. (G2) *of 2016 under Article 13 and Article 34 of the Jordanian Agriculture Law* No. 13 *of* 2016.[6] The ***Strategic Effectiveness Method*** provides a step-by-step process to develop a strategic path – or journey of change. This strategic path helps to also track and monitor progress (see Figure 1). The Association's campaign team was also trained on lobbying and the tools used in that context, skills that would benefit the Association not only in the case of advocating for the Rumi olives trees but also in any rights-based issue of importance to Tibneh.

An analysis by the Association conducted in terms of the technical requirements to conduct the campaign activities helped highlight the strengths and weaknesses of the team (see Research). Based on that, the Association recruited experts in specific fields. This led the team to become more diverse with complementing experiences and capacities. For example, the Association

[5] *The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.*

[6] http://www.qistas.com/legislations/jor/view/3878416

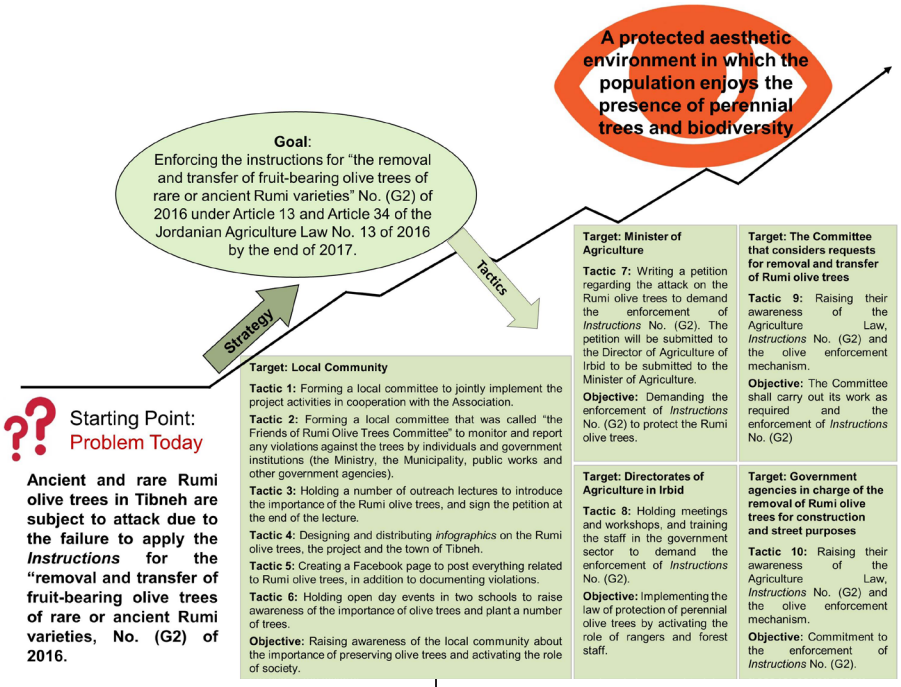


Figure 1: The strategic path developed by Tibneh Charitable Association for their campaign.

recruited as a technical advisor an agricultural engineer specialized in olive trees and familiar with agriculture laws and regulations. He contributed significantly, by adding a strong technical angle of scientific knowledge of olive trees, the violations they are exposed to, and potential solutions.

Furthermore, it was necessary to recruit a researcher with experience in scientific research on olive trees to analyze the problem and draft a position paper. The team was able to recruit a person on a part-time basis, who drafted a solid position paper used for engagement with local leaders and decision makers. In addition, the researcher provided the results of a survey showing the extent of attacks on the Rumi olive trees in the area.

The Association was able to draw upon internal areas of expertise and support. The president of the Association led the team and contributed managerial and logistical support to the campaign. He also brought valuable knowledge of the town and its population. The secretary of the Association, served as the campaign coordinator, providing support to the president of the Association and the team through his distinguished relations with the local community, namely its dignitaries and leaders. An additional positive factor for the campaign was the president and secretary's close contacts with representatives of government departments and local government agencies in the governorate of Irbid in general, and in Tibneh in particular.

Research

Perhaps one of the most important lessons learned in research is the need to allocate sufficient time to diagnose the problem and analyze its various dimensions in a participatory and scientific way. Then to document the findings in a position paper that can be used as an advocacy tool to highlight the issue. As a result, the Association was able to clarify the importance of olive trees as a natural and historical legacy, as well as their economic importance. The position paper specified the forms, magnitude, and seriousness of the problem. This revealed the rapid decline in the number and cultivated areas of the ancient Rumi olive trees due to the ongoing attacks and absence of any official monitoring or enforcement of the relevant *Instructions*. Feedback from all the stakeholders about the suggested recommendations and solutions was sought. As a result, the position paper stated the position of the team, members of the coalition and interested local people on the issue, as well as a set of agreed upon recommendations addressed to the relevant ministries, directorates, and civil society organizations.

During the implementation of the campaign, the team continued to collect information that served their cause. This included a survey and an inventory of the Rumi olive trees, and documentation of violations. Work is still in progress with the Directorate of Agriculture to reconsider the official numbers it had issued.

It is also worth noting that due to the various research methods carried out by the Association, the campaign team, and the local community gained a deeper understanding of the issue of the declining olive trees numbers, and the reasons behind it, clarification on the forms of violations against the Rumi or ancient olive trees, and the relevant laws and regulations.

Mobilization

This campaign was able to generate great interest in its cause. The Association mobilized the necessary support from all stakeholders within Tibneh and various surrounding areas. Despite the small size and limited experience of the Association, it organized a campaign through which the first civic coalition of seven charitable and specialized associations in Al-Koorah district was established. The coalition considers the cause of advocating for olive trees a human rights cause: “The right of the population to enjoy and preserve the ancient Rumi olive trees as a historical, ecological and natural legacy,” a right that must be protected and any violations against it deterred. The coalition is also seeking to transfer the experience to different areas in Al-Koorah as there are ancient or rare Rumi olive trees in those areas as well.

The campaign team succeeded in forming a committee from the local community – "the Friends of Rumi Olive Trees Committee." The Committee greatly contributed to disseminating information through social media, and supporting the team in workshops, trainings, and field visits to the stakeholders.

This campaign proved the importance of the role of dignitaries and *Mukhtars* in the success of any desired development process. The Association recognized that ignoring them and their role will thwart or impede the development process. A significant accomplishment was that dignitaries and *Mukhtars* of the area accompanied the campaign team during their visits to the decision makers to clarify the problem and stress the seriousness of the campaign’s demands. This support of dignitaries of the area enabled the team to activate the protection and accountability role of those dignitaries and decision makers in making rights-based demands that serve the public interest of all the people of Tibneh, rather than playing the traditional role of making tribal or personal demands on behalf of their people. The biggest demonstration of the seriousness of the demands was when the area’s dignitaries and *Mukhtars* submitted the project findings together with the signed petition and relevant recommendations to the closing ceremony patron – the Director of Irbid Directorate of Agriculture, for submission to the Minister of Agriculture.

The results that transpired following the closing ceremony revealed that exerting united community pressure on decision makers is a successful method. The campaign achieved its goals, and the team was able to coordinate with the Ministry of Agriculture to train their staff, increasing their knowledge of the *Instructions* and how to implement them and protect Rumi olive trees from violations. This, in turn, led to the Ministry of Agriculture issuing an invitation to tender for the purchase of a specialized machine for the safe uprooting and transfer of Rumi olive trees if necessary.

Engagement with Decision Makers

Tibneh Charitable Association sought to build cooperative relationships with different decision-makers. Building a good rapport increases the probability of solving the problem and sustaining the solution in the long-term. The Association succeeded in building such relationships through various means, including traditional means of communication, such as meetings, official letters,

and continuous follow up after these meetings and correspondences.

The Association actively engaged decision-makers in the various stages of the campaign through discussion sessions on the *Instructions*, as well as awareness raising workshops for stakeholders, such as the Ministry of Agriculture staff (Irbid Directorate of Agriculture, and the Forestry Division) and other government agencies (Al-Koorah Directorate of Public Works, Deir Abi Sa'id Municipality, Al-Koorah Directorate of Education, Directorate of Forestry, the Governorate).

One of the results of building such cooperative relationships was breaking the stereotype amongst civil society organizations about government departments as being uncooperative and obstructive. The campaign proved that the opposite is in fact true. The relevant decision makers have also come to realize the nature and importance of the role that civil society organizations play in supporting the government's work to serve the interest of the country and the citizens.

Through this campaign, the Association facilitated opening channels of effective dialogue among the local community itself, followed by opening communication channels between the community and the dignitaries of the area, and finally opening channels with relevant government departments and decision makers. The Association utilized the position paper to provide concrete information on the problem and its causes. These dialogues – between the community and the community leaders on the one hand and the representatives of the government departments on the other - contributed to expediting the process of finding solutions. Decision makers acknowledged that the campaign was an organized effort with clear demands that had been agreed upon collectively by the community and its leaders. The unified presence of those leaders and dignities as part of the campaign had a positive impact on decision-makers due to their high social and political status.

Organizational Impact of Advocacy

Perhaps the most important impact of this campaign on the Tibneh Charitable Association is the transition of the Association from charity work to the rights-based societal advocacy work. All the projects implemented by the Association in the past were of charitable nature, such as the distribution of donations, food parcels, and aid, a long way away from systematic efforts that aim at influencing decision makers to support a specific cause and creating change based on justice and equality.

"*The campaign led to the creation of a new state of affairs in the town of Tibneh.*"

- Engineer Ahmed Sweileh, Project Advisor, Tibneh Charitable Association

Before the project, we had not heard about the 'position paper'. Through the project, we had an opportunity to learn about the position paper concept, its importance and how to develop it and utilize it to achieve our goals."

- Mr. Khaled Bani Yasine, Program Officer, Tibneh Charitable Association

"*I would like to thank Tibneh Association and the distinguished team because this project is very important for the preservation of a cherished tree, a great national wealth and a great historical legacy.*"

- Engineer Ali Abu Nuqta, Director of Irbid Directorate of Agriculture

Wadi Al-Karak Environmental Advocacy Campaign: Enforcing National Laws Related to Dealing with Wastewater Treatment in Wadi Al-Karak

Princess Basma Development Center- Al-Karak
Jordanian Hashemite Fund for Human Development (JOHUD)

Jordanian Civic Activists Toolkit II: Case Studies of Jordanian Advocacy Campaigns

Civil Society Capacity Building in Jordan
USAID Civic Initiatives Support Program
2013 – 2018

USAID FROM THE AMERICAN PEOPLE
New Tactics in Human Rights
fhi360 THE SCIENCE OF IMPROVING LIVES

Overview

Advocacy Issue

The right to live in a safe and clean environment.

Human Rights-Based Focus Area[1]

Protection / Accountability – (UDHR – Article 25[2])

Scope of Advocacy

Local: Al-Karak Valley, Al-Karak Governorate

Advocacy Action Areas[3]

A challenge for many civil society organizations is distinguishing between being busy with activities and implementing tactical actions that strategically advance an advocacy effort. In order to help organizations better assess how to expend precious resources, the Legacy Tool offers four action areas that are needed to conduct any advocacy campaign: internal capacity building, research, mobilization and engagement with decision makers. This case provides insights into all four action areas:

- internal capacity building
- research
- mobilization
- engagement with decision-makers

Tactical Aim

New Tactics in Human Rights has identified four primary human rights-based tactical aims: prevention, intervention, restorative and promotion. This Wadi Al-Karak Environmental Advocacy Campaign: Enforcing national laws related to dealing with wastewater treatment in Wadi Al-Karak demonstrates the following tactical aim:

- intervention

Campaign Period

June 1, 2017 – April 30, 2018

[1] *Source: The information related to these four areas of rights are adapted from and found in Discover Human Rights: A Human Rights Approach to Social Justice Work, The Advocates for Human Rights (http://bit.ly/1TmOp6v). The New Tactics Method utilizes: safety and security; non-discrimination; participation; and protection–accountability. NOTE: The rights listed in these four "categories" may be placed in any area depending upon the context where the right is being violated. For example, Article 23: Right to join trade unions might be placed in "Safety and Security" rather than "Participation" where organizing or joining a union is dangerous.*

[2] *Universal Declaration of Human Rights (UDHR) Article 25 (1): Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control.* http://www.un.org/en/universal-declaration-human-rights/

[3] *The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.*

Brief Summary

This campaign helped the Princess Basma Development Center – Al-Karak, under the umbrella of the Jordanian Hashemite Fund for Development (JOHUD)[4], to work on a rights-based environmental, health, well-being and livelihood issue that helped build trust between civil society organizations, the local community, and the government bodies. This campaign emerged as a result of the Princess Basma Development Center's participation in the USAID Civic Initiatives Support Program (CIS) Advocacy Support Fund grant process. A primary component of the grant process included an advocacy training using the New Tactics in Human Rights Program's ***Strategic Effectiveness Method*** which facilitates the collective identification of locally-defined priorities. As a result, Princess Basma Development Center launched the campaign, *Enforcing national laws related to dealing with wastewater treatment in Wadi Al-Karak/Al-Karak Governate.*

In recent years, the capability of the wastewater treatment plant in Al-Karak has become compromised, leading to the decrease in the quality of the water coming out of the plant. The result is that the water coming out of the plant is not in line with Jordanian specifications. This water, being dumped into Al-Karak Valley, is causing environmental damage to the Valley and the surrounding areas due to the pollution to the spring waters. This water pollution has led to a number of grave concerns. There has been a sharp decrease in the quality of agricultural produce in the area and the demise of several forest trees and plants. This, in turn, has caused severe damage to the economic situation of farmers and their families due to residents refraining from purchasing any produce from the Valley. This once constituted the strongest provider of agricultural produce in Al-Karak. To make matters worse, bad fumes and emissions from the water are creating health hazards. Finally, the polluted water from the treatment plant is flowing into the spring waters in Al-Karak Valley which has damaged the tourism sector, once was one of the best tourism destinations in Jordan, especially for adventure tourism.

In cooperation with several local civil society organizations and other interested parties, the Princess Basma Development Center in Al-Karak, part of the Jordanian Hashemite Fund for Human Development (PBDC-JOHUD), decided to examine this problem based on the violation of Al-Karak citizens' rights to live in a safe and clean environment. The PBDC-JOHUD set out to advocate for the rights of those being affected by this violation through demanding the improvement of the wastewater coming out of the treatment plant to ensure that it is in line with Jordanian wastewater treatment standards. PBDC-JOHUD in Al-Karak undertook this advocacy through mobilizing the community members in a number of key ways. They contracted a local research firm to examine the economic and social impacts of the untreated wastewater being dumped in Al-Karak Valley on the residents. They also contracted national entities accredited in laboratory testing to conduct the required analysis of the incoming and outgoing wastewater at the treatment plant to determine the existence of a problem. Based on the lab analysis, PBDC-JOHUD developed

[4] *The Princess Basma Development Center in Al-Karak is one of the centers under the umbrella of the Jordanian Hashemite Fund for Development (JOHUD). The center works on spreading awareness aimed at motivating people to participate in addressing the phenomenon of poverty in Jordan and easing the negative effects of the social and economic changes in the lives of the poor. The Center also calls or the right of everyone to participate in decisions that affect their lives especially the poor and marginalized groups. JOHUD strives to empower the poor to be self-reliant, to gain access to resources, to make their voices heard, and to gain support for the issues that are important to them.*

a position paper containing an the analysis of the problem, its impact on the community, the types of violations present, and the specific demands required from decision-makers to address the problem.

PBDC-JOHUD engaged the community by conducting a meeting with local allies with the presence of the Governor of Al-Karak and members of the Governorate Council. They presented the results of the research, the laboratory tests, the position paper, and recommendations for creating a joint action plan. PBDC-JOHUD was successful in creating a campaign committee of twenty members related to the wastewater pollution issue. The members included representatives of the Governorate Council (decentralization), environmental activists, and officials from the environment, agricultural, water, and health sectors in Al-Karak governorate. This provided an opportunity to hold a dialogue with direct decision makers, especially the Secretary-General of the Water Authority and the Secretary-General of the Jordan Valley Authority to discuss the issue and its ramifications. They arranged for a visit to the treatment plant and surrounding areas of Al-Karak Valley for an up-close view of the problem.

These coordinated actions put pressure on the government to fulfill its role as an accountable party to address the human rights violations related to the wastewater pollution in Al-Karak Valley. By cooperating with the Governor of Al-Karak, PBDC-JOHUD was able to exert pressure on the Ministry of Water and Irrigation. The General Secretary of the Water Authority was instructed to visit the site and instruct stakeholders from the Water Directorate in Al-Karak to examine the problem; take required measures for completion of maintenance of the current plant; and to complete the expansion on the new plant within a specified time frame.

This advocacy campaign resulted in many significant results, namely the allocation of 250 thousand Jordanian Dinars for immediate maintenance of the treatment plant, as well as putting pressure on the responsible contractor to speed up work on the new treatment plant. This is an expansion adjacent to the current plant. This campaign enabled the local community in Al-Karak to know their rights and empowered the community to demand the realization of their rights in instances of violation. The campaign also contributed to the commitment and engagement of stakeholders vis-a-vis citizens' rights, and their recognition of the importance of realizing those rights. This advocacy campaign enhanced the trust of citizens in their government's ability and interest to respond to citizens' demands.

Beyond the success of the campaign, a major achievement of this campaign was building the knowledge and understanding of those running the campaign of human rights advocacy methods, skills, and tactics to address not only the violation related to water but to address any violation related to the human rights of citizens in the area.

Achievements

Princess Basma Development Center in Al-Karak (PBDC-JOHUD) made significant gains in achieving their campaign goal – *Enforcing National Laws Related to Dealing with Wastewater Treatment in Wadi Al-Karak*. Key successes of the campaign took place in the mobilization of the community and engaging decision-makers. The ways in which PBDC-JOHUD in Al-Karak mobilized the community ensured an accurate understanding of the problem and the development of appropriate solutions that could be offered to decision-makers.

Appropriate timing of the campaign: This campaign coincided with a period of civic activism movements inside Al-Karak, which contributed to more responsiveness to local demands. It also coincided with a visit by the campaign coalition team to the General Secretary of the Ministry of Water and Irrigation who had at the time only been in his post for a few days. This contributed to his openness and readiness to respond to demands.

Implementation of the campaign by an entity that enjoys the trust of everyone (trust of locals towards the campaign leadership): PBDC-JOHUD, Al-Karak Branch, gained the trust of the campaign coalition by engaging local leaders, members of the Governorate Council, environmental activists, etc. The reason for this trust was that the campaign was prepared under an organized, reputable national umbrella that has the capacity for implementation. The campaign team was also guided and supported by advocacy specialists within the donor organization.

Without a doubt, one the biggest achievements of this environmental advocacy campaign was activating and applying the laws related to wastewater treatment and disposal as per Jordanian specifications in Al-Karak Valley. The campaign coalition worked together to mobilize the community to demand action from decision makers to solve the issue of the environmental pollution resulting from the wastewater treatment plant in Al-Karak. Furthermore, a significant result was achieved when decision makers allocated 250 thousand Jordanian Dinars for immediate maintenance of the current treatment plant. In addition, the campaign succeeded in accelerating the completion of the new treatment plant.

Key Lessons

Advocacy Action Areas[5]

The Advocacy Action Areas in this campaign constitute challenges and lessons learned from the experience of PBDC-JOHUD in Al-Karak in the implementation of the *Wadi Al-Karak Environmental Advocacy Campaign: Enforcing National Laws Related to Dealing with Wastewater Treatment in Wadi Al-Karak* campaign.

Internal Capacity Building

PBDC-JOHUD in Al-Karak built their internal capacity through the USAID CIS sponsored advocacy training using the New Tactics in Human Rights ***Strategic Effectiveness Method***. The five-step method begins with a collective process to identify a clear and focused problem statement. This foundational step is critical for any campaign (see Research). PBDC-JOHUD in Al-Karak identified the problem as: *Residents and visitors of Al-Karak Valley do not enjoy their rights to a safe and clean environment due to the dumping of wastewater that is not treated as per standard specifications into the Valley water stream.* The ***Strategic Effectiveness Method*** provides a step-by-step process to develop a strategic path – or journey of change. This strategic path helps to also track and monitor progress (see Figure 1).

In terms of the internal capacity building for implementing the environmental advocacy campaign, PBDC-JOHUD created a coalition of relevant institutions. The coalition engaged most constituents of the community, such as local civil society organizations, government departments, research institutions, as well community leaders and dignitaries. The coalition members worked collectively with the campaign team in facilitating the implementation of various campaign activities.

[5] *The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.*

Figure 1: The strategic path developed by the PBDC-JOHUD Al-Karak for their campaign.

Research

One the most important lessons learned with regards to the research element in this campaign was the importance of conducting laboratory tests of wastewater samples. The samples were taken by a local community lab and analyzed by the Royal Scientific Society. The results provided critical leverage in the phase of mobilization of stakeholders and supporters. The results constituted scientific evidence, provided by a licensed national institution for laboratory testing, thus forming a solid tool in the hands of the campaign team. The wastewater results were central when presenting the advocacy case and highlighting the importance of finding direct solutions. This, in turn, contributed to creating a position paper by the campaign team which was based on a clear understanding of the problem and its ramifications. This improved the campaign team's ability to present, discuss, and achieve better results. The concrete results were a significant component when engaging in dialogue with decision makers.

Mobilization

This environmental advocacy campaign succeeded in stirring the interest of stakeholders to mobilize the required support in the community to advocate for clean water. This manifested in the high numbers of allies to the campaign and in the diversity of the entities that the coalition represented. The campaign team, with coalition members, succeeded in raising public opinion supporting the rights of citizens, farmers, and visitors of the Al-Karak Valley area to clean water. Furthermore, wide coverage from journalists, various media outlets, as well as social media platforms, contributed to alerting stakeholders from local government and the Governorate Council to consider the issue and take it seriously. The support of local leaders and dignitaries provided significant added value to the coalition and to its diversity.

Engaging Decision Makers

The campaign team, with coalition members, engaged decision makers in all phases of the campaign by holding one-to-one meetings, various workshops, and discussion sessions. The presence of representatives of the local government in the coalition facilitated access to main decision makers in relevant ministries. Furthermore, the participatory approach adopted by the campaign reinforced the persuasive style in which the case was presented to decision-makers. This approach manifested in the engagement of the Governor. The campaign team informed him of the idea of the campaign due to the ramifications of the problem. The Governor, in turn, exerted pressure on the relevant decision-makers in the Ministry of Water and Irrigation.

When campaign team conducted visits to the Ministry of Water and Irrigation and the Ministry of Agriculture, these served to make the ministries aware of the

problem and its ramifications. The visits also contributed to gaining their trust in order to move forward in finding joint solutions. The campaign team wrote an article in the local newspaper about the issue, meetings and decisions taken in order to hold the Secretary General accountable for promises made in the meeting.

Engaging decision makers in all phases of the campaign contributed to opening channels of active dialogue and opportunities to discuss the problem and its ramifications. This made it possible to adopt solutions and respond to citizens' demands. Overall, it can be said that the PBDC-JOHUD campaign fully utilized the four advocacy action areas of *internal capacity building* for campaign implementation, *research* through the detailed scientific results of the wastewater, strong *mobilization* of the community, which all contributed to a fruitful dialogue to *engage decision makers* yielding concrete successes for the ***Wadi Al-Karak Environmental Advocacy Campaign: Enforcing National Laws Related to Dealing with Wastewater Treatment in Wadi Al-Karak*** campaign.

Organizational Impact of Advocacy

Perhaps one of the most important impacts of this campaign on the area has been building trust between civil society organizations and the local community on the one hand, and government bodies on the other. Having a local organization, previously known for its charitable role, work to tackle social problems from a rights-based approach creates trust amongst citizens and contributes to changing negative stereotypes related to local civil society organizations. This campaign also changed government agencies' perspectives of these organizations. Civil society organizations are now being viewed by the government as capable to provide support and solutions to citizens' issues. This success has given a boost to the campaign team and PBDC-JOHUD to continue their development mission and assistance to local communities especially in human rights-based advocacy cases. Furthermore, the success of the New Tactics Strategic Effectiveness Method for advocacy adopted by the campaign team and achieving impressive results in a short period of time, has resulted in this methodology being placed on the PBDC-JOHUD's agenda as a new methodology to be implemented in finding solutions to other community issues.

"*I believe that our success in this environmental advocacy campaign is the result of several factors, such as the methodology used in designing and implementing advocacy campaigns in a strategic well-thought manner.... We believe that our ability to take advantage of the general context present at the time played a big role in achieving tangible results in a short time frame. This has given us the confidence in our ability as a community to achieve change, even in issues considered to be difficult.*"

— Ali Saoub, Campaign Manager, General Manager of Princess Basma Development Center, Al-Karak

"*The allocation of 250,000 Jordanian Dinars for the maintenance of the current wastewater treatment plant, in addition to summoning the contractor to follow up on and speed up completion of the new plant, came as a response to the voice of the local community represented by the environmental advocacy campaign implemented by Princess Basma Development Center in Al-Karak and local civil society organizations and institutions in Al-Karak.*"

— Engineer Iyad Aldhayyat, General Secretary, Water and Irrigation Authority

Economic Rights

Local Level Mini-Case Studies

(Advocacy Support Fund Grant)

Prisoners and Prisoners Families After Care Association (EDMAJ), in collaboration with the Arab Center for Consultation and Training

Prisoners' Rights to Rehabilitation Centers and Reform Upon Release

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Damj for Communities Empowerment Co.

Agriculture Without Risk/Northern Jordan Valley

Prisoners' Rights to Rehabilitation Centers and Reform Upon Release

Edmaj (Prisoners and their Families Aftercare Center)

in Collaboration with

The Arab Center for Consultation and Training

Jordanian Civic Activists Toolkit II: Case Studies of Jordanian Advocacy Campaigns

Civil Society Capacity Building in Jordan
USAID Civic Initiatives Support Program
2013 – 2018

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Overview

Advocacy Issue

The right of inmates from rehabilitation centers to work upon their release.

Human Rights-Based Focus Area[1]

Safety and Security – (UDHR – Article 23[2])

Scope of Advocacy

Local: Amman, Capital Governorate

Advocacy Action Areas[3]

A challenge for many civil society organizations is distinguishing between being busy with activities and implementing tactical actions that strategically advance an advocacy effort. In order to help organizations better assess how to expend precious resources, the Legacy Tool offers four action areas that are needed to conduct any advocacy campaign: internal capacity building, research, mobilization and engagement with decision makers. This case provides insights into all four action areas:

- internal capacity building
- research
- mobilization
- engagement with decision-makers

Tactical Aim

New Tactics in Human Rights has identified four primary human rights-based tactical aims: prevention, intervention, restorative and promotion. This advocacy for Prisoners' rights to rehabilitation centers and reform upon release demonstrates the following tactical aim:

- intervention

Campaign Period

May 15, 2017 - February 28, 2018

[1] *Source: The information related to these four areas of rights are adapted from and found in Discover Human Rights: A Human Rights Approach to Social Justice Work, The Advocates for Human Rights (**http://bit.ly/1TmOp6v**). The New Tactics Method utilizes: safety and security; non-discrimination; participation; and protection–accountability. NOTE: The rights listed in these four "categories" may be placed in any area depending upon the context where the right is being violated. For example, Article 23: Right to join trade unions might be placed in "Safety and Security" rather than "Participation" where organizing or joining a union is dangerous.*

[2] *Universal Declaration of Human Rights (UDHR) Article 23 (1): Everyone has the right to work, to free choice of employment, to just and favorable conditions of work and to protection against unemployment. **http://www.un.org/en/universal-declaration-human-rights/***

[3] *The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.*

Brief Summary

This campaign marked the first time for the Prisoners and their Families Aftercare Center (Edmaj)[4] to work on a rights-based issue rather than charity work. This is considered a paradigm shift in the life of Edmaj. This shift emerged as a result of the Edmaj's participation in the USAID Civic Initiatives Support Program (CIS) Advocacy Support Fund grant process. A primary component of the grant process included an advocacy training using the New Tactics in Human Rights Program's ***Strategic Effectiveness Method*** which facilitates the collective identification of locally-defined priorities. As a result, Edmaj launched the *Prisoners' Rights to Rehabilitation Centers and Reform Upon Release/Amman Governate* campaign.

The Article in the Penal Provisions Law on "Erasing Criminal Effects" prohibits released prisoners from their right to work. It prevents them from attaining a 'No Criminal Record' certificate for a period of up to six years if their charges were criminal; and up to three years if the charge was a misdemeanor. It is important to recognize that although from the start of the campaign, there were various advocacy efforts arising from defendants that succeeded in amending this article. The article was amended so that criminal sanctions are currently up to three years and misdemeanors are up to one year. However, this issue is still prominent and important due to the following reasons:

Denial of the right to work for released inmates

The inability of released prisoners to seek work results in the increased likelihood of repeat offense, extremism, and inclination of family members to commit crimes (crime inheritance). This is also a waste and disruption of productive human capital energies instead of containing and investing it for the betterment of the society and the country.

Diversion of government resources

Instead of utilizing government resources for other national priorities, recidivism increases the amount of government spending needed for repeat rehabilitation, and the building of new rehabilitation centers.

This advocacy campaign advanced the demand for the cancellation of the 'No criminal record' certificate in the entirety of the Penal Provision law. The requirement for this certificate is considered a second sanction, after the first, which is prison. In addition, it limits work opportunities for released inmates after the end of their sentence. The campaign conducted direct intervention with companies in the private sector in the Capital, Amman, which resulted in amendments to their own internal hiring regulations that had required the 'No criminal record' certificate. Three major companies in Amman agreed to serve as 'pilot models' for other companies.

In addition, Emaj worked in collaboration with the National Aid Fund to continue support to families of prisoners. The practice had been to remove aid to families

[4] *Prisoners and their Families Aftercare Center (Edmaj) is a civil society organization that aims to rehabilitate release inmates, properly reintegrate them into society, so that they can utilize their energies positively and productively. Therefore, society benefits from wasted capabilities, and so that they are not constituted as a permanent risk that threatens the stability of society in the future. The center seeks to provide and configure rewarding work opportunities for released inmates from prisons and taking care of their families and follow up on their social, psychological, and economic conditions while the heads of households are imprisoned.*

upon the prisoner's immediate release from prison. Emaj was able to work with the National Aid Fund to ensure the continuity of national aid for the families of released inmates until they find jobs.

Achievements

Edmaj made significant gains in achieving their campaign goal – Amend instructions related to 'No *criminal record' certificate during 2017 (public and private sectors*) in the Capital, Amman in order to ensure prisoners' rights to rehabilitation centers and reform upon release. Key successes of the campaign took place in the mobilization of the community and engaging decision-makers.

The ways in which Edmaj mobilized the community ensured an accurate understanding of the problem and the development of appropriate solutions that could be offered to decision-makers.

Private sector participation: Edmaj successfully engaged three private sector companies (Giant Industrial Group, Verona for Food Industries, Marsina Industrial Co.) to amend their requirements regarding the 'No criminal record' certificate in the hiring application.

Public sector participation: A significant achievement was attained with the assent of the National Aid Fund to continue to provide financial aid to the families of released inmates for the duration of one year after their release. This support included training or work for the prisoner or one of his family members to promote the value of work and self-reliance instead of removing aid upon their immediate release from prison.

A number of factors contributed to the success of this campaign. First, engaging those impacted by this issue (released inmates or their families) in every stage of the campaign. This enabled the team to identify the issue and the impact on these released inmates and their families. These details, shared by those most capable to describe these issues and the impacts, provided the in-depth understanding and grounding for developing appropriate solutions. The involvement of released prisoners and family members naturally contributed to their ownership of the case. Second, the strategic partnership that was formed between two civil society organizations (Emaj and the Arab Center for Consultation and Training) with capabilities that complement each other. Finally, the clarity of the message addressed to private sector companies that not every inmate is a criminal. This message addressed the negative stereotypes as well as fear and mistrust linked towards released inmates. As a result, this campaign was successful in moving forward initiatives in private sector institutes and government agencies, including the Ministry of Labor, Vocational Training Corporation, Amman Chamber of Industry, and the Jordan Chamber of Commerce.

Key Lessons

Advocacy Action Areas[5]

The Advocacy Action Areas in this campaign constitute challenges and lessons learned about the experience of Edmaj in the implementation of the *Prisoners' Rights to Rehabilitation Centers and Reform Upon Release* campaign.

Internal Capacity Building

Edmaj built their internal capacity through the USAID CIS sponsored advocacy

[5] *The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.*

training using the New Tactics in Human Rights ***Strategic Effectiveness Method***. The five-step method begins with a collective process to identify a clear and focused problem statement. This foundational step is critical for any campaign (see Research). Edmaj identified the problem as: ***Released inmates do not have the right to work due to their inability to attain the 'No criminal record' certificate for a period that could last up to six to three years.*** (This article in the Penal Provision law was amended to three to one years).[6] The ***Strategic Effectiveness Method*** provides a step-by-step process to develop a strategic path – or journey of change. This strategic path helps to also track and monitor progress (see Figure 1).

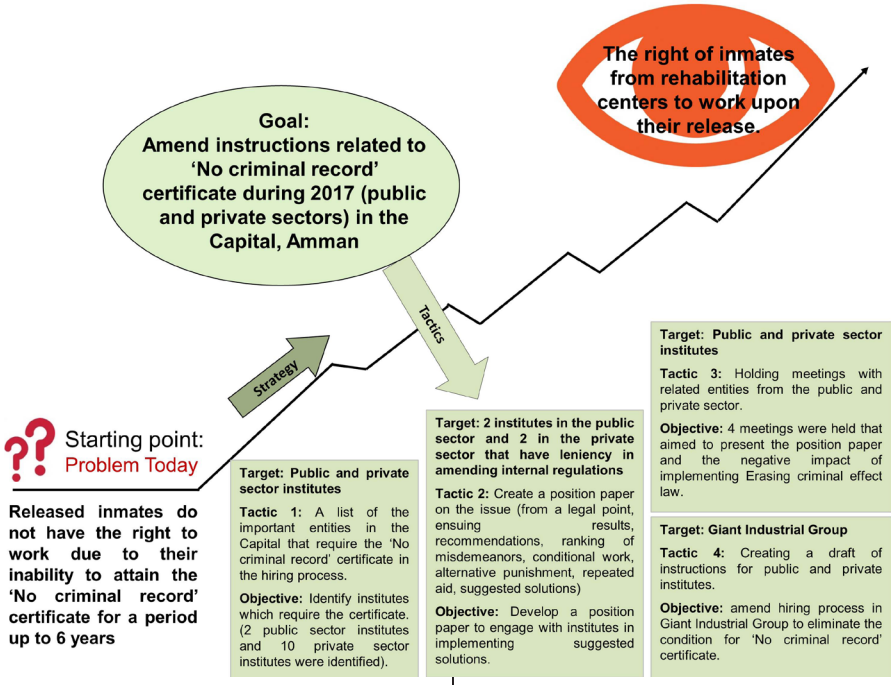

Figure 1: The strategic path developed by Emaj for their campaign.

Some of the lessons learned from the experience of Edmaj regarding the internal capacity building of their campaign, led the organization to adapt several procedures that were successful in producing positive results to the campaign. These adaptations were undertaken after analyzing the technical needs of the team. First, the inclusion of individuals in the campaign that have suffered because of the Article in the Penal Provisions Law on "Erasing Criminal Effects" that resulted in their inability to attain the 'no criminal record' certificate. Their presence and engagement helped reach the goal in an empowered and practical manner. Second, the establishment of the strategic partnership with the Arab Center for Consultation and Training, as the staff included experts in areas that were highly complementary to the implementation of the campaign. Third, the formation of a team that consisted of civil society organizations, government agencies, and the private sector, which ensured arriving to appropriate recommendations. The team's directives were the main reason for the success of the campaign in achieving its goals. Four, the training gained by Edmaj and the Arab Center for Consultation and Training team on the concepts of advocacy, garnering support and the tools used, were beneficial for both organizations, not only in this advocacy campaign, but in any future human rights issue. Lastly, the use, when needed, of specialized experts in the planning of campaigns to guide the team.

Research

One of the important lessons regarding research is Edmaj's conviction to devote sufficient time to diagnose the problem and analyze its different dimensions:

To analyze the issue, Edmaj and the Arab Center conducted a number of studies that contributed to building an important database, for this current campaign and for future complementary campaigns. One of the important studies is an analysis of twenty large companies in Amman. It found that all of them required the 'no criminal record' certificate as a condition for hiring. Therefore, these companies prevent inmates, who do not have this certificate, from working. After further analysis and field studies with these companies, it was also found that these companies assume that every prisoner is a criminal. As such, the

[6] *As a result of Edmaj and other organizations' demands (prior to the start of the campaign), article 364 from the Penal Provision law was amended. It now allows inmates charged with a criminal sanction to request the 'Erasing criminal effects' clause after three years from the date of the implementation of criminal sanctions against him, and after one year for misdemeanor charges. Prior to the amendment, it was six years for those with criminal sanctions and three years for misdemeanor charges.*

"The deeper we study the legislation and the economic impacts on prisoners and their families, we feel the greater need for the position paper to reflect this reality... therefore, we believe that the position paper should reflect this knowledge to determine our main demands."

— Abdallah Al-Naser, President of Edmaj Association

'no criminal record' certificate cannot be dispensed as a condition for hiring. Furthermore, studies on the economic and social impacts were conducted. One related to the implications of maintaining the 'no criminal record' certificate as part of Jordanian legislation. And another on the resulting impacts from removing aid from inmates' families upon their immediate release from prison.

Mobilization

Emaj was able to address the negative stereotypes prevailing in the society which includes fear and mistrust linked towards released inmates. Through the efforts made by Emaj with public and private institutes, there were successful initiatives that included the Ministry of Labor, Vocational Training Corporation, Amman Chamber of Industry, and the Jordan Chamber of Commerce. Emaj also mobilized three civil society organizations, four media outlets, the National Centre for Human Rights, and a human rights law professor who was also a former parliamentarian to become involved in the campaign.

Some of the lessons learned from mobilization:

Media engagement: The importance of focusing on media programs, especially religious programs that have a higher audience. This made it possible for Emaj to address negative stereotypes and paint a new picture showcasing the reality of the impact of the "no criminal record" requirements on the lives of released inmates and their families. This highlighted the importance of designing a specific and studied media campaign which helped to achieve the campaign's goals.

Creative engagement of youth/students: Emaj utilized the engagement of students through channeling graduation projects into sources of both theoretical knowledge and updating scientific research on this subject. This provided the involved entities with vital and needed information to overcome this issue. This engagement also contributed to presenting the issue to a wider audience.

Strategic partnerships: Emaj built partnerships with organizations that were committed to the goals of the campaign. These organizations provided the campaign with experience, expertise, and complementary technical capabilities, which in turn lead to the success and continuity of the work.

Engagement with Decision Makers

Decision makers, in this case, are represented in two sectors: Private – companies that require the 'No criminal record' certificate for hiring in their internal bylaws; and Public – government agencies, such as the National Aid Fund, involved in enforcing the instructions regarding inmates upon their release.

Private Sector

Communication and dialogue were conducted with twenty companies that require the 'No criminal record' certificate as a condition for hiring to discuss the possibility of eliminating this condition. The dialogue was done directly between team members and the companies. This dialogue process revealed the extent of the stereotype and common belief that every person that has gone to prison is a criminal and cannot be trusted. This big challenge led the team members to explore other means of persuasion. The team was ultimately successful in removing the 'No criminal record' certificate condition in three major companies in Amman, as well as, these companies coordinating with

Edmaj to hire released inmates through a list of names of job-seeking inmates.

Emaj learned that it was important not to assume that the companies had full knowledge of the dimensions of the issue from a legal aspect. Explaining the reality of the situation for released offenders, especially for misdemeanor charges, had the greatest impact in amending and creating change to motivate companies to be 'pilot models' for other companies. In addition, inmates' desire to work and maintaining good behavior to maintain the job is considered the main motivator for hiring.

Public Sector (Government)

Government agencies' direct involvement from the start of the campaign helped establish a close cooperative relationship with Edmaj. The participation from former inmates and some inmates' families in meetings with decision makers provided the opportunity to explain the issue in detail. Particularly, in the meetings with the National Aid Fund, inmate's families shared their sufferings and that they sometimes wished that the heads of households remained in prison rather than go through the financial suffering that has occurred upon their release due to the removal of aid. Families described their personal experiences with released inmates that are unable to find jobs or receive any kind of aftercare. These meetings had a huge impact in convincing the National Aid Fund to continue providing financial aid to released inmates and their families for one year after their release, for training or work either by the inmate or one of his family members. This serves to reinforce the value of work and self-reliance and guarantees financial income for a year. This is essential to decrease financial hardships on the inmate and his family. These hardships along with idle time and unemployment lead to significant problems like the return to crime or even suicide.

Organizational Impact of Advocacy

Perhaps the most important impact of this campaign on Edmaj is the transition of the organization from sponsorship and awareness work to a rights-based approach to their societal work. This was represented by systematic efforts that aimed at influencing decision makers to support this specific campaign which created change based on justice and equality. They will utilize this method in future campaigns and projects.

This campaign also helped build collaboration and trust with the related government agencies and the private sector companies. This trust helped Emaj in breaking stereotypes. One, related to the uncooperative negative role of government institutions and agencies for community initiatives. This was transformed into a role of cooperation. And the other stereotype, that all people released from prisons are criminals. This foundation of trust will assist Edmaj in any future advocacy they undertake on this issue.

"The campaign opened the eyes of local society on the injustices against released inmates and their families with the 'Erasing criminal effects law' and their incapability to obtain 'No criminal record' certificate for a specified time by law up to three years, as a main condition to attain a job opportunity which creates another obstacle on the released inmate and his family."

— Abdallah Al-Naser

Agriculture Without Risk/Northern Jordan Valley

Damj for Communities Empowerment Co.

Jordanian Civic Activists Toolkit II: Case Studies of Jordanian Advocacy Campaigns

Civil Society Capacity Building in Jordan
USAID Civic Initiatives Support Program
2013 – 2018

USAID FROM THE AMERICAN PEOPLE
New Tactics in Human Rights
fhi360 THE SCIENCE OF IMPROVING LIVES

Overview

Advocacy Issue

A society where farmers enjoy business sustainability and growth through receiving compensation if natural risks like frost occur

Human Rights-Based Focus Area[1]

Safety and Security (UDHR – Article 22[2])

Participation

Scope of Advocacy

Local: Northern Jordan Valley as an entry point followed by the national application of the result.

Advocacy Action Areas[3]

A challenge for many civil society organizations is distinguishing between being busy with activities and implementing tactical actions that strategically advance an advocacy effort. In order to help organizations better assess how to expend precious resources, the Legacy Tool offers four action areas that are needed to conduct any advocacy campaign: internal capacity building, research, mobilization and engagement with decision makers. This case provides insights into all four action areas:

- internal capacity building
- research
- mobilization
- engagement with decision-makers

Tactical Aim

New Tactics in Human Rights has identified four primary human rights-based tactical aims: prevention, intervention, restorative and promotion. This advocacy for agriculture without risk demonstrates the following tactical aim:

- intervention

Campaign Period

May 25, 2017 – March 24, 2018

[1] *Source: The information related to these four areas of rights are adapted from and found in Discover Human Rights: A Human Rights Approach to Social Justice Work, The Advocates for Human Rights (**http://bit.ly/1TmOp6v**). The New Tactics Method utilizes: safety and security; non-discrimination; participation; and protection–accountability. NOTE: The rights listed in these four "categories" may be placed in any area depending upon the context where the right is being violated. For example, Article 23: Right to join trade unions might be placed in "Safety and Security" rather than "Participation" where organizing or joining a union is dangerous.*

[2] *Universal Declaration of Human Rights (UDHR) Article 22: Everyone, as a member of society, has the right to social security and is entitled to realization, through national effort and international co-operation and in accordance with the organization and resources of each State, of the economic, social and cultural rights indispensable for his dignity and the free development of his personality.**http://www.un.org/en/universal-declaration-human-rights/***

[3] *The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.*

Brief Summary

This campaign helped Damj for Communities Empowerment Co. (Damj)[4] to work on a rights-based environmental, health, well-being and livelihood issue that helped build trust between civil society organizations, the local community, and the government bodies. This emerged as a result of the Damj's participation in the USAID CIS Advocacy Support Fund grant process. A primary component of the grant process included an advocacy training using the New Tactics in Human Rights Program's ***Strategic Effectiveness Method*** which facilitates the collective identification of locally-defined priorities. As a result, Damj launched the *Agriculture Without Risk/Northern Jordan Valley* campaign.

In the recent years, it was observed that a significant number of farmers left the agricultural sector. This is due to the increasing financial burdens resulting from the occurrence of various agricultural risks and their lack of knowledge of the proper scientific means to avoid said risks. Although a special fund for agricultural risk management exists, the lack of procedural clarity, especially related to the calculation and distribution of compensation, reduced the reliability of this fund as a source to mitigate risk for the farmers.

These reasons caused Damj to organize an advocacy campaign to defend the rights of affected farmers. The campaign focused on identifying gaps in the agricultural compensation process and targeting the Agricultural Risk Management Fund to adopt the proposed solutions. Damj involved farmers and stakeholders in the process and ensured that their proposed solutions and actions were heard. The highlighted achievements of this campaign were significant for the farmers for the following reasons: first, the development of a model for field detection of the affected crops by frost; and second, the development of a procedural guidebook that organizes the compensation process for farmers affected by frost, starting from the announcement of risk till the distribution of compensations.

There are several reasons behind the success of the campaign. This issue is a crucial, humane issue which impacts a significant proportion of the Jordanian society. Damj was able to develop a detailed analysis of this issue which helped identify the weak areas and accordingly, provide proper solutions. Another significant factor in the success of the campaign was the diverse and complementing experiences of the team members to implement the different activities of the campaign. Finally, Damj was able to obtain the supportive position of the Director of the Agriculture Risk Management Fund. The Director appreciated the role of civil society organizations which helped strengthen the collaboration between the two. For example, he took the feedback constructively which shifted the relationship with decision-makers to a collaborative and participatory one.

Achievements

This campaign raised great interest in its cause within the Northern Jordan Valley and surrounding areas. Damj mobilized support from all stakeholders.

[4] *Damj for Communities Empowerment Co. is a human rights development organization. It was established in 2013 as a non-profit organization in the Irbid Governorate; however, their business scope includes the Hashemite Kingdom of Jordan. In its work, Damj targets individuals, official and local institutes, and civil society organizations as it aims to develop a cohesive and strong society in every societal, economic, and cultural aspect where everyone enjoys their human and legal rights.*

This mobilization and engagement of decision makers resulted in the campaign achieving its main goal – to **Activate Article 4 from Agriculture Risk Management Fund Law #5 of 2009 during 2017**. The success of the campaign and the enforcement of Article 4 manifested in several ways:

Built cooperative relationship with the relevant government agency: From the beginning of the campaign, Damj was able to build a cooperative relationship with the relevant and responsible government agency. This relationship with the Agriculture Risk Management Fund made it possible to develop and amend the procedure to establish fair standards to compensate affected farmers by frost.

Increased accountability and capacity of government staff to implement the law: A critical aspect of the implementation of Article 4 in the law has been the approval by the Agriculture Risk Management Fund to adopt the proposed procedure guide. This guide helps to facilitate a fair and clear compensation process to affected farmers by frost. Although the campaign started in the Northern Jordan Valley, training of employees of directorates in different governorates, under the Ministry of Agriculture, on the implementation of this procedure has begun.

Increased farming skills and awareness of farmers of their compensation rights: Farmers were trained on the ways to predict frost, how to mitigate damage (frost prevention), and their compensation rights according to the specified cases in the Agriculture Risk Management Fund guide.

Damj developed as a human-rights based advocacy entity: Damj was enabled to pursue human rights-based advocacy issues in their community by developing its internal procedures. This strengthened their internal capacity which helped them attract attention from official and non-official entities and influencers. This advocacy experience provides Damj with a good foundation to lead similar human rights-based campaigns in the future.

Key Lessons

Advocacy Action Areas[5]

The Advocacy Action Areas in this campaign provide insights into the challenges and lessons learned from the experience of Damj throughout the implementation of the *Agriculture Without Risk/Northern Jordan Valley* campaign.

Internal Capacity Building

Damj built their internal capacity through the USAID CIS sponsored advocacy training using the New Tactics in Human Rights ***Strategic Effectiveness Method***. The five-step method begins with a collective process to identify a clear and focused problem statement. This foundational step is critical for any campaign (see Research). Damj identified the problem as: *farmers in the Northern Jordan Valley do not enjoy the right to develop their businesses due to the lack of clarity in the Agricultural Risk Management Fund procedures and the mechanisms for calculating and the distributing compensations in case of risk occurrence*. The Strategic Effectiveness Method provides a step-by-step process to develop a strategic path – or journey of change. This strategic path helps to also track and monitor progress (see Figure 1). Damj's campaign team was also trained on lobbying and the tools used in that context, skills that would benefit Damj in future rights-based issues.

[5] *The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.*

An analysis of agricultural risks and terms of the technical requirements to conduct the campaign activities highlighted the strengths and weaknesses of the team (see Research). Based on that, Damj recruited experts in specific fields. This led the team to become more diverse with complementing experiences and capacities. For example, the campaign manager is an expert in law, the coordinator is an agriculture engineer, and another person is a media specialist. Furthermore, local individuals contributed to the campaign's success due to their knowledge of the issue, the farmers' situations, the means to contact them, and facilitated in presenting this reality to the decision-makers in the targeted area.

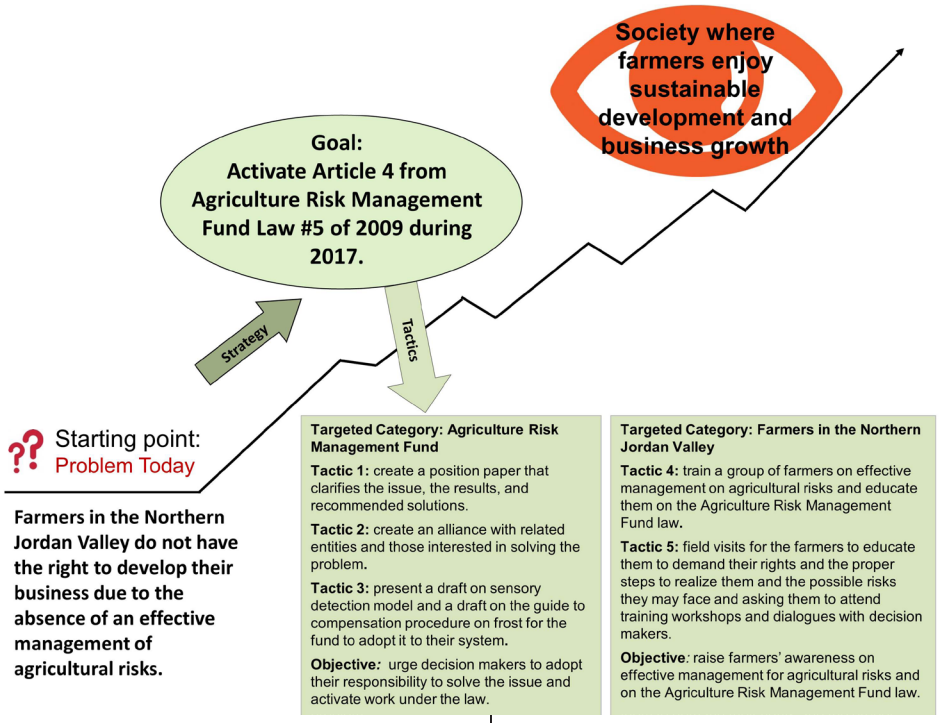

Figure 1: The strategic path developed by the Damj for their campaign.

Damj ensured the engagement and consultation of affected farmers and agriculture engineers in the meetings during the campaign. This, in turn, contributed to identifying, amending, and developing the information and gaps in the Fund's procedures. This resulted in reaching clear and detailed recommendations for the procedural guide on the compensation process of affected farmers by frost.

The precision of the campaign's goals ensured minimum navigation from the set track. The direction was clear during the campaign's timeline even when members implementing the campaign changed due to different circumstances.

Research

Studying the issue in detail, and aligning it from a human rights-based perspective, helped prepare a clear, direct, and detailed position paper. This enabled Damj to better analyze the reality of the situation and reach appropriate recommendations. This precision saved time, effort, and helped properly utilize the resources when it was time to present this position paper to the related entities.

The initial research stage included field visits to affected farmers. Damj subsequently analyzed the procedures and tools of the compensation process. The participation of the affected farmers helped Damj in identifying the gaps in the process. These gaps were highlighted in the position paper to lobby decision-makers to take necessary measures to guarantee the rights of affected farmers. Then, in turn, the recommendations were used to intervene to restructure the process and develop the procedure guide of the compensation process for the affected farmers by frost.

Mobilization

This campaign introduced and raised farmers' awareness of their rights. This was done either through the various meetings and trainings that were held in collaboration with the Agriculture Risk Management Fund or through individual

"It is also worth noting that when we applied for the USAID CIS grant, we were not aware of this level of detail that we reached after researching the issue."

— Ihab Beshtawi, Director of Damj and the Manager of the campaign

field visits. Farmers' participation greatly contributed to the success of the campaign due to the increased transparency and their increased awareness of the process that guaranteed the application of the compensation procedure.

The campaign helped build trust between farmers on one hand, and civil society organizations and decision-makers on the other. The Agriculture Risk Management Fund responded immediately to the demands of the position paper. They showed initiative in establishing a clear compensation mechanism that ensures the rights of affected farmers equally.

Significant media coverage increased the campaign's direct impact on the agricultural community that encompasses significant numbers of citizens. Damj's campaign was able to garner high attention of the issue through television, newspapers, radio stations, and social media sites that showcased the issue, possible solutions, and the way to collaborate to solve it.

Engagement with Decision Makers

"The campaign shifted from lobbying decision-makers to collaborating with them."

— Ihab Beshtawi, Director of Damj and the Manager of the campaign

"We thank Damj for their cooperation with us. Their campaign helped us develop the compensation procedure on frost risk. It was a fruitful collaboration."

— Mohammad Al-Awaidah, Director of the Agriculture Risk Management Fund

The Agriculture Risk Management Fund's position on the issue, and its apparent support, helped shift the campaign from lobbying to dialogue and solutions brainstorming on the compensation case of affected farmers by frost. Initially, it was assumed that the Fund's management would oppose the campaign's goal. However, they positively responded during dialogue and requested support to develop the procedural guide that facilitates their work. Therefore, Damj responded with flexibility and adaptability in amending their tactics to coincide with the actual position of the decision-makers. This was crucial for the success of the campaign.

Organizational Impact of Advocacy

Perhaps the most important impact of this campaign on Damj for Communities Empowerment Co. is the training of the campaign team members on advocacy techniques and the numerous ways to run advocacy campaigns. Damj became a crucial resource to interested parties in the Northern Jordan Valley area. This campaign also helped Damj build trust and collaboration between them and the Agriculture Risk Management Fund producing a collaborative model between a government agency and a civil society organization.

Women & Girls' Rights

Regional Level In-Depth Case Study

(Democracy, Rights and Governance Grant)

Sisterhood is Global Institute-Jordan (SIGI)

Campaign to Abolish Article 308 in the Penal Code: Najat: Stop Impunity of Perpetrators and Protect Survivors of Sexual Based Violence (2014-2017)

National Level In-Depth Case Study

(Democracy, Rights and Governance Grant)

Specific Union for Productive Farmer Women (SUPFW)

Advocating for Women Farmers' Right to Public Health Insurance

Local Level Mini-Case Study

(Advocacy Support Fund Grant)

Islamic Charity Center Society (ICCS)

Girls' Right to Education in Jurf Al-Darawish Village – Tafilah

Campaign to Abolish Article 308 in the Penal Code

Najat: Stop Impunity of Perpetrators and Protect Survivors of Sexual Based Violence (2014-2017)

Sisterhood is Global Institute-Jordan (SIGI)

Jordanian Civic Activists Toolkit II: Case Studies of Jordanian Advocacy Campaigns

Civil Society Capacity Building in Jordan
USAID Civic Initiatives Support Program
2013 – 2018

USAID FROM THE AMERICAN PEOPLE
New Tactics in Human Rights
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Overview

Advocacy Issue

Women's right to equality and recognition as a person before the law (abolishing Article 308 of the Penal Code)

Human Rights-Based Focus Area[1]

Protection – Accountability (UDHR – Article 7[2])

Scope of Advocacy

National

Advocacy Action Areas[3]

A challenge for many civil society organizations is distinguishing between being busy with activities and implementing tactical actions that strategically advance an advocacy effort. In order to help organizations better assess how to expend precious resources, the Legacy Tool offers four action areas that are needed to conduct any advocacy campaign: internal capacity building, research, mobilization and engagement with decision makers. This case provides insights into all four action areas:

- internal capacity building
- research
- mobilization
- engagement with decision-makers

Tactical Aim

New Tactics in Human Rights has identified four primary human rights-based tactical aims: prevention, intervention, restorative and promotion. This case demonstrates:

- intervention
- restorative

Campaign Period

1 August, 2014 – 31 August, 2017

[1] *Source: The information related to these four areas of rights are adapted from and found in Discover Human Rights: A Human Rights Approach to Social Justice Work, The Advocates for Human Rights (http://bit.ly/1TmOp6v). The New Tactics Method utilizes: safety and security; non-discrimination; participation; and protection–accountability. NOTE: The rights listed in these four "categories" may be placed in any area depending upon the context where the right is being violated. For example, Article 23: Right to join trade unions might be placed in "Safety and Security" rather than "Participation" where organizing or joining a union is dangerous.*

[2] *Universal Declaration of Human Rights (UDHR) Article 7 – All are equal before the law and are entitled without any discrimination to equal protection of the law. All are entitled to equal protection against any discrimination in violation of this Declaration and against any incitement to such discrimination.*

[3] *The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.*

Brief Summary

This campaign underlines the long-term dedication Sisterhood is Global Institute-Jordan (SIGI) has had to address deep-rooted rights violations. SIGI has dedicated over twenty years to eradicating discriminatory laws against girls and women, and utilizes human rights foundations of Jordanian and international law. This national level campaign celebrates the success of the entire Jordanian women's movement to abolish Article 308 in the Penal Code which allowed a rapist to escape prosecution if he married his victim. In an additional triumph, decision-makers also abolished Article 98 that reduced charges in certain crimes involving the murder of women as well as a Personal Status Law to eliminate an exception that forced girls under the age of 18 to get married.

For Asma Khader, founder and president of SIGI, the journey began long before 1990, when late King Hussein formed a royal committee to draft the social contract. She was one of four women among a total of 60 people in that body. The women on the committee strongly advocacted for text related to women's rights. The resulting National Charter was adopted in June 1991, and principle eight (8) enshrines one of their successful efforts, "***Jordanian men and women are equal under the law.***"[4] This principle served to reinforce Article 6(1) of Jordan's Constitution (1952)[5] which states: "***Jordanians shall be equal before the law. There shall be no discrimination between them as regards their rights and duties on grounds of race, language or religion.***"

When SIGI began its efforts, twenty-one laws were identified as discriminatory against women. In 2007 there were seventeen and in 2010 there were eleven laws to remedy. Article 308 of the Penal Code, one such egregious law, has allowed perpetrators of rape to escape prosecution and accountability for their crime if they marry the victim:

"***If a valid contract of marriage is made between the perpetrator of any of the offenses mentioned in this section, and the victim, the prosecution is suspended. If judgment was already passed, the implementation of the punishment upon the sentenced person is suspended.***"

The implementation of Article 308 has resulted in the further violation of the rights of victims of sexual assault crimes. SIGI succeeded in contributing national research, the first of its kind, to understand the range of legal and social viewpoints on Article 308. The study gave voice to the victims and guidance for developing a national campaign that mobilized a coalition of over 100 local to national level civil society organizations. The study raised many questions regarding the rationale and assumptions behind the existence of Article 308. These included the presumption of stability of society and preservation of the reputation of the family and extended family; protection of the victims/survivors from sexual crimes; and the best interest of the child in the event of pregnancy resulting from such crimes. As a result, discussions were able to focus on the actual legal and legitimized cover of sexual crimes committed and being committed against women and girls.

[4] *Jordanian National Charter, Chapter 1, page 1.* ***http://www.kinghussein.gov.jo/charter-national.html***

[5] *English translation of the Jordanian Constitution of 1952 and 2011 amendments* ***http://cco.gov.jo/Portals/0/constitution_en.pdf*** *and Arabic:* ***https://jordankmportal.com/resources/constitution-and-laws-iri-arabic***

SIGI's study brought to the forefront three key points: 1) the undeniable on-going injustices perpetrated on the victims themselves in many legal, social, health and psychological respects; 2) the reality that the implementation of Article 308 is an excuse for early marriage; and 3) the consolidation of the culture of impunity for perpetrators. Courageous victims' gave powerful testimonies regarding the extent of the violation of their rights and empowered them to help others who were unable to come forward.

For example, regarding early marriage, despite the amendments to the Personal Status Law in 2002 which changed the legal age of marriage from 15 to 18 for both boys and girls, the law left room for exceptions if the judge deems it would benefit both spouses. During the course of this campaign to abolish Article 308, this vulnerable group was again at risk for proposed exceptions.

SIGI was able to leverage and underscore the recommendations to the Jordanian government from the 17th Session of the United Nations Universal Periodic Review (UPR) in October 2013. A number of the recommendations were specific to strengthening legislation to protect women and girls from forced or underage marriage; strengthening its penal code regarding rape, in particular by removing Article 308; and amending the Penal Code to address rape and other issues such as honor crimes. SIGI highlighted the State's clear responsibility for the protection of and accountability to all its citizens. This campaign provided an opportunity for Jordan to make significant advances in the protection of girls and women as well as providing leadership on this issue for other countries in the region.

Achievements

SIGI's initial campaign, ***Najat: Stop impunity of perpetrators and protect survivors of sexual based violence*** (2014-2015), resulted in a ground breaking research study, "***Sexual Based Crimes Against Women – Article 308 of the Jordanian Penal Code as a Case Study***" which addressed the legal, social, psychological and health impacts on girls and women on the one hand, and the family and society on the other hand. This study provided the foundation for key recommendations including abolishing Article 308 and providing amendments to other articles in the Penal Code, Personal and Civil Status Laws and Public Health Law. By the end of 2015, the campaign to abolish Article 308 had suceeded in gaining wide spread support from a broad range of society. The Jordan Times reported that "Lawyers, journalists, activists, and Muslim and Christian scholars have repeatedly called for eliminating Article 308 and adopting better psychological and legal measures to protect victims of rape and molestation in Jordan."[6]

SIGI's advocacy was integral to advancing collective efforts, voices and national governmental and non-governmental actions, student initiatives at universities, and youth groups joining this national effort in condemning and calling for the abolition of Article 308. The (2016-2017) campaign actions specifically undertaken by SIGI and its coalition of partners were amplified by media coverage of works produced for the campaign, discussions, broadcasts, publications by female and male media figures, caricaturists, columnists, and a wide range of women and human rights entities. The momentum for change was further advanced in the 2016 speech by HRH Princess Basma Bint Talal, Head of the Jordanian National Commission for Women (JNCW), at the opening of the 16-day campaign to combat violence against women in November 2016.

The abolishment of Article 308 in the Penal Code marks a significant point of

[6] *Source*: ***Women activists call for cancelling controversial Penal Code article 'entirely'***, *The Jordan Times*, *Rana Husseini*, *May 24,2015*, ***http://www.jordantimes.com/news/local/women-activists-call-cancelling-controversial-penal-code-article-entirely%E2%80%99***

progress in removing laws that are discriminatory against girls and women. On 1 August 2017, Jordan's lower house voted to abolish Article 308 and end this egregious violation of the rights of women and girls. With an additional triumph, decision-makers also abolished Article 98 that reduced charges in certain crimes involving the murder of women. This is an important protection for girls and women victimized by rape and victimized again by honor crimes. These actions sent a strong message to society that there will not be any legal leniency in such crimes. These mark signficant steps forward in the protection of victims and holding perpetrators of violence against girls and women accountable for their crimes.

Key Lessons

***Maintain flexibility to seize opportunities*:** This case highlights some specific turning points. In 2009, Jordan underwent it's first review under The United Nations Periodic Review (UPR) where Jordan was called on to increase its efforts in the fight against honour crimes. In the second review under the UPR in 2013, an explicit recommendation was made by Canada to remove article 308. Subsequently, women's rights and civil rights organizations in Jordan took advantage of the opportunity and started pushing for Jordan to repeal Article 308 and related laws. Another significant opportunity arose when King Abdullah II established the Royal Committee for Reforming the Judiciary and Enhancing the Rule of Law in 2016. SIGI seized upon these opportunities to engage with Royal Committee members to present its position paper stressing the importance of abolishing Article 308 and other legal and legislative issues regarding women's rights. The position paper provided the committee members with a clear analysis and recommendations regarding Article 308. This built momentum for the push from civil society, the endorsement by the Royal Committee, the Cabinent, the Prime Minister Hani Al-Mulki, and finally parliamentarians voting to abolish Article 308.

***Coalitions demonstrate broad issue support to decision makers and help maintain vigilence*:** Coalition members mobilized support at the local level within their own governorates demonstrating broad support for abolishing Article 308. The progress of the Royal Committee for Reforming the Judiciary and Enhancing the Rule of Law was closely monitored by SIGI and coalition members. The coalition made it possible to maintain on-going engagement with members of the upper and lower houses through the local governorate levels.

As momentum for abolishing Article 308 built, vigilence was required. In April 2016, when the draft Penal Code was proposed, SIGI and its coalition members immediately issued a statement in which they welcomed amendments to 308 in line with the position paper. And at the same time, they stated surprise and concern about a proposed clause related to victims aged 15 to 18. The coalition, in coordination with other organizations, stressed the position to fully abolish Article 308 including the demand for protection of the most vulnerable 15-18 age group. The position stressed that any 'consent' should be considered void. Such a proposed exception was a clear violation of child rights and would be against international human rights conventions. This served to remind legislators (MP's) that the UPR recommendations for Jordan included abolishing Article 308 in total, to which the Government of Jordan pledged to address. This vigilence and swift response from the coalition and other organizations resulted in the new draft version of the penal code being retracted from Parliament. The marshalling of collective forces conveyed a strong position and convinced decision makers to abolish Article 308.

"Having heard firsthand the testimonies of these girls was so powerful, everyone in the room was crying, including the men."

– a participant in a SIGI public event

Empowering and protecting victims: Victims were actively engaged and provided courageous testimony to decision-makers. This recognition of the extent of the violation of their rights was both restorative and empowering, as they could use their experience to help others. Interviewing victims was most challenging within the research. Measures to guarantee ethical practices and confidentiality while balancing the possibility of offering referral advice when needed were defined. Involvement of victims of Article 308 significantly helped to provide the evidence and insights into shaping the advocacy campaign. Stories were documented to highlight how 308 was misused and manipulated to serve the perpetrators. Even as sharing experiences can empower victims, it is important to recognize that this also puts them in precarious situations. Media people were asking many times to talk to victims but SIGI kept the identities of victims confidential. For example, in 2015, during an event for the 16-day campaign to combat violence against women, a victim came to share her story regarding Article 308. In order to maintain her safety and anonymity she gave her testimony from behind a screen. It is essential for organizations to ensure the protection of victims and survivors who come forward to share their experiences.

Public policy and societal change is possible: SIGI has long recognized this lesson. They have dedicated over twenty years to eliminating discriminatory laws against girls and women. Public policy and societal change require long term goals, strategies and tactics. Although the process may be slow, SIGI has achieved significant successes. Influential leaders in the community provide critical support to move forward. SIGI solicited opinions from members of the judiciary, religious, and health institutions that were critical in producing the required knowledge to inform the policy proposals and the overall advocacy campaign. Some religious leaders and judges provided significant support to demystify some of the social beliefs that became evident through the research findings regarding Article 308. The abolishment of Article 308 in the Penal Code stands to prove that policy and societal shifts are possible.

The success of this campaign further reduces the number of discriminatory laws against women and girls and marks significant progress on SIGI's journey of change.

Advocacy Action Areas

Internal Capacity Building

SIGI enhanced their internal capacity to carry out this campaign in the following ways:

- Engaged an advisory committee who served as experts from such diverse areas of law, religion, social, cultural, psychosocial, health and human rights; and specific gender and research consultants.
- Formed a media team to develop and select key messages based on the feedback from coalition members.

Research

The research study conducted by SIGI was the first of its kind in Jordan and provided crucial analysis for the campaign.

- **Legal:** content of Article 308 in the Penal Code, its applications and other relevant laws.

- **Gender:** Selected SIGI staff participated in technical gender related trainings on research, policy analysis and integration. SIGI staff were also part of intense working sessions on the research and had access to a Gender consultant for feedback on research question design and in the write up of the research. In addition, SIGI's gender focal point member participated in a community learning group that was held twice a week and acknowledged a key observation and learning: "*I started to observe and analyze the power and gender relations more. These sessions are always useful – they let me see things from a different perspective.*"

- **Religion:** female and male specialists demonstrated that violence against women and girls, especially sexual violence represented by the crime itself, and subsequent violence of the marriage of the victim to the perpetrator, are the common factors rejected by heavenly revealed laws and society but yet imposed and protected by the law.

- **Victims:** victims voices, through case studies, made it possible to assess the impacts on rape victims who married their attackers due to Article 308 regarding the psychological, economic, social and children's rights aspects (secured vs. divorced vs. pregnancy).

- **Perpetrators:** as in many societies, cases of rape are underreported in Jordan, however, statistics of rape incidents were reviewed, from 2010-2013 by referring to Ministry of Justice departments (General Security, Family Protection, General Prosecution, and Criminal Court), yielding 159 cases where rapists avoided punishment by marrying their victims.

- **Society:** results of in-depth interviews and a survey regarding knowledge of Jordanian society to the law revealed that 46% of Jordanians supported a campaign to prevent victims of rape from marrying the perpetrator, and another 27% supported this kind of campaign to some extent – indicating a 73% level of support for such a campaign from Jordanians.

Mobilization

- Built a coalition of over 100 organizations which worked collectively to provide the capacity to carry out the campaign. This included the selection of local delegates from all twelve governorates. These delegates were provided with training to represent the coalition's position and recommendations regarding Article 308.

Dialogues lead by local women's organizations that invited influential tribal and religious leaders in all 12-governorates provided a platform for SIGI to present the findings of the research study and the position paper outlining concrete recommendations. From those initial dialogues, a nationwide coalition was conceived and continued to grow to over 100 civil society organization members working to abolish 308.

SIGI acknowledges the great interest in and appreciation of the many efforts, voices and national governmental and non-governmental actions, and other campaigns that joined forces in condemning Article 308 and calling for its abolition. This mobilization marks a victory for the whole of Jordanian society.

Engaging Decision Makers

- Formed a high level delegation, composed of influencial people and local level coalition members, that was part of all meetings conducted with decision makers.

SIGI's coalition members contributed to the advocacy in key ways. They identified influential community members including tribal and religious leaders, that demonstrated local community support of the campaign. These delegations met with members of both upper and lower houses, and with members of the women's committee and legal committee to present the position to abolish Article 308. SIGI consistently reminded decision makers of the research findings regarding the impacts on victims; that the Article violated the principles regarding equality before the law, of criminal justice; and the responsibility of the State for the protection of victims of rape and accountability of perpetrators. In addition, SIGI leveraged the United Nations UPR recommendations by reminding decision makers that one such recommendation was to remove Article 308 from the country's penal code. Decision makers responded to the broad coalition's demands for protection and accountability by abolishing Article 308 and a number of other related discriminatory laws against girls and women.

Organizational Impact of Advocacy

Asma Khader, a leading women's rights activist and lawyer, said that her organisation, the Sisterhood is Global Institute, and other NGOs worked hard to "provide parliamentarians with the right information about victims of this article."

"We had counter-arguments to all the viewpoints put forth against repealing the provision within the parliament. We managed to reach many of the parliamentarians and worked with them over a long period of time to get to this point," Khader told Al Jazeera.

"The article is not based on a logical or legal rationale. It is not justified and it does not stand in line with our culture, knowledge and logical thinking," she added.

Quoted from ***'Historic day' as Jordanian parliament repeals rape law: Provision that allows rapists to escape punishment if they marry their victims has been abolished by the parliament.*** *Aljazeer, Zena Tahhan, 1 August 2017* http://www.aljazeera.com/indepth/features/2017/08/day-jordanian-parliament-repeals-rape-law-170801103929836.html

Case Study Framework – New Tactics Strategic Effectiveness Method

The Method contains five important steps that assist you in developing the strategy and tactics for your campaign. The Method helps you recognize your areas of strength and challenge as you develop your strategic path for advocacy – your journey of change:

1. Identify the Problem from a human rights-based perspective
2. Create a Vision using a human rights-based approach
3. Map the Terrain by viewing your context through the lens of human relationships
4. Explore Tactics to more strategically select goals and prevention, intervention, restorative or promotion tactics to address human rights issues
5. Take Action to advance advocacy action areas of building internal capacity, research, mobilization and engagement with decision makers.

The application of the Method can further be examined within your own organization through a series of reflection questions provided after each step.

We will use SIGI's campaign to abolish Article 308 to demonstrate the New Tactics in Human Rights *Strategic Effectiveness Method* in practice. One of SIGI's board members participated in the 2010 USAID Civil Society Program's Master of Advocacy Fellowship which included a training for trainers in the New Tactics Method. SIGI utilized the New Tactics Strategic Effectiveness Method for this advocacy campaign.

Step 1 – Identify the Problem

It is important to recognize that from the first step of identifying your problem, you are already engaging in strategy and tactics. This first step often begins with a broad definition of the problem. Then you work your way to a more tightly defined, human rights-based, and agreed-upon issue for action. This step is re-visited through on-going assessments and evaluation to better refine the problem to address the underlying sources. Using a human rights-based approach, you begin by asking, "What rights are being neglected, abused or denied in this situation?" This makes it possible for the community to move beyond what they feel is "needed." This transforms the community's relationship with those who want to empower the community as well as with those with the power to address the injustice. This step provides an essential foundation to ***know yourself***, requiring everyone to think and respond differently.

At the most general level, SIGI identified that women are being harmed each day and treated unfairly, legally and socially. This prevents women from achieving full political participation and representation that is intricately connected to and impacted by women's social, economic, sexual, reproductive and familial rights. This clearly represents a broad range of issues that require attention. SIGI first outlined a general statement of intention: ***Reduce the number of discriminatory national laws and regulations that are against women and girls' human rights.***

This statement has guided SIGI's work for over 20 years. At the start of their efforts, SIGI had identified twenty-one laws as discriminatory against women. By 2007 this was reduced to seventeen. And by 2010 there were eleven laws yet to be remedied. This general statement provided a good starting point for problem identification for this campaign, and yet, the challenge remained to narrow the focus.

The timing of advocacy campaigns is important, and the 17th Session of the United Nations Universal Periodic Review (UPR) in October 2013 provided additional problem identification assistance. The UPR underscored specific recommendations to the Jordanian government to protect women and girls from forced or underage marriage and to strengthen its penal code regarding rape, in particular by removing Article 308. These recommendations clearly highlighted the State's responsibility for the protection of women and girls and accountability of perpetrators.

SIGI's initial statement: ***Removal of Article 308 in the Penal Code (which allows a rapist to escape prosecution if he marries his victim) and amending the Personal Status Law to eliminate this exception to force girls under the age of 18 (and others affected by this law) to get married.***

The application of a human rights based approach provides an opportunity to examine national and international legal foundations to better understand the basic rights that are being violated (see Human Rights Based Focus Areas). As we

examine SIGI's initial statement, more clarity can be gained regarding how the specific law of Article 308 violates human rights. For example, ***Girls and women are denied their right to equality and recognition as a person before the law and forced to marry due to Article 308 which allows a rapist to escape prosecution if he marries his victim.***

A reflection on this problem statement example provides clarity on the parameters of the advocacy campaign:

- "who" has the identified problem: **girls and women**
- "what specific rights" are being denied: Ensuring a human rights based approach focuses attention on the girls and women who are **denied their right to equality and recognition as a person before the law** due to Article 308. These are clear violations of Article 6 and 7 of the Universal Declaration of Human Rights (UDHR) (see Human Rights Focus Areas).
- "how" this group is being violated: The more specific statement underlines that girls and women are violated because they are **forced to marry and denied justice as the perpetrators of the crime escape prosecution due to Article 308**. Being forced to marry, including child marriage, is a violation of Article 16 of the UDHR.
- Three core principles of human rights are being violated in this case: equality, non-discrimination, and accountablility of the State to protect all its citizens (see Human Rights Focus Areas). The State carries the primary responsibility to ensure the rule of law, including the removal of discriminatory laws and the equitable development and implementation of laws. It is this responsibility that focuses this advocacy effort on the area of **protection-accountability** (see the human rights-based focus areas).

Advocacy Action Areas

During the initial problem identification phase, SIGI did an excellent job of gathering Sun Tzu's three sources of knowledge: know your self through the area of **internal capacity building**, and know your opponent, and know the terrain through the area of **research**.

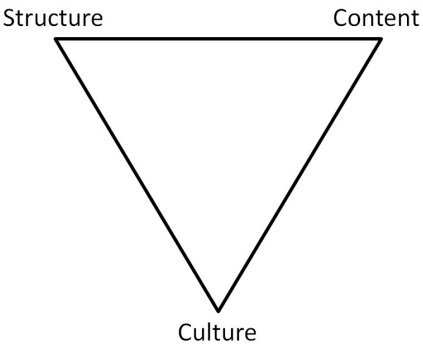
Internal Capacity Building

SIGI assessed that additional expertise was required. An eight member advisory committee was formed of experts specializing in law, religion, social, cultural, psychosocial, health, and human rights. Based on their various areas of expertise and designated member roles, the committee reviewed and approved the data collection methodology, the research content, and provided guidance based on their respective specializations. The committee, in conjuction with a gender specialist and a primary researcher, made it possible for SIGI to expand their capacity beyond their usual areas of expertise.

Research

Research at the problem identification phase is critical. The **Triangle Analysis**[7] can be very useful to guide research to pinpoint whether the problem lies with one, a combination or all three of the following areas:

- **Content:** the written laws, policies, and budget priorities or the absence of these.
- **Structure:** the state and non-state mechanisms for implementing a law or



[7] *"Triangle Analysis" originates from Margaret Schuler in Empowerment and the Law, 1986. The text is adapted from Lisa VeneKlassen and Valerie Miller,* ***A New Weave of Power, People, and Politics: The Action Guide for Advocacy and Citizen Participation****, 2002.*

policy and allocation of funds. Such structures include the police, courts, hospitals, credit unions, ministries, and health and social programs, etc.

- **Culture:** the values and behavior that shape how people deal with and understand issues, the "unwritten laws" of behavioral expectations. These values and behavior are influenced by such things as gender, class, custom, religion, ethnicity, and age.

SIGI conducted a ground breaking research study which provided significant information for understanding the potential positions of opponents based on the Jordanian context.

SIGI's research touched on all three components of the **Triangle Analysis** - content, structure and culture. Based on the results of the research study, a position paper was developed that outlined the repercussions of Article 308 on the female victims and provided concrete recommendations of actions needed. The content, structure and culture components will be discussed in parallel with the human rights focus areas.

Human Rights-Based Focus Area[8]

The human rights framework provides an essential operating guide based on recognized international principles and standards for advocacy efforts. When applying human rights for advocacy efforts, it can be helpful to view these rights and responsibilities through four focus areas: safety and security; non-discrimination; participation; and **protection–accountability**. The Universal Declaration of Human Rights (UDHR) provides the basis for subsequent international agreements.

This case provides a perfect example for illustrating how human rights are indivisible and interconnected. We will examine SIGI's primary focus on the **protection-accountability** focus area. The benefits of focusing on this area do not diminish the importance of two other important focus areas at work in this case: non-discrimination, and safety and security. This case clearly points to the discrimination women face in the legal system and pointed directly to the mandate of treating women equally with men before the law. In addition, victims themselves provided powerful testimony regarding the importance of their right to be safe and secure from perpetrators in all areas of their life.

Everyone has a responsibility to protect human rights – in our homes, work places, community spaces, and country. At the same time, governments have specific obligations. Governments must comply with and be accountable for the legal norms and standards enshrined in human rights instruments. This requires our human rights to be protected by the rule of law. The assenting reponses to the questions below help to clarify the selection of **protection-accountability** as the primary human rights-based focus area.

- Are there legal accountability obligations by those who have power that must be fulfilled? If so, at what levels (community, institutional, governorate, national, international)?

Yes, for example, Jordan is a signatory to the Convention on the Elimination of All Discrimination Against Women (CEDAW). The legal obligations are outlined in the Research – Content section.

- Does the violation deny the person, group or community their rights to protection, accountability and redress?

[8] *Source: The information related to these four areas of rights are adapted from and found in Discover Human Rights: A Human Rights Approach to Social Justice Work, The Advocates for Human Rights (http://bit.ly/1TmOp6v). The four human rights-based focus areas include: safety and security; non-discrimination; participation; and protection–accountability. NOTE: The rights listed in these four "categories" may be placed in any area depending upon the context where the right is being violated. For example, Article 23: Right to join trade unions might be placed in "Safety and Security" rather than "Participation" where organizing or joining a union is dangerous.*

Yes, for example, victims of rape are denied these rights when forced to marry perpetrators who are not then held accountable for their crime. These points are outlined in the Research – Structure and Research– Culture sections.

During the problem identification phase, research was SIGI's first priority in order to better understand the issue. The research engaged stakeholders at the local, national and international levels, including 70 face-to-face interviews (legal, legislative, victims and their families). As a result, SIGI's "***Sexual Based Crimes Against Women - Article 308 of the Jordanian Penal Code as a Case Study***"[9] documented the legal, social, psychological and health impacts, both positive and negative, on girls and women on the one hand, and the family and society on the other hand.

Research – Content

The legal components of the research documented the human rights foundations. These clearly showed the ways in which Article 308 of the Penal Code, and related laws, violate the protection and accountability rights of girls and women based on the rule of law.

The human rights foundations at the national level are outlined in Jordan's Constitution (1952) and the Jordanian Charter adopted in June 1991:

1. Constitution, Article 6(1): "***Jordanians shall be equal before the law***. There shall be no discrimination between them as regards their rights and duties on grounds of race, language or religion";

2. Constitution, Article 7 (1): "***Personal freedom shall be guaranteed. (2) Every infringement on rights and public freedoms or the inviolability of the private life of Jordanians is a crime punishable by law of the Jordanian Constitution***"; and

3. Charter, Principle 8 explicitly articulated gender equality under the law: "***Jordanian men and women are equal under the law.***"[10]

International human rights foundations were strenthened when Jordan became a signatory of the Universal Periodic Review of Human Rights in 2013. This created an additional leverage point in the advocacy terrain. This offered an opportunity for SIGI to utilize both the national and international human rights foundations to call for accountability of the Jordanian government to strengthen legal protections and eliminate all discriminatory laws against women.

Research – Structure

SIGI's research revealed a number of critical legal and policy implementation factors highlighting the protection-accountability aspects regarding Article 308.

Numbers reveal injustices[11]

- ***Rape cases, as in most countries, are greatly underreported.*** Violence against women has remained a taboo subject due to societal and familial pressures. Many choose not to report the crime unless pregnancy is involved. This results in powerful cultural factors undermining the collection of data (see Research - Culture).

- ***Only 20 to 25 percent of perpetrators of rape cases were prosecuted.*** This figure is based on cases reported to the state-run family protection unit from 1998 to 2013 and highlights the lack of accountability when the victims

International Foundations: Universal Declaration of Human Rights (UDHR)
Article 6: Everyone has the right to recognition everywhere as a person before the law.

Article 7: All are equal before the law and are entitled without any discrimination to equal protection of the law. All are entitled to equal protection against any discrimination in violation of this Declaration and against any incitement to such discrimination.

Article 16 (1 & 2): 1. Men and women of full age, without any limitations due to race, nationality or religion, have the right to marry and to found a family. They are entitled to equal rights as to marriage, during marriage and at its dissolution. 2. Marriage shall be entered into only with the free and full consent of the intending spouses.

Convention on the Elimination of All Discrimination Against Women (CEDAW): Article 2 (c, f,g) : States Parties condemn discrimination against women in all its forms, agree to pursue by all appropriate means and without delay a policy of eliminating discrimination against women and, to this end, undertake:
(c) To establish legal protection of the rights of women on an equal basis with men and to ensure through competent national tribunals and other public institutions the effective protection of women against any act of discrimination;
(f) To take all appropriate measures, including legislation, to modify or abolish existing laws, regulations, customs and practices which constitute discrimination against women;
(g) To repeal all national penal provisions which constitute discrimination against women.

Additional relevant CEDAW articles: 15 - equality before the law and 16 - equal rights to enter and choice in marriage; and the prohibition of child marriage.

Source: **http://www.un.org/womenwatch/daw/cedaw/text/econvention.htm;**
Arabic CEDAW: **http://www.un.org/womenwatch/daw/cedaw/text/0360793A.pdf**

[9] *Available from SIGI.*

[10] *Jordanian National Charter, Chapter 1, page 1,* **http://www.kinghussein.gov.jo/charter-national.html**

[11] *Source: These category identifications were highlighted in* ***Getting away with sexual abuse in Jordan****, by Areej Abuqudalrl, IRIN, AMMAN, 27 January 2014.* **http://www.irinnews.org/report/99544/getting-away-sexual-abuse-jordan** *and Arabic:* **goo.gl/Q2qeGq**

actually did come forward to report the crime.

- ***Some 159 rapists escaped punishment through marriage*** (2010-2013). Even this number, however, has been challenged by women's rights activists, social workers, and lawyers who say the incidents of such marriages are also underreported. People in these professions have come across cases that were unreported. In addition, the collection of statistics on such marriages by the government ceased after 2013.

Denial or lack of services

- ***Abortion is prohibited in Jordan.*** This is the case even for rape survivors or in cases of incest, unless the pregnancy could lead to the mother's death. As a result, pregnancy from rape creates an additional trauma and burden on victims.

- ***Limited access to restorative services.*** Victims of rape and sexual violence particularly lack psychosocial services, which are even more limited in rural areas. There are only two state-run shelters for women and children, one in Amman and one in Irbid. This makes it difficult for survivors to overcome the trauma. Amal Adli, a social worker at SIGI, highlighted that women continue to suffer for years as the trauma is not addressed at an early stage.

Research – Culture

Through interviews with religious experts and a social survy, SIGI's research addressed social norms and perceptions rooted in Jordanian culture regarding Article 308.

Article 308 has no roots in Islam

Punishment: Religious scholars confirm that Islam does not endorse punishing the victim by forcing her to marry her rapist. From an Islamic Law perspective, there is no Islamic-legal precedent to forgive a man if he marries his victim. On the contrary, rapists should be strictly penalized to protect the society from such crimes.

Consent: Approval is the basis of marriage in Islam. Marriage in such circumstances does not meet the "valid and genuine" Islamic requirements. When women are married to their rapist, the victim and her family were forced into accepting this marriage. While the rapist uses the marriage to benefit, by escaping punishment for his crime.

Societal expectations and attitudes

The social survey was distributed to 850 individuals. The results indicated that the total number of male and female respondents was 771, with a response rate of 90.7%. This included 49.8% male and 50.2% female respondents, with 36 respondents with special needs representing 4.2% of the total survey.

Social support to abolish Article 308. The survey revealed that 48% had never heard of Article 308 or had never known of its existence. Nevertheless, 46% supported a campaign to prevent victims of rape from marrying the perpetrator, and another 27% supported this kind of campaign to some extent. ***This indicated a 73% level of support for conducting the campaign.***

Victim blaming remains a significant problem in Jordanian society. Women and girls are still seen as "responsible" for preserving their family's honour. Any

sexual activity by girls and women - even if it is by force – is seen as shameful. It is this social norm that makes the practice of victims marrying perpetrators of the crime "acceptable" even though this is counter to religious mandates. Rather than mitigate sexual violence the practice serves to encourage more sexual violence against girls and women as it makes it easy for men to rape any girl/woman they like and force the marriage onto her and her family. The research provided clear links between the implementation of articles 308, 340 and 98 in the Penal Code and incidents of rape[12].

SIGI's Recommendations Based on Research Results

SIGI issued a position paper outlining a number of recommendations requring a holistic approach to Article 308, that included the need to address other related articles as well:

- Full cancellation of Article 308 of the Penal Code
- Public Health Law amendments: Article 12 to allow abortion
- Civic Status Law amendments: Articles 10 and 57 on kinship including DNA examination as proof of the father's parenthood to document a child's birth.

Reflection for Your Organization:

Step 1 – Identify the Problem

Utilizing these human rights-based focus areas for outreach and message development can help to mobilize different constituencies to participate in your advocacy campaign. Advocacy efforts do not necessarily take place within a set, linear time frame. Take time to reflect on the following:

Know yourself

Explore the human rights-based focus areas to assist your own problem analysis and development of a human rights-based statement.

- How can your advocacy benefit from a rights-based problem statement?
- How can this example inform your exploration of the human rights advocacy focus areas?
- What kinds of research will help you to better understand your problem?
    - How can research help you to identify the differences in how various marginalized groups experience the problem (e.g., girls, women, people with disabilities, specific minority groups, youth, elderly, etc.)?
- What did you learn about yourself and your organization through the in-depth exploration of the identified problem?

TIPS: Identifying your problem statement

- Check your statement to ensure it is human rights-based to provide others with an understanding of the right that is being violated, abused or denied.
    - What international human rights articles or conventions can you identify that are important for advocating on your issue?
- Provide a brief context as to why the problem exists by using the advocacy focus areas to discuss the unique aspects of your context.
    - How can you connect the right to daily life experience to offer a basis

[12] *For more details about the research, please contact the Sisterhood is Global Institute.*

for engagement of stakeholders and accountability from decision makers?

- How does your target group experience the problem? How do other marginalized groups experience the problem (e.g., girls, women, people with disabilities, specific minority groups, etc.)?
- What national laws or policies can you find that are important to know or for advocating on your issue?

Step 2 – Create a Vision

It is essential to have a vision of what you want to accomplish. If you do not know where you want to go, it is difficult to get there and hard to know if you have arrived. Communicating a clear human rights-based vision can inspire and motivate others to join you. Your vision plays an integral part in the development of your strategy and tactics. A vision provides a compass for making decisions when advocacy conditions shift and change. You must ***know yourself*** and the future reality you want to create.

SIGI had more than one meeting with the working team using the New Tactics method to formulate the vision in a comprehensive way based on the problem statement: ***Girls and women are denied their right to equality and recognition as a person before the law and forced to marry due to Article 308 which allows a rapist to escape prosecution if he marries his victim.***

They then reviewed the discriminatory articles for women in general, and used Article 308 as a model to envision how the future could look for women without the problem.

SIGI's vision: ***A safe and secure environment for women with legal protection and equity before the law.***

This is an excellent example of the kind of vision that goes beyond one advocacy campaign. This vision can continue to guide and inspire SIGI's on-going advocacy efforts to eliminate all discriminatory laws against girls and women.

Reflection for Your Organization

Step 2 – Create a Vision

A vision can evolve over time. Take time to reflect on the following:

Know yourself

Discuss and develop your own vision statement.

- How can your vision statement be utilized for your advocacy (e.g., unifying your staff, outreach to allies, message development, engagement with stakeholders and decision-makers)?

TIPS: Creating your vision statement

- Check your vision statement to ensure it is human rights-based to unite others around the right you are seeking to be fulfilled.
- Frame your vision as a **positive statement** that addresses the identified problem.
- Make your vision statement **broad** enough to guide the current campaign and **provide direction** for your future advocacy efforts.

- Can others outside of your organization or network see themselves in your vision for the future?
- How have you involved and actively engaged those who are marginalized in creating the vision (e.g., girls, women, people with disabilities, specific minority groups, etc.)?
- Does your vision exclude others? If so, this is not a human rights-based vision.

- Review your vision on a regular basis to evaluate and **embrace broader visions** to guide greater gains.

Step 3 – Map the Terrain

It is critical to understand the social, cultural, political, and economic context in which advocacy takes place. Human rights-based advocacy is about changing people's attitudes and behaviors as well as the policies and institutions that are formed and maintained by people. New Tactics in Human Rights has developed and adapted specific tools to help guide you through this process of identifying people, groups, organizations and institutions working for and against change in your situation. Whether your work is at the local, national or international level, mapping the terrain of relationships allows you to identify more opportunities for taking action. This step requires an exploration of all three sources of knowledge: ***know yourself, know your opponent, and know the terrain.***

No matter what human rights issue we are seeking to address, decisions about the issue are always made by people. The more we can learn, understand and know about the people involved, the more successful we will be in addressing issues of concern to us and our community. As we examine this case, consider the ways in which you have worked to identify the people, organizations, institutions and relationships involved in your own organization's issues. The information you have gathered can be organized using the tactical map and spectrum of allies tools to enhance the exploration, identification of appropriate targets, and selecting of tactics (see Step 4 – Exploring Tactics).

As we examine SIGI's campaign: ***Najat: Stop impunity of perpetrators and protect survivors of sexual based violence*** (2014-2017), we will explore how their research and stakeholder engagement can be illustrated by the tactical map and spectrum of allies tools. These tools can be used and applied at any point in your campaign to assist you in your strategic and tactical analysis. The tactical map and spectrum of allies graphics serve as illustrations based on SIGI's use of the New Tactics method and confirmed through reports provided by SIGI.

Using the Tactical Map Tool

This case study provides an opportunity to highlight how the terrain of SIGI's advocacy campaign can be illustrated through the tactical map tool and and how they used it to define their targets and tactics (see Step 4). To explore the determination of the central relationship, it is important to idenify the human rights violation that best represents the problem identified: ***Girls and women are denied their right to equality and recognition as a person before the law and forced to marry due to Article 308 which allows a rapist to escape prosecution if he marries his victim.***

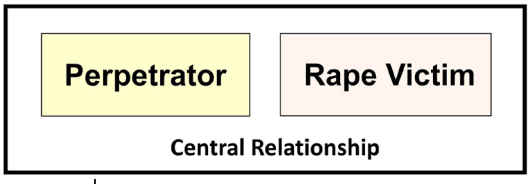
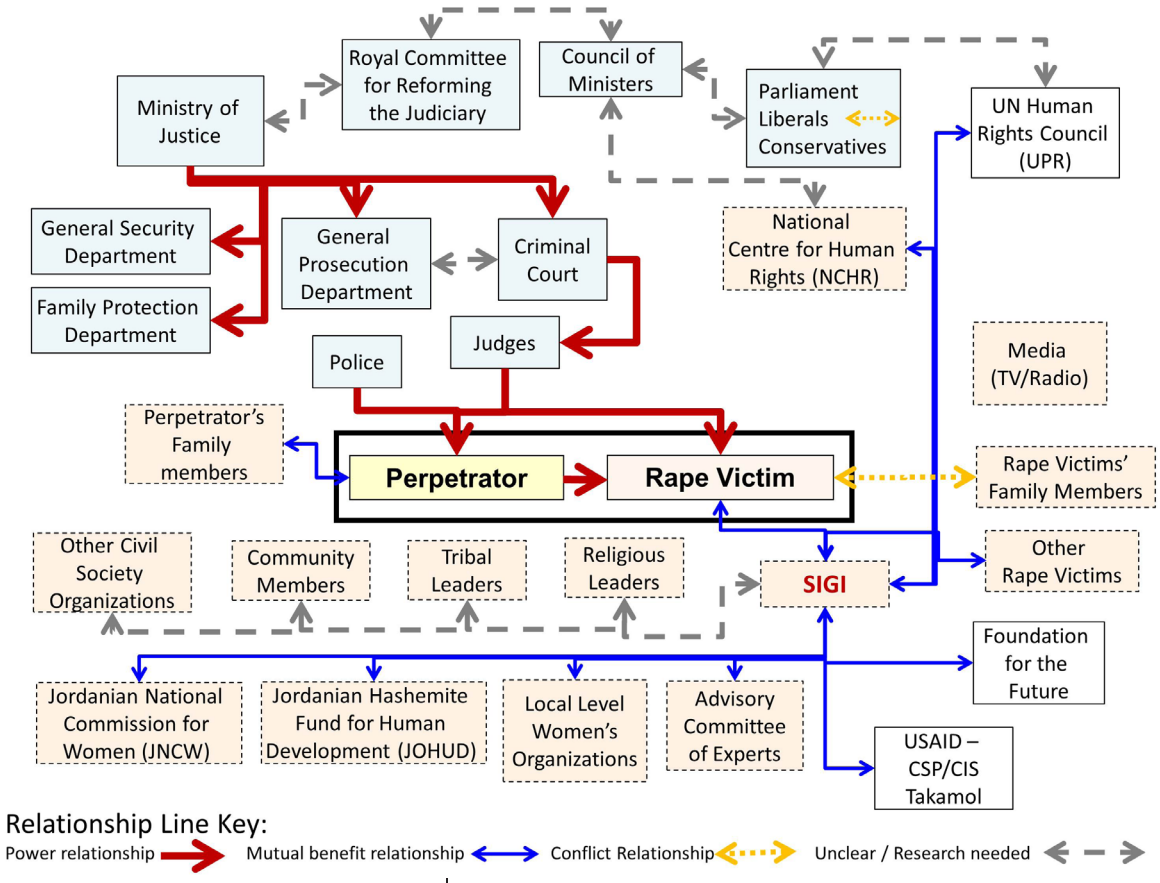


Figure above: An example of the central relationship of the Tactical Map tool.

Who is being violated? The victim of the rape – **rape victim** (girl/ woman).

Who is the person violating the victim's rights? The perpetrator of the rape - **perpetrator**.

Figure Below: The tactical map serves to provide a "birds-eye" view to illustrate the range of organizations engaged in an issue. It is important to note that there were more many more organizations involved in the process than are indicated on this tactical map. For example, SIGI's coalition grew to over 100 organizations.



In most cases, you would want to identify a person by name who is suffering from the violation and interested to change the problem. However, in situations where a victim could be further endangered by being identified, it is not recommended to reveal their true name.

SIGI's tactical map example provides the central relationship along with identified relationships at the local community level of the victim and the perpetrator up to the national and international level relationships. It is essential to include where your own organization is located on the map – SIGI is identified in RED. If you cannot put yourself or your own organization on the map, then reconsider your involvement in the issue.

Every person, group, association, institution, governmental body, etc., is a possible point for taking action. It is not possible, however, for an organization to focus on each and every point on the tactical map. Additional research is necessary at this stage to be strategic in your use of limited resources to select your points of action wisely.

Tactical map key:

- *Light orange box with dotted line = civil society entities (people, groups, organizations, etc.)*
- *Light blue with gray solid line = government bodies*
- *White box with gray solid line = funders and international entities*
- *Relationship lines:*
  - *Power relationship: One directional solid red arrow*
  - *Mutual benefit relationship: Bi-directional solid blue arrow*
  - *Conflict relationship: Bi-directional dotted yellow arrow*
  - *Relationship unclear / Research needed: Bi-directional dotted gray arrow*

TIPS for using the tactical map

Consider when finding the "central relationship":

- Whose rights are being violated, abused, denied?
- Who is violating, abusing or denying another person's right in this situation?
- Is this truly a face-to-face relationship?

NOTE: *There is no face-to-face relationship between a person and an institution.*

- Is there a face-to-face relationship in this problem that is being overlooked?

Using the Spectrum of Allies Tool

The "Spectrum of Allies" tool heightens our awareness and understanding of the people, groups, or institutions that span the full range of possible engagement with our specific advocacy campaign. Those who we believe would support our efforts may actually have perspectives and goals that would counter or oppose our efforts. At the same time, those we initially think might be passive or active opponents may, in fact, support our rights-based advocacy efforts. A key point to remember is that individual people make up groups, associations and institutions.

Even when a particular group or institution takes a stance against us, there may still be individuals within the group or institution that will support our advocacy effort.

SIGI effectively used the spectrum of allies tool to identify potential allies and opponents. The tool was used to identify and moblize local level civil society organizations as allies, who in turn engaged with decision makers in their local communities. By working with local partners, SIGI was able to determine where different people, groups, organizations and institutions were actually located on their spectrum of allies. SIGI was able to know who could be counted on to be active, as well as those not currently active but with potential to be engaged in the future. At the same time, they identified those in the neutral segment along with opponents who were both active and not active on the issue.

One important benefit of using the spectrum of allies tool, is it helped SIGI to recognize that some people they assumed to be active opponents were, in reality, in a different segment. Some were already allies. SIGI's coalition members at the local level recommended the need to invite and work with religious leaders. The result was the creation of local delegations. These delegations comprised of a tribal leader, religious leader, and a media specialist who provided guidance on how to reach people in their local community. Recognizing these important relationships had significant impact.

On the other hand, there were those SIGI and coalition members assumed would be allies, however, they did not respond in that way. For example, there were other organizations also receiving funding to work on abolishing 308 Article. SIGI reached out to such organizations to coordinate the work. It was not always easy to build those collaborations. Some were not interested to work together. The spectrum tool assisted SIGI in considering ways to continue to engage and build allies. Such as hosting meetings to share SIGI's campaign vision, the position paper offering concrete recommendations, and inviting others to their actions. They also attended actions hosted by other organizations. SIGI took the position that this campaign was not an "organizational cause" but a community and national issue that required collective effort.

Internal Capacity Building

Looking beyond SIGI's organizational staff members, the spectrum of allies assisted SIGI in identifying civil society organizations for building their coalition. These organizations are based throughout all of Jordan. It is not possible to represent all the organizations in a small graphic. These organizations are represented in the figure as "local level CSO's and national level CSO's". In the intial 2014-2015 period, the coalition grew to 53 organizations, and during the 2016-2017 phase, it grew to over 100 members. They became supporters of SIGI's work, essentially becoming ambassadors in the local community and expanding the capacity of SIGI to carry out the advocacy to abolish Article 308.

We thought religious leaders, will be agents against us, however they supported our stand. And we were able to move others from opponents to neutrals, and later even to allies.

For local field work, this was the best tool [New Tactics method and especially the spectrum of allies] to reach different segments in the community...As far as the field community work, I think compared to other experiences, I believe we managed to reach the grassroots in the most influential way, and the best that we have ever done.

– *Rana Abu Sondos*

Mobilization

The coalition members contributed to the advocacy in key ways. For example, they identified the need to engage religious leaders and recommended ways to invite and work with them. This lead to the creation of local delegations comprising of a tribal leader, religious leader, and a media specialist in order to reach out to people and decision makers in the local community.

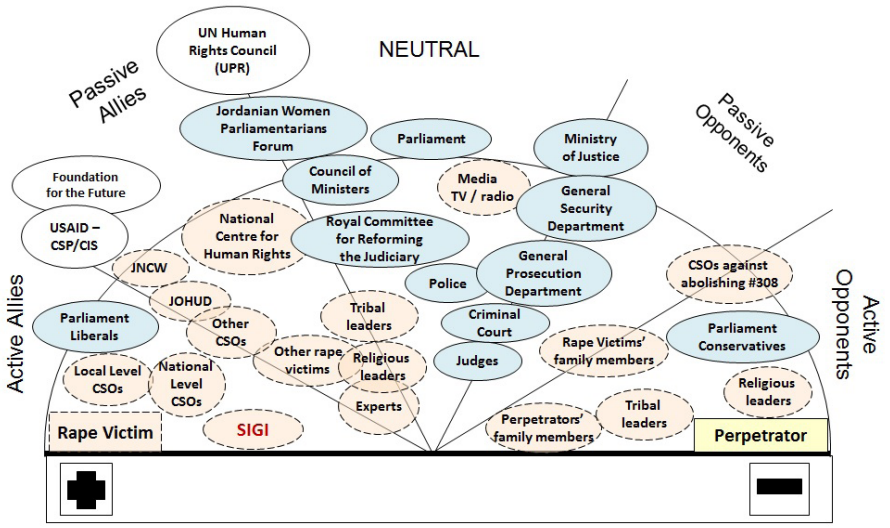


Figure Above: The "spectrum" is a tool to continually revise as you conduct research, analyze new information and carry out tactics to engage and move different targets towards the active ally segment of the spectrum. When considering specific victim cases, it is important to explore where members of a victim's own family may be positioned on the spectrum and to split family members into men and women in order to highlight potential different positions they may hold. There may be some members positioned as active allies, perhaps other women and supportive men in the family for example. While other members may be positioned as active opponents, perhaps both men and women hold the belief that a victim must carry the "honor" of the family to the point of marrying a man who raped her.

Reflection for Your Organization

Step 3 – Map the Terrain

Mapping the terrain provides information and insights for mobilizing allies and building coalitions. The tactical map and spectrum of allies tools provide critical support when exploring and selecting tactics to advance your advocacy effort. It is vital to any campaign to identify people, organizations and institutions that can provide on-going support and assistance for planning, outreach, and mobilization.

Take time to reflect on the following:

Know Yourself

Consider how you can use the New Tactics tools to more thoroughly "map the terrain" and understand your context related to the identified problem:

- Have both women and men participated in the process of mapping the terrain? If not, do the results of your tactical map reflect/include gender related aspects such as differences in relational contacts, power relations, and decision making?
- Who are your allies – those who support your position or efforts on an issue; and those who will **actively** work together with you?
- What kind of **mobilization** is needed to engage your network of people, groups, and organizations to better understand the problem you've identified within your context?

Know your opponents / Know the Terrain

- Who are your opponents – those who do not support your position or efforts on an issue; and those who will actively work against you?
- Who do you need to mobilize in this phase of your advocacy to better understand the terrain (e.g., people with specific areas of expertise)?

TIPS: Mapping your terrain

- Put PEOPLE at the center:
  - Whose right is being violated, abused or denied?

  - Who is violating, abusing or denying another person's right in this situation?

- What kind of research is needed to help you determine:
  - Who else is involved, interested or invested in this issue?
  - Who carries responsibilities for addressing this issue?
  - Who are potential allies and opponents regarding this issue?

Step 4 – Explore Tactics

Tactics are the actions you take to move toward your goal and advance your journey of change. Used well, tactics can build influence and change the terrain of human relationships. There are many tactics available to human rights advocates, and more are being developed every day! The more tactics you study and learn, the more you can adapt tactic ideas to meet your needs and keep your opponent off balance. This step explores and compiles information from all three sources of knowledge: ***know yourself, know your opponent, and know the terrain***. This step will highlight the following areas of strategic and tactical development:

- Human rights-based tactical aims
- Strategic goals for advancing your **journey of change**
- Advocacy Action Areas: internal capacity building, research, mobilization, and engaging with decision makers
- Technology: challenges and benefits

Human Rights-Based Tactical Aims

Most organizations seeking to advance human rights can only accommodate one or two primary tactical aims within their institutional frameworks. This is due to the time they take to learn, the investment in staffing and the difficulties of raising funds, and the measurement of performance and effectiveness. Having a clear understanding of your tactical aim helps you to more effectively select the tactics to reach your goals in addressing your identified problem. New Tactics in Human Rights has identified four primary human rights-based tactical aims: **prevention, intervention, restorative**, and **promotion**.

Ask yourself – Is your primary aim to:

- **prevent** an imminent abuse from taking place now and in the future?
- **intervene** in situations of long standing denial or abuse of human rights for individuals and communities that are marginalized or excluded?
- **restore** and rebuild the lives of victims and communities after abuse – to help them heal, seek justice, reconciliation, or redress?
- **promote** human rights by building respectful and engaged communities or policies and institutions where human rights are understood, strengthened, and respected?

As we examine the journey of change in this case, study the goals and the tactics selected to move the advocacy forward. In addition, as we explore each action area and the tactics selected, consider how your own tactics support and interconnect to advance your own campaigns. This will assist you in being more strategic and tactically effective in your advocacy efforts.

Developing the Journey of Change

Return to your problem statement for guidance when developing specific goals to assess progress on your journey of change. The in-depth research study undertaken by SIGI in the problem identification stage provided critical direction for developing a strategic path for action to address the identified problem. SIGI's identified problem statement: ***Girls and women are denied their right to equality and recognition as a person before the law and forced to marry due to Article 308 which allows a rapist to escape prosecution if he marries his victim.***

Over the course of SIGI's advocacy campaign directed toward abolishing *Article 308: Najat: Stop impunity of perpetrators and protect survivors of sexual based violence* (2014-2017), they identified a number of milestone goals to address the intention of the campaign to reduce the number of discriminatory laws and regulations against women and girls' human rights and leading toward their vision: ***A safe and secure environment for women with legal protection and equity before the law.***

This provided guidance for developing SIGI's strategic direction by outlining the following milestone goals:

1. **Abolish Article 308:** Develop recommendations for decision makers on Article 308 based on research findings on impacts, including procedures and mechanisms at all levels including service delivery for victims (e.g., protection, financial compensation, and comprehensive rehabilitation
2. **Amend other relevant Articles in the Public health Law and the Personal Status Law (DNA testing, abortion)**
3. **Enhance protection mechanisms for victims**

These goals provide an opportunity to reflect on the tactical aims for addressing the human rights violations outlined in SIGI's problem statement. Examining the **tactical aims** help to ensure that the targets and tactics selected to address the problem will reach the intended purpose. SIGI determined two critical tactical aims for their advocacy effort: **intervention** and **restorative**.

Intervention: Article 308 has undermined the responsibility of the state for the protection of victims and the accountabilty of perpetrators for their crime. The campaign sought to intervene in the long standing legal, economic, psychosocial, human rights discrimination and societal stigma of rape victims. SIGI's intervention ensured that the link was made between Article 308 to a number of other discriminatory articles in the Penal Code, as well as specific articles in the Personal Status and Public Health Laws.

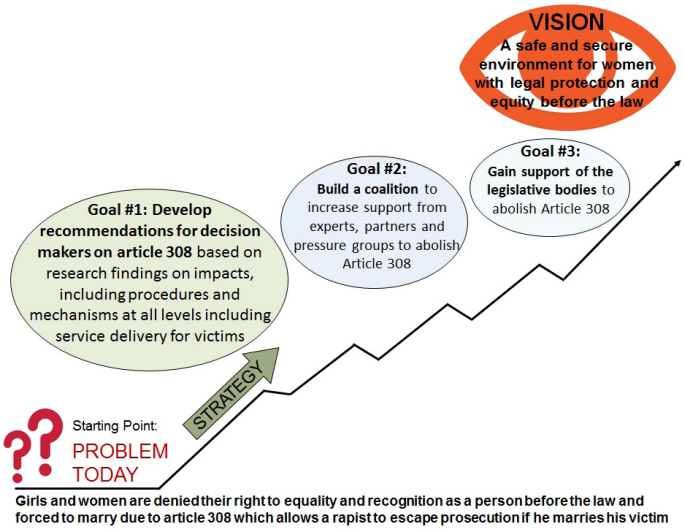


Figure: This journey of change visual provides an overview of SIGI's immediate and longer term goals.

Restorative: SIGI's third goal identified restorative responses for the protection of victims that could be recommended to decision makers. The courageous testimonies of rape victims subjected to marriage to their perpetrators due to Article 308 provided an important opportunity

gain insights for recommendations as well as to help victims restore their dignity, raise public awareness, and build support among stakeholders. It was particularly important for SIGI to highlight that the legal objectives for protection, justice and rehabilitation for victims cannot be achieved as espoused by proponents of Article 308. SIGI's recommendations went beyond abolishing Article 308, and seek to address the rehabilitation and financial compensation for victims.

By positioning their goals and tactical aims in this way, SIGI was able to focus their energy and resources on advancing these goals.

TIPS: Creating your "journey of change"

Know yourself

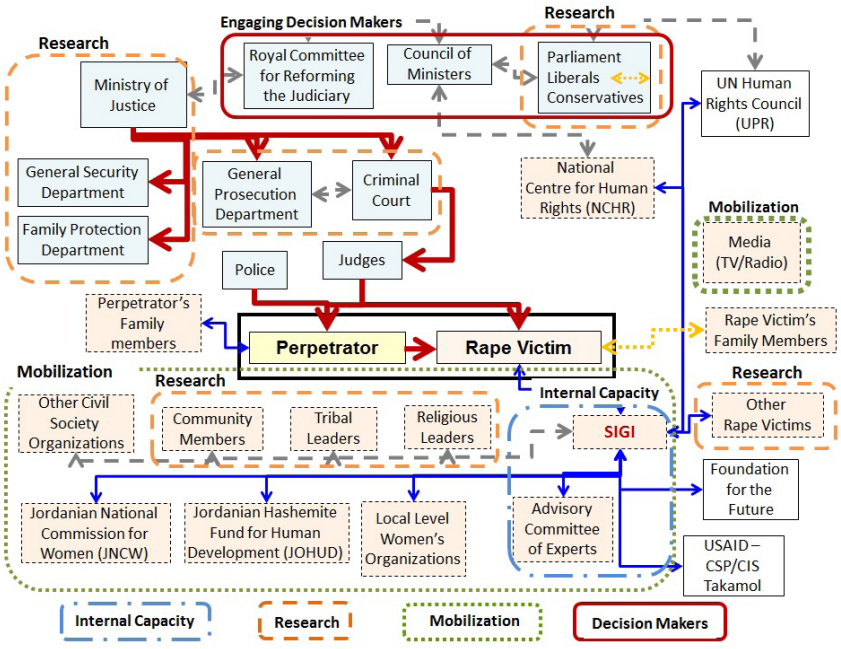
- Consider how can you ensure participation of your target group in setting desired outcomes and results.
- Identify goals or milestones to create your "journey of change." These goals need to be "SMART" – specific, measureable, achievable, relevant and time bound so you can monitor your progress, evaluate your successes, and know what remains to be done.
- Consider making specific goals that relate to each of the action areas: internal capacity building, research, mobilization and engagement with decision makers.

Advocacy Action Areas

Figure below: This tactical map highlights the location of the tactical targets for each of the four action areas.

Key Light organge circle with dashed line = civil society entities

- *SIGI: Light orange circle with dashed line in Bold RED text*
- *Light blue circle = Jordanian government entities*
- *White circle = international related entities*
- *Advocacy Action Areas:*
  - *Internal Capacity = light blue dotted and dashed line*
  - *Research = orange dashed line*
  - *Mobilization = green dotted line*
  - *Engaging Decision Makers = solid red line*



In carrying out advocacy, these action areas (internal capacity building, research, mobilization and engaging decision makers) provide guidance for developing your milestones. It is important to understand that each action area supports the others and helps you monitor your progress and evaluate both your shortcomings and successes (See Step 5). Developing goals for each action area can provide timing priorities to ensure different aspects of the campaign are working together.

The tactical map provides a way to visually identify the targets for each action area. The spectrum of allies highlights where these targets are positioned on the spectrum. The positions based from active allies to active opponents provide critical insights for tactic selection for reaching and succeeding with the identified targets. The most effective tactics are interconnected and mutually support the advancement of other tactics. Consider how to engage your target groups and how your own tactics are interconnected in order to advance your own campaign. We will use the tactical map and spectrum of allies tool to illustrate the targets of the advocacy action

areas selected in this case. As we examine the action areas and the tactics selected, consider how your own tactics are interconnected in order to advance your own campaign.

Examine the tactical map and the spectrum of allies graphics to note where the targets and the advocacy action areas are located. On the tactical map, especially notice the power relationships in SIGI's map. These particularly refer to the protection-accountability mandate as they highlight the governmental bodies related to the implementation of Article 308.

On the spectrum of allies, notice the location of the targets. SIGI's **research**, during the initial phase of the first campaign, concentrated on the entities within the Ministry of Justice, victims themselves, and society at-large (represented as "community members, tribal leaders, religious leaders"). As they moved into the second campaign, their tactics focused on **mobilization**, targeting the active and passive allies segments of the spectrum. It is important to recognize that tactics work together to move your goals forward. As you examine the targets and tactics selected by SIGI, use the reflection questions to consider your own target and tactic selection. When developing your spectrum of allies, you may find that a certain institution is located in a different segment from the individuals who work within the institution. For example, "parliament" is represented on the spectrum in three different segments: Parliament – neutral (those who have not taken a position); Parliament – Liberals (active allies); and Parliament – Conservatives (active opponents). Tribal and religious leaders are also represented in different segments. This is one reason why research is so critical at each stage of your advocacy effort. Be sure to talk with as many individuals within an institution as possible to reach those who are interested, willing and able to assist you. SIGI discovered that some organizations they thought would be active allies for their efforts, were instead passive allies working on the issue from their own perspective. This meant that SIGI needed to have an awareness of the efforts of these other organizations to ensure their own efforts could be enhanced, rather than undermined, by others' actions.

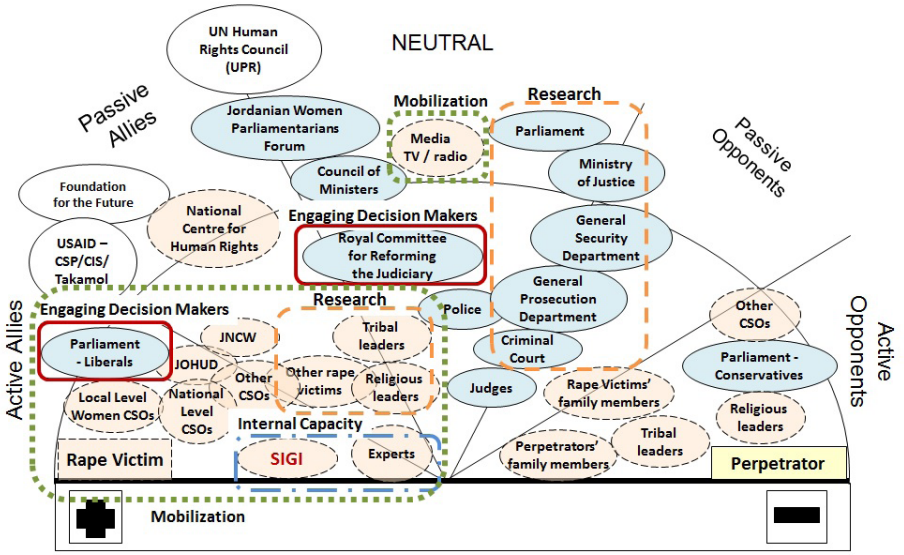


Figure above: This spectrum highlights the location of the tactical targets for each of the four action areas. Note the concentration of targets focused in the "Active Allies, Passive Allies and Neutral" segments.

Spectrum of Allies Key with Advocacy Action Areas

- *Light orange circle with dashed line = civil society entities*
- *SIGI: Light orange circle with dashed line in Bold RED text*
- *Light blue circle = Jordanian government entities*
- *White circle = international related entities*
- *Advocacy Action Areas:*
  - *Internal Capacity = light blue dot and dash line*
  - *Research = orange dashed line*
  - *Mobilization = green dotted line*
  - *Engaging Decision Makers = solid red line*

We need the [New Tactics] method, knowledge and tools. The good thing is that it is flexible to be adopted to the situation.

– Rana Abu Sondos, project manager, SIGI

Step 5 – Take Action

Without taking action, nothing about the problem you've identified will change. The Strategic Effectiveness Method provides opportunities at each step to take action, monitor, and evaluate your progress. The process helps you to acknowledge successes and learn lessons from the very first step of your advocacy effort. The Method returns you to Step One so you can assess your knowledge – ***know yourself, know your opponent*** and ***know the terrain*** – and evaluate how your advocacy actions have impacted your identified problem. Take time to determine what has changed and what requires further effort.

As we examine the actual implementation and outcomes of this campaign, reflect on how your organization documents and acknowledges your achievements – internally to your organization staff and network members, but also externally to highlight your progress on your journey of change.

The campaign made notable achievements regarding the goals they set out to achieve. The results are summarized below according to:

- Each **action area** (internal capacity building, research, mobilization, and engagement with decision makers)
- **Target** groups and constituencies
- **Tactics** selected and their **objectives** to achieve the first milestone on the journey of change
- **Outcomes** that highlight and acknowledge the small to large achievements.

SIGI's first advocacy campaign goal to "**abolish Article 308**" significantly moved forward during the ***Najat: Stop impunity of perpetrators and protect survivors of sexual based violence*** period from 2014 – 2015 based on the research findings on impacts, including procedures and mechanisms at all levels including service delivery for victims (e.g., protection, financial compensation, and comprehensive rehabilitation). Once the in-depth research and the position paper were completed, these served as the foundations of the next campaign period (2016-2017) which required the engagement of civil society organizations at the grass roots level to build stakeholder support including the decision-making level. The essential interconnection and coordination of these two levels contributed greatly to the overall success of the campaign through tactics that:

- **Built a coalition of stakeholders to advocate for the implementation of recommendations** to address the violation of rape victims' rights due to Article 308
- **Gained support from decision makers to abolish Article 308** to end this discrimintory law that violates women and girls' human rights

In addition, SIGI made progress on their second goal to ***amend other relevant Articles in the Public health Law and the Personal Status Law*** and positioned them for future action on their third goal to ***enhance protection mechanisms for victims***.

Advocacy Action Areas

Internal Capacity Building

Target: SIGI staff

Tactic: Create an advisory committee of experts and consultants

Objectives: To enhance the capacity of SIGI staff in order to ensure that perspectives related to Article 308 would include impacts on girls and women from diverse areas of expertise – law, religion, culture, health, mental health (psychosocial) and human rights.

Outcomes: SIGI identified the need to expand a range of areas of expertise in order to carry out this advocacy effort. In order to help them build that expertise, they engaged experts with specialized knowledge related to Article 308. These areas of related impact included: law, religion, culture, health, mental health (psychosocial), and human rights. SIGI also complemented their own areas of expertise through contracting gender, research and media consultants. Both the advisory committee of experts and consultants provided alternative ways in which SIGI addressed its need for additional skills and capacities. (see Research)

An eight member advisory committee served a number of roles including: 1) the review and approval of the data collection methodology; 2) analyzing the research content; and 3) contributing to the position paper recommendations based on each person's area of specialization. Gender, research and media consultants were engaged to train SIGI's staff and community advocates to understand the issue and speak with a united voice. SIGI staff, advisory committee members, coalition members, consultants and influential leaders were represented in high level delegations to decision makers (See Engagement with Decision Makers).

Internal Capacity Reflection

Know yourself

- Consider how can you ensure participation of your target group in setting outcomes and results. Have women and men in your target group participated in setting the outcomes and results? Do the desired outcomes and results reflect/include gender related aspects such as addressing roles, power relations, access to resources and decision making?
- Consider the internal capacity of your organization for carrying out advocacy, what current support mechanisms are in place?
- For specific advocacy campaigns, discuss the kinds of structures that could be of most benefit for carrying out the campaign. What additional supports are required? How can you enhance your capacities?
- How might technology be used to support and build your internal capacity? What challenges might you face when using technology tools?
- As you explore tactics for building "internal capacity", don't forget that

active and passive allies can be mobilized to support and enhance your own organization's capacity. What allies can you engage and rely upon for leadership and implementation roles?

Know the terrain/Know your opponent

- How might technology be used to build external support?
- What challenges might you face regarding opponents or your context when using technology tools?

Research

Target: Experts (e.g., lawyers, religion scholars, medical and mental health professionals, journalists)

Tactic: ***Engage experts to research the impacts of Article 308 and related amendments***

Objectives: To gain understanding, analysis and expertise regarding the impacts of Article 308 and related articles and laws in the following areas:

- Legal content and structual application of Article 308 and related articles and laws provided the basis for recommendations to eliminate such discriminatory laws.
- Victim testimonies from girls and women forced to marry their perpetrators along with research from medical and mental health professionals brought to light profound injustices and violations of the rights of girls and women (see Mobilization).
- Scholars provided the religious basis for recommendations to eliminate such discriminatory laws.
- Social analysis gained through the lens of gender disaggregated data based on victim testimonies and a social survey provided significant insights into the attitudes and perceptions of the Jordanian public (see Mobilization).

Outcomes: SIGI succeeded in producing a position paper that provided foundational information and recommendations. This paper was utilized by SIGI staff, experts, coalition and other civil society members, media, governmental bodies and parliamentarisn to unify on the position to abolish Article 308 and related amendments. The recommendations also served to identify key points for critical interventions that halted the approval of legislative amendments, such as the proposed exception regarding girls under age 18. The courageous victim testimonies revealed the depth of discrimination faced by girls and women. Rather than accountability of perpetrators for their crimes, the victims themselves faced further stigmatization and blame. Coalition members effectively utilized this information to influence public attitudes at the community level through media, religious leaders and decision makers. Bringing to light these profound injustices and violations changed public and decision maker attitudes in order to advocate for Article 308 to be abolished (see Mobilization).

Development of analysis and recommendations

SIGI spent considerable time and resources on the advocacy action area of research in order to develop their analysis and recommendations. The research incorporated many different viewpoints on the penal code, and specifically

focused on Article 308 in order to develop a position paper outlining recommendations for decision makers.

A good example of engaging experts is the gender related technical support SIGI received. More intensive support was provided during the problem identification phase to focus on the research design, implementation, and analysis. When focusing on Article 308, it was critical that the research account for the differences in attitudes, perception and treatment of men and women based on the qualitative and quantitative results. Integrating a gender perspective ensured the final disaggregation of information. This helped SIGI understand who are the supporters and opponents to Article 308 in the society. By gender sensitizing the research and undertaking policy analysis, SIGI's research team also sought to analyze how Article 308 may also impact men. A member of the research team noted: "We have done research before but this approach has helped enhance the data collection process. I always saw gender as complicated chemistry but this made it applicable and more relevant".

Figure Above: This journey of change visual provides the SIGI's immediate goal and one strategic target and tactic for moving the goal forward.

In addition, the legal research identified concrete recommendations to abolish Article 308 and amend a number of related laws in the Penal Codes. Medical and mental health professionals helped to highlight data collection issues and impacts on victims of rape regarding related articles in the Personal Status and the Publich Health laws.

Impact on the lives of girls and women

The interviews conducted with victims of Article 308 revealed the profound and on-going injustices suffered by girls and women forced to marry. A number of victims courageously shared their testimonies under psuedomyms. These were prepared as Victims Stories in order to inform the public and decision makers to the injustices. A social survey provided critical information on the attitudes and perceptions of Jordanians on the issue of rape. This information was utilized for message development to build community awareness through civil society organization meetings, through media outlets including TV, radio and social media, and other mobilization actions (see Mobilization).

Research Reflection

Know yourself

- What forms of research do you need to better understand your identified problem?
    - Rights-based information: What tactics would help you gain more knowledge of the human right that is being violated or obstructed? Consider how gender, age or disabilities might factor into the problem and your research tactics.
    - Technical information: What tactics would help you gain more knowledge of how structures and procedures are implemented? Consider how gender, age or disabilities might factor into the implementation of procedures and regulations.
    - Legislative information: What tactics would help you gain more

knowledge of the laws and policies? Consider how gender, age or disabilities might factor into the development of laws and policies.

- Social information: What tactics would help you gain more knowledge of the cultural and social structures or barriers? Consider how gender differences, such as roles between men and women, power relations, access to resources and decision making might factor into the forms of research you choose.

Know the terrain

- Consider how you can use the New Tactics tools :
  - Use the "tactical map" tool to identify people, organizations and institutions that have special expertise regarding your identified issue
  - Use the "spectrum of allies" tool to discuss appropriate tactics for engaging experts based on their position as allies, neutrals or opponents
- How can research be used to build awareness and to mobilize allies?
- How might technology help or hinder your research efforts?
  - What kinds of technology would benefit your research?
  - What kinds of technology are useful in compiling information on your issue?
  - What kinds of technology are useful for analyzing results?
  - How are marginalized groups excluded from access or use of technology (e.g., women, people with disabilities, etc.)

Know your opponent

- How can research be used to counter opposition from opponents?
- How can research be used to develop recommendations for action to engage decision-makers?
- How will decision-makers (allies and opponents) react to the results of your research?
- What considerations do you need to make regarding the method or technology you've selected?

Mobilization

Target: Civil society organizations, particularly women's organizations at the local level

Tactic: Building a coalition of organizations to raise awareness, mobilize the public and engage decision makers

Objectives: To unite organizations to raise awareness, build support and leverage their voices with tribal and religious leaders, mobilize the public and engage decision makers to abolish Article 308 and other harmful amendments.

Outcomes: At the grassroots level, SIGI initially facilited dialogues with various local women's organizations, influential tribal and religious leaders, and other civil society organizations in all 12-governorates. These dialogues focused on

"The abolishing of Article 308 is an important victory for the women's movement in Jordan," said Wafa Saed Bani Mustafa, a lawyer and Member of the Parliament (MP), currently serving as head of the Women's Caucus and Chairperson of the Coalition of Women MPs to Combat Violence against Women. "My engagement began in 2013, when I started advocating for the abolishment of this article, along with a group of other parliamentarians while serving in Jordan's 17th Parliament. I started this action because of my strong belief in the need to eliminate all forms of discrimination against women in our national laws, as I believe that Jordanian women are citizens with equal rights and duties.

More than 200 activists and representatives of the civil society attended the discussion in the Parliament on 2 August and circulated an online petition, which gathered 5,000 signatures in one day from the public, in support of this legislative reform.

Source: ***Jordanian Parliament abolishes law that allowed rapists to avoid prosecution by marrying their victim***s, UN Women, Friday, August 4, 2017 http://www.unwomen.org/en/news/stories/2017/8/news-jordanian-parliament-abolishes-law-that-allowed-rapists-to-avoid-prosecution

the results of the research study and the position paper recommendations to advocate for the abolishment of Article 308. The birth of a nationwide coalition emerged and steadily advanced with over 50 organizations during 2014-2015 and rose to over 100 civil society organization members during the 2016-2017 period of the campaign.

It is important to recognize that coalition building does not happen overnight. Coalitions take time, significant effort and on-going maintenance. SIGI facilitated meetings, shared their research, position paper, and vision with organizations at the local to national levels. They specifically identified women's organizations who they identified as potential active and passive allies. In addition to inviting organizations to their own mobilization efforts, they attended the activities of other organizations to foster collaboration. Coalition members mobilized support at the local level within their own governorates.

It is important to remember that citizens are the ultimate decision makers. SIGI worked through CSO to CSO dialogues within the coalition. It was primarily these partners who engaged mukhtars, religious figures, other women and community activists. These community dialogues provided the platforms to understand each other, gain and share ideas for solutions, validate recommendations, and advocate for those recommendations. This public support was then channeled into community actions during the ***16 Days of Activism against Gender-Based Violence*** (2015 and 2016) and during the parliamentary elections period in 2016. This momentum continued with the recognition of the Jordanian Coalition to Abolish Article 308 that reached over 100 members.

Empowerment of local level civil society organizations: SIGI acknowledges that coalition members were the key. One of the best tools to reach different segments in the community was the empowerment of local level civil society organizations that joined the coalition. Members of the coalition took on leadership and implementation responsibilities in local communities. SIGI provided training to coalition members to build their understanding and ability to speak with a unified voice on the issue. Coalition members conducted public discussions and meetings with other community organizations, influential leaders, and decision makers at the local level. Coalition members engaged Muslim and Christian scholars, lawyers, journalists, and other activists to repeatedly call for eliminating Article 308. Prominent community members stressed the need to adopt better psychological and legal measures to protect victims of rape and molestation in Jordan.

Previously, decision makers would say to SIGI, "this is your demand as an organization but not the peoples' demands ." This attitude of decision makers changed with the expansion and mobilization of coalition members who were always present and involved in meetings with decision makers. This demonstrated local level support and commitment for the campaign and provided significant benefits including:

- local and national level leverage by ensuring that diverse perspectives were represented when pressing for women's right to recognition as a person and to be treated equally before the law
- a media team was guided by research and community feedback to present unified messages and promoted to the media to ensure public understanding of the issue and recommendations

- building support among local level religious and other influential leaders, as well as general public support through community awareness of the issue
- validation of public support to demand that decision makers intervene in the discriminatory law.

Coordination with non-coalition members. Not all organizations working to abolish Article 308 were part of SIGI's coalition. For example, a number of organizations had received funding support to work on abolishing Article 308. While SIGI saw this as a positive opportunity, coordination of efforts to maximize results was not easily achieved. In June 2016, for example, a coodination meeting took place among SIGI and two other organizations working on abolishing Article 308 of the penal code – Jordanian National Commission for Women (JNCW - a semi-governmental organization) and the Jordanian Hashemite Fund for Human Development (JOHUD) initiated and headed by HRH Princess Basma Bint Talal). All parties unanimously agreed that without a full review of the entire penal code from rights based approach/gender lens, women rights issues will be "about negotiating with the government" rather than "changing the discourse" of women rights as a whole. For example, the organizations agreed that if Article 308 was abolished but Article 340 regarding "Honor Crimes" remained, little will have been done to advance women's rights. Important information exchange took place to advance the overall advocacy efforts:

1. JOHUD shared questions that had emerged from governorate-level consultation sessions with youth which resulted in SIGI providing technical input on the answers and adding these to SIGI's Q&A sheet on 308.
2. SIGI and JNCW shared their respective position papers on the penal code amendments to consolidate responses.
3. JNCW nominated people to join SIGI's high profile delegation to decision makers (e.g., mukhtars, religious figures, women activists, and others within the governorates) to join those nominated by SIGI's coalition members to engage them during and after the 2016 Parliamentary elections period.

The benefits of coalitions and collaborative efforts far outweigh their challenges. It was important for SIGI to understand the differences and challenges of organizations based on their locations. For example, although the JOHUD Headquarters was not originally a member of SIGI's coalition, they worked together on raising awareness to advance the advocacy campaign. At the same time, JOHUD community development centers –Irbid and Mafraq– were part of the coalition early on. The role of these centers was in implementing many community awareness raising workshops at the local level while SIGI's role focused on dealing with decision makers. Funders themselves can play an important role in facilitating convening processes. USAID-CIS provided convening space and support for such meetings.

Magnifying victims' voices: SIGI's coalition members provided the platform to magnify victims' voices by issuing multi-source statements highlighting the discrimination and consequences of Article 308. These yielded tremendous benefits and results with coalition members drawing media attention and mobilizing the broader Jordanian community to understand the need to abolish Article 308. For example, the Jordanian Hashemite Fund for Development (JOHUD), a coalition member, hosted a two hour session with representatives from societies and associations in Jerash. Before starting the discussion, a

Silence blanketed the press conference room, when two young girls, both victims of Article 308, shared their own stories.

"***He raped me, I became pregnant and when my son was born, he was taken away from me***," - *whispered Nadia (pseudonym).*

Nadia who married [not to her perpetrator] is battling to get her son back and asked SIGI for help. The second victim, Laila (pseudonym) who was raped by her employer, also became pregnant and when she finally had the courage to tell her family after hiding the rape and pregnancy for a while, stated:

"***I was afraid of getting killed.***"

"Having heard firsthand the testimonies of these girls was so powerful, everyone in the room was crying including the men."

– Participant

number of short sketches were acted out by youth volunteers each reflecting a message that highlights how the article victimizes the girl, protects the perpetrator, and how society sometimes is quick to blame the girl when such incidents occur. These sketches were based on actual victim experiences and served to introduce the discussion on SIGI's research and the collective position to abolish Article 308 with organizations.

Timing events to maximize coalition efforts: The Jordanian parliamentary elections period in 2016 provided an opportunity for coalition members to nominate mukhtars, religious figures, women activists and others to engage them in outreach to candidates. SIGI met with these nominees to talk about the organization's position on 308 and their important role in advocating for the rights of women and girls. These influential figures joined coalition members to reach out to candidates to gain an understanding on their stand on Article 308. This made it possible for SIGI to assess who they could engage with once parliament was in session in November 2016.

SIGI particularly utilized the timing of a significant annual event – the ***16 Days of Activism against Gender-Based Violence*** – to shed light on their campaign in both 2015 & 2016 . The 16 days of Activism begins on 25 November with the International Day for the Elimination of Violence against Women and concludes on 10 December, International Human Rights Day. Timing of advocacy events that coincide with significant dates, especially when these dates draw attention to your issue, can make it possible to engage highly influential people. For example, during the launch of the 2016 campaign, [in] December, HRH Princess Basma Bint Talal urged the local media to raise the level of debate on the controversial Article 308, saying "it is the role of the media to build a unified stand against it and to raise the level of debate to make it a public opinion issue."[13]

SIGI maximized such events to carry the momentum forward. For exmple, SIGI used the momentum to engage with decision makers such MP Wafaa Beni Mustapha to coordinate a series of meetings with the legal and women committees in Parliament. This provided an opportunity to also engage with re-elected officials who had voiced previous support on the issue to advance abolishing Article 308.

Consider how to build on the momentum of special events even before those events take place. It is important to recognize that the conclusion of a special event doesn't mean the end of the advocacy campaign, unless you have achieved your goals.

Target: Media (TV, Radio and social media platforms)

Tactic: Promotion of key research findings and recommendation to abolish Article 308

Objective: To amplify unified messages to gain public and decision maker support

Outcomes: Research information was utilized to publish a series of press releases and to conduct press conferences highlighting key recommendations, including the call to abolish Article 308. SIGI identified specific journalists who could provide gender sensitive reporting on the discrimination suffered by rape victims. When considering outreach to media, determine specific contacts and information to promote. For example, SIGI's research findings and ***victims***

Excerpt from the Jordan Times article:

"***We received an inquiry from a citizen about Islam's position regarding the murder of women in so-called honor crimes and we issued a fatwa in that regard***,"

said the Mufti at the Iftaa Department and Director of the Public Relations and Cooperation Hassan Abu Arqoub. The cleric told The Jordan Times that the inquiry coincided with Jordan's marking of the 16 Days of Activism against Gender-Based Violence in Jordan and

"***this was a good timing I believe because we are talking here about the right of life.***"

The fatwa, according to Abu Arqoub stipulates that it is strictly against Sharia for anyone to kill his female relative claiming family honor.

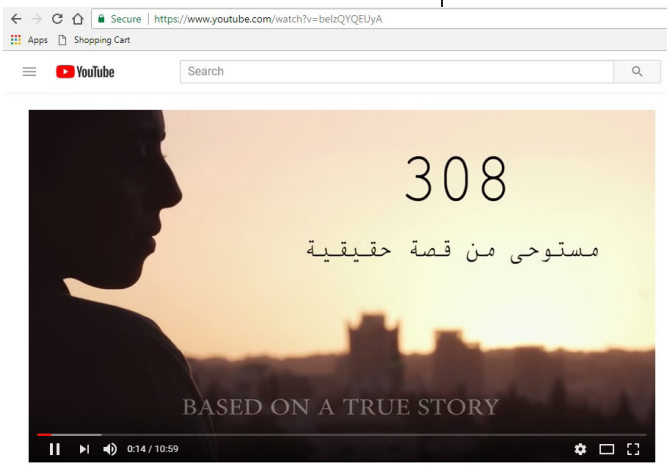
Full article: Honour crimes anti-Islamic — fatwa, The Jordan Times, by Rana Hussein, Dec 01,2016 ***http://www.jordantimes.com/news/local/honour-crimes-anti-islamic-%E2%80%94-fatwa***

[13] *Source: Cabinet approves amended Penal Code scrapping Article 308, The Jordan Times, Apr 23, 2017 http://www.jordantimes.com/news/local/cabinet-approves-amended-penal-code-scrapping-article-308*

stories provided unified messages to abolish Article 308 for a variety of media outlets including TV, radio and social media, as well as invitations to attend and report on other mobilization actions. SIGI also formed a media team to develop and select key messages based on the feedback from coalition members.

SIGI developed ***infographics*** to highlight the findings from the study which were disseminated in local newspapers and distributed in all activities carried out by SIGI and the members of the coalition. Material produced for raising awareness and advocacy purposes were all reviewed, and to the extent possible, sensitized from a gender perspective. For example, infographs, video and messages were all fine-tuned to reflect the findings of the research. On occasions, public messages were intentionally revised to attain the permission from respective authorities to use them in street banners and posters. SIGI also published a series of press releases and conducted press conferences to call for Article 308 to be abolished.

Radio spots were broadcast on several local radio stations to depict stories of perpetrators who had escaped jail sentences by marrying the women and girls they had raped, allowing them to hide behind Article 308. Two short campaign videos were produced: the first features a story of a girl who was harassed and wrongfully accused of being raped by her neighbor. Societal labeling and her family's view to "cover up" the incident forces her to marry the perpetrator (https://www.youtube.com/watch?v=belzQYQEUyA); and the second features a series of short interviews with medical examiners, a clinical psychologist, a Islamic thinker and scholar, a gynecologist and activist in reproductive rights, and a criminal and juvenile lawyer (https://www.youtube.com/watch?v=vSI_nP6V6LE&feature=share). These videos were posted on YouTube and SIGI's facebook page. SIGI organized a panel discussion following a public showing and invited prominent figures that included media representatives to express their views. The panel was made up of Senator Mai Abu Samen, MP Wafaa Beni Mustapha, former MP and journalist Jamil Nimri, JTV presenter Fakher Abanda, and Editor in Chief of Al Ghad Joumana Ghuneimat. Media representatives stated that the role of the media is to shed light on Article 308 and its negative impact especially on the victim.



Mobilization Reflection

Know yourself

- What mobilization efforts will be required to achieve your "journey of change" goals?
- What special considerations might marginalized groups need in order to be mobilized (e.g., women, people with disabilities, etc.)
- What capacity do you have for such efforts?
- How might you gain additional capacity?

Know the terrain

- Use the tactical map tool to discuss:
  - What people, organizations and institutions are involved in your issue that may need to be mobilized?

  - What additional research do we need to conduct to have a better understanding of those involved or impacted (e.g., women, people with disabilities, other marginalized groups, etc.)
  - What additional research do we need to conduct to have a better understanding of those who carry responsibilities regarding the issue?
- Use the "spectrum of allies" tool to consider appropriate tactics for those identified in each segment. For example:
  - Active allies – what tactics will engage your allies to become even more active in working with you toward the goal?
  - Passive allies – what tactics will increase the interest and willingness of these allies to move to the "active ally" position?
- Selecting tactics: Do the tactic choices reflect/include any gender related aspects such as difference in roles between men and women, power relations, access to resources and decision making?
- What opportunities for leadership and implementation can you share with allies to enhance your own organization's capacities and advance your advocacy campaign? How are you ensuring the representation of your target group (e.g., women, people with disabilities, marginalized groups) in the leadership and implementation processes?
- How might technology help or hinder your mobilization efforts?
  - What is the purpose of using technology (communication for coordination, outreach for awareness raising, outreach for mobilizing action, etc.)?
  - Who does not have the ability to access or use the technology you are considering?
  - How can you reach those who do not use technology?

Know your opponent

- How will opponents react to the forms of mobilization you have selected?

Engaging Decision Makers

Target: Parliamentarians

Tactic: ***Engaging decision makers*** to introduce recommended amendments within parliament

Objective: To abolish Article 308 and related laws through legislative action

Outcomes: SIGI worked with coalition members to conduct formal dialogues with decision makers in positions of power who were interested and could be persuaded to carry forward the proposed recommendations within the structure and procedures of parliament. At the decision-making level, SIGI met with influential figures, decision makers, members of both upper and lower houses explaining the position to abolish Article 308. For example, MP Wafaa Beni Mustapha, an outspoken advocate for women rights, introduced opportunities for SIGI and its coalition members to engage with members of the legal and women committees at parliament to educate them on 308.

"I think that changing the legislation is a vital part of changing society. Now that 308 has been abolished, we should wait and see how society will react. More importantly, the law to give reduced charges to crimes involving the murder of women [Article 98] has also been abolished, and this is a strong message to society that there will not be any legal leniency in such crimes. There will be no legal cover for perpetrators.The message we're sending to society is a correct one, that builds on the issue of equality - that equality is the right of the whole society. If they [rapists] are not punished, they will do it again. We have managed to protect women and now it is the job of the state to protect and support these women, to provide care and empowerment for them and to work on accepting them into society as victims and survivors and not as being guilty."

– Wafa Bani Mustafa, Jordanian MP who introduced the initial legislation to abolish Article 308 in 2013

Source: Zena Tahhan, Meet the woman who pushed to repeal Jordan's rape law, Al Jazeera English, 4 August 2017 ***http://www.aljazeera.com/indepth/features/2017/08/meet-woman-pushed-repeal-jordan-rape-law-170803111944315.html***

This campaign provides an excellent opportunity to reflect on "Know the Terrain" in order to take advantage of shifts and changes. Such a shift was evident in October 2016 with the King's establishment of the Royal Committee for Reforming the Judiciary and Enhancing the Rule of Law. This presented SIGI with a good opportunity to engage the Committee and present their position paper stressing the importance of abolishing Article 308 along with other legislative issues related to women's rights. Following the Committee's initial review of the penal code, it became clear that a shift was happening. SIGI's position paper, provided to the Committee members, was utilized to recommend that Article 308 be abolished. The Government endorsed a new version of the Penal Code which did include amendments cancelling the clause in Article 308 that allows sexual predators to escape punishment if they marry their victims. This showed very positive movement. SIGI and its coalition members issued a statement in which they welcomed such an amendment to 308. However, at the same time a new amendment was inserted regarding victims aged 15 to 18 that would render this especially vulnerable age group to continued abuse. One leverage point SIGI was able to use was to remind decision makers that the United Nation's UPR recommendations for Jordan included the total removal Article 308 from the country's penal code, and the proposed amendment would be in direct violation of the Convention on the Rights of the Child. As a result of the swift response from SIGI and its coalition members, as well as other organizations that shared the same position resulted in the proposed version of the penal code being retracted from Parliament.

While the Cabinet had announced the decision to abolish Article 308 from the penal code, the final decision remained in the hands of the Parliament (both Senate and MPs). To this end SIGI continued to meet with influential MPs and Senators that would encourage abolishing 308. In order to demonstrate to parliamentarians the support coming from the broad range of civil society, SIGI organized high profile delegations to advocate with government bodies and Parliament members to abolish Article 308. One such delegation took place in January 2017 with representatives of the Jordanian Coalition to Abolish Article 308 coming from each governorate. The delegation met with MPs Khaled Ramadan, Wafa Beni Mustafa, Safaa Momani, Nabeel Ghishan and Mustafa Khasawneh, the head of the legal committee. MPs Khaled Ramadan, Wafa Beni Mustafa, Nabeel Ghishan, and Safaa Momani verbally acknowledged their support to abolishing 308. As a result, additional delegations were organized to meet with the Jordanian Women Parliamentarian Forum and a number of committees, such as the Senate Women Committee, and parliamentarians from the Women and Child Committee and Freedom Committee.

Engaging Decision Makers Reflection

These action areas provide excellent opportunities for engaging decision makers and acknowledging achievements reached along your journey of change. It is important to note that technology may help enhance your efforts in each area. Further, consider how technology can support your preparation for engaging decision makers to advance your advocacy efforts in each of the action areas that have been outlined:

Know yourself

- **Internal capacity building:**
    - Determine who within your organization or network are required to engage with decision makers (community members impacted by the problem, experts, influential allies, etc).

- What forms of technology can enhance your internal support, communication and organizing structures to carry out your advocacy?

- **Mobilization**:
  - How will the tactics selected leverage your allies to reach decision makers?
  - Determine who within your organization, network and stakeholders are required for developing recommendations or demands for action for decision makers (e.g., women, people with disabilities, other marginalized groups, experts, etc.)?
  - How can technology enhance your outreach to your allies, other community members and decision makers?

Know your opponent

- **Research**:
  - How can research prepare you for engaging with decision makers who may oppose your position or recommendations?
  - What forms of technology can aid your research to determine the process for decisions; and who are the decision makers for your issue?
- **Engagement with decision makers**:
  - What forms of technology can help prepare you or help deliver recommendations to decision makers?

Know the terrain

- **Mobilization**:
  - Who will need to be involved or represented when presenting your recommendations or demands to decision makers?
- **Engagement with decision makers**:
  - What challenges do you face in your context when developing and delivering recommendations to decision makers?
  - How can you engage different target groups in decision making processes (e.g., women, people with disabilities, other marginalized groups, experts, etc.)?
  - What processes or procedures do you need to consider when engaging decision makers?
  - What preparations do you need to make to ensure that your recommendations or demands are clearly presented?
  - What considerations are needed to ensure the best results?

Monitoring, Evaluation and Future Advocacy

The overall results of the advoacy are provided in the outcomes highlighted above. This case highlights how crucial it is to **monitor and evaluate** throughout each step of the advocacy process. This allows you to be flexible; take advantage of timing opportunities; make changes when new information is gained, or

when the context becomes more or less favorable for taking certain actions. The crucial vigilence of SIGI and its coaltion succeeded in defeating the attempted insertion of harmful amendments to Article 308. SIGI's continual monitoring and evaluation of the campaign's progress were critical for success.

Return to Step 1: Identify the Problem & Step 2: Create a Vision

SIGI first outlined this general statement of intention: ***Reduce the number of discriminatory national laws and regulations that are against women and girls' human rights.*** There are still more such laws and regulations for SIGI to address, but it is important to take time to celebrate the small and large successes. SIGI has achieved a great success on the journey of change toward its vision for ***a safe and secure environment for women with legal protection and equity before the law.***

Action Plan Reflection

Know yourself

Consider the status of your advocacy campaign:

- What has changed about the problem due to your campaign? What has changed for stakeholders? How have marginalized groups been engaged, empowered, participated in leadership and decision making? Are there any differences in the level of engagement of men and women?
- What specific milestones in the action areas of your internal capacity building, research, mobilization and engagement with decision makers have you achieved?
- How did you acknowledge and celebrate these successes?
- What are your next milestone priorities?

Know the terrain

- What aspects of the problem have not been addressed by your campaign?
- Are the next milestones on your journey of change still relevant based on the current context?
- How can you engage your allies in determining the priorities for the next milestone on your journey of change? How can women and other marginalized groups be more engaged, empowered, and participate in future leadership and decision making?
- What has changed about your understanding of the problem and context for taking action?
- What is required in the current context to move toward your vision?

Know your opponents

- How have opponents responded to the changes or impacts on the problem?
- How can you anticipate or monitor indications that your opponents may be preparing to launch a response?
- What preparations can you make for responding to any potential actions from opponents?

Advocating for Women Farmers' Right to Public Health Insurance

The Specific Union for Productive Farmer Women

Jordanian Civic Activists Toolkit II:
Case Studies of Jordanian Advocacy Campaigns

Civil Society Capacity Building in Jordan
USAID Civic Initiatives Support Program
2013 – 2018

USAID FROM THE AMERICAN PEOPLE
New Tactics in Human Rights
fhi360 THE SCIENCE OF IMPROVING LIVES

Overview

Advocacy Issue

Women's right to health care

Human Rights-Based Focus Area[1]

Safety and Security (UDHR- Article 25[2] ; ICESCR - Article 12 (d)[3]); and CEDAW – Article 12[4]

Scope of Advocacy

Local

Advocacy Action Areas[5]

A challenge for many civil society organizations is distinguishing between being busy with activities and implementing tactical actions that strategically advance an advocacy effort. In order to help organizations better assess how to expend precious resources, the Legacy Tool offers four action areas that are needed to conduct any advocacy campaign: internal capacity building, research, mobilization and engagement with decision makers. This case provides insights into all four action areas:internal capacity building, research, mobilization and engagement with decision-makers. This case provides insights into all four action areas:

- internal capacity building
- research
- mobilization
- engagement with decision-makers

Tactical Aim

New Tactics in Human Rights has identified four primary human rights-based tactical aims: prevention, intervention, restorative and promotion. This case demonstrates:

- intervention

Campaign Period

12 July 2015 – 31 March 2017

[1] *Source: The information related to these four areas of rights are adapted from and found in Discover Human Rights: A Human Rights Approach to Social Justice Work, The Advocates for Human Rights (http://bit.ly/1TmOp6v). The New Tactics Method utilizes: safety and security; non-discrimination; participation; and protection–accountability. NOTE: The rights listed in these four "categories" may be placed in any area depending upon the context where the right is being violated. For example, Article 23: Right to join trade unions might be placed in "Safety and Security" rather than "Participation" where organizing or joining a union is dangerous.*

[2] *Universal Declaration of Human Rights (UDHR) Article 25 – Right to an adequate standard of living for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood circumstances beyond his control.*

[3] *International Covenant on Economic, Social and Cultural Rights (ICESCR)– Article 12, the right of everyone to the enjoyment of the highest attainable standard of physical and mental health. (d) The creation of conditions which would assure to all medical service and medical attention in the event of sickness.*

[4] *Convention on the Elimination of Discrimination against Women (CEDAW)– Article 12 (1.) States Parties shall take all appropriate measures to eliminate discrimination against women in the field of health care in order to ensure, on a basis of equality of men and women, access to health care services, including those related to family planning. (2) Notwithstanding the provisions of paragraph I of this article, States Parties shall ensure to women appropriate services in connection with pregnancy, confinement and the post-natal period, granting free services where necessary, as well as adequate nutrition during pregnancy and lactation.*

5 (cont. next page)

Brief Summary

The Specific Union for Productive Farmer Women (the Union) campaign ***"Advocating for Women Farmers Right to Public Health Insurance"*** intervened in systemic barriers, providing women farmers' access to their right to health care. This advocacy campaign shed light upon several critical areas of women farmers' life experience directly impacting their right and access to public health insurance:

- **Working conditions**: Women farmers are exposed to work risks without provisions for public health and safety (e.g., heat, chemicals and pesticides, scorpion bites, and dangerous methods in transporting farmers to the work areas). Additionally, usually employers of mainly small farms do not ensure cleanliness or even available public spaces– such as access to toilets and potable water; nor do they provide meals for women farmers throughout the whole day.

- **Compensation**: Women farmers experience discrimination in their wage compensation. Women in agriculture work longer hours and for wages that fall below the minimum wage as specified in the Jordanian labor Law (220 JOD per month). For example, daily wages for the women ranged from 3 – 6 JOD per day. To put this within a health perspective, a visit to a public health center which is not always available costs a minimum of 1 JD without including the cost for medication. While a visit to a private clinic that may be more available is a minimum of 10 JOD per visit. This expense, relative to a woman's wages, is beyond affordability.

- **Barriers to access the right**: A family earning less than 300 JOD per month has the right to free health care. However, confirmation of such eligibility is required from up to nine agencies. This creates barriers that are largely insurmountable for the people who qualify, due in part to the lack of the monetary resources needed to pursue their right. The government as well was not promoting this right or directing eligible people to it.

Achievements

The Union itself is a key achievement. It is the only all women union in agriculture production and the first of its kind in Jordan and neighboring Arab countries. All its members are female farmers and women agricultural associations from all over the Kingdom. The Union, located in Ajloun governorate, was established in 2007 in Jordan and is currently a member in The Jordanian Farmers Union[6] and the World Farmers' Organization[7]. In addition to addressing farming issues, the union addresses concerns of women in agriculture in general, and in this case women's right to health.

Through the use of the New Tactics in Human Rights ***Strategic Effectiveness Method*** and support from Mr. Faisal Abu Sondos, a method coach, the Union learned and applied the method to this advocacy effort.

[5] *The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.*

[6] http://www.jfu.org.jo/about_ar.html

[7] http://www.wfo-oma.org/members.html

To carry out the campaign, the Union mobilized its member association, Shamaa Charity for Family Care in North Ghor who then also mobilized the women farmers themselves and four other local civil society organizations: Al-Kawthar Women Organization, North Shuna Women Organization, Sufrah Women Organization and Women's Dialogue Organization. While North Ghor was the identified geographical area, the campaign was specifically implemented in the communities of Northern Shouneh. These are particularly poor areas in North Ghor, with a population of approximately 16,000. These communities rely predominately on agricultural work for their livelihoods.

The Union successfully mobilized women farmers to avail of their right to health insurance. The Union's member associations, along with five partner organizations, coordinated, mobilized and transported 739 women farmers to complete applications and procedures for obtaining health insurance in governorate offices in Irbid. As a result, 558 *of those women gained their right to free public health insurance*. This campaign reached beyond the women farmers themselves. When considering these household have an average of six dependents, the outreach and results of these women taking action, *this campaign succeeded in bringing health insurance to over 3,300 people in these communities*. Without the support of the Union, these women would not have had the resources to fulfill all the requirements to access their right to health insurance.

Advocacy Action Areas

Internal Capacity Building

The advocacy increased the strength of the Union through specific skill building of association members as well as raising awareness of the Union's work among women farmers in more communities. The Union engaged internal association members and external resources from local women's organizations directly in the Northern Shouneh area to carry out this advocacy campaign.

Research

The Union's first focus was to gain women farmers' access to public health insurance. Due to the difficulty of securing this for one specific segment of the society, the Union started their effort by conducting research to be used as a source for advocating for the issue. The research focused on legal analysis of the issue in order to understand the impact of the lack of access to public health insurance on women farmers.

The Union utilized a number of research techniques to better understand and prioritize the issues facing women farmers:

1. focus groups with 30 women farmers were conducted in two localities (Sakrah in Ajloun and Southern Shouneh in Balqa) which provided foundational information;

2. legal analysis of the Jordanian health law and regulations was conducted when health insurance emerged as a top priority issue in the focus groups; and based on the results they chose Northern Shouneh in Irbid to concentrate the campaign in one specific area. This is one of Jordan's poverty pocket areas where a majority of women are working in agriculture.

3. a brief questionnaire based on the results of the focus groups and legal analysis was distributed to 250 women farmers in northern Shouneh to identify women farmers who meet the eligibility criteria for free

health insurance as set by the cabinet instructions. An impressive 153 questionnaires were returned indicating eligibility for free health insurance.

Mobilization

This advocacy required significant mobilization that naturally gained momentum through word of mouth stories of success. At the beginning of the campaign the Union engaged members from its member organizations to take part in the discussions and planning sessions. After defining the campaign's target locality, the Union engaged 267 participants from Union member associations and other women's organizations to participate in outreach sessions conducted to inform women about the regulations, eligibility criteria, and how to apply.

A core group of three teams was made up of Union member associations and the other women's organizations in North Ghor joining the campaign: the Shamaa Charity for Family Care, Al-Kawthar Women's Organization, North Shouneh Women's Organization, Sufrah Women's Organization and the Women's Dialogue Organization. The Union set out to reach 250 women in one village in North Shouneh to apply for health insurance. But the information spread. The Union succeeded in coordinating, mobilizing and transporting 739 women to complete application procedures for obtaining health insurance.

Engaging Decision Makers

The Union engaged the Director of the Social Development Directorate, the MoSD office in Northern Shouneh. This support included accompanying the Union to provide outreach seminars to women farmers, promote the health insurance structure, help document eligibility, and assist in addressing bureaucratic barriers. Based on this experience of women farmers, the Union identified as one of the recommendations to the Ministry of Social Development is to take action to simplify the application process.

Key Lessons

Internal Capacity Building

Overcoming the challenge of limited skills and human resources

The USAID-CIS provided the Union with a variety of training opportunities that yielded an overarching strategic plan and an analysis of the Union's training needs. Capacity building trainings went beyond advocacy skills to include report writing, computer and English language skills, organizational transparency, gender analysis, and the development of the Union's organizational strategic plan. CIS staff assisted the Union's leadership in reviewing, understanding, analyzing and communicating the results of the research components that were conducted.

Twenty-four Union representatives were trained on the main concepts of advocacy and in the New Tactics method. The method provided the Union with a structured process to work according to a planned and organized system. The Union set up specific teams to carry out advocacy activities and responsibilities which channeled their time and effort. This helped staff to be productive, feel empowered and to think systematically. It was important for the Union to minimize unnecessary activities to conserve resources. The Union did not need to focus time and energy on expanding the number of stakeholders. The critical stakeholders were willing and actively engaged to reach the campaign goals. Additional stakeholders were naturally reached through the word of mouth of the women who gained their health insurance and shared this achievement with

Thinking, planning, organized, stronger. I am not worried that I will fail in my campaign. I know the goal and the steps. I have the goal so I will reach it. I have all the factors to achieve my goals. In other methods I felt lost, not sure what to do next. Advocacy is hard, but this [New Tactics Strategic Effectiveness] method made all the steps clear and organized.

– Zainab Al Momani

other women. In this way, the goal to reach 250 women actually reached far beyond this targeted number.

The Union was able to contract consultants for specific areas of expertise, but this proved challenging in the area of advocacy. While having a consultant/researcher with a grasp of advocacy would facilitate the research process and the ensuing analysis that would eventually feed into establishing a certain position of an advocacy campaign, it is not always possible to find researchers with such specific expertise. In such cases, it becomes essential to establish a clear scope of work up front, select the most suitable candidate, and to then work closely with them throughout the entire process in order to facilitate the necessary research information and analysis that is vital for any advocacy campaign.

Research

Research informs the direction of advocacy

It is critical to learn from research conducted on an issue. Be prepared to shift direction based on new information. The focus groups confirmed for the Union that women farmers designated a priority for health insurance. The Union contracted an expert for legislative analysis to explore legal exceptions to gain health insurance for women farmers. This avenue to secure health insurance for women farmers through legal reform proved difficult to pursue. However, upon further review, the legal analysis uncovered the fact that many women farmers already had the right to free health insurance due to their level of poverty[8]. The discovery of this critical information transformed the Union's advocacy effort by focusing their campaign on this right and facilitating women farmers' access to gain their health insurance. The Union decided to focus on a specific locality to pilot the process and support women farmers to apply through this existing mechanism. They selected Northern Shouneh, and after working with the local CSO members of the Union and others, they designed a questionnaire to identify the women who meet the eligibility criteria. The results showed that 63% of the women farmers did not have health insurance.

Mobilization

Flexibility is essential in advocacy

The Union encountered distinctive challenges in the local environment. The New Tactics method contributed to the Union's flexibility by aiding their selection of the right people – those that believed in their vision, their capabilities, and to be open minded. When applying the method, they were better able to consider the unique differences and features of people in each area. The Union was able to keep an open mind and flexibility when coping with advocacy campaign changes to achieve their goal:

- willingness to change direction based on new information – this shifted the campaign from seeking a special group exemption to claiming the right to free health insurance based on income eligibility
- tactical and resource assessments – this shifted resources from a planned roundtable meeting that was no longer necessary, to channeling funds to provide transportation for women farmers that made it possible for them to actually apply and gain free health insurance in the piloted area.

With openness and flexibility these different elements resulted in the most successful outcomes.

[8] *Families who earn less than 300 JOD per month, and meet other qualifications, are entitled to receive free health insurance. Other sources of income may disqualify a person from eligibility such as having a family member who is in the army or owning a car or other assets.*

Considerations for the Role of Media

It is important to consider the purpose and timing of outreach to the media. The Union was operating at full capacity during this advocacy campaign. Additional media outreach during the campaign would have been counter-productive. In fact, media outreach could have seriously hampered the Union's ability to carry out the campaign in the targeted community. The Union succeeded in reaching over 700 women in just one community without any media assistance.

At the same time, the Union recognized the significant role that media can play in educating the public about their right to health insurance. The Union decided to engage media after the successful implementation of this advocacy campaign. They assigned a media consultant to conduct outreach to the media. This has resulted in the Union's advocacy success being reported beyond their usual area, including articles written and TV interviews being broadcasted. The important decision by the Union to tell this advocacy story to the media is intended to inform not only women farmers about the Union itself, but that all families who earn less than 300 JOD per month have a right to free health insurance.

After the end of the campaign, the MoSD has recently issued a manual to facilitate the process of access to free health insurance as per the eligibility criteria. The Union will continue to work with them to ensure that the process is accessible for poor women farmers.

Engagement with Decision Makers

Understand the process of decision making

At the start of the advocacy campaign, the Union had identified the Ministry of Health as the most logical and appropriate decision-making body for gaining health insurance for women farmers. Over the course of the campaign, the Union came to understand that rather than the Ministry of Health, it was actually the Ministry of Social Development that provides the final decision and approves free health insurance. This is due to eligibility requirements specifically for families with monthly incomes of 300 JOD or less.

Identify and remove barriers

This advocacy effort reveals the often complex and difficult problem for citizens to navigate governmental institutions. In order to gain free health insurance, a family must verify a monthly income of 300 JOD per month or less requiring nine agencies in the verification process (e.g., tax, social security, licensing departments, etc.). It is important to note that some women farmers are illiterate, which adds another significant barrier to accessing one's right to health insurance. Although the Union informed women farmers in the targeted community of their right to free health insurance, very few were taking steps to apply. Women farmers found it impossible to take time off from their work, collect the requirements from all the different agencies, nor did they have financial resources for transportation.

In order for the advocacy effort to be successful, the Union had to step in to assist in removing these barriers. The Union coordinated with the Director of the Northern Shouneh office of the Ministry of Social Development (MoSD) to determine the requirements. Within a one-month period, the Union coordinated with government agencies to prepare them for dozens of women arriving for each visit, rented small buses to provide the transportation, and accompanied the women to the numerous departments in order to complete their application process. The Union documented how many women did or did not receive health insurance. For example, Jordanian women farmers married to non-Jordanians

The organization has the same objective, everyone knows what this is. People are assigned responsibilities and applying this [New Tactics Strategic Effectiveness] method helped them to set an example for others. [Our Union members] were able to recruit others because of their ability to do this. They are all feeling empowered. They have been trained, aware and looking to a better future.

– Zainab Al Momani

did not receive health insurance for their children nor their husbands. Additional advocacy is needed regarding this discrimination against Jordanian women, their children and spouses.

Without the support of the Union, very few of the women farmers would have had the resources needed to fulfill all the requirements. The Union made recommendations to the MoSD to simplify the application process to address the procedural barriers in the relevant government agencies. As mentioned, the MoSD recently released a manual to facilitate the process. However, further work will be needed to ensure that procedural barriers are addressed.

Organizational Impact of Advocacy

Case Study Framework – New Tactics Strategic Effectiveness Method

The Method contains five important steps that assist you in developing the strategy and tactics for your campaign. The Method helps you recognize your areas of strength and challenge as you develop your strategic path for advocacy – your journey of change:

1. Identify the Problem from a human rights-based perspective

2. Create a Vision using a human rights-based approach

3. Map the Terrain by viewing your context through the lens of human relationships

4. Explore Tactics to more strategically select goals and prevention, intervention, restorative or promotion tactics to address human rights issues

5. Take Action to advance advocacy action areas of building internal capacity, research, mobilization and engagement with decision makers.

The application of the Method can further be examined within your own organization through a series of reflection questions provided after each step.

We will use the Specific Union for Productive Farmer Women (Union) campaign advocating for *women farmers' right to public health insurance* to demonstrate the New Tactics in Human Rights Strategic Effectiveness Method in practice. Twenty-four Union representatives were trained on the main concepts of advocacy and in the New Tactics method. New Tactics trainer, Faisal Abu Sondos provided additional method coaching and mentoring to the Union throughout their advocacy campaign.

Step 1 – Identify the Problem

Human rights issues are often very broad and complex, yet the resources to address them are limited. It is difficult to create a plan of action to address a broad issue. It is important to narrow the focus and choose a place to begin an advocacy effort, defining the specific issue or problem as clearly as possible. Equally important is that the problem be expressed as a violation of a particular human right because there are legal obligations and mandates to respect and protect those rights. This makes an important change in the perception of the problem from one that may be solved by charity, to one that requires action based on universal mandates and legal obligations.

It is important to recognize that from the first step of identifying your problem, you are already engaging in strategy and tactics. This first step often begins with a broad definition of the problem. Then you work your way to a more tightly defined, human rights-based, and agreed-upon issue for action. This step is re-visited through on-going assessments and evaluation to better refine the problem to address the underlying sources. Using a human rights-based approach, you begin by asking, "What rights are being neglected, abused or denied in this situation?" This makes it possible for the community to move beyond what they feel is "needed." This transforms the community's relationship with those who want to empower the community as well as with those with the power to address the injustice. This step provides an essential foundation to know yourself, requiring everyone to think and respond differently.

The Union sought more information to "know yourself" by conducting focus groups with women farmers. A range of problems emerged rooted in unhealthy conditions under which they were forced to work and gender discrimination including (see Research):

- Unhealthy work conditions which disproportionately impact women (safety and security):
    - Lack of basic facilities (potable water, toilets, food) or if provided lack cleanliness
    - Exposure to extreme heat, chemicals and pesticides, scorpion bites
    - Unsafe methods used to transport farmers to and from work areas
- Gender discrimination:
    - agricultural wages fall below the minimum wage set by Jordanian Labor Law and women receive lower wages than men for the same work
    - working hours are longer than specified by the Jordanian Labor Law
    - women working in agriculture are not covered under the social security system which is required for gaining health insurance

This method provided a more methodological approach to my advocacy work. I can better define the process. I am now aware of a systematic methodology that follows a great way to go step by step; and develop a work plan and better way to review it. I can set the right borders for the problem. I can be greatly specified on the problem and therefore find a solution to the problem

– Zainab Al Momani

UDHR – *Article 25:*
1. ***Everyone has the right to a standard of living adequate for the health and well-being*** *of himself and of his family, including food, clothing, housing and* ***medical*** *care and necessary social services and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control. 2. Motherhood and childhood are entitled to special care and assistance. All children, whether born in or out of wedlock, shall enjoy the same social protection.*

Jordan is a signatory to the International Covenant on Economic, Social and Cultural Rights (ICESCR). The bold text is relevant to women farmers' health and their right to health insurance:
ICESCR - Article 12
1. ***The States Parties to the present Covenant recognize the right of everyone to the enjoyment of the highest attainable standard of physical and mental health.***
2. The steps to be taken by the States Parties to the present Covenant to achieve the full realization of this right shall include those necessary for:
(a) The provision for the reduction of the stillbirth-rate and of infant mortality and for the healthy development of the child;
(b) ***The improvement of all aspects of environmental and industrial hygiene;***
(c) ***The prevention, treatment and control of epidemic, endemic, occupational and other diseases;***
(d) ***The creation of conditions which would assure to all medical service and medical attention in the event of sickness.***

Jordan is a signatory to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW):
CEDAW – Article 12 (1.) States Parties shall take all appropriate measures to eliminate discrimination against women in the field of health care in order to ensure, on a basis of equality of men and women, access to health care services, including those related to family planning. (2.) Notwithstanding the provisions of Paragraph I of this article, States Parties shall ensure to women appropriate services in connection with pregnancy, confinement and the post-natal period, granting free services where necessary, as well as adequate nutrition during pregnancy and lactation.

A vicious cycle emerged for women farmers. Unhealthy and unsafe work conditions result in a critical need for health insurance, yet the discrimination in their work classification, low wages, and long work hours prevent them from accessing or paying for health care services.

One of the benefits of using the New Tactics method was to focus the Union's advocacy by developing a well-defined problem statement. At the beginning of their process, the Union identified a general problem statement: *female farmers don't have health insurance.*

A reflection on this problem statement provides an opportunity' to examine the development of the boundaries of the Union's advocacy campaign. It is critical to lay a solid foundation for advocacy on the human rights based approach. The human rights foundation made it possible for the Union to focus their time, energy and resources to make a real impact on the lives of those most marginalized.

- "who" has the problem: although the lack of health insurance may be a concern for all women farmers in Jordan, the Union narrowed their campaign focus to women farmers in North Ghor.
- "what" is the problem: when the problem is based on the violation or denial of one's universal rights this ensures that the focus remains on those most vulnerable and marginalized. Women farmers face discriminatory practices in the agricultural sector which directly relate to **Article 25** of the Universal Declaration of Human Rights regarding their ***right to a standard of living adequate for the health and well-being of [her]self and [her] family.*** (See text of Article 25 of the Universal Declaration of Human Rights, and **Article 12** of the *International Covenant on Economic, Social and Cultural Rights* (CESCR).

It is important to note that the Union could have chosen to address the issue of raising women farmers' wages. However, the Union responded directly to the women farmers' concern regarding their lack of health insurance.

Human rights based problem statement: ***Due to an inadequate standard of living, women farmers in North Ghor are denied their right to health insurance.***

Human Rights-Based Focus Area[8]

The human rights framework provides an essential operating guide based on recognized international principles and standards for advocacy efforts. When applying human rights for advocacy efforts, it can be helpful to view these rights and responsibilities through four focus areas: safety and security; non-discrimination; participation; and **protection–accountability**. The Universal Declaration of Human Rights (UDHR) provides the basis for subsequent international agreements.

This case provides an excellent example for illustrating how human rights are indivisible and interconnected. We will examine the Union's advocacy campaign as it relates to the *Safety and Security* focus area. The benefits of focusing on this area do not diminish the importance of the other areas at work in this case. While core principles of human rights are being violated in this case, such as systematic discrimination faced by women farmers, the Union responded to the priority for health insurance stressed by women farmers themselves. A focus on the safety and security area allows for an examination of how the right to health is a primary building block for one's ability to access and enjoy other rights. Health is an integral component of one's right to an adequate standard of living.

8 (Cont. on next page)

Advocacy Action Areas

Internal Capacity Building

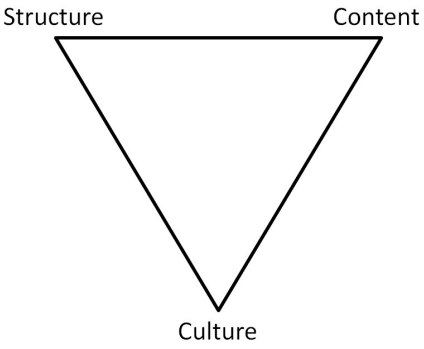
In the problem identification phase, an internal capacity challenge emerged. The Union leadership had difficulty understanding and interpreting the extensive legal research it had commissioned. They sought to identify the legal avenues for women farmers to access their right to health insurance. Contracting legal expertise for such research is essential, however, it is not uncommon for such research to be set aside or not applied to advocacy campaigns due to the complexity of the information. There was a communication challenge. The Union had difficulty explaining their advocacy goals for the expert to best understand what research was needed. In addition, the legal expert was unable to communicate the results or interpret the information in a way that could be understood and used to inform the Union's campaign. For example, the expert had difficulty pinpointing gaps as well as translating challenges on the ground and relevant perspectives. In this case, the Union was very fortunate that the legal expert shared his report in the presence of another consultant who grasped the importance of the low-income threshold for health insurance eligibility which transformed the campaign.

Research

Research at the problem identification phase is critical. The Triangle Analysis[9] can be very useful to guide research to pinpoint whether the problem lies with one, a combination or all three of the following areas:

- **Content**: the written laws, policies, and budget priorities or the absence of these.
- **Structure**: the state and non-state mechanisms for implementing a law or policy and allocation of funds. Such structures include the police, courts, hospitals, credit unions, ministries, and health and social programs, etc.
- **Culture**: the values and behavior that shape how people deal with and understand issues, the "unwritten laws" of behavioral expectations. These values and behavior are influenced by such things as gender, class, custom, religion, ethnicity, and age.

The discovery from the legal research directly informed the Union's campaign to advocate for ***women farmers' right to public health insurance***. The components of this research are outlined below.



Research – Content (Legal Review)

Social Security System

Social security systems are meant to provide a safety net. For Jordanians, the total contribution is designated at 14.5% of one's wages. Women are eligible to take social security at age 55 and men at age 60.

Women farmers face discrimination related to the law as most are not considered part of the agricultural classifications eligible for participation in the social security system. These classifications are limited to:

- Agricultural engineers
- Working with bees (honey)

[8] *Source: The information related to these four areas of rights are adapted from and found in* **Discover Human Rights: A Human Rights Approach to Social Justice Work, The Advocates for Human Rights** (http://bit.ly/1TmOp6v). *The New Tactics Method utilizes: safety and security; non-discrimination; participation; and protection–accountability. NOTE: The rights listed in these four "categories" may be placed in any area depending upon the context where the right is being violated. For example, Article 23: Right to join trade unions might be placed in "Safety and Security" rather than "Participation" where organizing or joining a union is dangerous.*

[9] *"Triangle Analysis" originates from Margaret Schuler in Empowerment and the Law, 1986. The text is adapted from Lisa VeneKlassen and Valerie Miller,* ***A New Weave of Power, People, and Politics: The Action Guide for Advocacy and Citizen Participation****, 2002.*

Research – Structure

Social Safety System

The structures for implementing the social security system impact people differently. As an employee, the employer pays about 65% of the social security system fee and the employee pays about 35% of the fee, with the payment automatically taken from the paycheck. For Jordanians without employers, their participation in the system can be a challenge. The Jordanian law provides an open system, meaning anyone can pay their share without an employer contribution. For example, if someone is working outside the country, such as those who work in the Gulf, they can choose to pay the entire contribution themselves which is in this case 16.75% of the wage subjected to social security. This open system depends upon a person's capacity to know, understand, and pay the full contribution.

The Union's legal consultant provided information on the structure of the law which is helpful in understanding the underlying discrimination faced by women in the agriculture sector. For example, when farm laborers work without a contract, they work on a per day basis for payment. There is no "employer" providing a payment share into the social security system. For the employer to enroll part time or per day workers in the social security, the work relationships should be organized or systematic (for example to work for a specific number of hours per month). Women farmers working relationships are usually not systematic meaning that they would not be enrolled in social security. Farmers do not know they need to be enrolled in the social security system so they can be eligible for health insurance in case this condition of the current law is enforced. In addition, they would need to pay the whole share. As women farm laborers making 3 to 6 JOD per day, a daily wage that is even less than their male counterparts, this is not viable. For such low wage workers, paying into the system is beyond their capacity as they don't make enough for daily living expenses as it is.

Structural barriers for determining income eligibility of women farmers

Over the course of the campaign, the challenges of overcoming structural barriers to gain health insurance became evident. While the law provides for those with inadequate standards of living to gain their right to health insurance, the process to determine their income eligibility is exceedingly difficult. The process requires a person to prove their income eligibility by getting officially stamped documents from as many as nine different agencies. Even though women farmers became aware that they could gain free health insurance, they could not overcome the structural barriers of these procedures in order to access that insurance. Women farmers, with little or no literacy, could not fill out the necessary forms. Even those with education required assistance to understand the verification processes needed from different government agencies, such as proof from the tax office of an applicant's base income.

The content and structure review conducted by the Union mentioned a provision in the law that became critical for the campaign. The provision states that families with incomes at or below 300 JOD per month are eligible for free health insurance. This information provided the direct legal foundation for the Union's advocacy campaign for marginalized women farmers in Northern Shouneh to access their right to health insurance. This provision directly addresses the Union's problem statement: ***due to an inadequate standard of living women farmers have been denied their right to health insurance.***

Research – Culture

The Union utilized a gender lens to design research methods that were appropriate for their target group – women farmers. The Union utilized two types of research to gain gender responsive information from women farmers: ***focus groups and questionnaires.***

The Union conducted two separate ***focus group***s with a total of 30 women farmers participating, one in Ajloun and one in Balqa. These focus groups gave women farmers the opportunity to voice their many concerns. The focus groups were made up only of women. This helped the women overcome and address cultural barriers for expressing their concerns. At the same time, this process made it possible for the Union to identify priority concerns emphasized by the participants – such as the lack of health insurance.

The Union developed a brief ***questionnaire*** based on the results of the focus groups as well as the legal research. The purpose of the questionnaire was to validate the priority of health insurance and the potential income eligibility. The Union distributed 250 questionnaires in Northern Shouneh. A team from Shamaa Charity for Family Care, the Union's local partner, conducted home visits and collected the results. The questionnaire was intentionally conducted through face-to-face interviews to overcome the cultural legacy of low educational attainment among women farmers. The interview process yielded an impressive 153 returned questionnaires. The Union then compiled all the questionnaire results which confirmed that 63% of women farmers did not have health insurance. In addition, basic income questions provided evidence to the Union that a significant number of women farmers and their families in these communities were potentially income eligible for free health insurance.

Reflection for Your Organization:

Step 1 – Identify the Problem

Utilizing these human rights-based focus areas for outreach and message development can help to mobilize different constituencies to participate in your advocacy campaign. Advocacy efforts do not necessarily take place within a set, linear time frame. Take time to reflect on the following:

Know yourself

Explore the human rights-based focus areas to assist your own problem analysis and development of a human rights-based statement.

- How can your advocacy benefit from a rights-based problem statement?
- How can this example inform your exploration of the human rights advocacy focus areas?
- What kinds of research will help you to better understand your problem?
    - How can research help you to identify the differences in how various marginalized groups experience the problem (e.g., girls, women, people with disabilities, specific minority groups, youth, elderly, etc.)?
- What did you learn about yourself and your organization through the in-depth exploration of the identified problem?

TIPS: Identifying your problem statement

- Check your statement to ensure it is human rights-based to provide others with an understanding of the right that is being violated, abused or denied.
    - What international human rights articles or conventions can you identify that are important for advocating on your issue?
- Provide a brief context as to why the problem exists by using the advocacy focus areas to discuss the unique aspects of your context.
    - How can you connect the right to daily life experience to offer a basis for engagement of stakeholders and accountability from decision makers?
    - How does your target group experience the problem? How do other marginalized groups experience the problem (e.g., girls, women, people with disabilities, specific minority groups, etc.)?
    - What national laws or policies can you find that are important to know or for advocating on your issue?

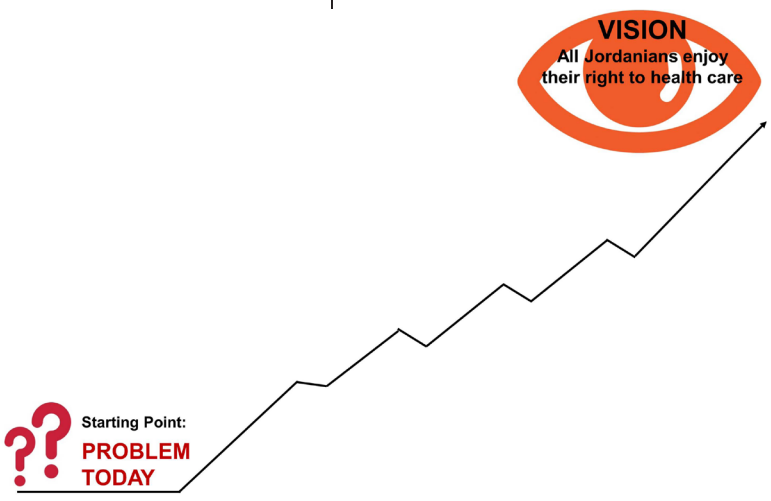
Step 2 – Create a Vision

It is essential to have a vision of what you want to accomplish. If you do not know where you want to go, it is difficult to get there and hard to know if you have arrived. Communicating a clear human rights-based vision can inspire and motivate others to join you. Your vision plays an integral part in the development of your strategy and tactics. A vision provides a compass for making decisions when advocacy conditions shift and change. You must ***know yourself*** and the future reality you want to create.

As the Union worked to develop a vision, they sought to better understand the government's role in providing health insurance. In the early stages of their campaign, the Union believed that the Ministry of Health was the primary agency accountable for health insurance. In order to inform their vision, they looked to the Ministry of Health's vision: Providing quality medical service to all Jordanians.

For a broader view, they looked to the Jordan Poverty Reduction Strategy, 2013-2020[10], which stated: *By 2020, all Jordanians achieve an improved state of well-being; enjoy quality basic services, higher living standards, and gainful employment; and experience inclusion, equality and resilience.*

The Union decided upon a vision, ***all Jordanians enjoy their right to health care***, that embodies the human rights based approach and helps the government to fulfill its own strategy.



Due to an inadequate standard of living, women farmers in North Ghor are denied their right to health insurance.

Reflection for Your Organization

Step 2 – Create a Vision

A vision can evolve over time. Take time to reflect on the following:

Know yourself

Discuss and develop your own vision statement.

- How can your vision statement be utilized for your advocacy (e.g., unifying your staff, outreach to allies, message development, engagement with stakeholders and decision-makers)?

TIPS: Creating your vision statement

- Check your vision statement to ensure it is **human rights-based** to unite others around the right you are seeking to be fulfilled.

[10] *Jordan Poverty Reduction Strategy, 2013-2020, page 17,* http://www.jo.undp.org/content/dam/jordan/docs/Poverty/Jordanpovertyreductionstrategy.pdf

- Frame your vision as a **positive statement** that addresses the identified problem.
- Make your vision statement **broad** enough to guide the current campaign and **provide direction** for your future advocacy efforts.
    - Can others outside of your organization or network see themselves in your vision for the future?
    - How have you involved and actively engaged those who are marginalized in creating the vision (e.g., girls, women, people with disabilities, specific minority groups, etc.)?
    - Does your vision exclude others? If so, this is not a human rights-based vision.
- Review your vision on a regular basis to evaluate and **embrace broader visions** to guide greater gains.

Step 3 – Map the Terrain

It is critical to understand the social, cultural, political, and economic context in which advocacy takes place. Human rights-based advocacy is about changing people's attitudes and behaviors as well as the policies and institutions that are formed and maintained by people. New Tactics in Human Rights has developed and adapted specific tools to help guide you through this process of identifying people, groups, organizations and institutions working for and against change in your situation. Whether your work is at the local, national or international level, mapping the terrain of relationships allows you to identify more opportunities for taking action. This step requires an exploration of all three sources of knowledge: ***know yourself, know your opponent, and know the terrain.***

No matter what human rights issue we are seeking to address, decisions about the issue are always made by people. The more we can learn, understand and know about the people involved, the more successful we will be in addressing issues of concern to us and our community. As we examine this case, consider the ways in which you have worked to identify the people, organizations, institutions and relationships involved in your own organization's issues. The information you have gathered can be organized using the tactical map and spectrum of allies tools to enhance the exploration, identification of appropriate targets, and selecting of tactics (see Step 4 – Exploring Tactics).

As we examine the Union's campaign for W***omen Farmers' Right to Public Health Insurance***, we will explore how their research and stakeholder identification process can be illustrated by the tactical map and spectrum of allies tools. These tools can be used and applied at any point in your campaign to assist you in your strategic and tactical analysis.

Using the Tactical Map Tool

When using the tactical map, it is crucial to determine a face-to-face "central relationship" between two individual people. These two people represent the human rights problem you are seeking to address. Why is this important? Human rights violations, at the core, are personal experiences. Therefore, the resolution of those violations must also be personal. Human rights-based advocacy efforts seek to change the problem for those who are experiencing the violation and hold accountable those who are perpetrating or making the violation possible through their actions or inaction.

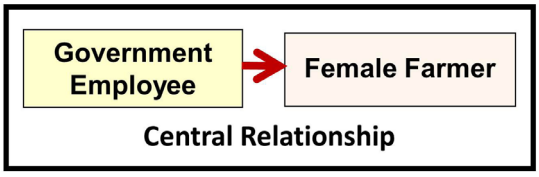


Figure above: An example of the central relationship of the Tactical Map tool.

The benefits to using the tactical map tool for exploring your advocacy "terrain" is that we often miss the wide array of human relationships that are connected to, involved with, invested in and surrounding an issue.

This case study provides an opportunity to highlight how the terrain of the Union's advocacy campaign can be illustrated through the tactical map tool. When using the tactical map tool, it is important to identify a face-to-face relationship that best represents the human rights problem identified. Review

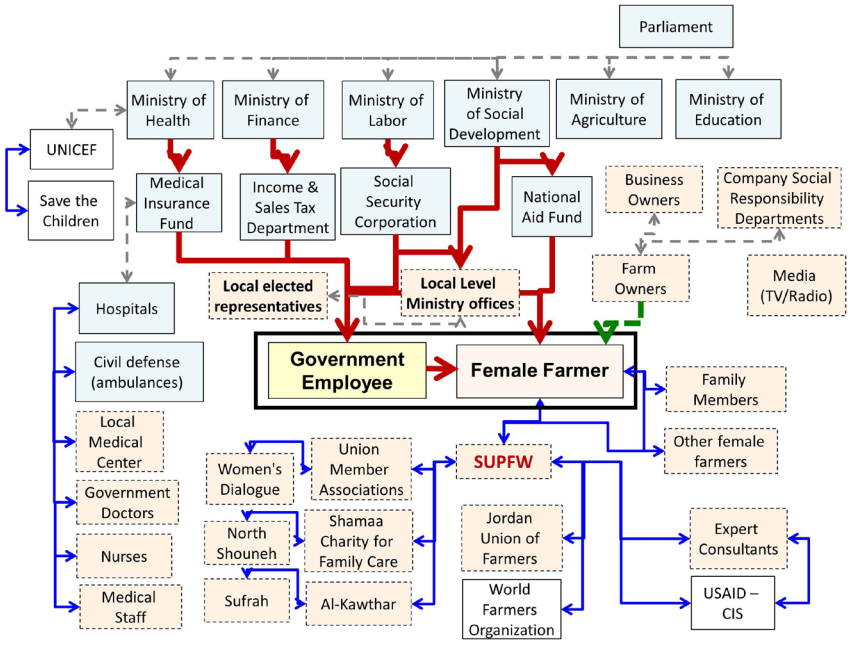
Figure Below: The tactical map serves to provide a "birds-eye" view to illustrate the range of organizations engaged in an issue. It is important to note that there were many more organizations involved in the process than are indicated on this tactical map. For example, the tactical map highlights five specific women's organizations identified in the community. However, it is important to recognize that the Union has a total of 17 associations with 5,000 women farmers. Not all the Union member associations or the women farmers themselves were involved in this campaign. North Ghor was the identified geographical area. As the campaign developed, it was implemented in the specific community of Northern Shouneh.

the Union's problem statement in order to determine a central relationship: ***Due to an inadequate standard of living, women farmers in North Ghor are denied their right to health insurance.***

Whose right is being violated or denied? In this case for example, a ***female farmer*** who lives in North Ghor/Northern Shouneh.

Who is the person violating the person's right or standing in the way of the right being fulfilled? In this case for example, a **Government Employee**, at the local level office in a face-to-face encounter who must provide the authorization required for that female farmer to gain her right to health insurance.

Perhaps even more complex in this human rights situation, is that a female farmer must encounter at the face-to-face level nine employees in different agencies in order to validate her information before gaining health insurance.



This kind of situation helps to highlight the importance of identifying the face-to-face relationship at the center of the tactical map. In most cases, you want to identify a person by name experiencing the violation and interested to change the problem. However, in situations where a person could be endangered by being identified, it is not recommended to reveal their true name. The general "female farmer" and "government employee" is sufficient to understand the central relationship of the problem.

The Union's tactical map example provides the central relationship along with identified relationships at the local community level, government institutions at the national level, and international level relationships.

Tactical map key:

- *Light orange box with dotted line = civil society entities (people, groups, organizations, etc.)*
- *Light blue with gray solid line = government bodies*
- *White box with gray solid line = funders and international entities*
- *Relationship lines:*
  - *Power relationship: One directional solid red arrow*
  - *Mutual benefit relationship: Bi-directional solid blue arrow*
  - *Conflict relationship: Bi-directional dotted yellow arrow*
  - *Relationship unclear / Research needed: Bi-directional dotted gray arrow*

It is essential to include where your own organization is located on the map – the Union is identified as SUPFW in red. If you cannot put yourself or your own organization on the map, then reconsider your involvement in the issue.

Every person, group, association, institution, governmental body, etc., is a possible point for taking action. It is not possible, however, for an organization to focus on each and every point on the tactical map. Additional research is necessary at this stage to be strategic in your use of limited resources to select your points of action wisely.

For example, when identifying government institutions, it will be especially important to do additional research to identify the actual people within the institution. People doing the work inside the institution make the decisions, not the "institution".

At the time of the initial tactical mapping, the Union was focused on the Ministry of Health as the primary government agency required for gaining health insurance. In order to gain an understanding of the health insurance process, a visit was made to the Medical Insurance Fund. A woman government employee in charge of approving benefits through the Fund was very helpful. Although she could not give a formal letter, she provided information regarding the decision

from the Cabinet and Prime Minister about the regulation and who is eligible. As a result, she provided critical information for the Union's campaign. The Ministry of Social Development provides the final approval based on income eligibility to gain health insurance. This approval is gained only after going through numerous procedures. This identified a new primary target for taking action for the advocacy campaign on the tactical map – moving from the Ministry of Health to the Ministry of Social Development.

TIPS for using the tactical map

Consider when finding the "central relationship":

- Whose rights are being violated, abused, denied?
- Who is violating, abusing or denying another person's right in this situation?
- Is this truly a face-to-face relationship?

NOTE: *There is no face-to-face relationship between a person and an institution.*

- Is there a face-to-face relationship in this problem that is being overlooked?

Using the Spectrum of Allies Tool

The "Spectrum of Allies" tool heightens our awareness and understanding of the people, groups, or institutions that span the full range of possible engagement with our specific advocacy campaign. Those who we believe would support our efforts may actually have perspectives and goals that would counter or oppose our efforts. At the same time, those we initially think might be passive or active opponents may, in fact, support our rights-based advocacy efforts. A key point to remember is that individual people make up groups, associations and institutions.

Even when a particular group or institution takes a stance against us, there may still be individuals within the group or institution that will support our advocacy effort.

Internal Capacity Building

The Union effectively used the spectrum of allies tool to identify and assess active allies and passive allies with potential for becoming actively involved in the campaign. The tool also helped identify governmental agencies in a neutral position that also had local level offices where decision makers could be directly engaged. A benefit of using the spectrum of allies tool highlighted for the Union that they had no active opponents for this particular campaign. This aided the Union in continually assessing its internal capacity to engage and respond to decision makers. At the same time, this case helps to understand why the "government employee" remains as an "active opponent" on the spectrum of allies. This person represents the actual person who has the power to deny the woman farmer her right to health insurance. In this case, if by no fault of her own – illiteracy, lack of income, or her ability to present the required documents to claim her right to health insurance, the "government employee" could still deny her right.

Mobilization

The spectrum tool provides insights into potential organizations and external resources that can be mobilized as allies. The Union's spectrum shows a significant number of active allies from their association members and other

civil society organizations. This spectrum has an unusually large number of governmental agencies and bodies represented in the passive ally and neutral segments. This is important information when selecting tactics for mobilizing these entities to advance the campaign. Initially, the Union mobilized their active allies in their research efforts to conduct focus groups. The Union was very successful in re-engaging their active allies and the support from governmental agencies in the passive allies position to facilitate women farmers in gaining their health insurance (see Steps 4 and 5).

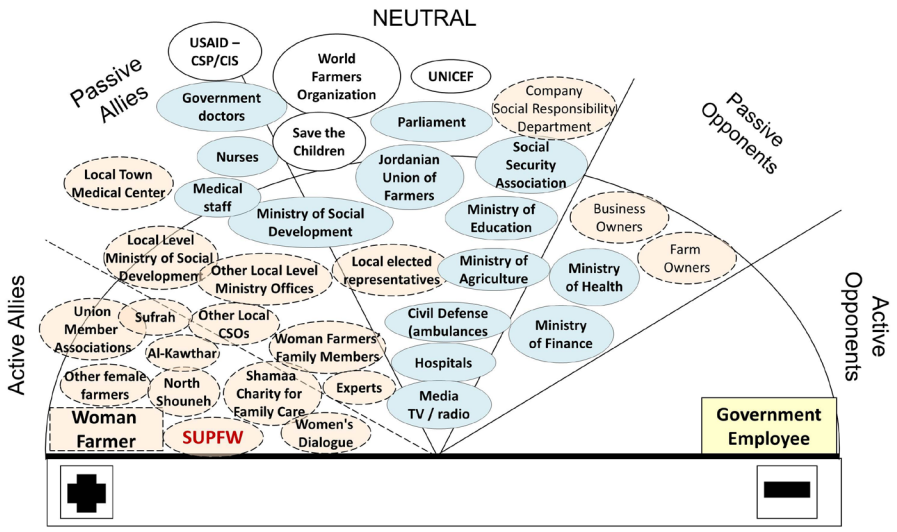


Figure Above: The "spectrum" is a tool to continually revise as you conduct research, analyze new information and carry out tactics to engage and move different targets towards the active ally segment of the spectrum.

Reflection for Your Organization

Step 3 – Map the Terrain

Mapping the terrain provides information and insights for mobilizing allies and building coalitions. The tactical map and spectrum of allies tools provide critical support when exploring and selecting tactics to advance your advocacy effort. It is vital to any campaign to identify people, organizations and institutions that can provide on-going support and assistance for planning, outreach, and mobilization.

Take time to reflect on the following:

Know Yourself

Consider how you can use the New Tactics tools to more thoroughly "map the terrain" and understand your context related to the identified problem:

- Have both women and men participated in the process of mapping the terrain? If not, do the results of your tactical map reflect/include gender related aspects such as differences in relational contacts, power relations, and decision making?
- Who are your allies – those who support your position or efforts on an issue; and those who will **actively** work together with you?
- What kind of **mobilization** is needed to engage your network of people, groups, and organizations to better understand the problem you've identified within your context?

Know your opponents / Know the Terrain

- Who are your opponents – those who do not support your position or efforts on an issue; and those who will actively work against you?
- Who do you need to mobilize in this phase of your advocacy to better understand the terrain (e.g., people with specific areas of expertise)?

TIPS: Mapping your terrain

- Put PEOPLE at the center:
  - Whose right is being violated, abused or denied?

- Who is violating, abusing or denying another person's right in this situation?

- What kind of research is needed to help you determine:
  - Who else is involved, interested or invested in this issue?
  - Who carries responsibilities for addressing this issue?
  - Who are potential allies and opponents regarding this issue?

Step 4 – Explore Tactics

Tactics are the actions you take to move toward your goal and advance your journey of change. Used well, tactics can build influence and change the terrain of human relationships. There are many tactics available to human rights advocates, and more are being developed every day! The more tactics you study and learn, the more you can adapt tactic ideas to meet your needs and keep your opponent off balance. This step explores and compiles information from all three sources of knowledge: ***know yourself, know your opponent, and know the terrain***. This step will highlight the following areas of strategic and tactical development:

- Human rights-based tactical aims
- Strategic goals for advancing your **journey of change**
- Advocacy Action Areas: internal capacity building, research, mobilization, and engaging with decision makers
- Technology: challenges and benefits

Human Rights-Based Tactical Aims

Most organizations seeking to advance human rights can only accommodate one or two primary tactical aims within their institutional frameworks. This is due to the time they take to learn, the investment in staffing and the difficulties of raising funds, and the measurement of performance and effectiveness. Having a clear understanding of your tactical aim helps you to more effectively select the tactics to reach your goals in addressing your identified problem. New Tactics in Human Rights has identified four primary human rights-based tactical aims: **prevention, intervention, restorative**, and **promotion**.

Ask yourself – Is your primary aim to:

- **prevent** an imminent abuse from taking place now and in the future?
- **intervene** in situations of long standing denial or abuse of human rights for individuals and communities that are marginalized or excluded?
- **restore** and rebuild the lives of victims and communities after abuse – to help them heal, seek justice, reconciliation, or redress?
- **promote** human rights by building respectful and engaged communities or policies and institutions where human rights are understood, strengthened, and respected?

As we examine the journey of change in this case, study the goals and the tactics selected to move the advocacy forward. In addition, as we explore each action area and the tactics selected, consider how your own tactics support and interconnect to advance your own campaigns. This will assist you in being more

strategic and tactically effective in your advocacy efforts.

Developing the Journey of Change

Return to your problem statement for guidance when developing specific goals to assess progress on your journey of change toward your vision.

Problem statement: ***Due to an inadequate standard of living, women farmers in North Ghor are denied their right to health insurance.***

Vision statement: ***All Jordanians enjoy their right to health care.***

It was at this point when the scope of the advocacy became a critical discussion. At the beginning of the process, the Union felt they needed to cover the entire country of Jordan. In steps one to three of the method, the Union narrowed its focus to the area of North Ghor. With the assistance of New Tactics mentor, Faisal Abu Sondos, the Union made the decision to further concentrate its energy and resources specifically on the North Shouneh community. There were two significant reasons for this decision: this community is considered one of the highest poverty areas of Jordan and almost everyone in the community works in agriculture.

There were also organizational reasons for this choice. Northern Shouneh is an area where the Union has a good, solid representation through its local community based organization member. The member also had connections in place with the local director of the Ministry for Social Development in Northern Shouneh.

The combination of these points provided guidance and an excellent opportunity to test their ability to reach a specific advocacy goal on their Journey of Change. The Union set its strategic direction with the overall campaign goal that ***all women farmers in North Ghor get medical insurance*** with the following milestone goals:

Goal #1:

250 women farmers in North Shoumeh gain health insurance by March 2017

Goal #2:

Advocate with the Ministry of Social Development to simplify the health insurance application process

These goals provide an opportunity to reflect on the tactical aim for addressing the human rights violation outlined in the Union's problem statement. Examining the tactical aim helps to ensure that the targets and tactics selected to address the problem will reach the intended purpose. The Union focused on intervention as the tactical aim for this advocacy effort. The intended purpose of the advocacy is to intervene in the long-standing denial of women farmers' right to free health insurance based on their lack of an adequate income.

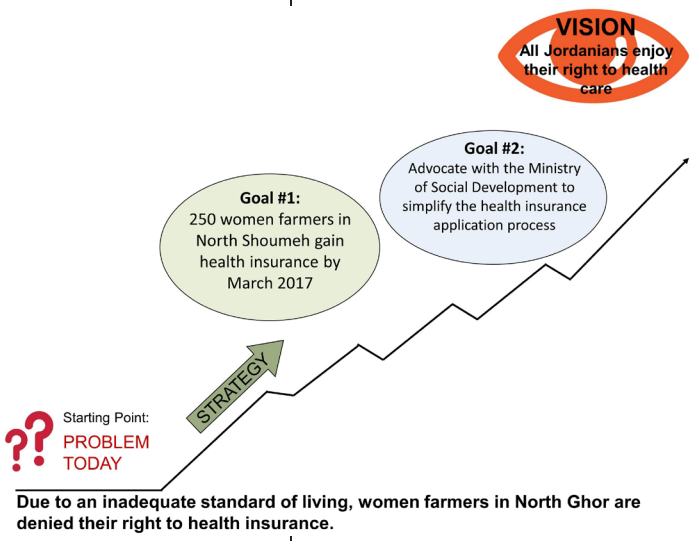


Figure above: This journey of change visual provides an overview of the Union's immediate and longer-term goals.

It is important that the immediate goal is "SMART" to ensure an ability to evaluate concrete progress toward the goal.

Specific: women farmers in North Shouneh will gain health insurance.

Measurable: a total of 250 women will gain health insurance

Attainable: The Union determined that it was realistic for 250 women to gain insurance within the time period

Relevant: the goal addresses the stated problem (women farmers are denied their right to health insurance) and the purpose of the advocacy (to intervene by assisting women farmers to gain their right to health insurance)

Time bound: by March 2017 women farmers will gain their right to health insurance.

It is important to note that the Union discussed a number of alternative ways in which women famers might get medical care.

- Mobilize farm owners to have a contract for women farm workers that includes medical services, and if she must get medical care, she does not lose her daily wage.
- Develop a fund within the Union for emergency medical care needs for women. Part of this fund could be raised from the women themselves, their member organizations and through donor contributions.
- Through the Union, coordinate with international organizations providing mobile medical care units to provide care to women farmers.

Any of these options would have significantly changed the advocacy campaign. Following a human rights based approach directly impacted and guided the Union's campaign goals. When the Union learned of the right to free health insurance for people with inadequate standards of living, that knowledge provided the clear advocacy path.

TIPS: Creating your "journey of change"

Know yourself

- Consider how can you ensure participation of your target group in setting desired outcomes and results.
- Identify goals or milestones to create your "journey of change." These goals need to be "SMART" – specific, measureable, achievable, relevant and time bound so you can monitor your progress, evaluate your successes, and know what remains to be done.
- Consider making specific goals that relate to each of the action areas: internal capacity building, research, mobilization and engagement with decision makers.

Advocacy Action Areas

In carrying out advocacy, these action areas (internal capacity building, research, mobilization and engaging decision makers) provide guidance for developing your milestones. It is important to understand that each action area supports the others and helps you monitor your progress and evaluate both your shortcomings and successes (See Step 5). Developing goals for each action area can provide timing priorities to ensure different aspects of the campaign are working together.

The tactical map provides a way to visually identify the targets for each action area. The spectrum of allies highlights where these targets are positioned on

the spectrum. The positions based from active allies to active opponents provide critical insights for tactic selection for reaching and succeeding with the identified targets. The most effective tactics are interconnected and mutually support the advancement of other tactics. Consider how to engage your target groups and how your own tactics are interconnected in order to advance your own campaign. We will use the tactical map and spectrum of allies tool to illustrate the targets of the advocacy action areas selected in this case. As we examine the action areas and the tactics selected, consider how your own tactics are interconnected in order to advance your own campaign.

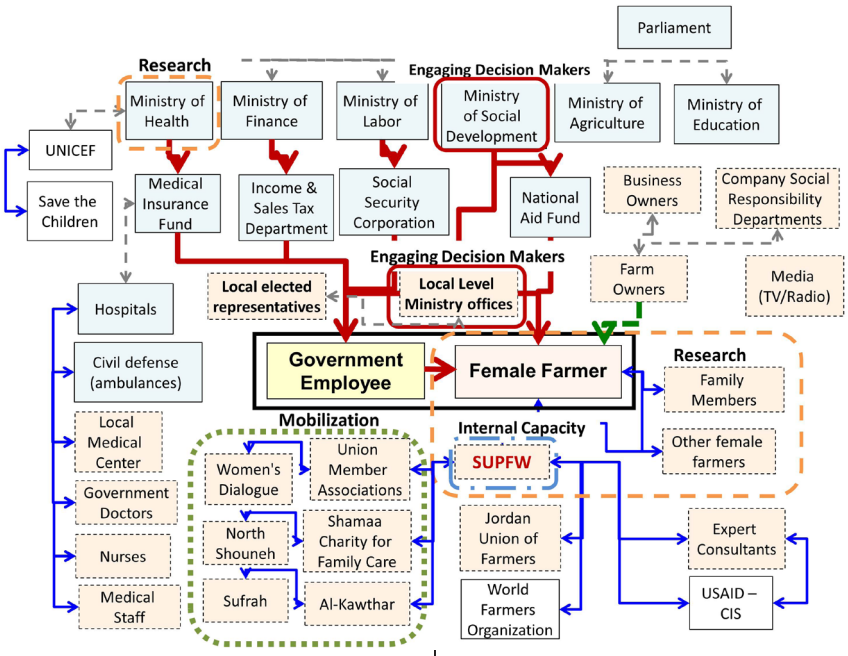


Figure above: This tactical map highlights the location of the tactical targets for each of the four action areas.

Key Light orange circle with dashed line = civil society entities

- *SUPFW: Light orange circle with dashed line in Bold RED text*
- *Light blue circle = Jordanian government entities*
- *White circle = international related entities*
- *Advocacy Action Areas:*
  - *Internal Capacity = light blue dotted and dashed line*
  - *Research = orange dashed line*
  - *Mobilization = green dotted line*
  - *Engaging Decision Makers = solid red line*

Examine the tactical map below to identify where the advocacy action area targets are located. Notice the power relationships in the Union's map – the one directional solid red lines – that highlight the many governmental agencies involved. The Union initially identified the Ministry of Health as the government decision maker for gaining health insurance. Rather than trying to seek an exemption for women farmers through the Ministry of Health, the research of laws and regulations revealed a better option already existed. In order to claim the right to health insurance based on an inadequate living standard, the Ministry of Social Development has final decision making power. However, a significant number of local level ministry offices of the identified government agencies on the tactical map must also be engaged before the final application for health insurance can be submitted to the Ministry of Social Development.

On the spectrum of allies, notice the location of these same targets. The legal research focused on the Ministry of Health, located in the passive opponent segment of the spectrum. This location was due to the Union's assumption that gaining a special exemption in the law and regulations for women farmers would likely be opposed by the Ministry of Health.

Also locate on the tactical map and spectrum of allies the other research area: these are the women farmers as individuals and as part of the Union's member associations. They were active participants as well as implementers of the **research**. As the Union's purpose as an organization is to advocate on behalf of women farmers, these targets are located in the active ally segment.

Locate the targets for **mobilization** on the spectrum, these are the Union's association members and other civil society organizations located in the active ally segment. The Union was able to effectively identify the national level governmental agencies, located in the neutral category on the spectrum, which had local offices where decision makers could be directly engaged. These specific local level government agencies were placed in the passive ally segment. The Union did not see these agencies in opposition to their campaign goal to gain health insurance for women farmers. On the contrary, employees working in these agencies also live in and have an understanding of these communities.

By placing these agencies in the passive ally segment, this helped the Union to pay specific attention to the kinds of tactics needed to engage these employees and move the agencies into becoming active allies to facilitate women farmers in gaining their right to health insurance (see Step 5).

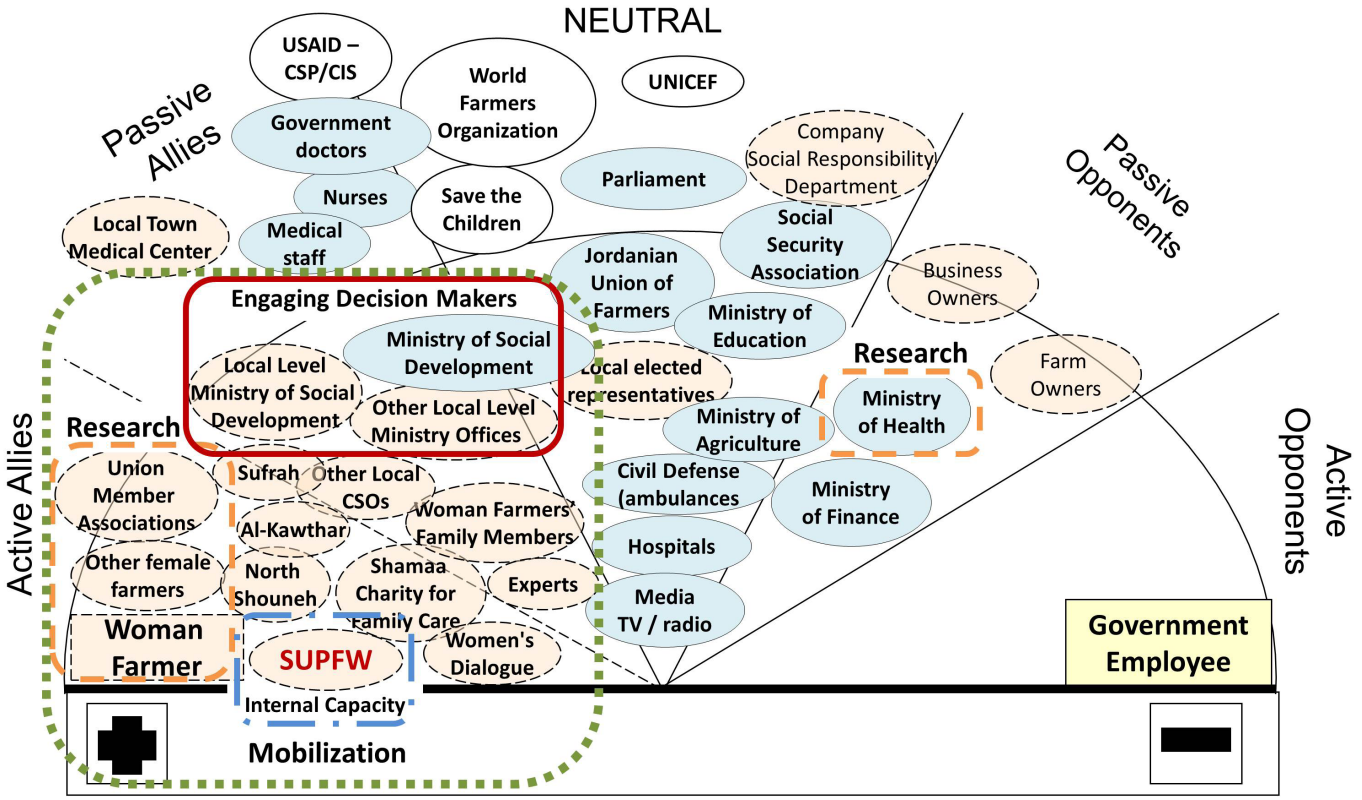


Figure above: This spectrum highlights the location of the tactical targets for each of the four action areas. Note the concentration of targets focused in the "Active Allies, Passive Allies and Neutral" segments.

Spectrum of Allies Key with Advocacy Action Areas

- *Light orange circle with dashed line = civil society entities*
- *SUPFW: Light orange circle with dashed line in Bold RED text*
- *Light blue circle = Jordanian government entities*
- *White circle = international related entities*
- *Advocacy Action Areas:*
  - *Internal Capacity = light blue dot and dash line*
  - *Research = orange dashed line*
  - *Mobilization = green dotted line*
  - *Engaging Decision Makers = solid red line*

Step 5 – Take Action

Without taking action, nothing about the problem you've identified will change. The Strategic Effectiveness Method provides opportunities at each step to take action, monitor, and evaluate your progress. The process helps you to acknowledge successes and learn lessons from the very first step of your advocacy effort. The Method returns you to Step One so you can assess your knowledge – ***know yourself, know your opponent*** and ***know the terrain*** – and evaluate how your advocacy actions have impacted your identified problem. Take time to determine what has changed and what requires further effort.

As we examine the actual implementation and outcomes of this campaign, reflect on how your organization documents and acknowledges your achievements – internally to your organization staff and network members, but also externally to highlight your progress on your journey of change.

The campaign made notable achievements regarding the goals they set out to achieve. The results are summarized below according to:

- Each **action area** (internal capacity building, research, mobilization, and engagement with decision makers)
- **Target** groups and constituencies
- **Tactics** selected and their **objectives** to achieve the first milestone on the journey of change
- **Outcomes** that highlight and acknowledge the small to large achievements.

The Union leveraged the legal foundation for the right to free health insurance for those denied an adequate living standard to achieve major results in their campaign. By effectively implementing tactics in the following advocacy action areas, the Union greatly exceeded their strategic goal for **250 *women farmers in North Shouneh to gain health insurance by March 2017***. The Union:

1. built the internal capacity of the Union members' leadership and members to carry out human rights based advocacy
2. coordinated the mobilization of Union member associations, civil society partners, and women farmers to claim their right to free health insurance
3. engaged decision makers at the local level to support and facilitate women farmers' applications to grant health insurance.

As an organization, we started to work according to the New Tactics [Strategic Effectiveness] Method, a system, planned and organized. Time and effort were spent on planned activities. Staff started to feel empowered and to think systematically. Now we start to think in the future and how we will apply the method in all our projects.

– Zainab Al Momani

Advocacy Action Areas

Internal Capacity Building

Target: Union's board members and leaders of member associations

Tactic: ***Capacity building trainings in human rights advocacy, organizational management and campaign implementation skills***

Objective: To build a common understanding of human rights based advocacy among the Union's member associations to identify, plan and carry out advocacy campaigns with women farmers.

Outcomes: One four-day human rights advocacy training was conducted with twenty-four (24) women leaders from the Union's member associations. The training introduced the New Tactic method for practical application to the concerns of women farmers. The training provided a common language and understanding of advocacy which was accessible to all the women, including illiterate women leaders. This fostered cooperation and team spirit. A significant outcome of the training process was the decision to focus the Union's efforts on the specific locality in North Ghor. When preparations started at North Ghor, with the local union member and the other women CBOs, ***three campaign teams were formed***: Questionnaire Development; Outreach to Women Farmers, and Outreach to Health Insurance Providers (see Mobilization).

Additional trainings were given to a total of 267 women coming from Union member associations and participants from other additional associations from the North Ghor area. This provided an opportunity for the Union to introduce their general work as well as the goal of the advocacy campaign to a significant number of women. The Union itself gained additional technical support training in the areas of organizational management and transparency, and specific English language and computer skills.

Internal Capacity Reflection

Know yourself

- Consider how can you ensure participation of your target group in setting outcomes and results. Have women and men in your target group participated in setting the outcomes and results? Do the desired outcomes and results reflect/include gender related aspects such as addressing roles, power relations, access to resources and decision making?
- Consider the internal capacity of your organization for carrying out advocacy, what current support mechanisms are in place?
- For specific advocacy campaigns, discuss the kinds of structures that could be of most benefit for carrying out the campaign. What additional supports are required? How can you enhance your capacities?
- How might technology be used to support and build your internal capacity? What challenges might you face when using technology tools?
- As you explore tactics for building "internal capacity", don't forget that active and passive allies can be mobilized to support and enhance your own organization's capacity. What allies can you engage and rely upon for leadership and implementation roles?

Know the terrain/Know your opponent

- How might technology be used to build external support?
- What challenges might you face regarding opponents or your context when using technology tools?

Research

Target: Ministry of Health

Tactic: ***Conduct a legal review of the laws, regulations and related bodies concerning health insurance***

Outcomes: A legal consultant conducted the health law research and reported how difficult it would be for the Union to advocate for a legal exemption for women farmers as a special group to gain health insurance. As this was the initial intention of the Union, they were focused on the Ministry of Health as the decision-making body for such an exemption. What was considered a minor point in the research, the right of free health insurance for those who lack adequate livelihood with incomes of 300 JOD or less per month per family, emerged as the critical component for the Union's campaign. This resulted in a pivotal shift in the advocacy campaign and directed the Union's efforts toward the Ministry of Social Development.

Target: Women farmers

Tactic: ***Conduct focus groups***

Objective: To gain a better understanding of the problems faced by women farmers in Jordan

Outcomes: The Union contracted a consultant to conduct up to two separate focus groups with a total of 30 women farmers participating. These focus groups gave women farmers the opportunity to voice their many concerns. The focus groups were made up only of women to overcome and address cultural barriers of women speaking out about their issues of concern. This process identified the lack of health insurance as a priority concern of women farmers.

Target: Women farmers in North Shouneh

Tactic: ***Conduct face-to-face interviews with a questionnaire***

Objective: To validate health insurance as a priority and the degree of potential income eligibility among women farmers in the specific communities of North Shouneh.

Outcomes: This tactic emerged organically and was not part of the original plan. The Union's ***questionnaire team*** developed the questionnaire and distributed 250 to Union Member Associations and local partner organizations. The questionnaire was very short, with six questions. An impressive 153 completed questionnaires were returned. Families validated health insurance as a priority. The face-to-face interviews also provided accurate information regarding economic situations. Of the 153 questionnaires returned, 130 families reported incomes at or below 300 JOD per month and confirmed they had no health insurance. This showed the level of trust in the local union organization and the overall union's campaign.

The Union took the added step to test a group of women farmers to apply for health insurance based on the questionnaire information that families had provided. All of these families received health insurance. The results of the questionnaire and the test application process provided critical information that informed and directed the campaign's subsequent mobilization of eligible women farmers and their families to apply for health insurance (see Mobilization).

This eligibility information for the right to health insurance based on the lack of adequate livelihood was later provided in media interviews to highlight the situation of women farmers.

Research Reflection

Know yourself

- What forms of research do you need to better understand your identified problem?
    - Rights-based information: What tactics would help you gain more knowledge of the human right that is being violated or obstructed? Consider how gender, age or disabilities might factor into the problem and your research tactics.
    - Technical information: What tactics would help you gain more knowledge of how structures and procedures are implemented? Consider how gender, age or disabilities might factor into the implementation of procedures and regulations.
    - Legislative information: What tactics would help you gain more knowledge of the laws and policies? Consider how gender, age or disabilities might factor into the development of laws and policies.
    - Social information: What tactics would help you gain more knowledge of the cultural and social structures or barriers? Consider how gender differences, such as roles between men and women, power relations, access to resources and decision making might factor into the forms of research you choose.

Know the terrain

- Consider how you can use the New Tactics tools :
    - Use the "tactical map" tool to identify people, organizations and institutions that have special expertise regarding your identified issue
    - Use the "spectrum of allies" tool to discuss appropriate tactics for engaging experts based on their position as allies, neutrals or opponents
- How can research be used to build awareness and to mobilize allies?
- How might technology help or hinder your research efforts?
    - What kinds of technology would benefit your research?
    - What kinds of technology are useful in compiling information on your issue?
    - What kinds of technology are useful for analyzing results?

- How are marginalized groups excluded from access or use of technology (e.g., women, people with disabilities, etc.)

Know your opponent

- How can research be used to counter opposition from opponents?
- How can research be used to develop recommendations for action to engage decision-makers?
- How will decision-makers (allies and opponents) react to the results of your research?
- What considerations do you need to make regarding the method or technology you've selected?

Mobilization

Target: Women leaders from the Union member associations and partner civil society organizations

Tactic: ***Formation of campaign teams***

Objectives: To organize and mobilize leadership to carry out the advocacy campaign

Outcomes: These three teams, set up through the advocacy training process, were responsible for organizing the Union's efforts to reach the advocacy goal. This served to successfully channel their energy into the campaign and mobilized the Union's administrative members towards the women farmers. The teams distributed roles and responsibilities in the following way:

1. *Questionnaire Development Team*

This team created a brief questionnaire that was used to validate health insurance as a priority and identify income eligibility among women farmers.

2. *Outreach to Women Farmers Team*

This team coordinated Union member associations to conduct face-to-face questionnaire interviews with woman farmers and their families. This team made it possible to determine the extent of potentially income eligible households for the right to free health insurance. This team ensured that illiterate women farmers were included in the questionnaire interview process, conducted follow-up outreach, and provided accompaniment of women farmers to complete the health insurance application. The team mobilized 739 women to complete procedures for obtaining health insurance. This included organizing transportation for the women to each government agency where they were required to submit their application for official review and stamp. This team also tracked the number of women farmers and their families who were granted or not granted health insurance. Over 70% of women farmers who applied were granted health insurance. The 558 approved applicants included other family members, such as spouses and dependents, for a total of more than 3,300 people.

3. *Outreach to Health Insurance Providers Team*

This team met with a range of people responsible for health care to build support and cooperation for facilitating women farmers to gain their right to

health insurance including:

- Government agencies, employees and elected representatives. For example, each ministry has a director in each governorate (e.g., Irbid), and then section leaders at the local community levels (e.g., Northern Shouneh) such as the Ministry of Health, Ministry of Social Development, Licensing Department, etc.; and government employees included doctors, nurses and other, hospital personnel.
- Private Parties: companies and institutions that have social responsibility departments; farm owners and other business owners that have responsibilities for making payments to the social security system on behalf of their employees for gaining access to health insurance.

This team played a crucial role in understanding the process for application and preparing the different agency employees to receive large groups of women farmers to present their application forms. Each application required official review and stamps to move each application for health insurance forward (see Engaging Decision Makers).

Mobilization Reflection

Know yourself

- What mobilization efforts will be required to achieve your "journey of change" goals?
- What special considerations might marginalized groups need in order to be mobilized (e.g., women, people with disabilities, etc.)
- What capacity do you have for such efforts?
- How might you gain additional capacity?

Know the terrain

- Use the tactical map tool to discuss:
  - What people, organizations and institutions are involved in your issue that may need to be mobilized?
  - What additional research do we need to conduct to have a better understanding of those involved or impacted (e.g., women, people with disabilities, other marginalized groups, etc.)
  - What additional research do we need to conduct to have a better understanding of those who carry responsibilities regarding the issue?
- Use the "spectrum of allies" tool to consider appropriate tactics for those identified in each segment. For example:
  - Active allies – what tactics will engage your allies to become even more active in working with you toward the goal?
  - Passive allies – what tactics will increase the interest and willingness of these allies to move to the "active ally" position?
- Selecting tactics: Do the tactic choices reflect/include any gender related aspects such as difference in roles between men and women, power relations, access to resources and decision making?

- What opportunities for leadership and implementation can you share with allies to enhance your own organization's capacities and advance your advocacy campaign? How are you ensuring the representation of your target group (e.g., women, people with disabilities, marginalized groups) in the leadership and implementation processes?
- How might technology help or hinder your mobilization efforts?
    - What is the purpose of using technology (communication for coordination, outreach for awareness raising, outreach for mobilizing action, etc.)?
    - Who does not have the ability to access or use the technology you are considering?
    - How can you reach those who do not use technology?

Know your opponent

- How will opponents react to the forms of mobilization you have selected?

Engaging Decision-makers

Target: Ministry of Social Development

Tactic: ***Provide seminars to women farmers to promote the health insurance structure***

Objective: To involve government ministry staff to ensure accurate information and assistance to ensure eligible women farmers' gain their right to health insurance

Outcomes: The Union, in coordination with the director of the Ministry of Social Development and other partner organizations, conducted meetings with women farmers and recorded the names of those eligible for health insurance. These organizations included: Shamaa Charity for Family Care, Al-Kawthar Women Organization, North Shuna Women Organization, Sufrah Women Organization and Women's Dialogue Organization. The director of the Ministry of Social Development from Northern Shouneh provided instructions regarding health insurance eligibility. As a result of these seminars and other outreach, 739 women farmers completed their application forms for health insurance.

These seminars enabled greater interaction between decision makers and community members. The Union was able to introduce women farmers to their rights, and specifically their right to health insurance. The Ministry of Social Development played a significant role in these seminars. As a result, the application process and the Ministry's role greatly helped to address the bureaucratic barriers.

Target: Government ministries and departments required for approving health insurance

Tactic: ***Conduct face-to-face outreach and preparation meetings***

Objective: To activate the role of the Ministry of Social Development and relevant institutions to ensure they perform their roles in validating health insurance application forms

Outcomes: The Union's Outreach to Health Insurance Providers Team worked to

overcome the bureaucratic hurdles. As a result of visiting the Ministry of Social Development, the team received the form to apply for health insurance based on the lack of an adequate standard of living. The actual number of validating departments depends on each woman and her family situation. The application process required nine agencies to certify eligibility for health insurance for women farmers from North Shouneh. These included:

1. Ministry of Social Development
    - National Aid Fund
2. Social Security Corporation
3. Public Security Directorate, Driver and Vehicle Licensing Department (ensures the family does not own a vehicle or taxi that would generate income)
4. Ministry of Health
    - Medical Insurance Fund
5. Ministry of Awqaf Islamic Affairs and Holy Places
    - Zakat Fund
6. Ministry of Agriculture
7. Ministry of Finance
8. United Nations Relief and Works Agency for Palestine Refugees (UNRWA) (ensures the woman farmer does not receive medical services from UNRWA)
9. Aidoun Military Hospital, Irbid

The Union's outreach team conducted meetings with the ministries and departments that were required to fulfill the application process. It is important to recognize that these agencies are centralized in the governorate, but not the towns. This raised the concern regarding the transportation and logistical complications which are significant barriers for people seeking to access their right to health care. The Union has made a recommendation to the Ministry of Social Development to simplify the application process.

The Union coordinated with and prepared the government agency employees for large groups of women farmers coming to apply on specific dates. This was essential for facilitating the process for the women farmers. These ministries and departments serviced 739 women. The women were transported in groups of 25 to present their applications for official review. Each woman required official stamps for advancing their health insurance application. By transporting groups of women, this helped to ensure that the process for each group of 25 women could be processed smoothly and within one day. Without this kind of planning and coordination, the process could not be completed in one day.

This coordinated process activated the role of the Ministry of Social Development and the institutions to make sure they were ready to perform their roles. As a result, the success of 553 women farmers gaining health insurance far exceeded the Union's goal of 250.

Health insurance was provided for the entire family, not only for the father or the woman farmer as head of the family. The Union succeeded in gaining health

insurance for over 3,300 people (the estimated number of persons based on the family books that list the members of each family). These families are guaranteed this health insurance for a three-year period. They will need to verify their income eligibility again at that time. Women farmers expressed their great satisfaction with the assistance provided by the Union.

Engaging Decision Makers Reflection

These action areas provide excellent opportunities for engaging decision makers and acknowledging achievements reached along your journey of change. It is important to note that technology may help enhance your efforts in each area. Further, consider how technology can support your preparation for engaging decision makers to advance your advocacy efforts in each of the action areas that have been outlined:

Know yourself

- Internal capacity building:
    - Determine who within your organization or network are required to engage with decision makers (community members impacted by the problem, experts, influential allies, etc).
    - What forms of technology can enhance your internal support, communication and organizing structures to carry out your advocacy?
- Mobilization:
    - How will the tactics selected leverage your allies to reach decision makers?
    - Determine who within your organization, network and stakeholders are required for developing recommendations or demands for action for decision makers (e.g., women, people with disabilities, other marginalized groups, experts, etc.)?
    - How can technology enhance your outreach to your allies, other community members and decision makers?

Know your opponent

- Research:
    - How can research prepare you for engaging with decision makers who may oppose your position or recommendations?
    - What forms of technology can aid your research to determine the process for decisions; and who are the decision makers for your issue?
- Engagement with decision makers:
    - What forms of technology can help prepare you or help deliver recommendations to decision makers?

Know the terrain

- Mobilization:
    - Who will need to be involved or represented when presenting your recommendations or demands to decision makers?

- Engagement with decision makers:
    - What challenges do you face in your context when developing and delivering recommendations to decision makers?
    - How can you engage different target groups in decision making processes (e.g., women, people with disabilities, other marginalized groups, experts, etc.)?
    - What processes or procedures do you need to consider when engaging decision makers?
    - What preparations do you need to make to ensure that your recommendations or demands are clearly presented?
    - What considerations are needed to ensure the best results?

Monitoring, Evaluation and Future Advocacy

The overall results of the advocacy are provided in the outcomes highlighted above. This case highlights how crucial it is to monitor and evaluate throughout each step of the advocacy process. This allows you to be flexible; take advantage of timing opportunities; make changes when new information is gained, or when the context becomes more or less favorable for taking certain actions.

The New Tactics method provides on-going opportunities to conduct monitoring and evaluation throughout the entire campaign process. Three examples of this can be highlighted:

- ***New information***

  New information regarding the right to free health insurance was revealed. Those lacking an adequate standard of living, 300 JOD per month or less, have the right and legal mandate to free health insurance. Knowledge of this right shifted the Union's advocacy focus from the Ministry of Health to the Ministry of Social Development.

- ***Evaluating tactics and resources***

  The Union reduced the scope of its advocacy outreach from the whole of Jordan to the specific area of North Shouneh. This changed both the tactics and resources they needed to reach their goal. Even so, the Union would not have been able to reach its goal of women gaining health insurance without continuing to monitor and evaluate their progress. The Union discovered significant barriers made it impossible for women farmers to access their right. The complexity of the health insurance application process required visits to nine different agencies to gain the necessary verifications. This was far beyond women farmers' capacity. By recognizing these barriers and assessing their own resources, the Union shifted tactics. They coordinated with government agencies and organized transportation for over 700 women farmers. This facilitated the process for both sides: preparing the agencies for the groups of women and providing support to women farmers to claim their right to free health insurance.

  It was also important for the Union to minimize unnecessary activities to conserve resources. In this case, they did not need to focus time and energy on expanding the number of stakeholders. The critical stakeholders were willing and actively engaged to reach the campaign goals. Additional

stakeholders were naturally reached through the word of mouth of the women who gained their health insurance and shared this achievement with other women. So, the initial goal to reach 250 women actually reached far beyond this number with a result of over 550 women actually gaining health insurance coverage.

- ***Flexibility to respond***

  The Union changed direction and tactics based on the assessment of their resources. The flexibility of the funders to understand the process and approve needed changes was a critical element. The Union was able to shift resources from a planned roundtable meeting that was no longer necessary, and channel those funds into transportation for the women farmers. This shift made it possible for women farmers to actually apply and gain the insurance.

During the course of documenting who did and did not receive health insurance, the Union noted that some types of cases were denied the right to health insurance.

- Women farmers married to non-Jordanians were not granted their right to free health insurance for their children nor their husbands.
- Women farmers with commercial registers of companies were not granted health insurance.

This information provides potential areas for future advocacy.

Return to Step 1: Identify the Problem & Step 2: Create a Vision

It is time to recognize the successful intervention in overcoming systemic barriers and celebrate that the Union exceeded its goal with 553 women gaining health insurance.

When reviewing the problem statement, ***due to an inadequate standard of living, women farmers in North Ghor are denied their right to health insurance***, the Union recognizes that not everyone who has the right to free health insurance in North Ghor has been able to access that right. Taking time to review where the problem stands currently makes it possible to assess if the Union's second goal is still relevant: ***Goal #2: Advocate with the Ministry of Social Development to simplify the health application process.***

The Union's advocacy experience clearly highlights the need to make the process more simple and accessible. The current legislation is present and good. The enforcement process is outlined and available. However, there are a number of significant gaps. First, citizens' lack the knowledge that this right exists and second, the government was not that open about informing citizens about their ability to access this right. The bureaucratic process to gain the authorization is overly burdensome especially for people living in poverty, having limited education and other resources. In order to gain this right, these women farmers required the assistance of this advocacy campaign. Their goal to advocate for a more simple and accessible process is definitely still relevant. They have also raised the awareness of women farmers in North Ghor who will require the Union's experience and assistance to access their right to health insurance. The Union will need to decide how to focus their energy and resources in the future.

Later on, USAID CIS encouraged the SUPFW to capitalize on what was achieved and to officially hold dialogue with relevant decision makers to facilitate access to this right. They were also encouraged to pilot a similar campaign in a new yet similar area to widen the access of another group of women farmers to this essential right.

Action Plan Reflection

Know yourself

Consider the status of your advocacy campaign:

- What has changed about the problem due to your campaign? What has changed for stakeholders? How have marginalized groups been engaged, empowered, participated in leadership and decision making? Are there any differences in the level of engagement of men and women?
- What specific milestones in the action areas of your internal capacity building, research, mobilization and engagement with decision makers have you achieved?
- How did you acknowledge and celebrate these successes?
- What are your next milestone priorities?

Know the terrain

- What aspects of the problem have not been addressed by your campaign?
- Are the next milestones on your journey of change still relevant based on the current context?
- How can you engage your allies in determining the priorities for the next milestone on your journey of change? How can women and other marginalized groups be more engaged, empowered, and participate in future leadership and decision making? Are there any differences in the level of engagement regarding men and women?
- What has changed about your understanding of the problem and context for taking action?
- What is required in the current context to move toward your vision?

Know your opponents

- How have opponents responded to the changes or impacts on the problem?
- How can you anticipate or monitor indications that your opponents may be preparing to launch a response?
- What preparations can you make for responding to any potential actions from opponents?

Girls' Right to Education in Jurf Al-Darawish Village – Tafilah

Islamic Charity Center Society

Jordanian Civic Activists Toolkit II:
Case Studies of Jordanian Advocacy Campaigns

Civil Society Capacity Building in Jordan
USAID Civic Initiatives Support Program
2013 – 2018

USAID FROM THE AMERICAN PEOPLE
New Tactics in Human Rights
fhi360 THE SCIENCE OF IMPROVING LIVES

Overview

Advocacy Issue

Achieve or protect the right to free and compulsory primary education for the girls of Jurf Al-Darawish area, as stated in the Education Law No. (3) of 1994.

Human Rights-Based Focus Area[1]

Protection / Accountability – (UDHR – Article 26[2])

Scope of Advocacy

Local: Jurf Al-Darawish village, Tafilah Governorate

Advocacy Action Areas[3]

A challenge for many civil society organizations is distinguishing between being busy with activities and implementing tactical actions that strategically advance an advocacy effort. In order to help organizations better assess how to expend precious resources, the Legacy Tool offers four action areas that are needed to conduct any advocacy campaign: internal capacity building, research, mobilization and engagement with decision makers. This case provides insights into all four action areas:

- internal capacity building
- research
- mobilization
- engagement with decision-makers

Tactical Aim

New Tactics in Human Rights has identified four primary human rights-based tactical aims: prevention, intervention, restorative and promotion. This advocacy for The Girls' Right to Education in Jurf Al-Darawish Village – Tafilah demonstrates the following tactical aim:

- intervention

Campaign Period

May 24, 2017 – January 31, 2018

[1] *Source: The information related to these four areas of rights are adapted from and found in* ***Discover Human Rights: A Human Rights Approach to Social Justice Work****, The Advocates for Human Rights (http://bit.ly/1TmOp6v). The New Tactics Method utilizes: safety and security; non-discrimination; participation; and protection–accountability. NOTE: The rights listed in these four "categories" may be placed in any area depending upon the context where the right is being violated. For example, Article 23: Right to join trade unions might be placed in "Safety and Security" rather than "Participation" where organizing or joining a union is dangerous.*

[2] *Universal Declaration of Human Rights (UDHR) Article 26 Everyone has the right to education. Education shall be free, at least in the elementary and fundamental stages. Elementary education shall be compulsory. Technical and professional education shall be made generally available and higher education shall be equally accessible to all on the basis of merit.* http://www.un.org/en/universal-declaration-human-rights/

[3] *The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.*

Brief Summary

This campaign marked the first time for the Islamic Charity Center Society (ICCS)[4] to work on a rights-based issue rather than charity work. This is considered a paradigm shift in the life of ICCS. This shift emerged as a result of the ICCS's participation in the USAID Civic Initiatives Support Program (CIS) Advocacy Support Fund grant process. A primary component of the grant process included an advocacy training using the New Tactics in Human Rights Program's ***Strategic Effectiveness Method*** which facilitates the collective identification of locally-defined priorities. As a result, the ICCS launched the *Girls' Right to Education in Jurf Al-Darawish Village/Tafilah Governate* campaign.

Girls in Jurf Al-Darawish village are denied their right to finish their primary education for several reasons, most notably the lack of primary school grades beyond the sixth grade in the Western Neighborhood School. The distance between the Western Neighborhood and the school in the Eastern Neighborhood which provides education up to grade eight is 3-5 KM. Parents have refrained from sending their daughters in the age group of 12-17, as they do not want their daughters to walk that distance to the Eastern Neighborhood school to complete their education. This is due to the parents' fear for their daughters to walk the significant distance of 3-5 KM in the transportation and population-free area back and forth to school. In addition, most of the villagers cannot afford to provide any means of transportation for their daughters. As a result, families have chosen to keep the girls at home to help their mothers with household chores and herding. This situation has often led to early marriage for the girls.

Through a USAID CIS grant, the ICCS initially conducted a field research documenting the scale of the problem and the reasons behind it, such as its social and cultural dimensions in the village. The ICCS utilized and trained the campaign team and people from the village on gathering information. Moreover, ICCS formed a community-based Committee to follow up the campaign, participate in activities, and communicate with decision-makers. The campaign team and the Committee met with several official entities, including the Directorate of Education in Tafilah, which was the key focus of the campaign and ultimately the solution provider.

One of the Committee members, who was fully aware of the details of the case, won a seat in the Governate Council in the decentralized elections to represent Jurf Al-Darawish. His presence facilitated the representation of the case and its dimensions to the Governate Council. This resulted in the allocation of JOD 500,000 in the Governorate Council's budget for the years 2019/2020 to build a primary school in Jurf Al-Darawish.

To address the barriers and avoid the denial of girls from attending school, the ICCS took action on some direct and immediate temporary solutions:

[4] *The ICCS was founded in 1963 and was registered at the Ministry of Social Development in 1965 by a group of Jordanians who dedicated themselves to charitable work. Such work involved providing relief to the poor and the needy, supporting the educational process, establishing institutes and schools and providing the country with qualified people in most specialties, namely distinguished medical and nursing staff. The ICCS has also sponsored orphans and carried out diverse charitable programs of all kinds.*

- **Provided transportation**: ICCS provided transportation for girls from the Western Neighborhood to the Eastern Neighborhood. They succeeded in assisting twenty-one (21) girls, either by bringing them back to school or by preventing them from dropping out.
- **Facilitated re-enrollment**: ICCS reached out to the Directorate of Education to facilitate three girls undergoing placement examinations that qualify them to re-enroll in education because they had been out of school for more than three years.
- **Sought private sector support**: ICCS communicated with a private sector company to request the support for two caravans to be used as temporary classrooms in the Western Neighborhood until the classroom problem can be solved permanently (currently unattained). ICCS learned that constant networking with private sector companies is necessary to reach such a solution.

This campaign advocated for girls' right to education under the Jordanian constitution and the international conventions that obligate the signatory states to provide education. First, the Universal Declaration of Human Rights, Article 26 (1): "*Everyone has the right to education. Education shall be free, at least in the elementary and fundamental stages.*"[5] Second, the convention on the Rights of the Child, 1990, Article (28) stipulates: "*States Parties recognize the right of the child to education, and with a view to achieving this right progressively and on the basis of equal opportunity, they shall, in particular: make primary education compulsory and available free to all; and take measures to encourage regular attendance at schools and the reduction of dropout rates.*"[6] Finally, the Jordanian Constitution, Article 6 (III) and the Education Law No. 3 of 1994 which state: "*The Government shall ensure work and education within the limits of its possibilities, and it shall ensure a state of tranquility and equal opportunities to all Jordanians.*"[7]

This campaign held official authorities accountable for their failure to provide an adequate education for all the students of Jurf Al-Darawish, and particularly to address girls' right to education.

Achievements

The Islamic Charity Center Society (ICCS) made significant gains in achieving their campaign goal – Enrollment of girls in the age group of 12-17 in Jurf Al-Darawish - Western Neighborhood in education by adding the 7th and 8th grades at the beginning of the school year (2017-2018). Key successes of the campaign took place in the mobilization of the community and engaging decision-makers.

The ways in which ICCS mobilized the community ensured an accurate understanding of the problem and the development of appropriate solutions that could be offered to decision-makers.

Community participation: ICCS conducted a study of the educational situation in the community using participatory research methods. The study was conducted by a research team made up of members from within the local community as well as outside the community (see Research). The research team engaged male and female students as a source of data for identifying the true causes for dropping out of school and listened to their suggested solutions. As a result, the research formally documented the problem which was instrumental in holding decision-makers accountable. Community participation was greatly

[5] http://www.claiminghumanrights.org/udhr_article_26.html#at28

[6] http://www.ohchr.org/EN/ProfessionalInterest/Pages/CRC.aspx

[7] http://www.kinghussein.gov.jo/const_ch1-3.html

enhanced when ICCS created a Committee which consisted of the most influential people in the community – tribal leaders, teachers, a leader of a civil society organization, and a member of the Governorate Council.

Engagement of informal and formal decision makers: As the village has only two tribes, it was necessary to engage their dignitaries in the initiative to ensure the cooperation of the people in the research process. The support extended from tribal leaders assisted ICCS in persuading parents to enroll or bring their daughters back to school, or enroll them in ICCS's training program. ICCS gained the recognition and engagement of the Ministry of Education, as the responsible governmental body, to find a solution. The presence of one Committee member that had won a seat in the Governorate Council to represent Jurf Al-Darawish was especially significant. The governorate council issued a decision to build a primary school in the Western Neighborhood in the year 2019/2020 budget.

Direct impact on girls' access to education: The employment of two girls from the community led to the campaign's success by gaining community support, advancing the community's knowledge of the reality of the situation and development of appropriate solutions. ICCS succeeded in actually enrolling girls in education. They provided transportation for twenty-one girls to attend school and collaborated with the Directorate of Education to bring three girls back to school. The three girls were able to sit for a placement exam to determine the appropriate class based on their academic performance. This enabled them to return to school according to the rules of the Ministry of Education.

Samiha's story: "*In one of the visits [to the Director of Education], student Samiha accompanied us. Samiha finished 10th grade and there is no secondary school in Jurf Al-Darawish due to the new Ministry of Education law, which stipulates that there should be at least 10 students to open a class for them. In case the number of students is less than 10, they shall be transferred to another school if they have access to transportation. During the visit, Samiha presented her problem to the Director of Education in Tafilah. She expressed her desire to complete her secondary education in the same area of residence to ensure her parent's consent. The Director made an exception for Jurf Al-Darawish in relation to the secondary grades and instructed that two classes (11th grade and 12th grade "Tawjihi") be opened at the beginning of the first semester of the school year 2017/2018.*"

- Fawaz Al-Mazra'wi, Project Development Director, ICCS

Key Lessons

Advocacy Action Areas[8]

The Advocacy Action Areas in this campaign constitute challenges and lessons learned about the experience of the ICCS in the implementation of the advocacy campaign for the girls' right to education in Jurf Al-Darawish.

Internal Capacity Building

ICCS built their internal capacity through the USAID CIS sponsored advocacy training using the New Tactics in Human Rights ***Strategic Effectiveness Method***. The five-step method begins with a collective process to identify a clear and focused problem statement. This foundational step is critical for any campaign (see Research). ICCS identified the problem as: *The Girls' in Jurf Al-Darawish in Tafilah are deprived of their right to primary education due to lack of primary school grades beyond the sixth grade in the Western Neighborhood School and the lack of transportation for female students to get to the Eastern Neighborhood*

[8] *The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.*

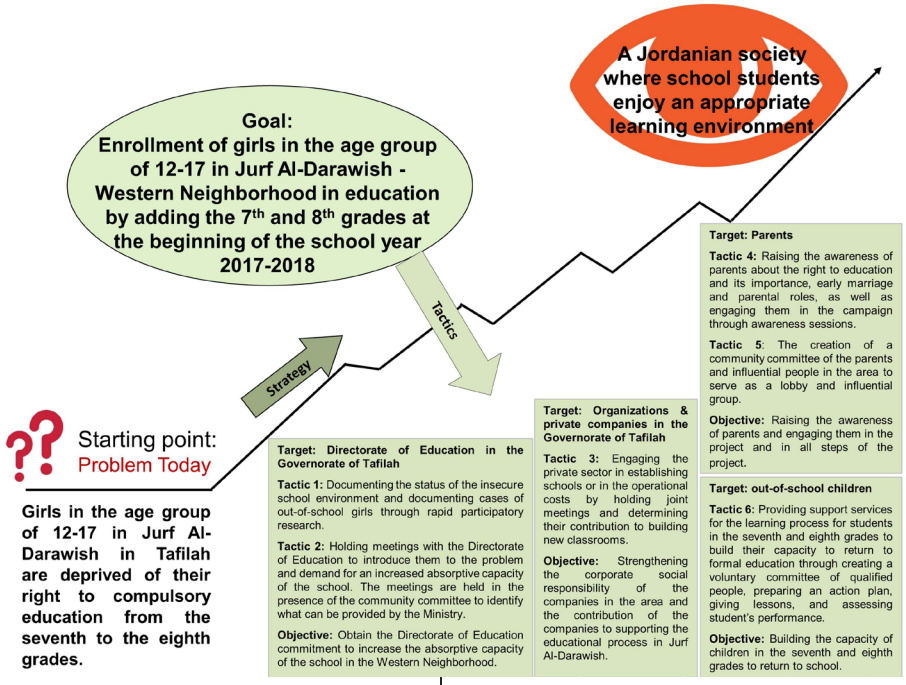


Figure 1: Islamic Charity Center Society's strategic path.

where the seventh and eighth grades are available. The ***Strategic Effectiveness Method*** provides a step-by-step process to develop a strategic path – or journey of change. This strategic path helps to also track and monitor progress (see Figure 1). The ICCS's campaign team was also trained on lobbying and the tools used in that context, skills that would benefit the ICCS not only in the case of advocating for the rights of girls in Jurf Al-Darawish but also in any rights-based issue of importance to ICCS.

A campaign team was formed and included the campaign manager, a field coordinator, a monitoring and evaluation officer, and a data entry staff. A job description was developed for each member of the team. To facilitate the campaign, the team members included two young women residents from the area where the initiative was implemented, namely, the field coordinator and the data entry staff. After the creation of the main team, a technical support team of development experts was created within ICCS to support the campaign team to achieve the desired objectives. A community-based Committee, that was knowledgeable of the case and its dimensions, was created to communicate with decision-makers. This Committee had a significant impact on transforming the issue from an ICCS organization initiative to a community supported advocacy campaign.

Research

The field research was conducted to find out the causes of the problem. The study adopted the methodology of rapid participatory research. For this purpose, a research team was formed of 20 members representing the local community and also included members from outside the community. The team ensured gender representation in this team, although this was difficult in the beginning due to the conservative nature of the village.

The main researcher and the research team made sure the voices of both male and female students were heard. They engaged the students as a source of data and listened to their suggested solutions. The research provided the true causes for dropping out of school and the identification of the status of education and the school environment. This information formed the core for other advocacy issues that the organization could work on. This process helped in empowering the research team with the rapid participatory research mechanism and assisting the people to identify the problems of their area.

Mobilization

In the beginning, through the ICCS – Tafilah Branch, some residents of Jurf Al-Darawish were invited to attend a presentation on the campaign issue. After that, the community-based Committee was created. The Committee consists of 13 people (11 men and 2 women) who are the most influential in the community – tribal leaders, teachers, a leader of a civil society organization and a member of

the Governorate Council.

The campaign team and the community-based Committee carried out field visits and contacted by phone the parents of the out-of-school girls to enroll their daughters in the alternative training program. The help of existing organizations in the area was sought to mobilize the women of Jurf Al-Darawish and invite them to a training that included: parental care, the right to education and the concerns regarding early marriage. It was essential to reach the women of the village to increase their knowledge on these topics and to attract their attention to the importance of education. They are important allies to support the family's decision to educate their daughters and prevent them from dropping out of school.

Engagement with Decision Makers

The ICCS held periodic meetings with the Directorate of Education as the main authority responsible for the educational process in the village and with the mandate to provide solutions to ensure male and female students' access to education in Jurf Al-Darawish. Despite the clarity of this responsibility, the Ministry of Education stated that it would be difficult to build classrooms because the school is in a rented building. It added that if there is a donation to build classrooms or caravans, it would be ready to provide the teachers. This led ICCS to pursue private sector companies for the possibility of providing the needed resources. Until this support for school facilities is realized, ICCS has temporarily provided transportation for female students to enroll and attend school.

The creation of the community-based Committee had the greatest impact in communicating with the Governorate's Municipal Council and lobbying the Governorate Council. This resulted in a decision to construct a school in the Governorate's budget for the year 2019/2020.

It is important that ICCS is aware of its role, as a civil society organization, and the role of the responsible party, the Directorate of Education, to protect this right to education. It can support finding alternatives and gradual solutions; however, it is important that the responsible party does not relinquish its mandated responsibility. While significant advancements have been made, continued advocacy is required for a final solution based on the human and legal rights perspective.

Organizational Impact of Advocacy

The ICCS' team noted the importance of engaging stakeholders, people whose rights were violated, with talking to decision-makers. Such engagement had an impact on achieving the objectives and results of the advocacy campaign. Perhaps this is the most important impact of this campaign on the ICCS, the change from the needs/charity-based approach to the rights-based approach adopted by the organization. The head of the Program Unit said that the advocacy grant opened a new horizon for ICCS to look at their initiatives from a different angle and adopt a rights-based approach that would facilitate the design of future initiatives and thus achieve the organization's objectives.

Youth Rights

National Level In-Depth Case Study

(Democracy, Rights and Governance Grant)

Information and Research Center – King Hussein Foundation (IRCKHF)
Empowering Care Leavers in Jordan

National Level Mini-Case Study

(Democracy, Rights and Governance Grant)

Greyscale Films
209 King Hussein Street (political participation)

Regional Level Mini-Case Studies

(Democracy, Rights and Governance Grant)

Forearms of Change Center to Enable Community
Empowering At-Risk Youth in AIDS Prevention

Empowering Care Leavers in Jordan

Information and Research Center – King Hussein Foundation (IRCKHF)

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fhi360 THE SCIENCE OF IMPROVING LIVES

Overview

Advocacy Issue

Non-discrimination and right to family of children/youth deprived of family ties

Human Rights-Based Focus Area[1]

Non-Discrimination – UDHR, Article 2 and 25 (2)[2]

Scope of Advocacy

National

Advocacy Action Areas[3]

A challenge for many civil society organizations is distinguishing between being busy with activities and implementing tactical actions that strategically advance an advocacy effort. In order to help organizations better assess how to expend precious resources, the Legacy Tool offers four action areas that are needed to conduct any advocacy campaign: **internal capacity building, research, mobilization** and **engagement with decision makers**. This case provides insights into all four action areas:

- internal capacity building
- research
- mobilization
- engagement with decision-makers

Tactical Aim

New Tactics in Human Rights has identified four primary human rights-based tactical aims: prevention, intervention, restorative and promotion. This case demonstrates:

- intervention
- restorative

Campaign Period

July 1, 2014 – October 2016

[1] *Source: The information related to these four areas of rights are adapted from and found in Discover Human Rights: A Human Rights Approach to Social Justice Work, The Advocates for Human Rights (http://bit.ly/1TmOp6v). The New Tactics Method utilizes: safety and security; non-discrimination; participation; and protection–accountability. NOTE: The rights listed in these four "categories" may be placed in any area depending upon the context where the right is being violated. For example, Article 23: Right to join trade unions might be placed in "Safety and Security" rather than "Participation" where organizing or joining a union is dangerous.*

[2] *Universal Declaration of Human Rights (UDHR), Article 2: Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status. Furthermore, no distinction shall be made on the basis of the political, jurisdictional or international status of the country or territory to which a person belongs, whether it be indpendent, trust, non-self-governing or under any other limitation of sovereignty. Article 25 (2) – All children, whether born in or out of wedlock, shall enjoy the same social protection.*

[3] *The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.*

Brief Summary

The Information and Research Center – King Hussein Foundation (IRCKHF) has a long history of researching and advocating for children and youth's rights. The idea for this advocacy effort was conceived based on the concluding observations of the Committee of the Rights of the Child (CRC) to the Jordanian Government in 2014. Specifically, the CRC's recommendations to address the discrimination of the most vulnerable orphans, the children and youth deprived of family ties. The collaboration with Sakeena Association enabled IRCKHF to gain in depth knowledge of the discrimination patterns that affect this vulnerable population. This in turn informed and made it possible to refine the research tools used throughout the advocacy. Stakeholders reported that ***Empowering Care Leavers[2] in Jordan*** campaign is timely and of great relevance to the Jordanian community. This advocacy provides an excellent example of the importance of indepth research for advancing advocacy efforts. This case illustrates how to:

- explore how an issue manifests in society in terms of content, structure and culture
- utilize a variety of different research methods, including participatory peer research with primary stakeholders themselves, the female and male care leavers (youth deprived of family ties)
- channel research findings to guide and move advocacy forward.

This does not mean that every organization must spend its own time and resources to conduct research. On the contrary, organizations like the IRCKHF exist to provide their expertise for their own and others' advocacy efforts. The results of their research findings will be useful for many organizations seeking to address the discrimination and stigmatization of this vulnerable population. This case study highlights the importance of partnering with others to build a more comprehensive understanding and response to complex issues that face society.

Background

The roots of this advocacy campaign stem from an alternative or "shadow" report submitted to the United Nations Committee on the Rights of the Child (CRC) in October 2013. The report was submitted in advance of the mandated CRC's Universal Periodic Review of the Jordanian government in May 2014 (the 6th cycle of review for Jordan). The majority of civil society information provided for Jordan's CRC review was contributed by IRCKHF. Not only did they submit a report, they also participated in the pre-sessional working group of the committee, both in cooperation with other civil society organizations. The issue of children in alternative care, and specifically those of unknown parentage, was a matter of discussion with the committee prior to their meeting with the Government of Jordan in 2014. The CRC provided concluding observations that were released later that summer. Although there was not enough information

[2] *Care Leavers refers to youth who have spent a portion of their lives living in care homes, who upon reaching a certain age (usually 18 in Jordan) are discharged and expected to transition into a life of independence. The most vulnerable of these care leavers are the youth deprived of family ties* (YDFT).

about children born out of wedlock, the committee asked Jordan to eliminate the usage of stigmatizing words – such as illegitimate, foundling, etc.

The IRCKHF responded to this call from the CRC to eliminate the usage of stigmatizing words. Although IRCKHF knew there were stigmas, they did not know what kinds nor how extensive. They applied for a grant from FHI360 to focus on ***care leavers*** and specifically those born out of wedlock as the most stigmatized. The research processes became core aspects of their strategy and tactics with the subsequent findings channeled into advancing their campaign to address the stigmatization and discrimination of care leavers.

Orphans, and particularly children and youth deprived of family ties, are recognized on an international scale as one of the most vulnerable groups of children. This is especially true in Jordan for those children in orphanages or care centers. What many do not realize is that upon becoming care leavers, these orphans become even more vulnerable. Children and youth (both females and males) are allowed to stay in residential care homes until the age of 18, after which they graduate and leave the home. At the age of 18, the care system assumes that they are adults and expects them to 'shift from a status of full dependency on the state to a status of complete independency in a very short time.' The care system does not recognize the difficulties care leavers face when transitioning out of care into adulthood. It assumes this transition is easy and straightforward, underestimating the complexities of such a shift and the differences that female and male care leavers face as a result of the patriarchic values and expectations society imposes on them.

Thanks to Jordanian and Arab culture, there are very few children in formal alternative care institutions, as most of them are taken in informally under kinship care. However, it is also that same culture which stigmatizes and discriminates against orphans of 'unknown origin' or of broken families who abandon them as 'children of sin' making this their identity and preventing them from socially integrating into society. The classification of 'unknown origin' is used in their files so that even when they are in the case centers, they are separated from other orphans of known parentage. This not only affects them socially but psychologically, and hinders their basic needs such as shelter, employment, and even marriage prospects, preventing them from ever integrating into society.

The current system enforces upon these children and youth an identity that they can never outgrow. Even upon leaving the care centers at the age of 18, those of unknown origin carry the stigma placed upon them in all their future endeavors, in addition to not having a basic support system.

Advocacy Action Areas

- **Internal capacity building:** IRCKHF engaged and worked closely with a group of care leavers as peer researchers to advance their knowledge and capacity regarding the stigma and discrimination facing this group. They also worked with two primary partner organizations: Sekeena Assocation as an organization with expertise serving this population; and Leaders of Tomorrow, providing expertise in processes with care givers. Dr. Rawan Ibrahim, who has extensive experience in conducting research with children in care and with care leaver, provided IRCKHF staff and researchers with a training on research ethics with this population. Discussions on gender issues where also held with IRC staff to incorproate a more sensitized gender perspective into the research and advocacy approaches.

- **Research:** This advocacy action area dominated this entire advocacy campaign. IRCKHF, as an organization is well known for their research expertise. Their research comprehensively explored the legal, structural and cultural discrimination faced by care leavers[5]. In addition, innovative participatory research methods were used including **qualitative peer research** with care leavers and those in care, and a social stigma survey to gather **quantitative research** with society members to further explore the cultural discriminations. The research tools were reviewed from a gender perspective and additional questions were included to the questionaires and interview guides for more specificities. Male and female care leavers where also selected to work with their respective groups to allow care leavers to share their views more openly.
- **Mobilization:** IRCKHF mobilized six civil society organizations to develop a network to coordinate their services together and in coordination with the Ministry of Social Development for care leavers.
- **Engagement with decision makers:** IRCKHF worked specifically with the Ministry of Social Development (MoSD) to tackle the use of stigmatizing terminology and address the social support gaps for care leavers.

Achievements

IRCKHF set out to identify and reduce the legal and social inequalities and discrimination faced by care leavers in Jordan who are or were placed in residential care homes. In addition, they sought to devise a formalized and coordinated support system for those ageing out of homes, in order to allow for healthy transitions from alternative care to independence. The advocacy effort succeeded in the following areas:

- **Intervention in the use of stigmatizing and discriminatory terminology.** There is now agreement among the following stakeholders to use the generic term of "orphan" for those in care, and for those who have left care "care leavers" that includes the most vulnerable group of youth deprived of family ties (YDFT):
    - **Care leavers, YDFT themselves** confirmed, agreed and embraced these terms before IRCKHF promoted the terms among other stakeholders. IRCKHF felt that a key success with this group of stakeholder was the application of ***social identify theory***, not previously used to identify the problems faced by orphans from their perspective. This innovative approach made the care leavers themselves the core of the research as well as key contributors to findings and proposed solutions. The use of this particular theory contributed to empowering peers participating in this research as they have themselves recognised where the stigma is coming from and designed appropriate ways to combat them through a selection of an appropriate term to refer to themselves.
    - **Non-governmental organizations** have agreed upon the terms, which are being used and promoted by a network of non-governmental organizations providing support to care leavers.
    - **Media** are using the "do and don't" guide developed by IRCKHF. Based on on-going monitoring by IRCKHF, the media is demonstrating their adherence to the new terms. The compliance from different media is high. They virtually changed the terms they use while addressing or

[5] *For indepth information regarding the legal, legislative and societal foundations of discrimination see* IRCKHF's *research report* **Empowering Care Leavers in Jordan, Research Volume 1, September 2016** http://haqqi.info/en/haqqi/research/empowering-care-leavers-jordan-volume-i

talking about orphans. There are fewer instances where IRCKHF has to send a letter to the editor to correct a story. This is significant outcome in addressing stigmatization and discrimination.

  - **Decision makers** are using the agreed upon terms. For example, in meeting settings with government agencies and non-governmental organizations, people are using the agreed terms and when someone uses a discriminatory term, others in the meeting are immediately correcting the person and informing them of the appropriate terms to use. A concrete manifestation of this significant shift is that ***those who are encompassed by the term care leavers are now being referred to as one of the vulnerable groups.***

- **Contribution to the body of knowledge.** According to CSOs involved in addressing or working with care leavers, there had been no solid background information focusing on identifying the needs and challenges encountered by care leavers in Jordan. The research gained through this advocacy process is directly relevant to their work and has a direct impact on their ability to plan future efforts.

  - The research processes were innovative, including peer training and peer research. This increased the relevance of the findings of the research as they reflect the reality of this marginalized and secluded segment of society. The results support the development of appropriate and sensitive interventions to empower them. Furthermore, the integration of gender perspectives, having female and male care leavers engage with their peers, has helped highlight their respective experiences. As noted by an IRC staff member: "Asking about gender issues has helped us realize the differences female and male care leavers have in care and when they leave care". This was further confirmed during the research process: "Preliminary results of the survey show that the impact of leaving care is different for girls and boys and that girls are judged more than their fellow male care receivers".

- **Creating a care network for care leavers.** Six non-governmental organizations are currently working together to systematize referral services in coordination with the government's Ministry of Social Development (MoSD) for care leavers.

Key Lessons

Human Rights Based Approach: IRCKHF highlighted the importance of using a human rights based approach from the very beginning – from the contextualization of the problem to the core engagement of care leavers, the primary stakeholders. No one had ever asked the young people themselves. This was the first and essential element in empowering care leavers. IRCKHF implemented many activities and trainings during this advocacy to specifically include relevant input and information from various stakeholders. In the future, they recommend the importance of continuing to use a strong gender focus to identify the differences in challenges faced by boys and girls leaving care centers as well as key challenges encountered by care leavers with special needs. This gender difference was true whether inside care institutions or upon becoming care leavers. This is an important reflection and carries significant implications for future efforts to ensure that advocacy messages are well conceived and developed.

Internal Capacity Building

Staff turnover: A key challenge for any organization is staff turnover. During the life of this advocacy effort there were three different senior researchers/ project managers responsible. The double responsibility was a challenge as it required someone with special administrative skills as well as technical skills to be able to perform all aspects of the research. This brought to light that there was an absence of a holistic research plan that could provide guidance and be passed from one person to the next in the event of staffing changes. This is an important lesson, whether concerning staff or volunteers working on an advocacy effort, for the leadership in organizations to continually assess.

Expanding the scope of the organization's mandate: There can be many unintended impacts of advocacy efforts. For IRCKHF, one such impact was the powerful experience that the staff had in working with and building relationships with this vulnerable population of care leavers. As a result, IRCKHF decided to expand the scope of their organization's mandate from its expertise in the area of research into the new territory of direct involvement in the network of care providers.

Research

Research is the cornerstone of IRCKHF's expertise. The overall research process and methodology were innovative. For example, the peer training and research, the peers received intensive training and coaching to enable them to conduct the data collection. This was an important innovation that IRCKHF introduced to ensure a holistic approach to the research design and implementation. Nonetheless, this holistic approach to engage many stakeholders in several components of the research was at times a challenge as not all stakeholders shared the same vision and understanding of the research process and logic. At the same time, this increased the relevance of the findings of the research as they reflect the reality of this marginalized and secluded segment of Jordanian society. The findings, having addressed a gender perspective highlighted the different experiences that male and female care leavers have and encounter, support the development of future appropriate and sensitive interventions to empower them. This reiterates the importance of identifying the particular specificities for males and females in terms of preparation of each to leave care, the follow on services, and support needed.

Mobilization

Focusing on allies. In their effort to build a network of care organizations for care leavers, IRCKHF targeted only those organizations that agreed with the accepted terminology of "orphans" and "care leavers" or "youth deprived of family ties." This made it possible to focus their time and energy on engaging these allies to successfully build the network.

Engaging Decision Makers

Increasing participation and anticipating delays

IRCKHF assessed that a greater role from the beginning for the Ministry of Social Development (MoSD) would have been highly beneficial. The delay in obtaining a memoradum of understanding with MoSD impacted a number of areas of their research including timely access to data information and to care givers. In the future, IRCKHF would anticipate such delays and take into consideration that the process of engagement with governmental agencies and bodies usually takes longer than expected due to the internal decision making protocols that

are in place as well as staff turnover that impact continuity and coordination. It is important to recognize that barriers to gaining relevant information and participation put the burden of continuing outreach to and engagement of governmental bodies on civil society organizations.

Leveraging the success with international bodies

IRCKHF plans to leverage the results of the research and this advocacy effort in an upcoming 2018 submission of a "shadow" report for the Universal Periodic Review (UPR) of Jordan. The review is currently scheduled for the 31st session (October-November 2018).

Organizational Impact of Advocacy

Most of the IRCKHF team is under the age of 35, so there was a lot of bonding going on with the research team [twelve care leavers]. When we were carrying out the peer research activities, we quickly saw that after every research activity, we needed to debrief. We wondered, 'How could they [care leavers] have never spoken about this before [abusive and traumatic experiences]?' Our team has done research on sensitive issues and vulnerable groups, but we had never been impacted like we had during this process. It had a big impact on us working with the team of youth. This impacted why we wanted to prioritize the care leavers themselves. In the orginal grant we were in our niche, however, the follow-on grant is out of our area of comfort. Here we are talking about what is outside the scope of our usual work – [regarding advancing] the referral network. IRCKHF is coordinating and doing the monitoring and evaluation of the mechanism and revision of the 'care leaver kit'. At the same time, if we don't do it – and it's never been done before – who will do it. Who will do it?

– Dr. Aida Essaid, Director, IRCKHF

Case Study Framework – New Tactics Strategic Effectiveness Method

We will use IRCKHF's Empowering Care Leavers campaign to demonstrate the *New Tactics in Human Rights Strategic Effectiveness Method* in practice. The Method contains five important steps that assist you in developing the strategy and tactics for your campaign. The Method helps you recognize your areas of strength and challenge as you develop your strategic path for advocacy – your journey of change:

1. Identify the Problem from a human rights-based perspective
2. Create a Vision using a human rights-based approach
3. Map the Terrain by viewing your context through the lens of human relationships
4. Explore Tactics to more strategically select goals and prevention, intervention, restorative or promotion tactics to address human rights issues
5. Take Action to advance advocacy action areas of building internal capacity, research, mobilization and engagement with decision makers.

The application of the Method can further be examined within your own organization through a series of reflection questions provided after each step.

Step 1 – Identify the Problem

Human rights issues are often very broad and complex, yet the resources to address them are limited. It is difficult to create a plan of action to address a broad issue. It is important to narrow the focus and choose a place to begin an advocacy effort, defining the specific issue or problem as clearly as possible. Equally important is that the problem be expressed as a violation of a particular human right because there are legal obligations and mandates to respect and protect those rights. This makes an important change in the perception of the problem from one that may be solved by charity, to one that requires action based on universal mandates and legal obligations.

It is important to recognize that from the first step of identifying your problem, you are already engaging in strategy and tactics. This first step often begins with a broad definition of the problem. Then you work your way to a more tightly defined, human rights-based, and agreed-upon issue for action. This step is re-visited through on-going assessments and evaluation to better refine the problem to address the underlying sources. Using a human rights-based approach, you begin by asking, "What rights are being neglected, abused or denied in this situation?" This makes it possible for the community to move beyond what they feel is "needed." This transforms the community's relationship with those who want to empower the community as well as with those with the power to address the injustice. This step provides an essential foundation to know yourself, requiring everyone to think and respond differently.

IRCKHF's experience provides an excellent example of how to use indepth research to evaluate a problem from a human rights framework in order to guide the direction of an advocacy campaign. IRCKHF did not receive any specific training using the ***New Tactics Strategic Effectiveness Method***. New Tactics did provide an individual consultation sharing the method and ideas for application in different areas of IRCKHF's campaign. The development of a human rights based problem statement was one of these areas.

IRCKHF progressed through the following evolving statements. This process can help you to gain a clearer understanding of the human rights being denied and sought by orphans and particularly children deprived of family ties. IRCKHF utilized the research they had already conducted to sharpen their problem statement.

Original Problem Statement: **Orphans in Jordan are expected to survive and thrive within citizenship structures that assume the centrality of family while they are not part of families thus resulting in their social alienation and exclusion.**

During phase one (July 2014 to January 2015), IRCKHF carried out literature, legislative and media reviews through desk and online research as well as direct interviews. The literature review was based on a desk review of all

previous research conducted on children and youth deprived of family ties and care leavers in Jordan. In addition, a review of social psychology literature was conducted. ***Social identity theory*** was identified as the ideal theoretical framework for the design of tools and data analysis of the research component for YDFT. The review and analysis of existing international conventions and best practices, national guidelines, strategies, policies and laws concerning orphans of 'unknown origin' as well as those laws and policies that affect them provided the human rights foundation for their advocacy effort.[6]

The following revised problem statement provides a more clear understanding of whose rights are being violated and what the impact of the problem is on those experiencing the problem.

Revised Problem Statement: **Children deprived of family ties in Jordan are denied their rights as citizens and experience life-long discrimination, stigmatization and exclusion due to the origins of their birth.**

This revised problem statement more clearly defines the parameters of the advocacy campaign:

- "who" has the identified problem: the revised statement clarifies a more narrow target group of 'orphans', those that are most discriminated against – **children deprived of family ties in Jordan due to the origins of their birth.**
- "what specific rights" are being denied: The previous statement highlighted the importance of citizenship structures that rely on family. The revised statement underlines that such a reliance on family results in children deprived of family ties being denied their **rights as citizens**. This is clear discrimination and a violation of Article 2 of both the Universal Declaration of Human Rights (UDHR) and the Convention on the Rights of the Child (see Human Rights Focus Areas).
- "how" this group is being violated and marginalized: The previous statement outlines social alienation and exclusion. Contextualizing the issue takes the human rights based approach into the concrete reality of Jordanian society. IRCKHF could have left the name of the group as 'born out of wedlock' as suggested by the CRC to the Jordanian government. However, this would not have addressed the human rights principle of non-discrimination in the context of Jordan. The violations and marginalization of children deprived of family ties results in their experience of **life-long discrimination due to the origins of their birth**. This includes societal stigmatization and exclusion.

Advocacy Action Areas

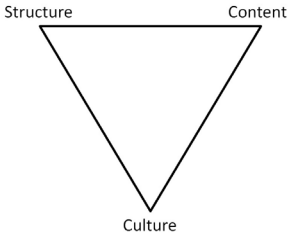
A challenge for many civil society organizations is distinguishing between being busy with activities and implementing activities that strategically advance an advocacy effort. In order to help organizations better assess how to expend precious resources, the Legacy Tool offers four action areas that are needed to conduct any advocacy campaign: internal capacity building, research, mobilization and engagement with decision makers.

During the problem identification phase, IRCKHF focused their considerable experience and capacity as an organization on research.

[6] *Empowering Care Leavers in Jordan, Research Volume 1, September 2016.*

Research:

Research at the problem identification phase is critical. The **Triangle Analysis**[7] can be very useful to guide research to pinpoint whether the problem lies with one, a combination or all three of the following areas:



- **Content:** the written laws, policies, and budget priorities or the absence of these.
- **Structure:** the state and non-state mechanisms for implementing a law or policy and allocation of funds. Such structures include the police, courts, hospitals, credit unions, ministries, and health and social programs, etc.
- **Culture:** the values and behavior that shape how people deal with and understand issues, the "unwritten laws" of behavioral expectations. These values and behavior are influenced by such things as gender, class, custom, religion, ethnicity, and age.

IRCKHF carried this analysis even further due to their identification of ***social identify theory***[8]. Their own "triangle" of analysis became more extenseive. For the purpose of this case study, we will highlight the "content, structure, and culture" components in the section below.

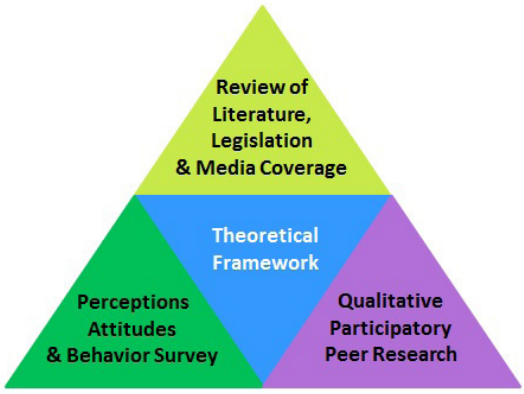


Figure above: This graphic illustrates the "Theoretical Framework" used by IRCKHF. The original triangle components of "content and structure" are reflected by the "Review of Literature, Legislation & Media Coverage". The area of "culture" is extensively explored through the research processes used by IRCKHF, including the "Perceptions, Attitudes & Behavior Survey" and the "Qualitative Participatory Peer Research".

Human Rights-Based Focus Area[9]

The human rights framework provides an essential operating guide based on recognized international principles and standards for advocacy efforts. When applying these human rights for advocacy efforts, it can be helpful to view these rights and responsibilities through four focus areas: **safety and security; non-discrimination; participation** and **protection–accountability**. The Universal Declaration of Human Rights (UDHR) provides the basis for subsequent international agreements.

This issue falls solidly in the focus area of **Non-discrimination**. An examination of the UDHR, and more specifically for this issue, the **Convention for the Rights of the Child**, provides an opportunity to show the importance of non-discrimination in the "content, structure and culture" research in Jordan.

Leveraging international mechanisms

IRCKHF leveraged their research expertise through the United Nations review process known as the ***Universal Periodic Review (UPR)***. The UPR process includes a mechanism for non-state actors to submit alternative or "shadow reports"[10] in order to provide the relevant UN committee with additional information for each State under review. During the 2014 UPR of the Jordanian Government by the UN Committee for the Rights of the Child (CRC), the majority of civil society information was contributed by IRCKHF. In addition to submitting a report, IRCKHF also participated in the pre-sessional working group of the committee, both in cooperation with other civil society organizations. The issue of children in alternative care, and specifically those of unknown parentage, was a matter of discussion with the committee prior to their meeting with the Government of Jordan in 2014.

In that review of the Jordanian Government, **the CRC emphasized the general discrimination** regarding highly vulnerable populations of children: children

[7] *"Triangle Analysis" originates from Margaret Schuler in Empowerment and the Law, 1986. The text is adapted from Lisa VeneKlassen and Valerie Miller,* ***A New Weave of Power, People, and Politics: The Action Guide for Advocacy and Citizen Participation****, 2002.*

[8] *Henri Tajfel and John C. Turner, "The Social Identity Theory of Intergroup Behavior," in S. Worchel & W. G. Austin (Eds.),* **Psychology of Intergroup Relations** *(Chicago, IL: Nelson-Hall; 1986), page 15 - 20.*

[9] *Source: The information related to these four areas of rights are adapted from and found in* **Discover Human Rights: A Human Rights Approach to Social Justice Work, The Advocates for Human Rights** *(http://bit.ly/1TmOp6v). The New Tactics Method utilizes: safety and security; non-discrimination; participation; and protection–accountability. NOTE: The rights listed in these four "categories" may be placed in any area depending upon the context where the right is being violated. For example, Article 23: Right to join trade unions might be placed in "Safety and Security" rather than "Participation" where organizing or joining a union is dangerous.*

[10] *For more information in English on Using Shadow Reports for Advocacy visit https://www.newtactics.org/using-shadow-reports-advocacy/using-shadow-reports-advocacy*

- *The position of the Jordanian Constitution, specifically Article 6 that contains the principle of equality of all Jordanians before the law. This has resulted in some law provisions that emphasize the principle of nondiscrimination.*
- *A number of Jordanian laws that relate specifically to those without family care in Jordan include:*
  - *Personal status law*
  - *Law on Protection against Family Violence*
  - *Nationality Law*
  - *Juvenile Law No. 32 of 2014*
  - *Civil Status Law No. 9 of 2001, Article 23 and 24 of the Civil Status Act*
  - *National Center for Human Rights Law No. 51 of 2006*

of Jordanian mothers on account of their father's non-Jordanian nationality, children born out of wedlock, de facto discrimination against children living in extreme poverty, and children living in the remote areas of the country. Specifically regarding discrimination of children born out of wedlock, the CRC stated that a classification of children as "illegitimate" is discriminatory and violates the principles and rights of the child enshrined in the Convention. The CRC made two specific recommendations for the Jordanian Government:

1. the State party make greater efforts to ensure that all children within its jurisdiction enjoy all the rights enshrined in the Convention without discrimination, in accordance with Article 2, by effectively implementing the existing laws that guarantee the principle of non-discrimination.

2. the State party abolish the discriminatory classification of children as "illegitimate" and adopt a proactive and comprehensive strategy to eliminate de facto discrimination on any grounds and against all vulnerable groups of children, and prioritize social and health services and equal opportunities to education for children belonging to the most vulnerable groups.

Research – Content (Literature and Legislative Reviews)

In the subsequent research conducted by IRCKHF, they highlight that the CRC recommendations are based upon and reinforced by Jordan's constitution as well as national lawas and mechanisms for addressing the discrimination against children/youth deprived of family ties (see side bar). IRCKHF's research exploration provides an especially thorough review of the current laws and policies through desk and online research as well as direct interviews.

The literature review was based on a desk review of all previous research conducted on children and youth deprived of family ties and care leavers in Jordan[11]. In addition, a review of social psychology literature was conducted. ***Social identity theory*** was identified as the ideal theoretical framework for the design of tools and data analysis of the research component for YDFT. A review and analysis of existing international conventions and best practices, national guidelines, strategies, policies and laws concerning orphans of 'unknown origin' as well as those laws and policies that affect them. These legal foundations safeguard the rights of orphans, regardless of the origin of their birth, to enjoy rights afforded under the Sharia, such as the right to maintenance, the right to own property, the right to receive care, the right to education and health and also the right to inherit, if the identity of one of the parents is known.

Content research provides the opportunity to base your own advocacy on a solid human rights framework. The position of international law for human rights relevant to orphans and youth deprived of family ties is outlined through the following United Nations mechanisms:

- Article 2 of the Universal Declaration of Human Rights outlines the terms of equality and non-discrimination (emphasis on relevant wording indicated): *Everyone is entitled to all the rights and freedoms set forth in this Declaration,* ***without distinction of any kind, such as*** *race, colour, sex, language, religion, political or other opinion, national or social origin, property,* ***birth*** *or other status. Furthermore, no distinction shall be made on the basis of the political, jurisdictional or international status of the country or territory to which a person belongs, whether it be independent, trust, non-self-governing or under*

[11] *See* ***Empowering Care Leavers****, Volume 1, for the in depth findings from the literature, legislative and media research and annex 1 in the report for the interview tool used by IRCKHF with experts.*

any other limitation of sovereignty.

- Article 25 (2) of the UDHR: *Motherhood and childhood are entitled to special care and assistance. All children, whether* ***born in or out of wedlock****, shall enjoy the same social protection.*
- Article 2 (2), Convention on Rights of the Child, 1983 (emphasis on relevant wording indicated): *States Parties shall take all appropriate measures to ensure that the child is* ***protected against all forms of discrimination*** *or punishment on the basis of the status, activities, expressed opinions, or beliefs of the child's parents, legal guardians, or family members.*
- Article 20 (3), Convention on Rights of the Child, 1983 provides the recommended remedies for children deprived of family ties: *Such care could include, inter alia, foster placement, kafalah of Islamic law, adoption or if necessary placement in suitable institutions for the care of children. When considering solutions, due regard shall be paid to the desirability of continuity in a child's upbringing and to the child's ethnic, religious, cultural and linguistic background.*

It is important to note, that since ratifying the Convention on the Rights of the Child, the Government of Jordan has maintained three reservations to articles 14, 20, and 21. One such reservation to Article 20 (3) stated above regards "the provision on adoption," noting that children in Jordan "retain the right to benefit from the alternative family care under the Islamic system of kafalah and fostering arrangements established in accordance with the Sharia."

Research – Structure

For the purpose of this case study, two areas of concern are underscored that relate to the perpetuation of discrimination and stigmatization of this vulnerable population in both content and structure: terminology and data collection.

Terminology

IRCKHF found a wide range of terminology associated with this population of vulnerable children and youth. The inconsistencies in the terms used to describe orphans, and particularly children and youth deprived of family ties, impact not only the legal frameworks as outlined in the previous section, but also the structures mandated to implement the laws and policies. These inconsistencies appeared in the following areas:

- **In academic, governmental and non-governmental reports.** The terms range from neutral to stigmatizing including orphans, children and youth without parental care or family support, born out of wedlock, legitimate and illegitimate children, children of unknown origin or unknown lineage, child of sin, foundling.
- **Between the Arabic and English languages.** In addition, the terminology in Arabic, or translated into Arabic, seems to be more discriminatory. As a case in point, among the terms found by care leavers themselves to be discriminatory and stigmatizing is 'unknown origin'.
- **In the operations of different ministries.** Aside from the issue of discrimination, the different categories and definitions that are used make it more challenging to both get and conceptualize information on children and youth deprived of family ties.

Data Collection

Due to this wide range of terms, it is very difficult to know how many children and youth are actually impacted. The differences in how orphans, and particularly children and youth deprived of family ties, are described results in inconsistencies in official categories, definitions and how information about them is collected. For example, statistics and numbers on children and youth deprived of family ties vary greatly in the literature and reports. Some are presented in percentages, while others in numbers. It is not clear where some of the reports obtain these numbers. This makes it difficult to obtain a clear picture on the actual numbers of children and youth deprived of family ties.

Without a consistent definition of who makes up this population, accurate information is difficult to obtain. This in turn makes it difficult to set policy, implement the policies and to allocate sufficient budgetary resources to ensure the rights and care of this vulnerable population.

Research – Culture

As mentioned previously, the area of "culture" is extensively explored through the enhanced "triangle analysis" used by IRCKHF that included the "Perceptions, Attitudes & Behavior Survey" and the "Qualitative Participatory Peer Research". These aspects are particularly highlighted by the role of media and society in perpetuating the discimination and stigmatization of children and youth deprived of family ties.

Role of Media in perpetuating discrimination and stigmatization

Regardless of whether the inconsistent terminology is intended to deny any individual his/her right, it certainly does contribute to the spread of a social stigma that is harmful to the children and youth deprived of family ties on a social level. The presence of such terminology in formal institutions of the state also encourages its spread and use throughout all levels of society. This spread is most notable in the terminology used by various media outlets in their coverage of this issue and this marginalized population throughout the years. IRCKHF conducted retroactive media research, as well as research regarding current and ongoing media coverage in order to pull out all the terms that are used. For example, when there was a holiday such as mother's day, there are positive connotations given to "orphans". However, if someone got into trouble or was abandoned, then the more negative terms were used. The media research[12] was particularly useful to identify the types and sources of discrimination in order to plan how to reduce and eliminate such discrimination.

Surveyed care home leavers complained of stigmatisation, adding that the last names given to them by the authorities, which usually resemble regular first names rather than family names, cause them discomfort and embarrassment, with some avoiding mentioning them altogether.

Role of Society in perpetuating discrimination and stigmatization

The research into social identity theory[13] provided an understanding into both the self-perception of care leavers, especially the youth deprived family ties (YDFT), and society's perceptions and attitudes toward them. These results provided insights into how discrimination against this vunerable group is embedded into systems and practices, intentionally or unintentionally.[14]

Misconception related to national ID cards and the role of naming in perpetuating discrimination and stigmatization

During IRCKHF's research, they found a belief held among YDFT that their national ID numbers intentionally highlighted their stimatizing status. However, IRCKHF disovered that this is a misconception.

[12] *For a more indepth review of results see,* ***Empowering Care Leavers***, Vol 1., *pages* 32 - 36

[13] *See "social identity theory", Chapter 3,* ***Empowering Care Leavers***, Vol 2., *pages* 16 - 17

[14] *For the indepth rationale, theoretical framework and description of the research design related to IRCKHF's qualitative research see* ***Empowering Care Leavers, Vol 1***, *Pages 37-40 and* ***Empowering Care Leavers, Vol 2***, *page 8, 16-17.*

Generally, ID numbers start with the year of birth but the ID numbers for YDFT do not. This offers an excellent example of how misconceptions in the realm of culture and social identify impact people's lives. Up until the year 2000, YDFT did not have an ID number. At that time anyone who wasn't given an ID at birth was given a number that begins with 2000. This includes a wide variety of circumstances. However, YDFT assumed they were the only ones with this situation. This perception was reinforced when they looked at each others' ID numbers. In addition, when encountering police they were asked to explain their odd ID number which adds to the discrimination and stigmatization felt personally and collectively.

Although this is a misconception, the problem does arise due to such issuing of ID numbers. Based on law, the Department of Civil Status and Passports registers births of Jordanian nationals in Jordan and abroad and of foreign nationals born in Jordanian territory. Children born out of wedlock, recognized as persons before the law, may be registered at any time without reference to any statutory time limits for birth registration. The Department registers their names on the civil register and issues them with national identity numbers, then adds their names to the family register, and issues them with identity cards and passports. ***There is nothing distinctive about the national identity numbers that they are given. The numbers do not contain any elements suggesting that they were born out of wedlock.***

In an attempt to remedy naming difficulties, in 2002, the legislature introduced an amendment to the Personal Status Code granting the departmental committee responsible for correcting names the power to correct the name of a child born outside of wedlock or a child whose parents are unknown. However, this remedy still leaves YDFT with odd names and ID numbers that are difficult for them to explain.

Conclusions

As a result of their extensive research and observations, the IRCKHF campaign focused primarily on the advocacy focus area of **non-discrimination**. Overall, the manifestions of discrimination are profound and are grounded in the content, structure and culture impacting this vulnerable population[15]. These range from circumstances of care in care centers, post-care pathways available to youth, and the subsequent cycle of disadvantages that highlight the unrealistic assumption that these youth can shift to a state of complete independence after leaving care. Such a cycle of low academic qualifications, lack of life skills, and self and societal perceptions is difficult to break. This in turn impacts the kinds of jobs they land, their sources of income, accommodation, their marital status, and general quality of life which increases their vulnerability, abuse, insecurity, and chances of homelessness.

Specifically, IRCKHF determined that the terminology, as highlighted by the CRC, does greatly contribute to the discrimination and stigmatization of YDFT. This impacts all other aspects of their lives, including access to family supports which further results in discrimination regarding education, employment, housing and other areas of social participation. It is important to note the additional burden of gender discrimination faced by YDFT, the differences in challenges faced by girls and boys. As such, this is an intersectional issue which compounds the impacts as they relate to female YDFT.

The research results indicated that considerable awareness raising and long term actions would be required to eliminate the stigma and resulting

[15] ***Empowering Care Leavers***, *Vol.1, 2016, page 15*

discrimination to address the social integration of children from care centers into empowered care leavers.

Reflection for Your Organization:

Step 1 – Identify the Problem

Utilizing these human rights-based focus areas for outreach and message development can help to mobilize different constituencies to participate in your advocacy campaign. Advocacy efforts do not necessarily take place within a set, linear time frame. For example, JREDS' community advocacy trainings, based on the New Tactics Method and the Aqaba beach issue, took place during the same time period as the research on the legislation and the ASEZA mandate. These all contributed to the problem statement revisions to better understand how to tackle the problem. Take time to reflect on the following:

Know yourself

Explore the human rights-based focus areas to assist your own problem analysis and discuss the evolution of JREDS' problem exploration into a human rights-based statement.

- How can your advocacy benefit from a rights-based problem statement?
- How can this example inform your exploration of the human rights advocacy focus areas?
- What kinds of research will help you to better understand your problem?
    - How can research help you to identify the differences in how various marginalized groups experience the problem (e.g., girls, women, people with disabilities, specific minority groups, youth, elderly, etc.)?
- What did you learn about yourself and your organization through the in-depth exploration of the identified problem?

TIPS: Identifying your problem statement

- Check your statement to ensure it is human rights-based to provide others with an understanding of the right that is being violated, abused or denied.
    - What international human rights articles or conventions can you identify that are important for advocating on your issue?
- Provide a brief context as to why the problem exists by using the advocacy focus areas to discuss the unique aspects of your context.
    - How can you connect the right to daily life experience to offer a basis for engagement of stakeholders and accountability from decision makers?
    - How does your target group experience the problem? How do other marginalized groups experience the problem (e.g., girls, women, people with disabilities, specific minority groups, etc.)?
    - What national laws or policies can you find that are important to know or for advocating on your issue?

Step 2 – Create a Vision

It is essential to have a vision of what you want to accomplish. If you do not know where you want to go, it is difficult to get there and hard to know if you have arrived. Communicating a clear human rights-based vision can inspire and motivate others to join you. Your vision plays an integral part in the development of your strategy and tactics. A vision provides a compass for making decisions when advocacy conditions shift and change. You must ***know yourself*** and the future reality you want to create.

During the New Tactics individual consultation with IRCKHF, discussion concerned the development of a human rights based vision. Although IRCKHF had not considered a long term vision, they had developed a campaign slogan: ***Jordan is my support (as a country)***. They had not, and actually did not, use the slogan as they felt it needed to be revisited. However, in preparation of the New Tactics consultation process, they offered this vision statement: ***Eliminate the discrimination against children deprived of family ties in order to remove all sigma around them and hence inclusion within the social structure and viewed as "normal" Jordanians.***

Recall the identified problem statement: ***Children deprived of family ties in Jordan are denied their rights as citizens and experience life-long discrimination, stigmatization and exclusion due to the origins of their birth.***

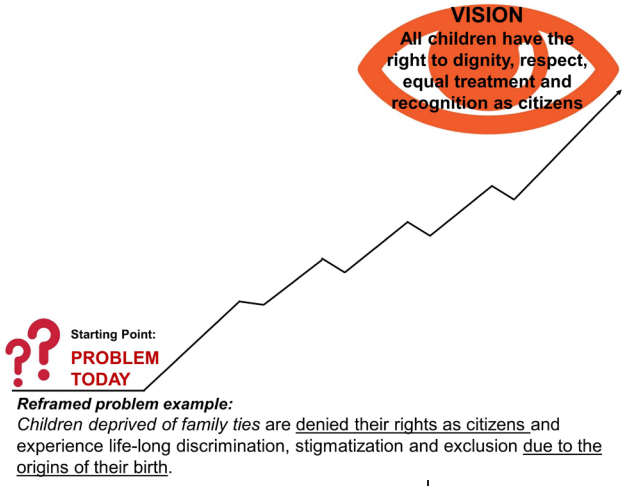
They accurately tied their offered vision to their problem statement. And yet the vision is limited, eliminating discrimination only against children deprived of family ties.

When considering the development of your advocacy campaign's vision, look to the "positive" or "flip-side" of the problem. Then allow yourself to dream about the world as it can be without that problem. Broaden your vision to show the positive remedy of your problem statement that encompasses the fulfillment of the right or rights being denied.

Taking into consideration both the slogan they had developed and a positive rendering of the rights being sought, New Tactics offered this alternative vision statement: ***All children have the right to dignity, respect, equal treatment and recognition as citizens.***

Some might argue that this alternative vision is "too broad". However, if we examine this vision statement we can see the elements of the problem statement addressed in a positive way:

- ***All children*** – children deprived of family ties in Jordan are included, along with other children who may be experiencing violations of their rights, including them without distinction or discrimination.
- ***right to dignity, respect, equal treament and recognition as citizens*** – the



problems of life-long discrimination, stigmatization, exclusion and denial of rights as citizens have been eliminated not only for this group of vulnerable children but all children enjoy this new world.

Such a vision can inspire and invite others who are working with other vulnerable groups of children to see themselves working for such a vision and joining to build that better world. This can open the space for building collaborations with other organizations as well as guide the direction of advocacy efforts both now and in the future.

Reflection for Your Organization

Step 2 – Create a Vision

A vision can evolve over time. As you make gains in your advocacy effort, take time to review and reflect on your vision. Take time to reflect on the following:

Know yourself

Discuss the differences in the vision statements offered above and develop your own vision statement.

- How can your vision statement be utilized for your advocacy (e.g., unifying your staff, outreach to allies, message development, engagement with stakeholders and decision-makers)?

TIPS: Creating your vision statement

- Check your vision statement to ensure it is **human rights-based** to unite others around the right you are seeking to be fulfilled.
- Frame your vision as a **positive statement** that addresses the identified problem.
- Make your vision statement **broad** enough to guide the current campaign and **provide direction** for your future advocacy efforts.
    - Can others outside of your organization or network see themselves in your vision for the future?
    - How have you involved and actively engaged those who are marginalized in creating the vision (e.g., girls, women, people with disabilities, specific minority groups, etc.)?
    - Does your vision exclude others? If so, this is not a human rights-based vision.
- Review your vision on a regular basis to evaluate and **embrace broader visions** to guide greater gains.

Step 3 – Map the Terrain

It is critical to understand the social, cultural, political, and economic context in which advocacy takes place. Human rights-based advocacy is about changing people's attitudes and behaviors as well as the policies and institutions that are formed and maintained by people. New Tactics in Human Rights has developed and adapted specific tools to help guide you through this process of identifying people, groups, organizations and institutions working for and against change in your situation. Whether your work is at the local, national or international level, mapping the terrain of relationships allows you to identify more opportunities for taking action. This step requires an exploration of all three sources of knowledge: ***know yourself, know your opponent, and know the terrain.***

No matter what human rights issue we are seeking to address, decisions about the issue are always made by people. The more we can learn, understand and know about the people involved, the more successful we will be in addressing issues of concern to us and our community. As we examine this case, consider the ways in which you have worked to identify the people, organizations, institutions and relationships involved in your own organization's issues. The information you have gathered can be organized using the tactical map and spectrum of allies tools to enhance the exploration, identification of appropriate targets, and selecting of tactics (see Step 4 – Exploring Tactics).

Using the Tactical Map Tool

IRCKHF did not use the New Tactics tactical map tool to explore the terrain of human relationships. During the individual consultation provided by New Tactics with IRCKHF, the tool was introduced and illustrations provided for how it could be utilized. The rendering of the many relationships discussed were compiled into the following tactical map example.

When using the tactical map, it is crucial to determine a face-to-face "central relationship" between two individual people. These two people represent the human rights problem you are seeking to address. Why is this important? Human rights violations, at the core, are personal experiences. Therefore, the resolution of those violations must also be personal. Human rights-based advocacy efforts seek to change the problem for those who are experiencing the violation and hold accountable those who are perpetrating or making the violation possible through their actions or inaction.

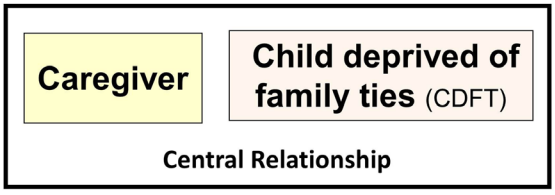
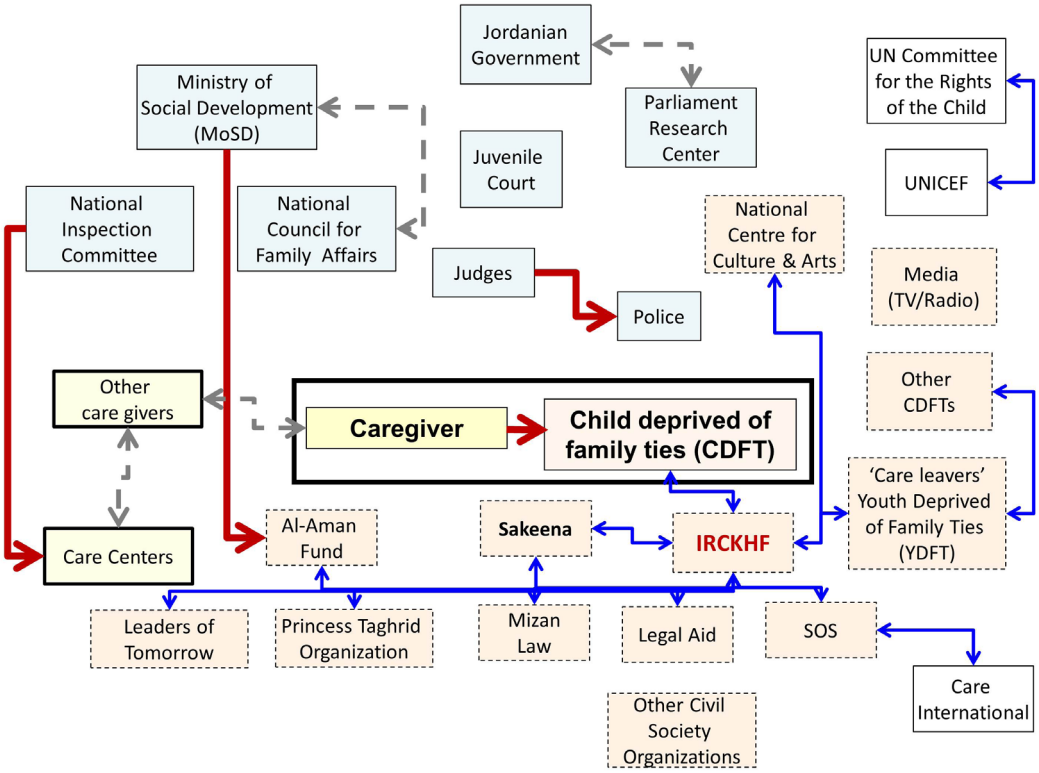


Figure: An example of the central relationship of the Tactical Mapping Tool. of the four action areas.

The face-to-face example that depicts this identified problem is: 1) the **child deprived of family ties** (CDFT) and 2) that child's **caregiver**. This does not imply that all caregivers of children deprived of family ties are treating these children from an attitude and behavior of descrimination and stigmatization. No, there are certainly many caregivers who are treating all the children in their care with dignity, respect and equality. However, when using the tactical map tool, the tool is meant to highlight the situation of human rights violation. Therefore, it is important to discuss and

consider an actual face to face situation which illustrates the violation or denial of the right. In this case, it is important to acknowledge that there are caregivers who themselves perpetuate the discrimination and stigma against children deprived of family ties. It is this relationship that will need to change for the problem to be truly addressed and that marks the starting point of this tactical map.



The benefits to using the tactical map tool for exploring your advocacy "terrain" is that we often miss the wide array of human relationships that are connected to, involved with, invested in and surrounding an issue. As you create your own tactical map, be sure to identify the actual government agencies and bodies, specific media/ journalists and civil society organizations that are interested, involved and invested in your indentified problem. The more specific you are, the more the tactical map can assist your advocacy.

Tactical map key:
Light orange box with dotted line = civil society entities (people, groups, organizations, etc.)

Light yellow box with solid black line = caregivers and care centers

Light blue with gray solid line = government related bodies

White box with gray solid line = international bodies

Relationship lines: shown by the Line Key

Figure Above: The tactical map serves to provide a "birds-eye" view to illustrate the range of organizations engaged in an issue. It is important to note that there were many more 'entities' involved in the process than are indicated on this tactical map. Those that appear here serve to provide an example of the usefulness of the tool as these 'entities' relate to some of those identified through the IRCKHF's advocacy process. The tactical map is a tool to continually update as you learn more about the 'entities' involved in your issue.

TIPS for using the tactical map

Consider when finding the "central relationship":

- Who rights are being violated, abuse, denied?
- Who is violating, abusing or denying another person's right in this situation?
- Is this truly a face-to-face relationship?

NOTE: There is no face-to-face relationship between a person and an institution.

- Is there a face-to-face relationship in this problem that is being overlooked?

Every person, group, association, institution, governmental body, etc., is a possible point for taking action. It is not possible, however, for an organization to focus on each and every point on the tactical map. Additional research is necessary at this stage to be strategic in your use of limited resources to select your points of action wisely.

Using the Spectrum of Allies Tool

The "Spectrum of Allies" tool heightens our awareness and understanding of the people, groups, or institutions that span the full range of possible engagement

with our specific advocacy campaign. Those who we believe would support our efforts may actually have perspectives and goals that would counter or oppose our efforts. At the same time, those we initially think might be passive or active opponents may, in fact, support our rights based advocacy efforts. A key point to remember is that individual people make up groups, associations and institutions.

Even when a particular group or institution takes a stance against us, there may still be individuals within the group or institution that will support our advocacy effort.

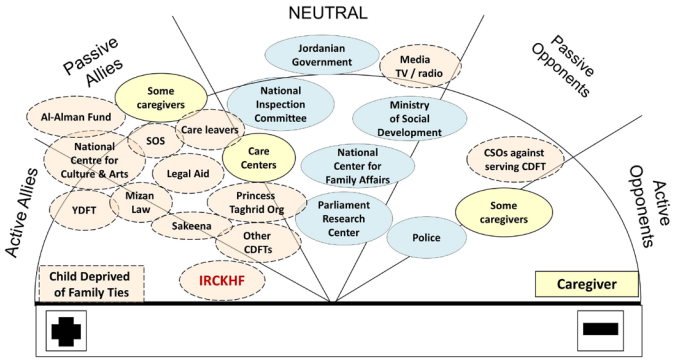


Figure Above: The "spectrum" is a tool to continually revise as you conduct research, analyze new information and carry out tactics to engage and move different targets towards the active ally segment of the spectrum.

As with the tactical map tool, IRCHKF had not specifically used the spectrum of allies tool in this campaign. Although they had used the tool in a prior campaign effort.

In order to illustrate how the spectrum of allies tool can be used, the tactical map shared with IRCHKF duing the New Tactics consultation was used to then create a spectrum of allies based on the relationships identified on their tactical map. This spectrum was used during the consultation discussion.

Reflection for Your Organization

Step 3 – Map the Terrain

Mapping the terrain provides information and insights for mobilizing allies and building coalitions. The tactical map and spectrum of allies tools provide critical support when exploring and selecting tactics to advance your advocacy effort. It is vital to any campaign to identify people, organizations and institutions that can provide on-going support and assistance for planning, outreach, and mobilization.

Take time to reflect on the following:

Know Yourself

Consider how your organization can more thoroughly "map the terrain" and understand your context related to the identified problem:

- Have both women and men participated in the process of mapping the terrain? If not, do the results of your tactical map reflect/include gender related aspects such as differences in relational contacts, power relations, and decision making?
- Who are your allies – those who support your position or efforts on an issue; and those who will **actively** work together with you?
- What kind of **mobilization** is needed to engage your network of people, groups, and organizations to better understand the problem you've identified within your context?

Know your opponents / Know the Terrain

- Who are your opponents – those who do not support your position or efforts on an issue; and those who will actively work against you?
- Who do you need to mobilize in this phase of your advocacy to better understand the terrain (e.g., people with specific areas of expertise)?

TIPS: Mapping your terrain

- Put PEOPLE at the center:
  - Whose right is being violated, abused or denied?
  - Who is violating, abusing or denying another person's right in this situation?
- What kind of research is needed to help you determine:
  - Who else is involved, interested or invested in this issue?
  - Who carries responsibilities for addressing this issue?
  - Who are potential allies and opponents regarding this issue?

Step 4 – Explore Tactics

Tactics are the actions you take to move toward your goal and advance your journey of change. Used well, tactics can build influence and change the terrain of human relationships. There are many tactics available to human rights advocates, and more are being developed every day! The more tactics you study and learn, the more you can adapt tactic ideas to meet your needs and keep your opponent off balance. This step explores and compiles information from all three sources of knowledge: **know yourself, know your opponent, and know the terrain.** This step will highlight the following areas of strategic and tactical development:

- Human rights-based tactical aims
- Strategic goals for advancing your journey of change
- Advocacy Action Areas: internal capacity building, research, mobilization, and engaging with decision makers
- Use of technology

Human Rights-Based Tactical Aims

Most organizations seeking to advance human rights can only accommodate one or two primary tactical aims within their institutional frameworks. This is due to the time they take to learn, the investment in staffing and the difficulties of raising funds, and the measurement of performance and effectiveness. Having a clear understanding of your tactical aim helps you to more effectively select the tactics to reach your goals in addressing your identified problem. New Tactics in Human Rights has identified four primary human rights-based tactical aims: **prevention, intervention, restorative,** and **promotion**.

Ask yourself – Is your primary aim to:

- **prevent** an imminent abuse from taking place now and in the future?
- **intervene** in situations of long standing denial or abuse of human rights for individuals and communities that are marginalized or excluded?
- **restore** and rebuild the lives of victims and communities after abuse – to help them heal, seek justice, reconciliation, or redress?
- **promote** human rights by building respectful and engaged communities or policies and institutions where human rights are understood, strengthened, and respected?

As we examine the journey of change in this case, study the goals and the tactics selected to move the advocacy forward. In addition, as we explore each action area and the tactics selected, consider how your own tactics support and

interconnect to advance your own campaigns. This will assist you in being more strategic and tactically effective in your advocacy efforts.

Developing the Journey of Change

Return to your problem statement for guidance when developing milestone goals to assess progress on your journey of change. It is important to note that the extensive research undertaken by IRCKHF provided a solid foundation for developing a strategic path for action to address their identified problem.

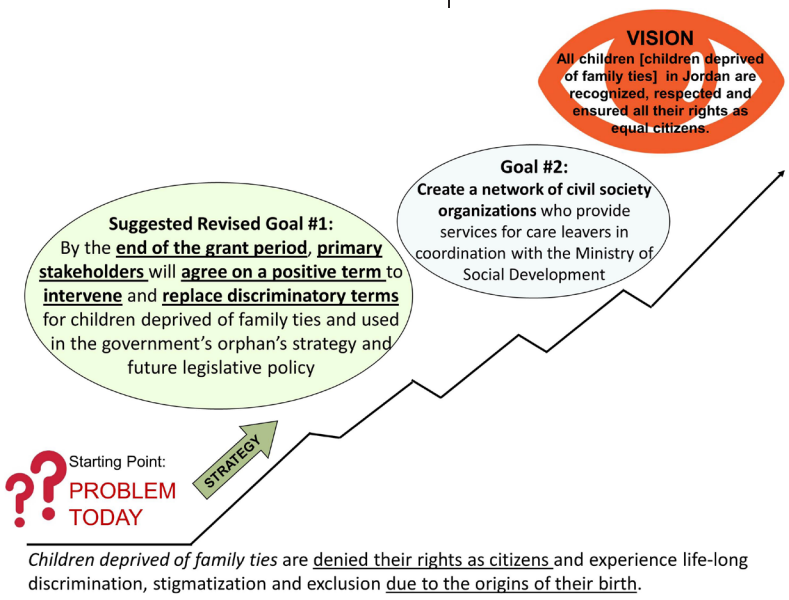


Figure above: This journey of change visual provides an overview of IRCKHF's immediate and longer-term goals.

IRCKHF's problem statement: ***Children deprived of family ties are denied their rights as citizens and experience life-long discrimination, stigmatization and exclusion due to the origins of their birth.***

IRCKHF's research identified the various and most striking forms of discrimination faced by children and youth deprived of family ties, whether social, legal or other. Initially, IRCKHF set out to eliminate the different types of stigma that they had identified. Upon further examination, one underlying aspect of the discrimination that occurs is due to the stigmatization perpetuated by terms used to describe 'orphans,' particularly those children deprived of family ties due to the origins of their birth.

This provided guidance for IRCKHF's strategic direction by outlining two general goal statements:

1. Reduce the stigma and discrimination towards orphans by raising awareness and advocating the legal and social rights in order to protect and promote equality and a healthy integration into society.

2. Create a network of civil society organizations who provide services for care leavers in Jordan by building their capacities in order to continue and improve their services through cooperation with each other and coordination with the Ministry of Social Development.

During the consulation with New Tactics, these two statements were discussed to explore a deeper reflection on their **tactical aims** to guide their campaign in addressing the human rights violations outlined in their problem statement. Examining the tactical aims help to ensure that the targets and tactics selected to address the problem will reach the intended purpose.

IRCKHF determined two critical tactical aims for their advocacy effort: **intervention** and **restorative**. The first tactical aim:

Intervention: The campaign sought to intervene in the on-going stigma and discrimination of this vulnerable and marginalized population. In order to reduce the stigma and discrimination, IRCKHF chose to intervene in the terms commonly used that perpetuate the stigmatization and discrimination against children and youth deprived of family ties (YDFT). In order to make this invention aim more clear, the goal was revised a number of times:

- ***Removing the social stigma against care leavers in the Jordanian society.***

- ***Remove discriminatory names and replace with a positive term to address the stigma and enhance the Jordanian government's orphans strategy***
- Finally, making the statement more strategic and SMART: ***By the end of the grant period, primary stakeholders will agree on a positive term to intervene and replace discriminatory terms for children deprived of family ties to be used in the government's orphans strategy and future legislative policy.***

The following example illustrates how you might examine your own goals to ensure that they are strategic and SMART.

Strategic: The human rights aim of the campaign is directed toward replacing stigmatizing terms which ***intervenes*** in the on-going discrimination of children (youth) deprived of family ties.

Specific: ***primary stakeholders will agree on a positive term to replace stigmatizing terms***

Measurable: ***a positive term is agreed upon by the end of the campaign's grant period*** [the timeline for the campaign], the positive term is used by primary stakeholders and in the government's orphans strategy and future legislative work

Achievable: primary stakeholders ***will agree on a positive term*** to replace stigmatizing terms

Relevant: addressing the ***stigmatizing terms*** used to describe orphans – and particularly children and youth deprived of family ties due to the origins of their birth – will ***intervene*** in the perpetuation of the discrimination they suffer

Time bound: by the end of the campaign's grant period

IRCKF recognized that rather than eliminate all the forms of stigma, they could begin by addressing the terms that perpetuate the stigma and discrimination. It is very difficult to measure "reduced stigma". But it is possible to measure the use of positive terms that they and key stakeholders could agree to promote.

The second tactical aim:

Restorative: The campaign of ***empowering care leavers*** required the engagement and full participation of the primary stakeholders themselves – care leavers, the youth deprived of family ties (YDFT). Addressing the discrimination accentuated by the gaps in support YDFT experience due to their lack of family ties. To respond to this gap, IRCKHF determined another goal in their journey of change, to include the creation of a network of support organizations to assist and advance the empowerment of YDFT. This is a restorative aim.

The second goal identified by IRCKHF was stated as: ***Create a network of civil society organizations who provide services for care leavers in coordination with the Ministry of Social Development***

By positioning their goals in this way, IRCKHF focused their energy and resources to select tactics for making significant gains toward these two goals.

TIPS: Creating your "journey of change"

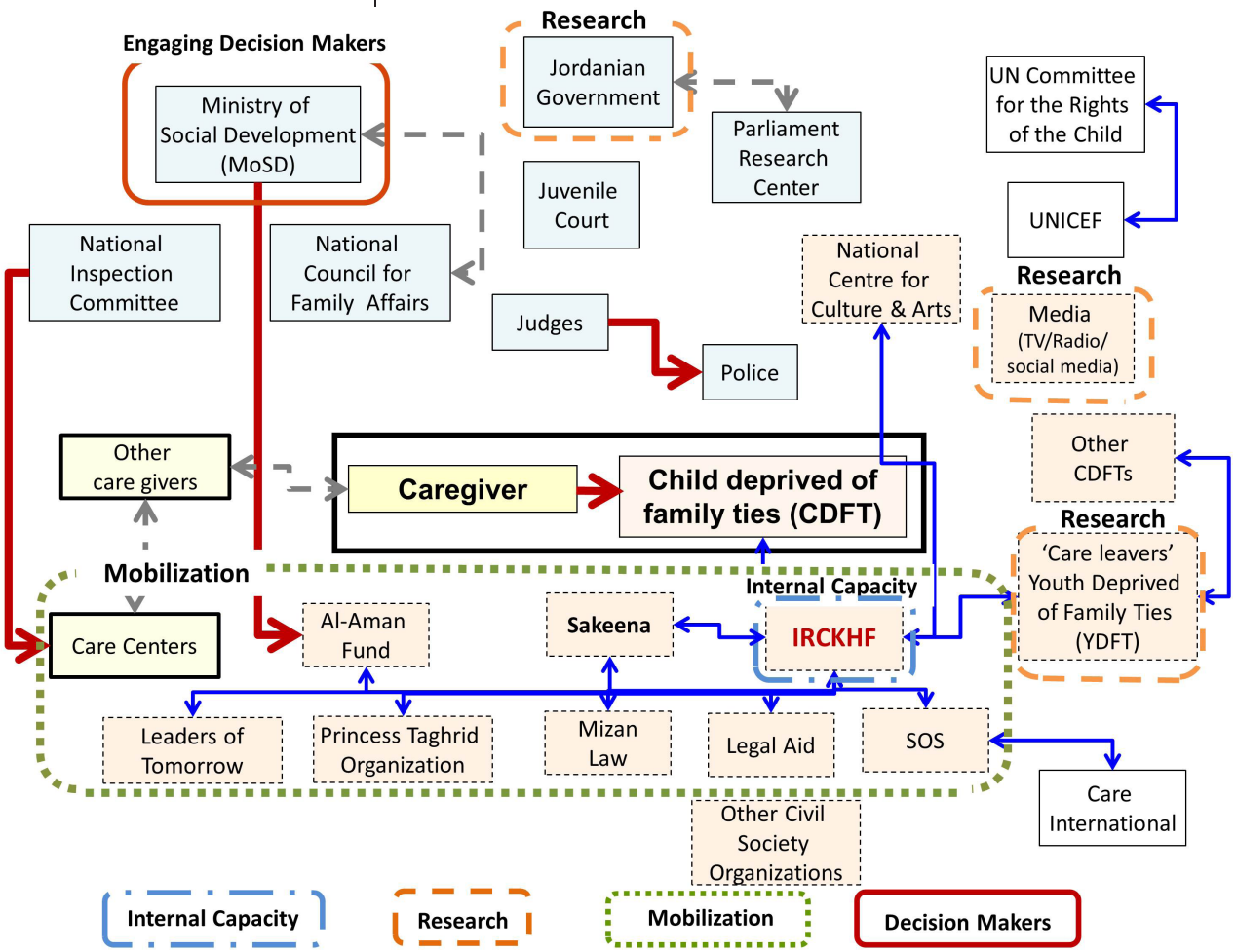
Know yourself

- Consider how can you ensure participation of your target group in setting desired outcomes and results.
- Identify goals or milestones to create your "journey of change." These goals need to be "SMART" – specific , measureable, achievable, relevant and time bound so you can monitor your progress, evaluate your successes, and know what remains to be done.
- Consider making specific goals that relate to each of the action areas: internal capacity building, research, mobilization and engagement with decision makers.

Advocacy Action Areas

In carrying out advocacy, these action areas (internal capacity building, research, mobilization and engaging decision makers) provide guidance for developing your milestones along the path of your journey of change. It is important to understand that each action area supports the others and helps you monitor your progress and evaluate both your shortcomings and successes. Developing goals for each action area can also provide timing priorities to ensure different aspects of the campaign are working together.

Figure Below: This tactical map highlights the location of the tactical targets for each of the four action areas.



The tactical map provides a way to visually identify the targets for each action area. The spectrum of allies highlights where these targets are positioned on the spectrum. The positions based from active allies to active opponents provide critical insights for tactic selection for reaching and succeeding with the identified targets. The most effective tactics are interconnected and mutually support the advancement of other tactics. Consider how to engage your target groups and how your own tactics are interconnected in order to advance your own campaign. We will use the tactical map and spectrum of allies tool to illustrate the targets of the advocacy action areas selected in this case. As we examine the action areas and the tactics selected, consider how your own tactics are interconnected in order to advance your own campaign.

As noted previously, research was the primary advocacy action area utilized by IRCKHF. Their innovative methods of research were creatively used to mobilize primary stakeholders and engage decision makers. The following section will examine these action areas using the tactical map and spectrum of allies tools to visually assist you in understanding the selected targets and tactics for moving IRCKHF's advocacy forward.

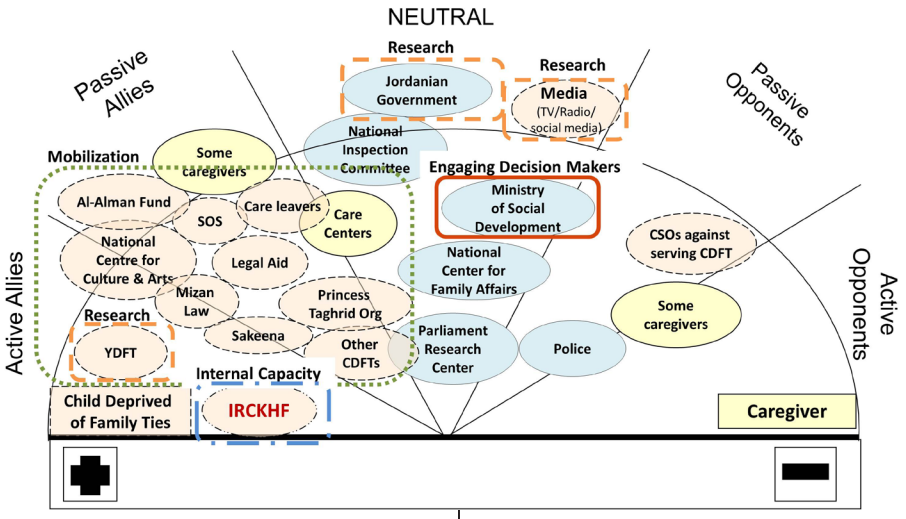


Figure above: This spectrum highlights the location of the tactical targets for each of the four action areas. Note the concentration of targets focused in the "Active Allies, Passive Allies and Neutral" segments.

Spectrum of Allies Key with Advocacy Action Areas

Center relationship – Child deprived of family ties and Caregiver: These are located at opposite ends of the spectrum as they represent the problem

Light organge circle with dashed line = civil society entities

IRCKHF: Light orange circle with dashed line in Bold RED text

Light yellow circle with bold black line = Care centers and care givers

Light blue circle = Jordanian government entities

Advocacy Action Areas:

- *Internal Capacity = light blue dotted and dashed line*
- *Research = orange dashed line*
- *Mobilization = green dotted line*
- *Engaging Decision Makers = solid red line*

Consider how to engage your target groups. Examine the spectrum of allies and especially notice those located in the neutral segment. IRCKHF concentrated their research on the Jordanian government and the media during the first phase of their advocacy. As they moved into the second phase, their tactics focused on the active and passive allies segments of the spectrum. It is important to recognize that tactics work together to move your goals forward. As you examine the targets and tactics selected by IRCKHF, use the reflection questions after each Action Area to reflect on your own target and tactic selection. When developing your spectrum of allies, you may find that a certain institution is located in a different segment from the individuals who work within the institution. This is one reason why research is so critical for your advocacy effort. Be sure to talk with as many individuals within an institution as possible to reach those who are interested, willing and able to assist you.

The beauty of the peer research is they become involved in the process, owners of the research, owners of the issues and owners of the results. We've done it before, also with people with disabilities. At the end of the day, it has to be them.

– Dr. Aida Essaid, Director, IRCKHF

Step 5 – Take Action

Without taking action, nothing about the problem you've identified will change. The Strategic Effectiveness Method provides opportunities at each step to take action, monitor, and evaluate your progress. The process helps you to acknowledge successes and learn lessons from the very first step of your advocacy effort. The Method returns you to Step One so you can assess your knowledge – know yourself, know your opponent and know the terrain – and evaluate how your advocacy actions have impacted your identified problem. Take time to determine what has changed and what requires further effort.

As we examine the actual implementation and outcomes of this campaign, reflect on how your organization documents and acknowledges your achievements – internally to your organization staff and network members, but also externally to highlight your progress on your journey of change.

The campaign made notable achievements regarding the goals they set out to achieve. The results are summarized below according to:

- Each **action area** (internal capacity building, research, mobilization, and engagement with decision makers)
- **Target** groups and constituencies
- **Tactics** selected and their **objectives** to achieve the first milestone on the journey of change
- **Outcomes** that highlight and acknowledge the small to large achievements.

Action Areas

Internal Capacity Building

Target: IRCKHF

Tactic: Engaging experts in the field of children and youth deprived of family ties

Objectives: To ensure accuracy of the data collected and develop recommendations approved by the stakeholders themselves for presentation to decision makers and civil society organizations for taking action.

Outcomes: IRCKHF staff engaged the most critical 'experts', the care leavers (YDFT) themselves as peer researchers that were central to the advocacy effort. Dr. Rawan Ibrahim, who has extensive experience in conducting research with children in care and with care leavers, provided both IRCKHF staff and peer researchers with a training on research ethics with this vulnerable population. In addition, IRCKHF worked with two primary partner organizations: Sekeena as an organization with expertise serving the YDFT population; and Leaders of Tomorrow to provide expertise in processes to engage care givers.

The advoacy experience helped IRCKHF staff to better understand the social taboos in society and moved them to expand the parameters of their organization's work. They improved their research skills particularly using the ***social identify theory*** framework and concerning the development and administering of surveys. This advocacy impacted the IRCKHF staff profoundly and has resulted in the decision to be directly involved in the network of civil society organizations providing support for care leavers (see Mobilization).

Internal Capacity Reflection

Know yourself

- Consider how can you ensure participation of your target group in setting outcomes and results. Have women and men in your target group participated in setting the outcomes and results? Do the desired outcomes and results reflect/include gender related aspects such as addressing roles, power relations, access to resources and decision making?
- Consider the internal capacity of your organization for carrying out advocacy, what current support mechanisms are in place?
- For specific advocacy campaigns, discuss the kinds of structures that could be of most benefit for carrying out the campaign. What additional supports are required? How can you enhance your capacities?
- How might technology be used to support and build your internal capacity? What challenges might you face when using technology tools?
- As you explore tactics for building "internal capacity", don't forget that active and passive allies can be mobilized to support and enhance your own organization's capacity. What allies can you engage and rely upon for leadership and implementation roles?

Know the terrain/Know your opponent

- How might technology be used to build external support?
- What challenges might you face regarding opponents or your context when using technology tools?

Research

Three primary targets for research are indicated on the tactical map. The major aspects of research were conducted in phase one of the advocacy (see Identify the Problem). For extensive but passive research, IRCKHF targeted the Jordanian government (content and structure through the literature and legislative reviews) and the media (culture through a review of terms). As we begin to explore phase two of their advocacy, examine the tactical map and the spectrum of allies to see the active research tactics come into play as IRCKHF engages "Care leavers' (Youth Deprived of Family Ties) themselves in an innovative and participatory peer research process.

Target: Care leavers (youth deprived of family ties)

Tactic Selected: Engage a group of care leavers (YDFT) as peer researchers

***Objectives*:** To ensure stakeholder involvement in researching the discrimination and stigmatization among care leavers themselves; to build connection and re-associating among the group, building a natural network of support; and to

Two youth at the beginning of the peer research training retreat got involved in violent behavior. Our partner, Sokeena, withdrew them from the research team and brought on new youth. For the twelve that participated, what a transformation it made for them. They felt they were owners, and the inclusive approach really empowered them. Even though they were trying to remain anonymous, they spoke publicly at the theater event. It opened opportunities and motivated them more. It was a journey.

ensure accuracy of the data collected and develop recommendations approved by the stakeholders themselves.

Outcomes: The engagement of the care leavers as peer researchers was at the core, in the different aspects of the research and their engagement with decision makers. It resulted in their sense of collective ownership of the process and of the results. Discussions with the peer researchers suggest that their empowerment and their commitment to advancing and improving the situations of other orphans was a key strength and result of the advocacy. Their involvement also helped them challenge the power structure and dynamics between them, decision makers and service providers.

This innovative process consisted of 1) the design of the qualitative tools for participatory action/peer research, 2) the selection of 12 care leavers (YDFT), 3) training to build the capacity of peer researchers to conduct the research, and 4) the implementation of the peer research with care leavers (YDFT) and children inside care institutions.

Care leavers were identified and trained to conduct the data collection themselves. The peers received intensive training and coaching to enable them to conduct the data collection. Gender issues were discussed to sensitize them and acknowledge social factors that contribute to establishing them. This was an important innovation that IRCKHF introduced to ensure a holistic approach to the research design and implementation. This ensured the relevance of the findings of the research with care leavers and soon to be care leavers. This research reflected the reality of this marginalized and secluded segment of Jordanian society to allow for an action-oriented intervention to reduce this stigma. In addition, this ensured that the results would support the future development of appropriate and gender sensitive interventions to further empower them. An additional qualitative preparedness survey was conducted with in-care youth, those who were nearing the time when they would become care leavers.

The use of social identity theory increased the relevance of the research design and results. The application of social identify theory was not previously used to identify the problems faced by orphans from their perspective. This innovative approach made the care leavers themselves the core of the research as well as key contributors to findings and proposed solutions. The use of this particular theory contributed to empowering peers participating in this research as they have themselves recognised where the stigma is coming from and designed appropriate ways to combat them through a selection of an appropriate term to refer to themselves.

A key success was the communication and interaction with the peer researchers which was perhaps one of the most important factors contributing to the efficiency of the research. The peer team took part in discussions, forums, and round-table discussions conducted with decision makers, the MoSD and concerned bodies. This collective sense of ownership was positive and ensured their commitment to improving their situation and the situation of others in care institutions.

Target: Care givers (NOTE: this target group is not highlighted as “research” on the tactical map or spectrum of allies tools as this was added in a later phase of the advocacy)

Tactic Selected: Using an interactive empathy building process for research

Objectives: To build empathy among care givers regarding discriminatory and stigmatizing terminology to raise awareness of attitudes and behaviors toward orphans and particularly children deprived of family ties.

Outcomes: Based on the peer research results, a qualitative research process was carried out with care givers and members of the Ministry of Social Development. A 2-day interactive workshop process explored attitudes and behaviors in order to build empathy and awareness of the stigmatization and discrimination toward youth deprived of family ties. IRCKHF collaborated with Leaders of Tomorrow to facilitate the process. The gathering acknowledged the importance of the role of care givers in the lives of children. The participants included care givers and people from the MoSD. IRCKHF worked with Leaders of Tomorrow (MO7AKA) to gather the caregivers and conduct the retreat. Participants explored actual real life scenarios based on the peer research. The scenarios highlighted that care givers are the most important person, both in terms of being a positive and negative influence. The care givers responded very positively and found the opportunity helped them to share some of their own challenges with being in such a key role in the lives of children. YouTube Video highlights. https://www.youtube.com/watch?v=yLGKXFIadYA

Target: Students/General society members (NOTE: this is not highlighted as "research" on the tactical map or spectrum of allies tools)

Tactics Selected:

- Conducting a social stigma survey with general members of Jordanian society
- Creating a theater play based on the peer research results with "pre and post" audience polling
- Using social media – Facebook Page **"Humans of Amman"**

Objective: To gain an understanding of societal attitudes toward orphans (youth without family ties) and build awareness among the general public regarding discrimination and stigmatization.

Outcomes: Based on information gained through the application of the social identity theory and conducting the social stigma survey, IRCKHF needed to address the group's identity association to a positive one.

Constructed from the peer research results, the social stigma survey and a theater play based on personal stories were developed. The social stigma survey was developed to gain an understanding of societal attitudes toward orphans and particularly youth without family ties. The theater play provided an opportunity to channel the results of the peer research into a story telling format with an innovative participatory "before and after" process to capture the audience attitudes toward youth deprived of family ties. The play also captured and reflected some of gender specific challenges that female care leavers encounter while highlighting the common, general obstacles care leavers face. The social media page highlighted stories of care leavers in order to build awareness and foster interaction between students and the general public in an innovative way with care leavers.

IRCKHF asked care leavers what groups they relate to, and pointed out to them which ones were considered to be positive based on the social stigma survey. Up until this point, the Jordanian Government and the CRC had been going back and

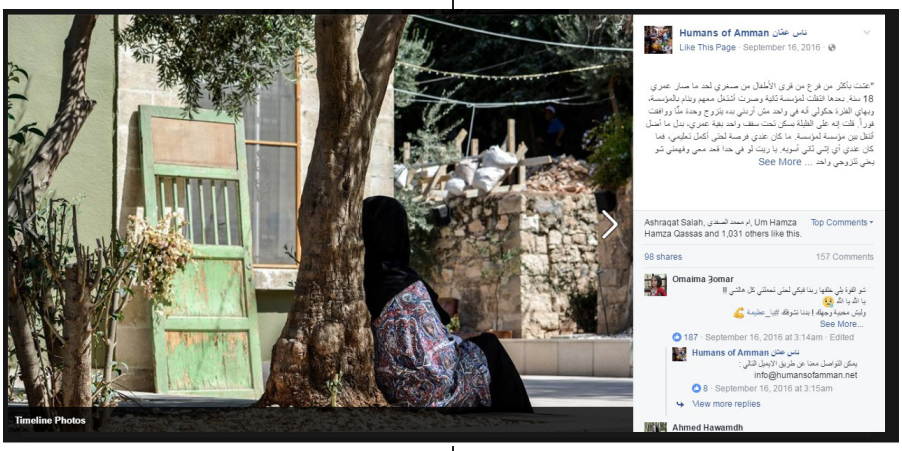
A quantitative survey of members of society set out to answer the following questions:

- *Does society perceive this group of having a negative social identity? In what ways and why?*
- *What are the attributes associated with YDFT?*
- *Do they feel that they are members of a group that have a negative social identity?*
- *Do youth deprived of family care in Jordan strive to achieve or maintain a positive social identity? How so?*

forth using different terminologies. No one had asked the group (care leavers) how they identify themselves until the peer research happened, nor how society perceives the group until the social stigma survey. This is how the umbrella group of 'orphans' as a positive group association was identified.

Social Stigma Survey: The survey was developed by IRCKHF with a revision and results calculated by an external party, the King Hussein Cancer Centre (KHCC), to ensure its statistic validity. The survey process was conducted between December 2015 and January 2016. The survey was completed by 600 participants; 51.8% males and 48.2% females. 88.8% of respondents lived in an urban area and 12.5% in a rural area and came from the center (372), north (168) and south (60) of Jordan. The ages of respondents ranged between 18 and 74. 63.2% of respondents were single, 34% married and 1.3% divorced, and 1.5% widowed. It is important to note that due to the length of the survey, a significant number of the respondents were students who took the time to complete it.

Theater Play: IRCKHF gave the writers of the play a report with the main findings and some of the main scenerios to address in the play. The actors then performed a draft of the play for the peer research term who provided significant feedback, actual language and scenerios. The play was performed in six different locations. It highlighted challenges that care leavers encounter in general, as well as additional obstacles that female careleavers encounter. Public polling was conducted before and after to capture audience impressions and any change in attitudes. A YouTube video of the Interactive Play by National Centre for Culture has been posted: مسرحية - ولدت لأكون



The Facebook page was created with five stories posted on Humans of Amman
[First post: 5 September 2016]
[Story 1: 6 September 2016]
[Story 2: 9 September 2016]
[Story 3: 16 September 2016]
[Story 4: 23 September 2016]
[Story 5: 30 September 2016]

Humans of Amman: The social media facebook page featured shared stories of youth deprived of family ties. The result was quite positive with people being sympathetic. For example, in one circumstance a young woman saw what two of her friends had written and she was able to reveal herself to them. She reported that the result of this revelation was very positive.

Target: Media (see Step 1 for more indepth information on this research)

Tactic Selected: Media terminology research regarding orphans and youth deprived of family ties

The research focused on identifying the stigmatizing terms used against orphans and care leavers in the media. The methodology included calculation and examination of all terminology related to orphans in the various types of media (newspapers, mass media) in Jordan. All these terminologies were collected and analysed to allow for an action-oriented intervention to reduce this stigma. (see Mobilization)

Research Reflection

Know yourself

- What forms of research do you need to better understand your identified problem?
    - Rights-based information: What tactics would help you gain more knowledge of the human right that is being violated or obstructed? Consider how gender, age or disabilities might factor into the problem and your research tactics.
    - Technical information: What tactics would help you gain more knowledge of how structures and procedures are implemented? Consider how gender, age or disabilities might factor into the implementation of procedures and regulations.
    - Legislative information: What tactics would help you gain more knowledge of the laws and policies? Consider how gender, age or disabilities might factor into the development of laws and policies.
    - Social information: What tactics would help you gain more knowledge of the cultural and social structures or barriers? Consider how gender differences, such as roles between men and women, power relations, access to resources and decision making might factor into the forms of research you choose.

Know the terrain

- Consider how you can use the New Tactics tools :
    - Use the “tactical map” tool to identify people, organizations and institutions that have special expertise regarding your identified issue
    - Use the “spectrum of allies” tool to discuss appropriate tactics for engaging experts based on their position as allies, neutrals or opponents
- How can research be used to build awareness and to mobilize allies?
- How might technology help or hinder your research efforts?
    - What kinds of technology would benefit your research?
    - What kinds of technology are useful in compiling information on your issue?
    - What kinds of technology are useful for analyzing results?
    - How are marginalized groups excluded from access or use of technology (e.g., women, people with disabilities, etc.)

Know your opponent

- How can research be used to counter opposition from opponents?
- How can research be used to develop recommendations for action to engage decision-makers?
- How will decision-makers (allies and opponents) react to the results of your research?

- What considerations do you need to make regarding the method or technology you've selected?

Mobilization

Target: Civil Society Organizations

Tactic Selected: Outreach to engage civil society organizations providing services

Objective: Create a network of civil society organizations to provide services for care leavers in Jordan by building their capacities in order to continue and improve their services through inter-organizational cooperation as well as coordination with the MoSD.

Outcomes: The initial outreach targeted organizations providing services or interested in providing service to care leavers, and particularly YDFT. IRCKHF particularly engaged the organizations that agreed to use and promote positive terms. This laid the foundation for identifying potential organization for building a referral network for care leavers.

The network developed a first version of a user friendly "care leavers kit". This includes basic areas of information such as: How to pay electric bills, opening banks accounts, getting a driver's license, basic hygiene, shopping and buying groceries, managing money and a personal budget, and other basic life skills. All network members are in the kit along with the support they can offer. The kit also includes a "phone card" with the most important phone numbers for care leaves to keep with them.

Target: Media

Tactic Selected: Development of a "Do and don't" terminology guide to promote positive terms for YDFT

Objectives: To address the discriminatory and stigmatizing terminology used in media reports regarding orphans and particularly children deprived of family ties

Outcomes: Media analysis on the coverage of Youth Deprived of Family Ties (YDFT) was conducted for the years between 2007 and 2016. Two components were explored: a) type of coverage and b) terminology used. In order to analyze the content, the research team searched the archives of these sites using different key words. A total of 65 articles were found and reviewed from 5 national newspapers (online), 17 local online news sites and 2 international news sites from January 2007 to March 2015. The selection of the sites was based on three papers that listed the most commonly visited newspapers and websites in Jordan. Interviews with journalists and media organizations were conducted as needed.

The outcomes of the media study helped IRCKHF advocate for a change in the way the media portrays children without familial care in Jordan. Media serve as a significant key to addressing attitudes and behaviors in the culture. Campaign messages pointed to the stigmatization experienced by youth deprived of family ties. IRCKHF conducted a round table discussion with media representatives and found in their ongoing media review and monitoring and evaluation (M&E) that media was still using stigmatizing terminology. As a result, IRCKHF created a "do and don't" infographic terminology guide specifically

for the media. It was sent with a cover letter as a hard copy to all the major newspapers etc. The terminology guide makes sure that all journalists in the news agencies have access to it. Following the release of the "do and don't" guide, IRCKHF monitored the way in which media was using the terms and sent individual letters citing the specific article to the editors when media sources used unacceptable terminology in their stories. IRCKHF is conducting on-going monitoring. Whenever the use of a derogatory term is used in the media a formal letter to the editor is issued by the center to help correct and improve the use of none-stigmatising terms in reference to care leavers. There has been noted compliance from different media. An important outcome of the advoacay is that they have changed the terms they use while addressing or talking about the orphans.

Mobilization Reflection

Know yourself

- What mobilization efforts will be required to achieve your "journey of change" goals?
- What special considerations might marginalized groups need in order to be mobilized (e.g., women, people with disabilities, etc.)
- What capacity do you have for such efforts?
- How might you gain additional capacity?

Know the terrain

- Use the tactical map tool to discuss:
    - What people, organizations and institutions are involved in your issue that may need to be mobilized?
    - What additional research do we need to conduct to have a better understanding of those involved or impacted (e.g., women, people with disabilities, other marginalized groups, etc.)
    - What additional research do we need to conduct to have a better understanding of those who carry responsibilities regarding the issue?
- Use the "spectrum of allies" tool to consider appropriate tactics for those identified in each segment. For example:
    - **Active allies** – what tactics will engage your allies to become even more active in working with you toward the goal?
    - **Passive allies** – what tactics will increase the interest and willingness of these allies to move to the "active ally" position?
- Selecting tactics: Do the tactic choices reflect/include any gender related aspects such as difference in roles between men and women, power relations, access to resources and decision making?
- What opportunities for leadership and implementation can you share with allies to enhance your own organization's capacities and advance your advocacy campaign? How are you ensuring the representation of your target group (e.g., women, people with disabilities, marginalized groups) in the leadership and implementation processes?

- How might technology help or hinder your mobilization efforts?
    - What is the purpose of using technology (communication for coordination, outreach for awareness raising, outreach for mobilizing action, etc.)?
    - Who does not have the ability to access or use the technology you are considering?
    - How can you reach those who do not use technology?

Know your opponent

- How will opponents react to the forms of mobilization you have selected?

Engaging Decision Makers

Target: Government bodies – particularly the Ministry of Social Development (MoSD)

Tactic Selected: Signing a memoradum of understanding (MoU)

Objectives: To gain permission and access to information for comprehensive research; to present findings and recommendations for the government's orphans strategy; to ensure the adaptation and use the recommended terminology for future discussions, and other recommendations for future government policy; and to work collaboratively on recommendations to ensure non-discriminatory care and support for orphans and youth deprived of family ties.

Outcomes:

MOU: A Memorandum of Understanding (MoU) was signed between the MoSD and IRCKHF. A MoU provides the formal basis of relationship and exchange. This process can take time when dealing with governmental bodies that must follow specific protocols for engagement with civil society. Once the MoU was signed, IRCKHF was able to engage with the MoSD to gain access to information and coordinate with staff and care givers. Communication with the MoSD took longer than had been anticipated and it was found that no interviews could take place prior to a signed MoU between the IRCKHF and the MoSD. This resulted in delays and affected access to information. For example, the IRCKHF team was unable to get MoSD definitions and statistics in order to complement definitions and statistics mentioned in the literature research.

Use of accepted terminology: During meetings convened by the Ministry which include civil society organizations, people are using the agreed terminology of orphans, care leavers or youth deprived of family ties. When people use any of the discriminatory or stigmatizing terms, people are quick to correct the terminology.

Government's Orphan Strategy: Although IRCKHF was unable to meet one of their objectives, to revise or provide recommendations for Jordan's national strategy for orphans, they have influenced the parameters of the discussions. Unfortunately, they were never able to gain a copy of the national strategy for orphans. According to a press release in 2012 it was being revised. In 2014 it had been sent to the royal court for finalization. In 2016 it was being referenced, but IRCKHF was not able to receive a copy of it. There is a perception, however, that orphans, particularly children and youth deprived of family ties, and those

leaving care are now included in "vulnerable groups".

Coordination: IRCKHF staff gained a great deal of experience in working with governmental counterparts.

Engaging Decision Makers Reflection

These action areas provide excellent opportunities for engaging decision makers and acknowledging achievements reached along your journey of change. It is important to note that technology may help enhance your efforts in each area. Further, consider how technology can support your preparation for engaging decision makers to advance your advocacy efforts in each of the action areas that have been outlined:

Know yourself

- **Internal capacity building:**
  - Determine who within your organization or network are required to engage with decision makers (community members impacted by the problem, experts, influential allies, etc).
  - What forms of technology can enhance your internal support, communication and organizing structures to carry out your advocacy?
- **Mobilization:**
  - How will the tactics selected leverage your allies to reach decision makers?
  - Determine who within your organization, network and stakeholders are required for developing recommendations or demands for action for decision makers (e.g., women, people with disabilities, other marginalized groups, experts, etc.)?
  - How can technology enhance your outreach to your allies, other community members and decision makers?

Know your opponent

- **Research:**
  - How can research prepare you for engaging with decision makers who may oppose your position or recommendations?
  - What forms of technology can aid your research to determine the process for decisions; and who are the decision makers for your issue?
- **Engagement with decision makers:**
  - What forms of technology can help prepare you or help deliver recommendations to decision makers?

Know the terrain

- **Mobilization:**
  - Who will need to be involved or represented when presenting your recommendations or demands to decision makers?

Eventually we want to work on prevention. This would begin with those 14 years old, before they leave care. We hope that our referral mechanism will help us to review the gaps, identify the common problems faced by care leavers and then work on preventing those problems.

– Dr. Aida Essaid, Director, IRCKHF

- **Engagement with decision makers:**
  - What challenges do you face in your context when developing and delivering recommendations to decision makers?
  - How can you engage different target groups in decision making processes (e.g., women, people with disabilities, other marginalized groups, experts, etc.)?
  - What processes or procedures do you need to consider when engaging decision makers?
  - What preparations do you need to make to ensure that your recommendations or demands are clearly presented?
  - What considerations are needed to ensure the best results?

Monitoring, Evaluation and Future Advocacy

The overall results of the advoacy are provided in the outcomes highlighted above. In order to gather recommendations for future action, a series of meetings with key IRCKHF management personnel, care leavers and network service providers were conducted. These included focus group interviews, one-on-one interviews with key informants, and key persons recommended for consultation by stakeholders. A total of 24 people were interviewed. Unfortunately, the evaluation team was unable to meet anyone from the government. One specific future recommendation is provided below from each stateholder category:

- Care leavers/YDFT peer researchers: Provide a longer duration for peer training.
- Network of Service Provides: Develop clear terms of reference (TORs) for roles and responsibilities.
- IRCKHF team members: Increase communication amongst team members through regular team meetings.
- Ministry of Social Development: Although no one from the MoSD was able to be interviewed, the recommendation from IRCKHF team members was to ensure a bigger role for engagement from the beginning of any future efforts.

Return to Step 1: Identify the Problem & Step 2: Create a Vision

Advancing the networks' commitment to advocating for care leavers

IRCKHF returned to Step 1 and Step 2 as they looked back at the problem tree they had initially created on this issue and where they were on their Journey of Change. As a direct result from the impact these young people had on the staff, IRCHRF has expanded their organization's mission to include direct advocacy work for this vulnerable group. They determined to concentrate their efforts in the coming period on advancing their second goal: ***create a network of civil society organizations who provide services for care leavers in Jordan in coordination with the Ministry of Social Development.***

During 2017, IRCKHF's specifically worked with the referral network of civil society organizations ranging from legal, social, psychological, family planning, vocational education, etc., and including the MoSD. The network is coming out with key ways to address the gaps for care leavers including a Memoradum of Understanding, code of ethics, and by-laws for these organizations. The referral network is based on a case management system with the Sokeena and the Institute for Family Health (which is a sister organization under the umbrella of the King Hussein Foundation) as leaders in their experience with this target group of care leavers. Each network organization has five to six case managers.

A "know yourself" process was conducted to learn what each organization is able to provide for care leavers in the referral network. The network is also developing of a needs-assessment tool which the case managers will be trained to use in order to match care leavers with the appropriate organizational referral. For example, the MoSD provides funds to the Al Aman Fund to provide eligible care leavers with funds for vocational or higher education triaining. Unfortunately, most care leavers are not ready to avail of these funds. The Al Aman Fund will be able to develop the first file for the case manager to begin the referral process.

IRCKHF will research the usefulness of the current "care leavers kit" and based on actual care leavers' user experience, a revised version will be developed. Looking to the future, IRCKHF would like to eventually produce an audio book to target those care leavers who are illiterate.

A significant contribution is the research information, analysis, and advocacy carried out to date that will continue to guide not only IRCKHF's advocacy efforts but will certainly contribute to a wide range of future efforts by others to combat root causes of the discrimination of this vulnerable and marginalized population.

Action Plan Reflection

Know yourself

Consider the status of your advocacy campaign:

- What has changed about the problem due to your campaign? What has changed for stakeholders? How have marginalized groups been engaged, empowered, participated in leadership and decision making? Are there any differences in the level of engagement regarding men and women?
- What specific milestones in the action areas of your internal capacity building, research, mobilization and engagement with decision makers have you achieved?
- How did you acknowledge and celebrate these successes?
- What are your next milestone priorities?

Know the terrain

- What aspects of the problem have not been addressed by your campaign?
- Are the next milestones on your journey of change still relevant based on the current context?

- How can you engage your allies in determining the priorities for the next milestone on your journey of change? How can women and other marginalized groups be more engaged, empowered, and participate in future leadership and decision making?
- What has changed about your understanding of the problem and context for taking action?
- What is required in the current context to move toward your vision?

Know your opponents

- How have opponents responded to the changes or impacts on the problem?
- How can you anticipate or monitor indications that your opponents may be preparing to launch a response?
- What preparations can you make for responding to any potential actions from opponents?

209 King Hussein Street

Greyscale Films

Jordanian Civic Activists Toolkit II: Case Studies of Jordanian Advocacy Campaigns

Civil Society Capacity Building in Jordan
USAID Civic Initiatives Support Program
2013 – 2018

USAID FROM THE AMERICAN PEOPLE
New Tactics in Human Rights
fhi360 THE SCIENCE OF IMPROVING LIVES

Overview

Advocacy Issue

The right to participate in the country's governance processes (Universal Declaration of Human Rights Article 21)

Human Rights-Based Focus Area[1]

Participation (UDHR– Article 21(1)[2])

Scope of Advocacy

National

Advocacy Action Areas[3]

A challenge for many civil society organizations is distinguishing between being busy with activities and implementing tactical actions that strategically advance an advocacy effort. In order to help organizations better assess how to expend precious resources, the Legacy Tool offers four action areas that are needed to conduct any advocacy campaign: internal capacity building, research, mobilization and engagement with decision makers. This case provides insights into all four action areas:

- internal capacity building
- research
- mobilization
- engagement with decision-makers

Tactical Aim

New Tactics in Human Rights has identified four primary human rights-based tactical aims: prevention, intervention, restorative and promotion. This case demonstrates:

- promotion

Campaign Period

1 July 2014 – 31 January 2018 (***209 King Hussein Street*** project containing Season Two and Three) with an independent performance evaluation of the relevance and effectiveness of the effort that took place during Season Two. It is worth noting that during this period, Greyscale implemented a brief campaign took place in the run up to parliamentary elections (September 2016) aimed at creating awareness, mainly amongst youth between the ages of 18 to 25 about their role as voters, by facilitating their understanding of and engagement in issue based voting, and accountability of representatives in the lead up to the parliamentary elections (***Issue based voting awareness raising campaign***).

[1] *Source: The information related to these four areas of rights are adapted from and found in Discover Human Rights: A Human Rights Approach to Social Justice Work, The Advocates for Human Rights (**http://bit.ly/1TmOp6v**). The New Tactics Method utilizes: safety and security; non-discrimination; participation; and protection–accountability. NOTE: The rights listed in these four "categories" may be placed in any area depending upon the context where the right is being violated. For example, Article 23: Right to join trade unions might be placed in "Safety and Security" rather than "Participation" where organizing or joining a union is dangerous.*

[2] *Universal Declaration of Human Rights (UDHR), Article 21(1): Everyone has the right to take part in the government of his country, directly or through freely chosen representatives.*

[3] *The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.*

Brief Summary

Major emphasis has been placed on the leading role of parliament in engineering reform efforts under its own dome. This emphasis, while sound in theory, is problematic in practice due to the existing public mistrust and dissatisfaction with parliament's performance. In response, Greyscale Films promoted Jordanians' right to participate in the country's governance processes through an innovative online web series called ***209 King Hussein Street***. Their ultimate aim was to change the views, attitudes and voting habits of Jordanians towards parliament. The series exceeded their expectations in increasing citizens' knowledge and participation.

Through the Aramram – WebTV platform[4], Greyscale Film's produced a total of 32 episodes of ***209 King Hussein Street*** to provide viewers with monthly updates on parliamentary work and proceedings (25 episodes and 3 Public Service Announcements (PSAs) produced during Season Two, and 7 episodes produced under Season Three). The online series took the shape of a parliamentary watchdog, enhancing transparency and providing the public with quality media coverage of parliamentary proceedings. The "***Issue based voting awareness raising campaign***" took place during the time period of these episodes in the lead up to the parliamentary elections that took place in September 2016, where Greyscale disseminated eight videos, four animations, and three research papers. These focused on the different layers of citizen representation, issue based voting, economic and political platforms, and used two national issues, tax and employment, as examples of what policies to expect from candidates. The videos and animations produced under this campaign were aired through the ***209 King Hussein Street*** channel.

To measure their impact, Greyscale sought an independent external evaluation of the effort that took place during Season Two as part of their ***209 King Hussein Street*** project. Although, the rate of return for online survey can be considered one of the evaluation constraints, 95% of respondents said the web series increased their awareness of parliamentary proceedings and highlighted the role of parliament and laws. Over 77% of the respondents said the web series encouraged them to engage with parliament through one or more these behavior changing activities: following up on parliamentary news more closely, monitoring their representatives, researching parliamentary affairs, discussing parliament with their friends, instilling in them a sense of responsibility and participating in the elections.

Initially, Greyscale conducted media analysis and found that there wasn't a source of news giving people a realistic view of what happens regarding legislation in parliament. Their analysis underscored that information regarding what the process actually involves did not exist. Two major factors contributed to the importance and relevance of Greyscale's launching of the ***209 King Hussein Street*** online series:

1. misleading media coverage of parliament which focuses on squabbles, violence, and misconduct, or mischaracterized as hard news, and in many

[4] *Aramram – Web TV, launched by Greyscales Films, is an online Arabic language platform offering video clips and features in an alternative and civilian oriented view on events and happenings and includes the* ***209 King Hussein Street series****.* (http://www.aramram.com/about-us)

cases is biased and out-of-context, which reinforces the publics' negative views of parliament

2. the lack of public understanding of the role of parliament which results in apathy towards parliamentary life, inadequate monitoring of MP performance, and therefore weak accountability.

Additionally, two long suspensions, frequent dissolutions, vote-rigging, and an election law that favors tribes over political parties, have all marked Jordans contemporary history. This has yielded successive weak parliaments that do not live up to the publics' expectations. An opinion poll conducted by the Jordan Parliament Monitor[5] found that 58.6% of Jordanians doubt MPs ability to discuss and address challenges facing the country. Weak parliamentary life has affected people's perception and behaviors towards the fundamental role of parliament. Only 9% of Jordanians view the role of parliament as legislative[6] and 76% of voters chose their candidates based on tribal basis or for services[7]. These factors all contribute to the Jordanian parliament being negatively received by the public and the general apathy towards it.

A study of parliamentary monitoring organizations (PMOs) by the World Bank and the National Democratic Institute[8] indicated that coverage of parliament by PMOs should strike a balance between the desire to gain public attention and the necessity to constructively criticize parliament in a manner that can benefit both citizens and lawmakers. When activities by PMOs confirm public cynicism of parliament, this can actually result in the undermining of democratic governance. Yet, the study also revealed that when PMOs facilitate and promote public knowledge of parliament this strengthens several components of democratic governance such as citizen engagement in the legislative process, the accountability of parliaments to the electorate, and parliamentary reform. The study noted that transparency and access to information will eventually lead to greater citizen influence over government's general approach.

When citizens don't understand the process, this curtails people's participation. They don't vote or participate in other ways. The web series addressed these shortcomings by promoting and specializing in coverage of parliamentary life in Jordan with an emphasis on human rights, political participation, civic responsibility, sustainability, and diversity. Greyscales' ***209 King Hussein Street*** web series highlighted the role of Parliament as an accountable policy making body. It impressed upon their audience that rather than Members of Parliament (MPs) being service providers driven by personal interest, they should represent the views of the public. This process undertaken by Greyscale, known as parliamentary informatics[9], is a growing trend. It makes use of information and communications technologies to promote constructive parliamentary engagement by developing tools that help citizens understand parliamentary work and legislative processes. It involves quality parliamentary monitoring and reporting to promote constructive parliamentary engagement by developing tools and information in plain language that help citizens understand parliamentary work and legislative processes. Greyscale's ***209 King Hussein Street*** web series has been a significant contribution in providing citizens with greater legal literacy and access to the political process.

Achievements

Crucially, Greyscale's ***209 King Hussein Street*** gained the trust of MPs and civil society organizations with which it worked closely. The online series also attracted a wide audience base to engage in public dialogue on selected issues, particularly among younger Jordanians. It is important to note that the format

[5] *Jordan Parliament Monitor, Opinion Poll on Performance of the Sixteenth Parliament, 2012, Amman - Jordan, al Quds Center for Political Studies,* http://www.jpm.jo/index.php?type=pages&id=54

[6] *Rased, Investigating Trends within Jordanian society regarding political parties, Political Knowledge and Participation in the elections, 2012, Amman, Jordan, Al Hayat Center,* http://www.hayatcenter.org/uploads/2015/02/20150209164148en.pdf

[7] *Center of Strategic Studies, State of Democracy in Jordan, 2012, Amman - Jordan, University of Jordan,* http://www.jcss.org/Photos/635066455531678818.pdf

[8] ***Strengthening Parliamentary Accountability, Citizen Engagement, and Access to Information: A Global Survey of Parliamentary Monitoring Organizations****, Andrew G. Mandelbaum, 2012, National Democratic Institute and World Bank Institute Source:* http://siteresources.worldbank.org/EXTPARLIAMENTARIANS/Resources/PMOWorkingPaper.pdf

[9] *Ibid*

of the videos, particularly the shorter length, were successful in attracting the target audience of youth, 65% of the followers are aged between 18 and 34.

The independent external evaluation conducted on the **209 *King Hussein Street*** online series (Season Two) assessed its ability to reach its goals. **Figure 1** shows the average reach per episode and the total reach and engagement. The information highlights the number of audience comments on videos, infographics and stills which reached about 73,000. As a representative sample, the evaluation targeted 5% of the total comments or 3,656 audience members for an online survey.

The online survery was published for a total of five weeks with 1,590 actual responses to the survey. As mentioned previously, while the rate of return can be considered as one of the evaluation constraints, nevertheless, it is noteworthy that 92% of the online evaluation survey respondents indicated that **209 *King Hussein Street*** assisted them in following up on parliamentary activities.

In addition to the online survey, the external evaluation included indepth phone interviews. Although fifty were targeted, interviews were completed with twenty respondents using the following criteria based on the online survey results:

- level of engagement, i.e. the number of times they visited the **209 *King Hussein Street*** Facebook page
- level of increase in knowledge
- gender
- location

Engagement		Average	Total	Sample Target of 5%
Video	Reach	461,964	9,701,234	
	Views	99,167	2,082,508	
	Shares	705	14,801	
	Likes	4,784	100,454	
	Comments	**3,269**	**68,654**	**3,433**
Infographic	Reach	75,670	1,589,062	
	Views	3,586	75,302	
	Shares	73	1,524	
	Likes	3,558	74,720	
	Comments	**147**	**3,269**	**155**
Still	Reach	35,016	735,335	
	Views	N/A	N/A	
	Shares	16	339	
	Likes	2,840	59,645	
	Comments	**3,269**	**3,269**	**69**
Total Comments & 5% Target Sample			**73,121**	**3,656**
Actual Number of Respondents				**1,590**

Figure 1: Engagement Information with 5% of totals targeted for the independent external evaluation survey & interviews

Additional indepth evaluation interviews engaged other stakeholders including MPs and CSOs. The list of MPs was based on an analysis of the online habits of 50 randomly selected MPs from which ten MPs were interviewed. There were 42 CSOs who collaborated with Greyscale on the various episodes from which five CSOs were interviewed. The selection criteria for these interviews included the level of involvement (active or not active for MPs); and the type of activities (for CSOs).

Explored more fully below, the evaluation results identified several key indicators of benefits that could be sustained: consumption habits of parliamentary news; knowledge of parliamentary life; and attitudes towards voting habits.

Consumption habits of parliamentary news: media coverage and engagement of youth

Greyscale's **209 *King Hussein Street*** succeeded in addressing the lack of adequate and informative parliament media coverage as well as attracting a wide and youthful audience. Compared with other media outlets, Greyscale's media coverage was considered more detailed in both parliament and election coverage.

As more organizations are using social media for outreach and engagement, it is important to understand and measure social media activities[10]. The overall reach of the **209 *King Hussein Street*** espisode videos was 9,701,234 with

"Everything related to politics in Jordan needs a program like this."

– male, (18-25), Zarqa

[10] *For a brief summary of types of social media measurement see this article:* **5 *Essential & Easy Social Media Metrics You Should Be Measuring Right Now***, *by Jenn Deering Davis,* https://blog.kissmetrics.com/essential-social-media-metrics/

an actual number of video views of **2,082,508** (see Figure 1). This exceeded Greyscale's expectations and constituted 21.4% of the overall reach. The number of video views and audience engagement increased with the progression of the episodes. The ***209 King Hussein Street*** Facebook page is very active with 130,269 followers consisting of a fanbase of 73% male and 27% female. As an outreach medium, Facebook successfully reached the target audience of youth. Based on Greyscale's Facebook analysis, youth between 18 and 34 years of age represented 65% of the audience (29% aged 18 to 24 and 36% aged 25 to 34). It is noteworthy that an additional 17% of the audience fell between the ages of 35 and 44. The audience clearly represented the younger Jordanian population who are comfortable using and engaging through social media. The Facebook page created a strong online discussion with over 73,000 comments registering 23% of total engagement (see Figure 1). They did, however, encounter challenges engaging women.

"I understood the real role of parliament which is opposite of what I used to believe that it is a service provider. It made me more aware of my rights."

– male, (18-25), Amman

Knowledge of parliament: transparency and the role of parliament (oversight, budget and legislation)

The key messages of Greyscale's ***209 King Hussein Street*** online series enhanced parliamentary transparency and highlighted the roles and responsibilities of parliament, analysis of legislation, parliament's oversight role, and the importance of electing capable MPs that represent citizen priorities. While the online series did not succeed in creating a direct online engagement channel between the MPs and the public audience, it did successfully raise the publics' knowledge on parliamentary activities, roles, and responsibilities. This was validated with 91% of the online evaluation survey respondents indicating that their knowledge increased on important issues and laws discussed in parliament. Topics such as the general budget, election law, decentralization, and the role of parliament as an accountable policymaking body were cited. These were key themes that had been explored in multiple episodes. There were 40% of the evaluation survey respondents indicating their knowledge increased regarding the role of the parliament in drafting, discussing and approving legislations; over 23% indicated their enhanced understanding of the oversight role of parliament on government performance; and 20% of respondents better understanding the role of parliament as an accountable policymaking body.

"I understood the difference between right and left economic policies, the responsibility of parliament and the extent to which it can change Jordan and represent the will of the people. If people changed their voting habits they can change the way the country is run."

– male, (18-25), Irbid

Attitudes and voting habits

A change in attitude is very difficult to gauge without seeing corresponding behavior changes. The independent external evaluation revealed some significant shifts in attitudes that resulted in voting behavior changes. There were 74% of survey respondents stating they changed their voting habits as a result of their engagement with the ***209 King Hussein Street*** online series. For example, 43% indicated they elected candidates that represent their views. Almost 33% said they voted on the candidate's ability to deal with legislation, and 31% based their decision on how candidates should deal with national issues. Notably, over 17% stated that they actually attended candidate debates and tents which helped them to better understand the election platforms of candidates.

Key Lessons

The following advocacy action areas provide challenges and key lessons for reflection regarding Greyscale's experience researching, producing, and distributing the ***209 King Hussein Street*** online series to promote the publics' right to participate in the country's governance processes.

Advocacy Action Areas

Internal Capacity Building

Meeting production deadlines

Greyscale has a very strong team with a great deal of production experience, resulting in the relatively smooth implementation of each episode of ***209 King Hussein Street***. They have team members with expertise to carry out the specific and required roles. The production process is clearly outlined and the executive producer manages the overall production pipeline for each episode. While the work schedule tends to fluctuate over the process, this can result in the staff literally working overnight to meet the production deadlines.

Lessons Learned: *Managing expectations and unexpected success*

Greyscale achieved greater outreach than expected regarding voter participation in the parliamentary election in 2016. Greyscale's Hams Rabah stated, "*we worked on awareness raising for parliamentary elections and the outreach was huge. We reached about 8 million viewers (recurring), but with so many shares on social media we couldn't cope with comments.*" This built people's hopes. The outcome, however, did not reach people's expectations. This resulted in disappointment and disillusionment, with Greyscale learning a lesson regarding the need to address and manage public expectations. Change takes time. The public, especially youth, believe that change will come fast. Building citizen engagement is a lengthy process. It will take preparation and time to get there.

As the ***209 King Hussein Street*** online series progressed, Greyscale received more public interaction. For example, Greyscale's last episode on the tax system went viral, receiving more than 1 million viewers and shared over 7,000 times. While these are desired outcomes, the impact on an organization's internal capacity can be highly challenging to manage.

Research

Important laws are being passed that impact citizens daily lives but are kept out of the daily process. Greyscale spent considerable time conducting extensive research on each ***209 King Hussein Street*** episode. This included interviews with MPs, experts, and CSOs. Greyscale would collaborate with one or two CSOs for each episode, making it possible to interview those that had already done in-depth research and come up with specific recommendations. For example, they studied the *election law*, particularly how this affects *parliamentary law*. This revealed a process that does not push parliament to be accountable to citizens and actually results in a weak parliament. It highlighted problems in the by-laws that effect parliament's ability to operate as well as people's perceptions. Greyscale's commitment to accurate and important parliamentary information motivated people to be more actively involved with parliamentary processes and with their MPs.

Using positive messaging

The messages used were simple and brief. Bold statements were made to attract audience attention. It is important to note, however, that in some cases this approach backfired. Some messages were viewed as negative, or lacking in objectivity, or being highly opinionated, or adopting a certain point of view. Greyscale learned that negative messages caused audiences to become defensive rather than participating in the topic discussion. Positive messaging was a

"The program gave me a legal background. I know my rights more, the responsibility of parliament, and my responsibility as an aware citizen."

– female (40-60), Zarqa

critical lesson learned along with the need to utilize research and monitoring of reactions to the messaging in order to create and maintain engagement.

Attracting the target audience while safeguarding accurate information

Greyscale made significant changes to the video format of ***209 King Hussein Street***. Previously, the episodes were presented in a 30 minute format, more acadmic and including indepth details on a specific law. This resulted in a primary audience of lawyers and MPs, not the general public,and especially not youth. Greyscale experimented a lot, monitoring the trends from around the world to see what people are viewing in Jordan and internationally. Greyscale also monitored and broke down their own analytics. The bulk of their audience came from Jordan as well as from Jordanians living abroad, particularly many living in the Gulf. They made a big sift, going from a 30 minute format to creating eight minute episodes including featured "sound bites" with people. It was critical, and a challenge, to maintain accurate information. It is especially important to note that the research and interview processes remained the same. A critical lesson is understanding that the same amount of research time and effort is required regardless of the length of the video format. The change occurred in the summary process. This became much more intensive and condensed. Even the eight minute format was eventually reduced to a range of three to four minute episodes. These short episodes went viral. The shift to shorter video formats was clearly very successful in attracting the targeted youth audience. At the same time, regardless of the length of time dedicated to each episode, it was essential to maintain the accuracy and quality of information being provided.

Mobilization

Greyscale's mobilization of the public was defined in terms of "engagement" – such as voting, monitoring parliamentary proceedings, directly communicating with MPs, and objectively holding parliament to account. As indicated previously, the use of social media proved to be an effective outreach tool to engage the younger population of Jordanians. At the same time, it is important to identify the limitations of mobilization using social media platforms.

Using social media for engagement

Greyscale planned to use social media, particularly their Facebook page, as a platform to mobilize the public to directly engage with MPs. They encountered signficant barrier to this goal as they discovered that MPs don't utilize or know how to effectively use social media. This was certainly one factor in the failure to create an online channel of engagement between MPs and the public. This revealed a clear need to introduce more innovative methods to create interaction and engagement between MPs and the public. Regarding the MPs elected in the 2016 election, "*[o]f the 130 MPs elected on 20 September, 73 are older than 50 years of age and 57 are younger than 50.*"[11] This will certainly continue to present an ongoing challenge with using social media for such engagement (see Engaging Decision Makers).

Greyscale also noticed that there was no particular trend when analysing the timing of when the videos and infographics were released. The nature of social media has people posting and then forgetting about it. Citizens also have a tendency not to give social media a lot of weight as new information is coming out all the time. This makes it difficult to maintain interest as well as improve outreach and engagement to target audiences. Greyscale acknowledges their need in the future to build collaborations with other media outlets to improve publicity, marketing and distribution of 2***09 King Hussein Street*** episodes through other online, and offline, media channels or on TV.

[11] *Source: European Union Election Observation Mission, The Hashemite Kingdom of Jordan, Parliamentary Election, 20 September 2016, Final Report, Final Report, 13 November 2016, page 45.* ***https://eeas.europa.eu/sites/eeas/files/eu_eom_jordan_2016_final_report_eng.pdf***

Addressing gender equity shortcomings

There was a prominent difference in gender involvement, with a clear weakness in attracting female participation. Greyscale attributed this gap to two key factors: 1) key messages were not gender sensitive; and 2) gender specific information and facts were not provided related to how laws and topics discussed affect women.

In exploring barriers to reach a broader base of women, Grayscale offered one of their films to be shown and discussed from a gender perspective with a group of CSOs funded by USAID-CIS. As a result of the discussion, Grayscale took action regarding how they could address future issues in their upcoming videos and films. This shifted their perspective in addressing women. For example, the general use of masculine language considered to be "neutral". This revealed that a shift in language may make a difference in how the community interacts with an episode. They also identified the need to assess how women's voices, experts and opinion leaders are portrayed on a theme and in the discussion. A gender expert also provided a review of two episodes. Grayscale proceeded to produce some episodes that focused on issues that emphasized remedies for gender inequalities such as the women quota in the election law.

Targeting women with specific ads, posts and other efforts to address gender perspectives could open the door for more women's participation and engagement in the future. More focus on gender sensitivity is required when preparing the videos, infographics and stills. Introducing gender specific language even as this is a challenge given there are no set gender-sensitive guidelines for the Arabic language. Verbs, adjectives and pronouns have to concord with the subject, so it can be cumbersome for the reader if the feminine is put next to the masculine in every instance. But such explorations and experiments in developing gender sensitive language options will be necessary to address the gender engagement gap.

"There are fewer women in leadership positions and not all of them are willing to speak publicly, which means that it is more difficult to capture women's perspective on matters."

– Grayscale Films

More collaborative work can be done with CSOs on gender equality pertaining to political participation through advocacy efforts to highlight the importance of engaging women in discussions, drafting laws, as well as the gender aspects and impact of laws and legislations on women. Particular effort must also be made to find and feature women role models.

Attracting broad engagement

Greyscale identified some general observations and ideas for future mobilization and increasing their audience's motivation to stay engaged on issues of concern:

- Expand on the themes, laws, and oversight issues covered
- Increase focus on the views of citizens regarding topics being discussed by conducting street interviews, online polling, and human stories explaining how parliament decisions affects daily life
- Increase the frequency of production and publishing
- Create an audience calendar that summarizes upcoming topics to be discussed and date of posts, and possible email notifications through promotion of the release dates of upcoming episodes to the ***209 King Hussein Street*** audience

- Create a mobile application for ***209 King Hussein Street*** which automatically notifies people when a new episode is released and the topics covered.

Engaging Decision Makers

As Greyscale assessed each episode, they examined policies, shared opinions, reached specific conclusions and shared recommendations. It is important to note that they never personalized or "picked on" specific politicians. Although Greyscale has been classified as "opposition media", they gained a reputation as being highly professional, with clear and accurate information. Greyscale focused on building their case through analysis of the information. As a result, the ***209 King Hussein Street*** episodes gained a positive reputation and an audience from both governmental offices and pro-government people. Greyscale managed to create very good relationships with both liberal and conservative MPs without any clashes. MPs needed time to get to know Greyscale and its work as it is an online medium, not a big media outlet. Greyscale gained respect when MPs and government offices saw the quality of their work. Subsequently, Greyscale was given open access to Parliament and even to closed meetings. This resulted in good relationships with about 50 MPs out of a total of 150 at that time.

Relationship building and maintaining confidences

Relationship building takes considerable time and energy. As a small online medium, there were more opportunities than Greyscale could seize. Greyscale's extensive research on issues was conducted primarily by a staff of two people, effectively becoming "issue experts". This became clear when MPs themselves don't go into detail on laws because they don't have as much information on the issue as the Greyscale staff. An important lesson is maintaining confidences when building relationships with decision makers. For example, if Greyscale was given information and asked not to use it, they did not use it until given the "go ahead." This also served to prepare them and their ability to understand the government's rationale along with other perspectives on issues when the timing for providing the information was approved.

Fostering direct interaction between the public and MPs

As noted previously, fostering direct interaction between the public and MPs was an ambitious goal that was not reached. Greyscale did engage with the Prime Minister to explain the purpose of the ***209 King Hussein Street*** online series and the importance of parliament's engagement with the public. However, MPs had a limited knowledge of the existence of the online series and they did not interact with the ***209 King Hussein Street's*** Facebook page audience. In addition to the factors outlined previously, Greyscale identified a number of additional issues that contributed to this challenge:

- MPs have limited use of social media as a tool to engage with their constituents as they prefer offline methods
- MPs primarily use of their Facebook pages to promote their activities and achievements by posting news articles they are mentioned in, however, they do not ask their followers opinions on laws and issues discussed in parliament
- Some MPs Facebook pages are operated by their secretaries and not MPs themselves, indicating that MPs may need to be provided with technical support.

In the future, more specific and structured interventions are needed to raise the awareness of MPs on the importance of social media as a tool to engage with their constituents, especially with younger Jordanians. It would be useful to build in a monitoring plan of the level of engagement which could be used to modify actions based on the results. A number of recommendations emerged for enhancing interaction between the public and MPs:

- Integrate more interviews with MPs to increase their visibility, accountability, and improve the knowledge of its audience of individual MPs and their views
- Conduct live offline debates engaging MPs, citizens, and stakeholders especially as MPs do not see the value of using social media as a way to engage with the public
- Hold networking events to bring together MPs and their constituents, with events covering all governorates, especially as the geographic outreach of **209 *King Hussein Street*** is highest in urban centers and lower in smaller governorates
- Conduct tweet-ups or Facebook live discussions between MPs and the audience
- Produce brochures about **209 *King Hussein Street*** to be distributed to MPs in parliament to raise their awareness of its existence
- Divert the audience to MP pages and encourage them use tools in parliament to engage MPs
- Build the capacity of MPs to make use of social media as a tool of engagement with constituents.

Organizational Impact of Advocacy

On a personal level, this was great – in terms of knowledge, exposure. It is the most important thing that I have done on a professional level. There was a specific standard to maintain to be respected. In a way, I didn't have the knowledge of Jordan – the details related to the laws, policies, structural issues, how they trickle down, how government works, and perspectives. Initially, I overdid the research. Now I've built my confidence and have more information to draw on, I became an expert on Jordan. In addition, the organization got a lot of exposure. [Greyscale] was covering social cultural issues. However, this was our first political effort. It put us on the map, in terms of journalism, as trustworthy, credible, and resulted in numberous other offers to work – both grants and corporate. – Hams Rabah

209 *King Hussein Street* online episodes[12]:

Specific topic area episodes

Elections and political participation

- Election law 1
- Election law 2
- Women quota in election law
- Political Participation

[12] IMPORTANT NOTE: *Greyscale has experienced periodic website issues regarding access to the* **209 *King Hussein Street*** *episode links. Use the general website link to access Greyscale's programs:* **http://www.aramram.com/programs**

- Electronic voting

Political parties, representation, responsibilities of parliament, and corruption

- Political parties draft law
- Political power of parliament
- Code of ethics
- Illegal appointments at parliament
- Audit bureau report
- Parliament performance recap
- Audit bureau
- Investment fund law
- Media coverage of parliament
- Judicial reform
- Penal code

Budget process, revenues and investments

- State budget 2015
- 2016 budget
- 2017 general budget
- Procedures for the collection of 450 million dinars related taxes and fees in 2017 budget
- Budget 1
- Budget 2

Decentralization

- Decentralization 1
- Decentralization 2 (Decentralization Act: Issues are discussed regarding resources and control of those resources by and for each governorate)
- Municipality (Municipal indebtedness exceeds 80 million Jordanian dinars)

Other important issues addressed:

- Jordanian-Israeli gas deal (sharing opinions)
- Unions and the labor law
- Juvenile Law
- Arabic language preservation law
- Medical malpractice

Empowering At-Risk Youth in AIDS Prevention

Forearms of Change Center to Enable Community

Jordanian Civic Activists Toolkit II: Case Studies of Jordanian Advocacy Campaigns

Civil Society Capacity Building in Jordan
USAID Civic Initiatives Support Program
2013 – 2018

USAID FROM THE AMERICAN PEOPLE
New Tactics in Human Rights
fhi360 THE SCIENCE OF IMPROVING LIVES

Overview

Advocacy Issue

The right of non-discrimination for at-risk groups for HIV/AIDS and other sexually transmitted diseases

Human Rights-Based Focus Area[1]

Non-discrimination (UDHR– Article 2[2])

Scope of Advocacy

National

Advocacy Action Areas[3]

A challenge for many civil society organizations is distinguishing between being busy with activities and implementing tactical actions that strategically advance an advocacy effort. In order to help organizations better assess how to expend precious resources, the Legacy Tool offers four action areas that are needed to conduct any advocacy campaign: internal capacity building, research, mobilization and engagement with decision makers. This case provides insights into all four action areas:

- internal capacity building
- research
- mobilization
- engagement with decision-makers

Tactical Aim

New Tactics in Human Rights has identified four primary human rights-based tactical aims: prevention, intervention, restorative and promotion. This case demonstrates:

- prevention

Campaign Period

September 15, 2015 – October 31, 2016

March 1, 2017 – February 28, 2018

[1] *Source: The information related to these four areas of rights are adapted from and found in Discover Human Rights: A Human Rights Approach to Social Justice Work, The Advocates for Human Rights (**http://bit.ly/1TmOp6v**). The New Tactics Method utilizes: safety and security; non-discrimination; participation; and protection–accountability. NOTE: The rights listed in these four "categories" may be placed in any area depending upon the context where the right is being violated. For example, Article 23: Right to join trade unions might be placed in "Safety and Security" rather than "Participation" where organizing or joining a union is dangerous.*

[2] *Universal Declaraton of Human Rights (UDHR), Article 2: Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status. Furthermore, no distinction shall be made on the basis of the political, jurisdictional or international status of the country or territory to which a person belongs, whether it be indpendent, trust, non-self-governing or under any other limitation of sovereignty.*

[3] *The identification of the four action areas outlined in the Legacy Tool comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. The benefits and drawbacks regarding the use of technology in each of these advocacy action areas needs examination in relation to the appropriateness for the intended target groups and goals of an advocacy campaign.*

Brief Summary

Forearms of Change Center to Enable Community (FOCCEC) is on the forefront of public health advocacy to prevent sexually transmitted diseases and the systemic discrimination against those populations who are "most at-risk".[4] FOCCEC's advocacy of "Empowering At-Risk Youth in AIDS Prevention", focused on men aged 18-40 in Amman, Balqa, Irbid, Jerash, and Zarqa. Over a total period of 24 months, between September 2015 and February 2018, their advocacy resulted in profound impacts with engaged at-risk groups, together with organizations and institutions.

Although FOCCEC identified a number of at-risk populations, they concentrated their advocacy in the outreach, support and provision of health services to male youth at high risk for HIV/AIDS. The recruitment, training and engagement of 44 peer educators (41 men and 3 women) succeeded in raising awareness,gaining the trust of this marginalized population, and influencing at-risk behaviors. FOCCEC's peer educators reached 1573 beneficies between the ages of 18 - 40 in Amman, Balqa, Irbid, Jerash, and Zarqa through 1200 field visits.[5] These peer educators distributed nearly 26,500 copies of an educational leaflet giving accurate information on sexually transmitted diseases and how to take appropriate action. Through community outreach, they promoted voluntary counseling and testing services including rapid tests for HIV, Hepatitis B and syphilis.[6] They also distributed over 60,572 condoms[7] with guidance on how to use them correctly. This simple and effective behavior change significantly reduces the transmission of sexually transmitted diseases. In addition, FOCCEC's hotline answers 90 – 120 calls per month. As a result of these coordinated actions, over 1,000 people availed of the voluntary counseling and testing services.

FOCCEC's outreach built trust with the at-risk, marginalized community. One significant proof of that trust is that FOCCEC has become a safe place for marginalized groups as they face problems, need medical help, or psychological counsel without any kind of stigma or discrimination. FOCCEC recognizes that this stigma and discrimination faced by this marginalized group is carried into the institutional areas of the health care system. In order to address this, FOCCEC has engaged a broad range of stakeholders to serve on a fifteen member coordination committee. The coordination committee has provided guidance, as well as coordination among the members,to ensure non-discriminatory access to health services for youth at risk to HIV/AIDS. The committee includes representatives from this marginalized group, civil society organization partners and experts, and from essential governmental institutions. These important institutions include the Ministry of Health, Ministry of Awqaf and Islamic Affairs, Ministry of Social Development, Ministry of Planning and International Cooperation, Family Protection Department, Anti-Narcotics Department, among others. FOCCEC has made important gains in changing the systemic discrimination and barriers facing this marginalized group by addressing the processes and people in health service delivery.

[4] *The organization was founded in 2012 to specifically work in the field of HIV/AIDS with marginalized groups at risk for sexually transmitted diseases, particularly HIV/AIDS and Hepetitis B.*

[5] *Between September 15, 2015 – October 31, 2016 FOCCEC reached 638 beneficiaries, conducted 600 field visits, and distributed 40,500 condoms; and between March 1, 2017 – February 28, 2018, reached 935 beneficiaries, conducted 600 filed visits, and distributed 20,072 condoms. Their total beneficiaries reached 1573 including: 1488 Jordanian, 16 Egyptian, 22 Iraqi, 10 Syrian, 8 European, 5 Lebanese, and 24 other nationalities.*

[6] FOCCEC's *prevention advocacy focused on male youth at risk for HIV/AIDS, they also reached other marginalized populations such as female sex workers (FSW), injecting drug users (IDUs), and people living with HIV/AIDS.*

[7] *Funding for the purchase of condoms was not provided by USAID CIS.*

FOCCEC identified a number of factors contributing to the urgency to prevent sexually transmitted diseases and the systemic discrimination against at-risk marginalized populations.

Age as a risk factor

Jordan has a young population. With 33% of the Jordanian population between the ages of 20-40 and 20% between the ages of 15-24[8], these age groups are the most sexually active. Poverty, a poor economy, and the influx of Syrian refugees, have increased commercial sex work especially among youth. The age span between 15 and 40 has high rates of unemployment, a tendency to indulge in sexual practices, crime, and sometimes sex trafficking. These societal dynamics contribute to age being a risk factor for HIV and other sexually transmitted diseases.

Marginalization and discrimination

The Ministry of Health's (MoH) records confirm that more than 70% of reported cases of AIDS in Jordan during recent years (2012-2014) were from youth at high risk for HIV/AIDS. Additionally, a survey had shown that 20% of intravenous drug users (IDUs) are youth at high risk for HIV/AIDS. FOCCEC reasoned that many of the undetected or unreported cases may be among these at-risk populations who will avoid HIV testing. Because these at-risk populations face community exclusion their access to information and services is impeded. HIV-infected persons who are unaware of their HIV status do not seek access to treatment, care and support services. Without awareness and understanding of their illness, they cannot take adequate measures to prevent their HIV infection from developing into AIDS, or to prevent infecting others. Marginalization, in and of itself, increases the risk of spreading the disease among this population and others in the community. This marginalization follows at-risk groups into both the public and private health care sectors resulting in discriminatory practices and treatment. Health workers themselves require awareness on laws and policies, but also regarding their own attitudes and behaviors to combat stigmatization and discrimination regarding those with HIV/AIDS and other sexually transmitted diseases. It is essential for health workers to carry out their mandate to "first, do no harm" and ensure that at-risk groups receive their right to health care without any kind of stigma or discrimination.

Jordan's national strategy to combat AIDS

Jordan has been characterized by a low-prevalence of HIV. This includes very low levels of HIV among the general population, as well as among populations most-at-risk. Recommendations from research findings and international bodies stress the importance of preventing the disease of AIDS through actions that target "at-risk" populations. Prevention includes actions that raise awareness about sexually transmitted diseases, provide education, and facilitate access to testing and services without stigma and discrimination. While treatment is essential, a prevention approach was adopted in Jordan's 2012 – 2016 national strategy to combat AIDS. Due to lack of financial resources, it was not implemented. However, FOCCEC's prevention advocacy contributes to and advances this national strategy.

Achievements

Engagement of the at-risk target group

Because the lack of information and services increases the risk of spreading the disease, outreach to and engagement of the at-risk populations were critical

[8] *Department of Statistics, Statistical Yearbook of Jordan 2016, Table 2. 5 Estimated Population of the Kingdom by Sex and Age Group at the End of 2016* http://dosweb.dos.gov.jo/DataBank/yearbook/YearBook2016_eng.pdf

for this prevention advocacy. FOCCEC focused on youth at high risk for HIV/AIDS as the primary at-risk group. Over the course of the advocacy, 41 men from the target group between the ages of 18 and 40 became peer educators. Three women and other volunteers also helped to implement the outreach program. The criteria for selection included: prior knowledge of the target group, commitment and desire to work, respect and accepting the other without passing judgements, and geographical location.

Data collectors and peer educators from the at-risk group of youth at high risk for HIV/AIDS were recruited to ensure the participation and engagement of this target population in all aspects of the advocacy. Data collectors gained accurate information about the needs and barriers facing this at-risk population by conducting a survey and focus groups in four governorates – Amman, Irbid, Jerash and Zarqa. Based on the analysis of the research, peer educators participated in the development and testing of the resources and training materials in order to best convey the prevention information. Site visits by peer educators were based on their own knowledge and understanding of how to reach the at-risk groups in their geographic area. Peer educators encouraged those at-risk, through awareness sessions and to conduct rapid tests for AIDS and Hepatitis B. They provided referrals for voluntary counselling and testing. This critical engagement of youth at high risk for HIV/AIDS is the foundation of FOCCEC's success in increasing awareness, knowledge and how to prevent, or at least reduce, the risk of catching HIV and other sexually transmitted diseases. During the period of April 2017 to January 2018, outreach workers, both peer educators and volunteers, along with friends and FOCCEC's website reached a total of 898 "at-risk" men in Amman, Balqa, Irbid, Jerash and Zarqa (*Results of FOCCEC's outreach in five areas of Jordan*).

Establishment of a safe community space

A significant achievement is the recognition of FOCCEC's drop-in[9] center as a trusted, safe space for marginalized groups. While FOCCEC provides voluntary counselling and testing (VCT) services in the drop-in center, the space has come to mean more than a place to receive services. This stigma and discrimination free space has come to serve as a welcoming, gathering and empowering community space. It's a safe space to meet friends and enjoy entertainment and supportive exchange through T.V., computer, internet, film showings and book discussions. This success has also raised expectations among beneficiaries for services beyond what FOCCEC can deliver, such as providing for travel, shelter, dealing with family members, and migration. This has given FOCCEC the opportunity to address these unrealistic expectations in order to more effectively provide space and services within their capacity.

Prevention of sexually transmitted infections

FOCCEC's advocacy has in fact succeeded in preventing sexually transmitted infections including HIV/AIDS. There is a high demand for quality services as FOCCEC remains the only organization that provides such services in the field of HIV/AIDS prevention. Comprehensive counseling services is provided by experts in different fields (social, health, family issues and transmitted diseases and AIDS) taking into account scientific criteria. This includes pre-test information, post-test counseling, linkage to appropriate HIV prevention, care and treatment services as well as other clinical and support services. All HIV testing services are provided within the World Health Organization's (WHO) 5Cs: Consent, Confidentiality, Counseling, Correct test results and Connection (linkage to prevention, care and treatment). This means that the voluntary

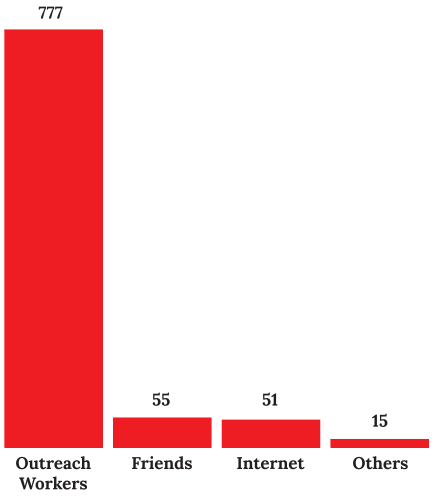


Figure above: This graphic provides a view of the significant results from Outreach Workers as well as other forms of outreach during the period of April 2017 to January 2018.

Types of Sexually Transmitted Infections

HIV: A *virus that causes AIDS and interferes with the body's ability to fight infections.*

Syphilis: A *bacterial infection usually spread by sexual contact that starts as a painless sore.*

Hepatitis B: A *viral infection that attacks the liver and can cause both acute and chronic disease. The virus is transmitted through contact with the blood or other body fluids of an infected person.*

Chlamydia: A *common sexually transmitted infection that may not cause symptoms.*

Genitalherpes: A *common sexually transmitted infection marked by genital pain and sores.*

Gonorrhea: A *sexually transmitted bacterial infection that, if untreated, may cause infertility.*

Hepatitis C Virus (HCV):A *blood-borne virus. Today, most people become infected with the Hepatitis C virus by sharing needles or other equipment to inject drugs.*

Human papillomavirus infection (HPV): *An infection that causes warts in various parts of the body, depending on the strain.*

[9] A "*drop-in" center is an establishment designed to provide some kind of service (counseling, recreation, etc.) for a targeted population on an ad hoc basis – meaning without needing to have an appointment or whenever people want to "drop-in"*

counselling and testing (VCT) services are provided within a context of respect, non-discrimination, and protection of privacy, confidentiality and dignity. The VCT services have reached 1,037 people yielding impressive testing results. This provides evidence for FOCCEC's prevention advocacy and the importance of coordinated referral and treatment services:

- HIV – 1,034 tested / 6 positive cases
- Syphilis - 952 tested / 8 positive cases
- Hepatitis B – 716 tested / 0 positive cases

An additional 105 sexually transmited infection (STIs) cases were referred for treatment which included the following conditions:chlamydia, genital herpes, gonorrhea, hepatitis C virus (HCV) and human papillomavirus infection (HPV). *Types of Sexually Transmitted Infections* provides information to gain a better understanding of these infections.

Code based data system and coordinated referral services

FOCCEC designed a code based data system that ensures privacy and confidentiality for beneficiaries receiving counselling and testing services. This system provides for confidential follow-up and tracking for referral services. FOCCEC also developed a special referral service for drug treatment for organizations like the Ministry of Health, the Addicts Rehabilitation Center, and other public and private centers concerned with the reduction of violence and harm. The code-based system and referral service make it possible for FOCCEC to follow the referred beneficiaries to facilitate and ensure the services are provided without obstacles or challenges. Referral and coordination of services also include the provision of free medical consultations to beneficiaries by the Ministry of Health and private doctors volunteering their services.

Establishment of a coordination committee of stakeholders to address systemic discrimination

FOCCEC established a fifteen member coordination committee that demonstrates the benefits of a highly diverse group of stakeholders working together. The success of this particular coordination committee rests on these stakeholders' ability to focus on a common goal – the prevention of HIV in Jordan. It is noteworthy that the coordination committee includes representatives from the marginalized target group, civil society organizations, and from essential decision making government institutions, such as the Ministry of Health and the Ministry of Planning and International Cooperation. Such stakeholders have helped facilitate FOCCEC's outreach and training to health workers in the public and private sectors. The training for health workers has included laws and policies that ensure rights of "at-risk" populations to receive health care, without any kind of stigma or discrimination. FOCCEC is making notable advances in laying the ground for equal treatment, free of stigma and discrimination, at public and private health care centers and testing labs.

FOCCEC's dedication to ensuring access to counselling, testing and services for all without stigma and discrimination continues to build their reputation. Already known as a safe haven to "at-risk" target groups, FOCCEC has established itself to many local and international organizations working in the field.

Key Lessons

The following advocacy action areas provide lessons for reflection regarding FOCCEC's experience to prevent sexually transmitted diseases such as HIV, and the systemic discrimination against at-risk populations.

Advocacy Action Areas

Internal Capacity Building

Recruiting and training staff and volunteers

An important asset for FOCCEC's advocacy is their extensive experience, skills and ability to work with at-risk target groups in the field of HIV/AIDS. One of the co-founders of FOCCEC worked in the Ministry of Health's national AIDS program for twelve years, and before that as a health educator. The organization has additional professional expertise including a psychiatrist, an infectious disease specialist, a psychologist and a lawyer. The organization has put this expertise to work in training staff and volunteers. While FOCCEC had professional expertise, they were also highly conscientious about ensuring the participation of youth at-risk of HIV/AIDS. The engagement of this target group began in the earliest stages to determine their challenges and obstacles. FOCCEC provided training to their own staff, as well as volunteers, to address gender considerations, disability inclusion, and the stigma and discrimination faced by "at-risk" groups. Special recruitment was carried out for data collectors and analysts, peer educators, outreach workers and volunteers as they implemented the advocacy. The criteria for selection included that they a) are from the target group or in connection with them, b) are accepted by the target group, and c) accept the target group without discrimination. Once selected, specific training was provided:

- **data collectors and analysts**: 15 men selected from former beneficiaries of FOCCEC's services

With the participation of a survey expert, the fifteen data collectors and analysts were engaged in the earliest stages and received training to develop, conduct and analyze the results of a survey and focus groups conducted in Amman, Irbid, Jerash and Zarqa regarding challenges, obstacles and needs of the target group (see Research).

- **peer educators**: 41 men and 3 women (44 total) primarily recruited from at-risk target groups

Peer educators were provided training to work with their peers on raising their awareness and educating them on HIV/AIDS and other sexually transmitted diseases, promoting the support center's counselling and testing services, and providing following up.

- **additional volunteers**: recruited from "at-risk" groups, professionals, and other community members

Outreach workers and volunteers were also provided training to promote the services of the support center, raise awareness and educate"at-risk" groups, health workers, and the general Jordanian society about HIV/AIDS and other sexually transmitted diseases. The outreach workers are very dedicated, and volunteers include some from media, universities and professional sectors such as doctors, dentists, and translators.

Lesson Learned: *human rights based volunteer recruitment*

Volunteer recruitment among target populations is critical for advocacy organizations, yet is often a significant challenge. It is important to remember that a key component of human rights advocacy is the participation and empowerment of marginalized groups. The participation of FOCCEC's target group was essential to the success of their entire advocacy. Without the voluntary participation of the target group, FOCCEC did not have the internal capacity or the ability to reach and gain access to their target population (see Research). Nevertheless, FOCCEC still faced challenges when seeking to recruit new peer educators. While this was a weakness in their effort to expand the stability and involvement among the target group, it was crucial to maintain their selection criteria. While FOCCEC was able to overcome their immediate volunteer needs by re-recruiting peer educators with previous and good experience, they recognize the on-going effort required to recruit and empower volunteers that will maintain and advance their on-going advocacy to address stigma and discrimination.

Research

Ensuring appropriate resources and effective services

FOCCEC's advocacy initially sought to reach 600 youth at high risk for HIV/AIDS. Based on this goal, FOCCEC conducted a rapid assessment with 120 people (20% of the outreach number of 600), primarily from the target group from four governorates – Amman, Irbid, Jerash and Zarqa. In order to conduct the initial assessment, FOCCEC recruited fifteen men from the target group as data collectors. These men were selected from former beneficiaries of FOCCEC's services. These data collectors conducted the rapid assessment using a survey and focus groups in each of the four governorates. The results and analysis of the research determined the quality of knowledge, service needs, and the stigma and discriminatory barriers faced by the target group. Through this participation and critical engagement of the target group, the advocacy succeeded in reaching 1573 beneficiaries and providing voluntary counseling and testing services to over 1,000 people at-risk for HIV.

Lesson Learned: *utilizing participatory research to build trust, access and understanding*

The considerable time and resources to ensure FOCCEC understood their target group was well spent. They engaged members of the target group at the outset through using participatory research processes. This made it possible for FOCCEC to gain access to this stigmatized and marginalized community. By working along side the community to carry out the advocacy, FOCCEC has gained their trust, better understands their challenges, and how to reach and serve them.

The participatory research provided critical information and insights for methods of outreach, creating FOCCEC's peer educator training manual, and developing appropriate educational materials. Once the training and education materials were developed, peer educators from the target group tested the materials so revisions could be made before use and distribution. The participation of the target group ensured that resources were appropriate and services were effective. Without the engagement of the target group, FOCCEC would not have been able to understand the extent of the societal and systemic stigma and discrimination they face. This understanding helped guide FOCCEC's advocacy efforts to address systemic discrimination taking place in health institutions, laboratory testing facilities, and among health professionals.

Mobilization

Selecting stakeholders for collaboration and mobilization based on advocacy goals

When FOCCEC mapped their advocacy terrain, they initially identified many organizations.[10] However, as they discussed one of their specific advocacy goals, ***to fight the stigma and discrimination faced by marginalized groups regarding HIV testing***, they reduced the selected stakeholders to work directly with a smaller number. The FOCCEC decision making team included a peer educator from the target group who is now the field coordinator. As a result, they were able to narrow the stakeholders for outreach and collaboration to one lawyer (for recommendations on policy), two testing labs, the Ministry of Health's clinic labs, and International Development Law Organization (IDLO).

The existence of the partnerships and coordination between these different stakeholders facilitates the access to health services for at-risk target groups. This also reduces the challenges and obstacles they face that prevent them from accessing these services. FOCCEC focused on three main target groups for mobilization:

- *At-risk groups*: Outreach to at-risk target groups, primarily to youth at high risk for HIV/AIDS, was conducted through 44 peer educators that reached 1573 and mobilized over 1,000 to take action to avail of counselling and testing services for HIV and other sexually transmitted diseases.
- *Stakeholders in the field of HIV*: A fifteen member coordination committee (See Engaging Decision Makers) was organized by FOCCEC to engage relevant stakeholders in nominating delegates and meeting quarterly to guide decisions, agree on service transfer mechanisms, coordinate services for the at-risk target groups, and make recommendations for addressing systemic stigma and discrimination.
- *Health sector workers*: FOCCEC conducted field visits to health care centers, hospitals and medical labs in the public and private sectors in five governorates–Amman, Balqa, Irbid, Jerash and Zarqa. As a result, 60 health sector workers participated in three workshops. This is laying the foundation for creating a supportive environment in health care centers by enhancing the acceptance of health workers to ensure the full enjoyment right of the target group in receiving health care, without any kind of stigma or discrimination.

Lesson Learned: *strategic use of outreach mechanisms*

A common misunderstanding among advocacy organizations is that media engagement is the most effective outreach mechanism and necessary for successful advocacy. However, media engagement must be weighed against the advocacy goals and the target audiences. More effective results might be reached through other alternatives. This was certainly the case for FOCCEC by taking into consideration the most effective ways to promote their services to the at-risk target groups. FOCCEC dealt with the media strategically and carefully. They thoughtfully utilized their website and Facebook page to promote educational materials as well as their hotline, general services and contact information. Social media has been useful in promoting awareness messages on HIV rapid testing and posting three informative videos targeting men and women on its website and Facebook page. However, rather than using general media outreach mechanisms, FOCCEC has focused on face-to-face direct

[10] *FOCCEC had a team that participated in a New Tactics Strategic Effectiveness Method training in 2016 and used the tactical map and spectrum of allies tools to explore their advocacy terrain and stakeholders.*

outreach and word-of-mouth sharing of information. This has been a very effective way of reaching their primary target group.

Engaging Decision Makers

Selecting decision makers for engagement based on advocacy goals

A significant success has been FOCCEC's establishment of the fifteen member coordination committee. This committee has engaged relevant stakeholders in the field of HIV including decision makers from important government institutions (See Mobilization). FOCCEC identified and conducted meetings with key stakeholders from civil society organizations and government ministries to share the aim and goals of their advocacy. The process of organizing the committee included receiving nominations for delegates and the commitment to meet quarterly. The result has been the active engagment of vital government stakeholders such as the Ministry of Health, Ministry of Awqaf and Islamic Affairs, Ministry of Social Development, Ministry of Planning and International Cooperation, Family Protection Department, and the Anti-Narcotics Department, among others. This has made it possible to coordinate services and agree on the service transfer mechanisms needed by at-risk groups. For example, the committee helped FOCCEC in providing HIV treatment for a 15 year old non-Jordanian girl by obtaining exemption from the prime minster to take the HIV treatment.[11] Another committee member was able to coordinate with a pharmaceutical company to provide the child dose HIV treatment because in Jordan children are given the adult dose.

Lesson Learned: *finding a common goal for engagement*

FOCCEC experienced delays in obtaining government approval to carry out the advocacy, particularly from the Ministry of Health. This was due in part to restricted community culture views towards the acceptance of the primary at-risk target group. FOCCEC was able to overcome these perceptions through direct meetings with the concerned authorities and clarifying the focus and goal of the advocacy. The focus was on public health approaches to reach the at-risk target group, who are marginalized and vulnerable. The engagement of government agency decision makers, with civil society actors working in the HIV field, guided decisions and recommendations for addressing systemic stigma and discrimination. The success of the coordination committee rested on these decision making stakeholders' ability to work with representatives from the at-risk target group, civil society organizations, and experts to focus on a common goal – the prevention of HIV in Jordan.

Organizational Impact of Advocacy

One of the most difficult aspects is the sustainability of this important work. We can now make links from our services to those of other organizations and vice versa. In our field of HIV/AIDS, we need many advocacy interventions. From the side of the community, religious leaders, health workers and the centers that provide health care. We also need to change the culture, raise the awareness of the community to be sure our work can continue, to serve and enhance human rights.

USAID CIS helped us to build our organizational capacity, providing a cornerstone to work in this field: our strategic plan for the next 3 years, our website, and many trainings including the New Tactics advocacy training on human rights.

The New Tactics method training helped FOCCEC to revise our thinking about advocacy. We had considered advocacy as addressing only decision makers. We

[11] *This intervention and approval was required because Jordanian law doesn't allow non-Jordanian people to take HIV treatment even if they are living in Jordan.*

thought advocacy was like a training. But after the New Tactics training, we changed our thinking about engaging stakeholders. We researched laws and the internal procedures of the testing labs to address the problems of stigma and discrimination, and expanded ways to engage and mobilize stakeholders.

– Abdallah Hanatleh

Video Resources

https://www.facebook.com/foccec/videos/1797899633584306/