
Our Beaches are NOT FOR SALE

The Royal Marine Conservation Society of Jordan (fREDS)

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

Civil Society Capacity Building in Jordan
USAID Civic Initiatives Support Program
2013 – 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/1TmOp6e>). 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.

Overview

Advocacy Issue

Citizens’ right to access public beaches

Human Rights–Based Focus Area¹

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 Areas³

- 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 – 2011⁴

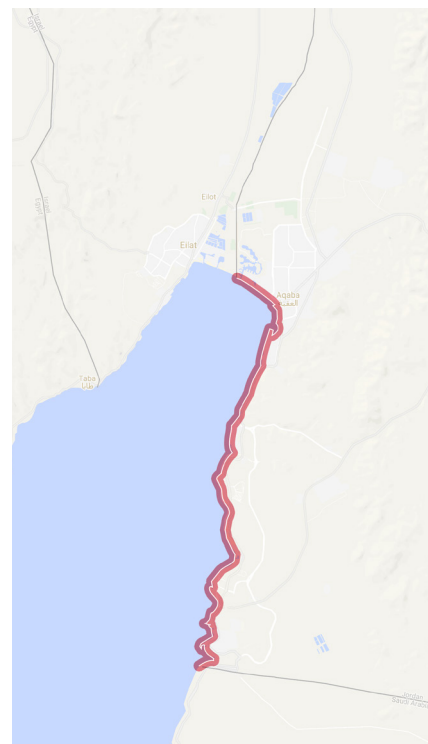
Brief Summary

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 areas¹ that are needed to conduct any advocacy campaign: internal capacity building, research, mobilization and engagement with decision makers.

Internal Capacity Building

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.

“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**

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:

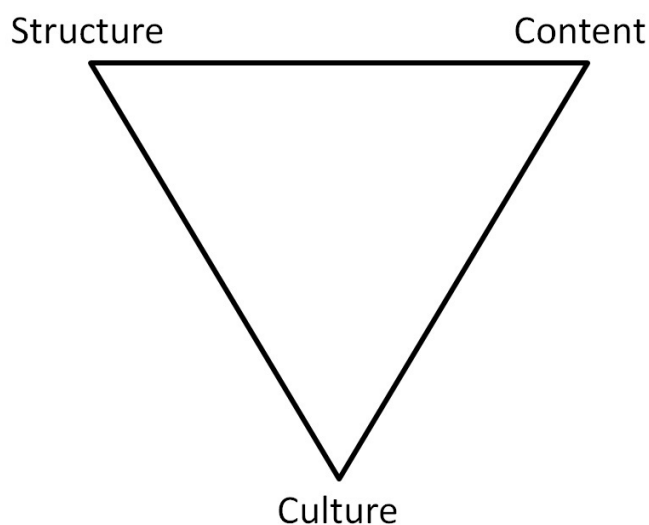
- 50,000 square meters of coral reefs have been destroyed, amounting to one-third of Jordan’s coral reef
- 55% of the fish are called ‘coral reef fish’ and without the coral reef there will be no more fish in Aqaba Bay, therefore no more livelihoods for the fisherman, nor for the divers and tourist boats 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.

UDHR Article 24

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

- 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 Area⁶

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:

- **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/1TmOp6e>). 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?

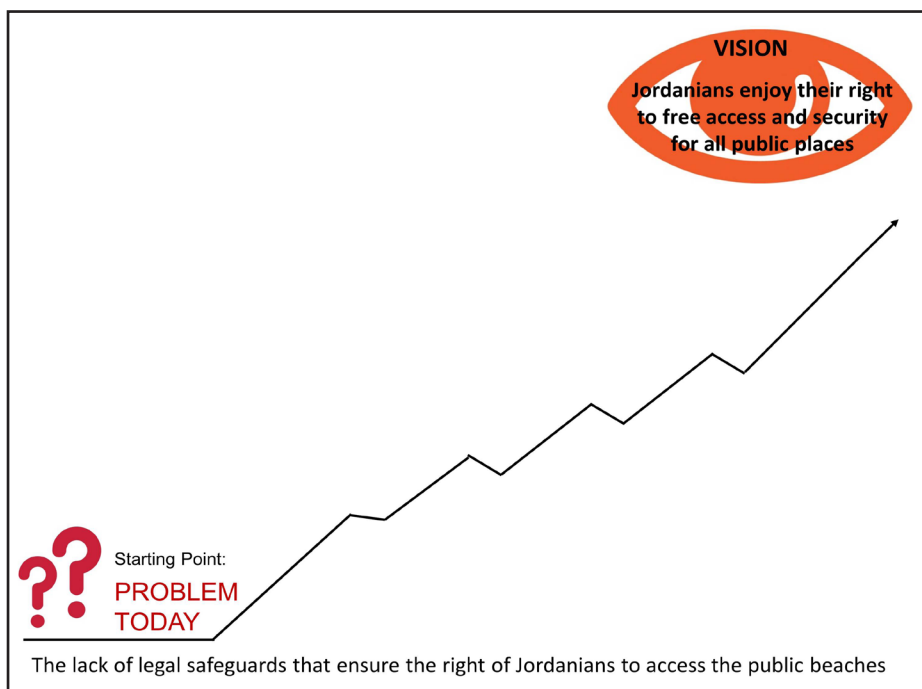
TIPS: Identifying your problem statement

- 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.

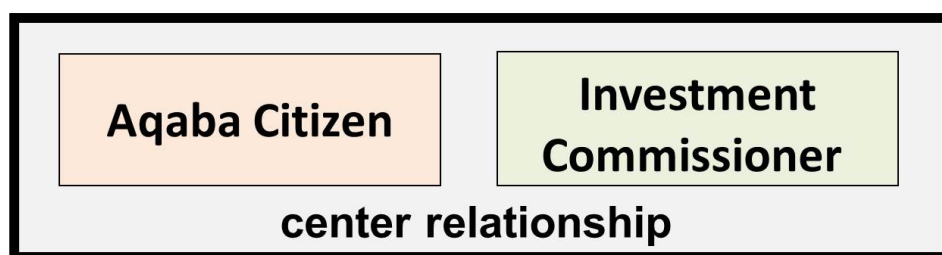
Using the Tactical Map Tool

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.

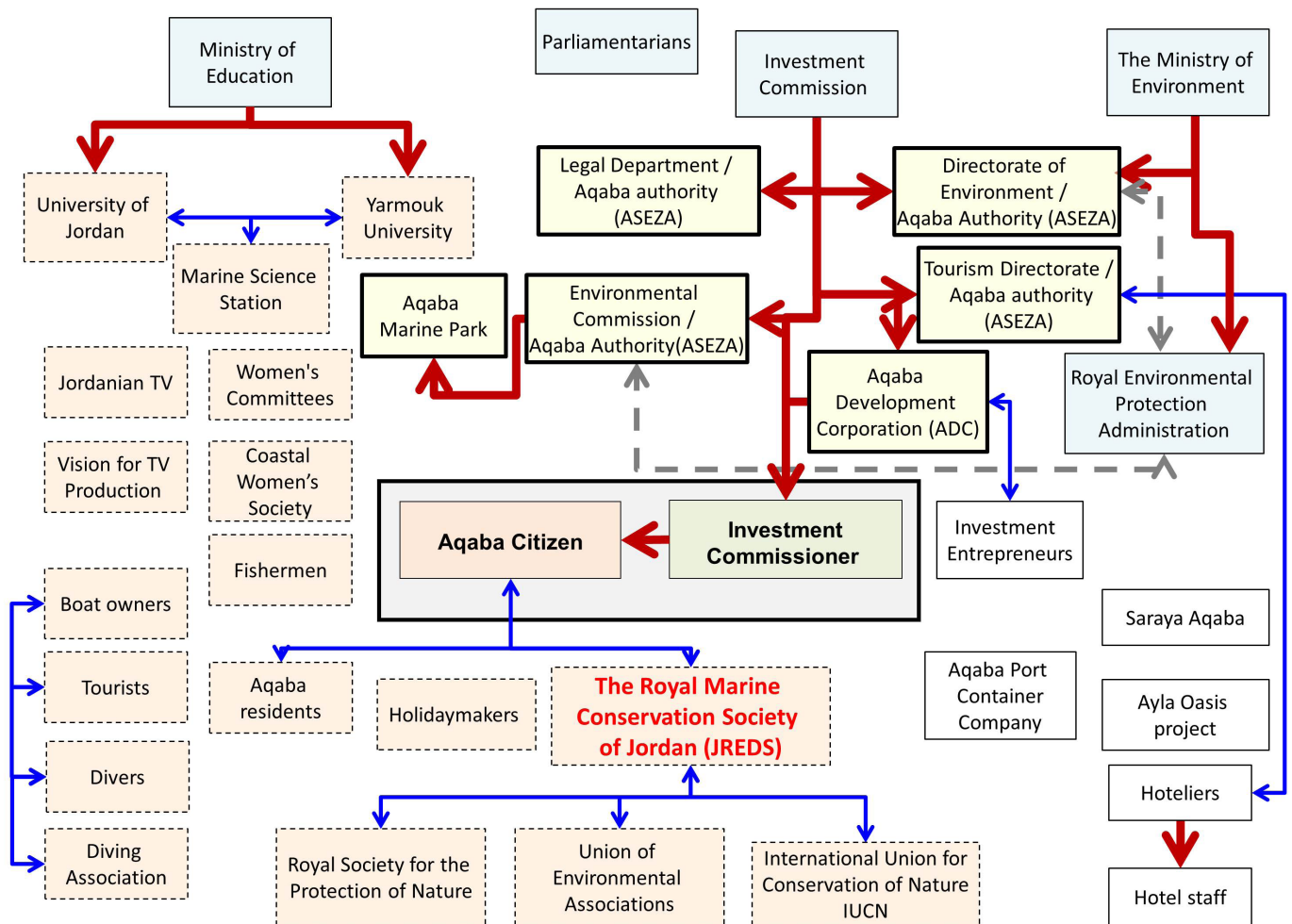


During JREDS' community trainings, the central relationship was identified between the Aqaba citizen and a local Investment Commissioner of the Aqaba Development Corporation. The investment commissioner is directly engaged in seeking investors and working to sell the remaining beachfront property. This 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

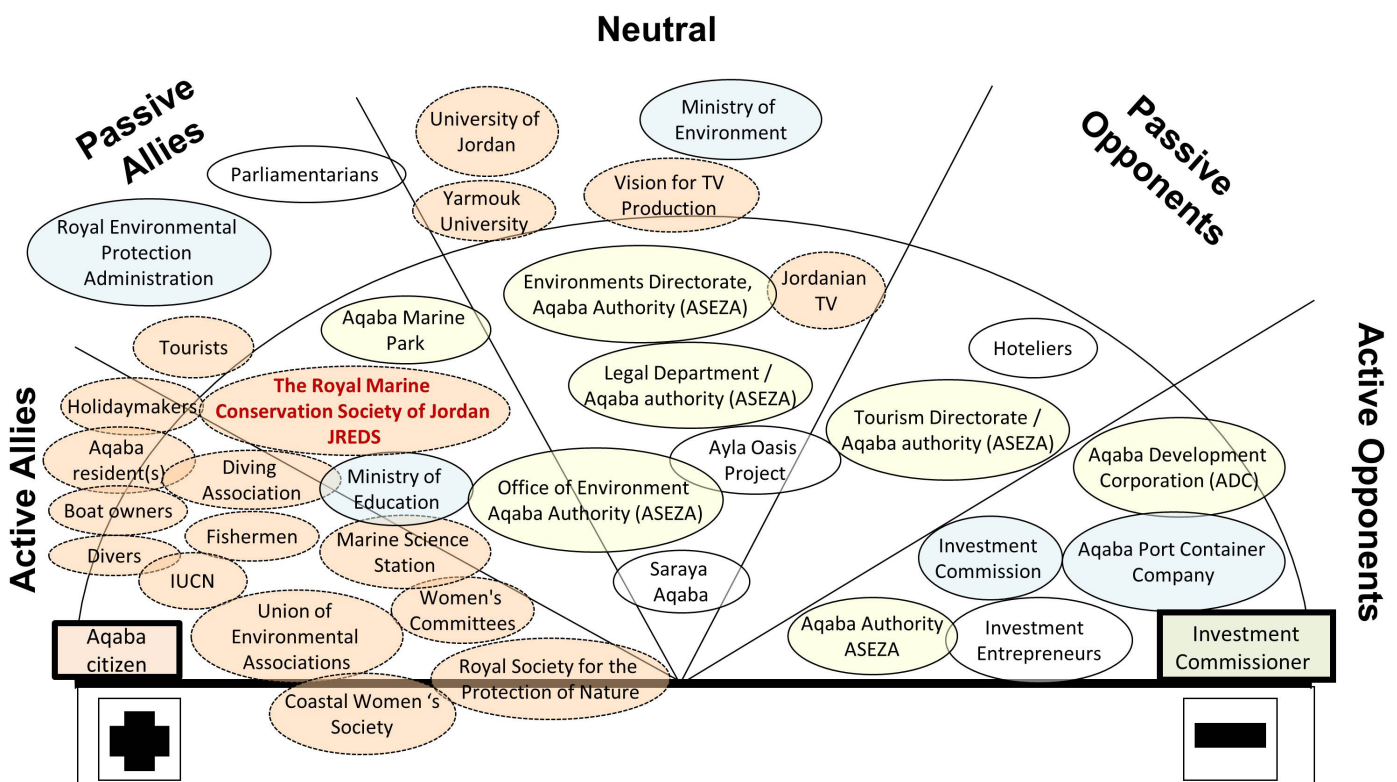
The “[Spectrum of Allies](#)” tool heightens our awareness and understanding of the people, groups, or institutions that span the full range of possible engagement with our specific advocacy campaign. Those who we believe would support our efforts may actually have perspectives and goals that would counter 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.**

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.

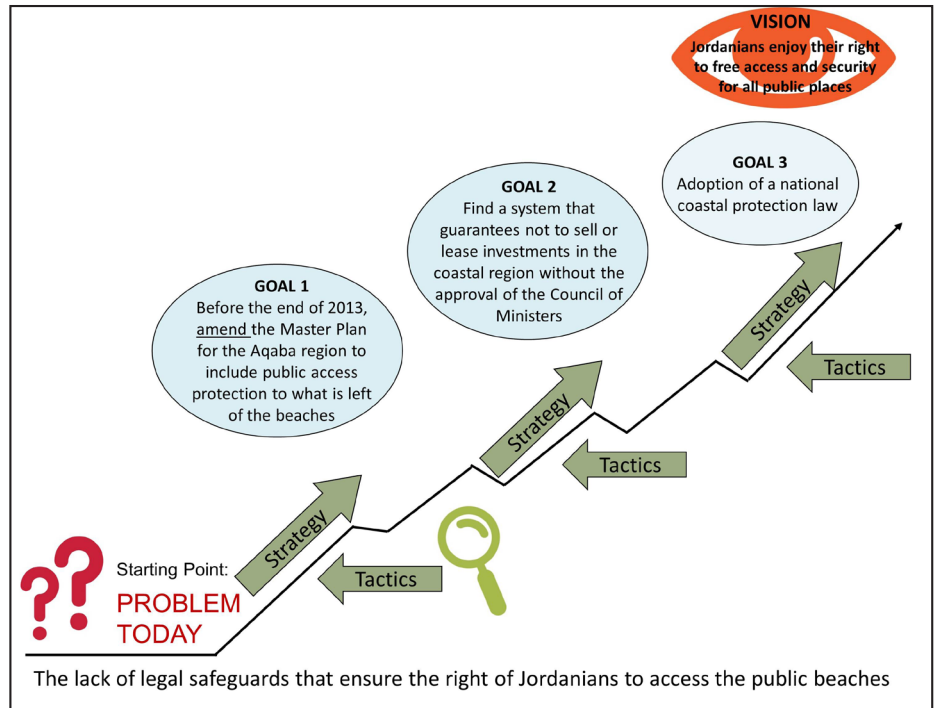


Figure Above: This journey of change visual provides an overview of JREDS' immediate and long-term goals.

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. 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

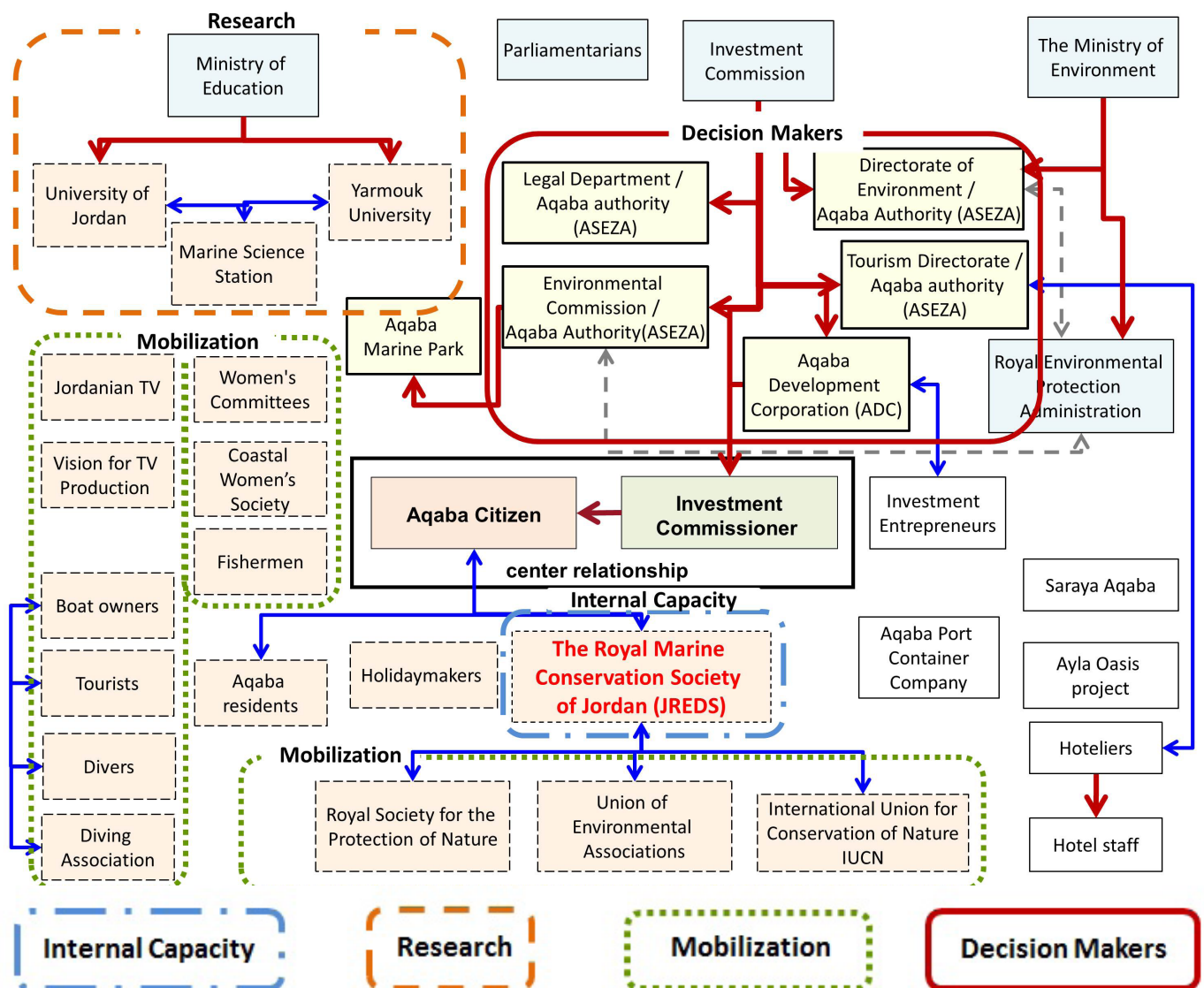
Again, it is important to remember that a great deal of work was already being carried out by the legislative and technical committees even before they identified the ASEZA Master Plan as an immediate intervention opportunity. This was because the campaign had already identified the absence of legislation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

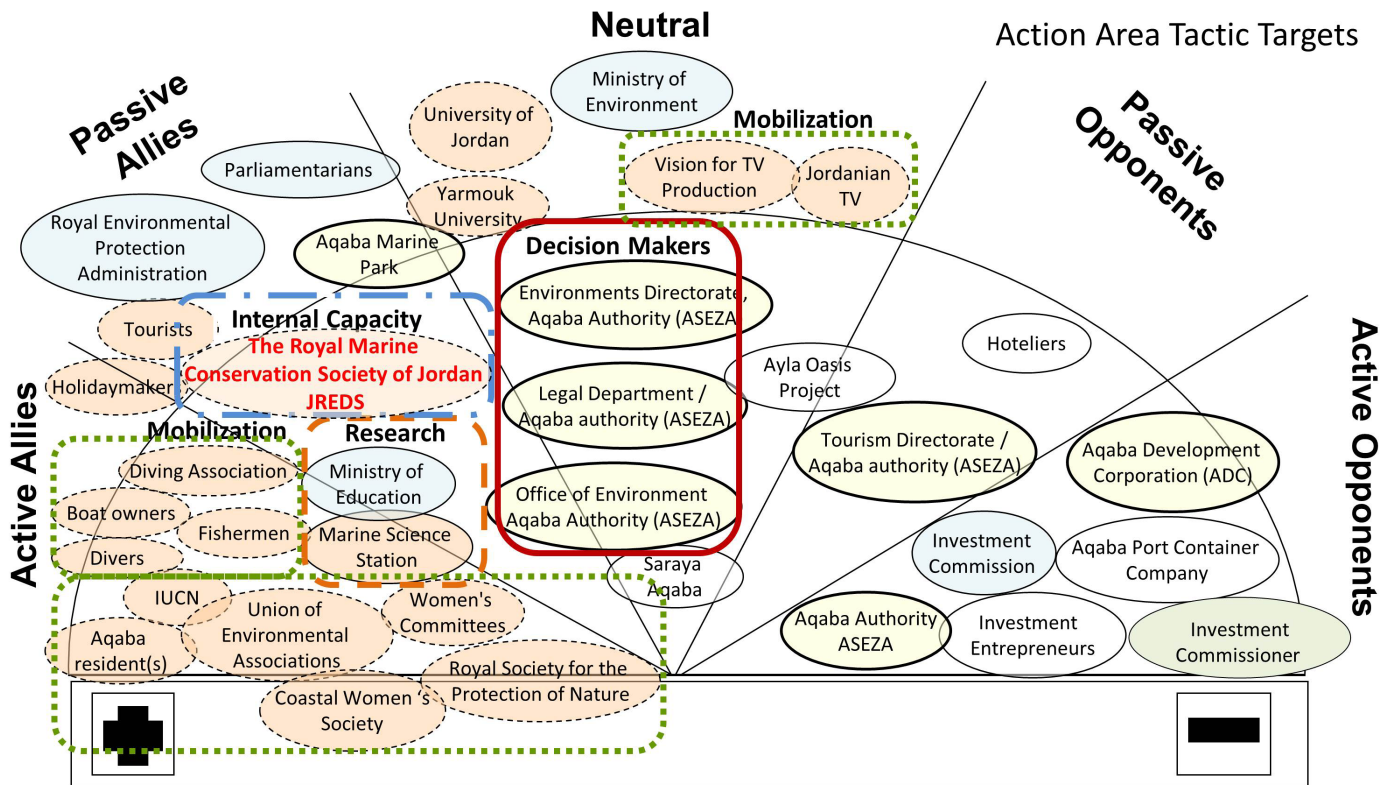
- Providing **advocacy training to build the capacity** of JREDS staff and community advocates to address the Aqaba beaches issue.

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.”



Spectrum of Allies Key with Advocacy Action Areas

- Light orange circle with dashed line = civil society entities
- JREDS: Light orange circle with dashed line in Bold RED text
- Light yellow circle with bold black line = ASEZA related entities
- Light blue circle = Jordanian government entities
- White circle = Business related entities

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 led 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?

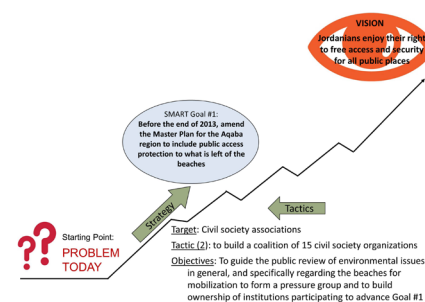


Figure above: This journey of change visual provides the immediate goal and one strategic target and tactic for moving the goal forward.

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

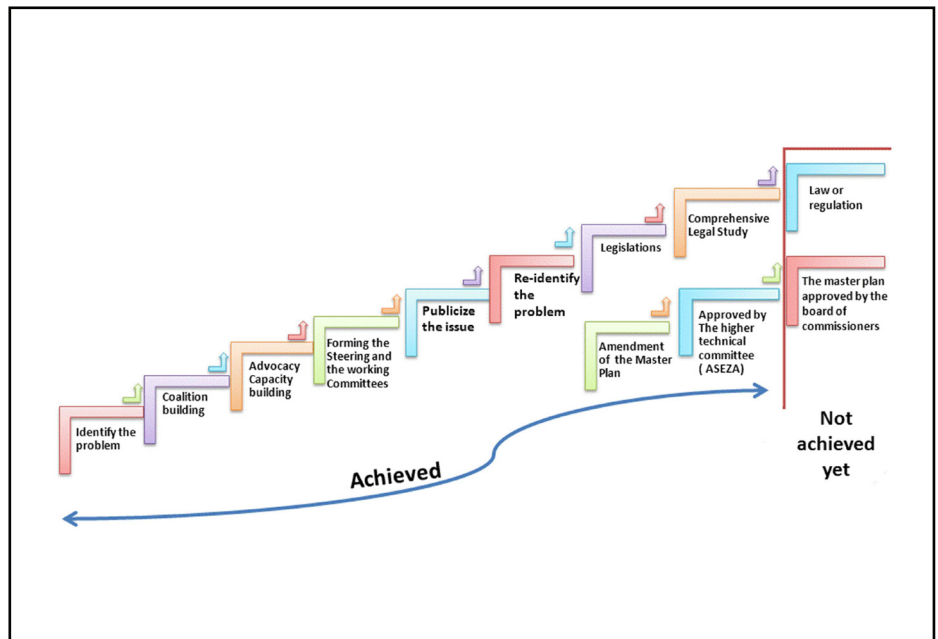
The graphic developed by JREDS below provides an excellent visual to the quote by Mr. Abu Sondos. It illustrates that it is crucial to monitor and evaluate throughout each step of the advocacy process. This allows you to be flexible; take advantage of opportunities, make changes when new information 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?