DOING ADVOCACY
GUIDELINES FOR CARITAS INTERNATIONALIS MEMBERS
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CONTENT

OUR FOUNDATION FOR ADVOCACY
Advocacy is deeply rooted in the Gospel and Catholic Social Teaching. “If indeed the just ordering of society and of the state is a central responsibility of politics, the Church cannot and must not remain on the side-lines in the fight for justice.” EG, 18

UNDERSTANDING ADVOCACY
Caritas Internationalis is committed to just and lasting change in the lives of the people living in subhuman conditions, suffering injustice and poverty, through advocating for them.

THE THEORY OF CHANGE
The Caritas Confederation promotes transformative changes by understanding the dynamic of people’s contexts, needs and interests.

DEVELOPING AN ADVOCACY STRATEGY
The planning process is at the basis of our advocacy work, to develop campaigns and actions to influence decision-makers.

MONITORING, EVALUATION AND LEARNING (MEL)
A MEL System is the process to follow to understand how planned activities unfolded and how things have changed.

HOW TO FINANCE ADVOCACY WORK?
Advocacy work can be mainstreamed into programme and project work.

HOW WE WORK TOGETHER AS A CONFEDERATION
For the advocacy work to be effective, all levels of the Confederation need to work together in a coordinated manner.

Caritas Internationalis, as part of its mission, contributes to strengthening the capacities of its Member Organisations, promoting tools such as these Advocacy Guidelines. They describe its foundations, concepts and methodologies for drawing up action plans based on thematic priorities and implementing them in decision-making spaces. Living “Unity in Diversity”, Members can adapt the content of these Guidelines to the cultural and political context of their country and region. Whereas in some countries or on specific topics more can be achieved through personal and constructive dialogue or close collaboration, in others there may be limited political space or access to decision-makers to engage in a constructive dialogue.

“You may never know what results come of your action, but if you do nothing there will be no result.”

Mahatma Gandhi
The Caritas Confederation is engaged in initiatives of promotion of the poor and marginalised in view of their integral human development. Issues are always complex and cannot be solved through assistential efforts alone.

In understanding the prophetic call “to do justice, and to love kindness, and to walk humbly with your God” (Micah 6:8), we know that God incarnates justice. In our emergency and development work, and through our service provision, we find that injustice is behind much of the poverty we face, and that the causes of this injustice need to be tackled in order to bring social transformation through lasting change. To achieve this, with the poor, we have to influence those with power.

The process to bring lasting change in policies and practices is called Advocacy.

**CARITAS MISSION**

“…Caritas seeks a world where the voices of the poor are heard and acted upon. This is a world where women and men in the poorest and most disadvantaged communities are able to influence the systems, decisions and resources that affect them. They can then live under governments, institutions and global structures that are just and accountable.”
Advocacy is one of the concrete ways of expressing the social dimension of proclaiming the “Good News”. At the heart of Advocacy are the poor, and the way of engaging them to challenge injustice and oppression and make changes happen. Advocacy is the process, based on evidence, to directly and indirectly influence decision-makers, stakeholders and relevant audiences to support and implement actions in defence and promotion of the common good and full enforcement of human rights.

Advocacy initiatives are carried out by organised and aware citizens and organisations to promote and influence the formulation and implementation of public policies and programmes, through dialogue and/or pressure put on local or national state authorities, national and international private corporations, and other actors with decision-making powers - such as inter-governmental or multilateral organisations.

Involvement in advocacy is vital to Caritas’ calling to bring about justice, speak out for truth, defend the poor and oppressed, and to work to redeem the whole of creation. Two approaches can be distinguished: One which works with decision makers to bring about measurable change (pragmatic approach) and the other one denouncing injustice to a broader public (prophetic approach). In practice both approaches may be used on an issue and may cross over as appropriate with both being rooted in Catholic Social Teaching.

Working on advocacy also reflects Caritas’ belief and experience that civil society organisations can play a pivotal role in major social and political transformations.

Caritas Internationalis is working to ensure the dignity of the person in all its dimensions, the family and the communities in which it evolves and with its inalienable political, social and economic rights. This is recognised as its distinctive capacity by stakeholders and key actors with whom the work is carried out.

By transforming unjust structures and systems so that people have a voice to access their rights and basic services and can live their talents, inspired by Jesus, who said: “I have come that they may have life, and have it to the full”.

By influencing and shaping public policy and decision-making, institutional practices and public opinion (culture, attitudes), as the foundations of sustainable social transformation.

1 This basic definition was developed during an advocacy workshop with member organisations and discussed and validated during other similar events.
ONE OF THE LARGEST GLOBAL NETWORKS
CI is one of the largest humanitarian and development networks across the world. We bring a truly global perspective on issues. CI operates from local to national to regional and international levels with close links to communities and decision-makers at the different levels. We are all members of one Church with shared values and vision.

HIGH LEVEL INTERNATIONAL REPRESENTATION
CI has offices in New York, Geneva and Rome, which make it possible to bring the voices of communities across the world into the centre of high level discussions. CI is represented on many high level working groups and panels.

FIRM BASIS IN CATHOLIC SOCIAL TEACHING
The work of the Caritas Confederation is based on and inspired by Catholic Social Teaching. This means that the preferential option for the poor, an integral ecology approach and defending and upholding people's rights and dignity are fundamental to who we are as organisations. Caritas promotes integral human development, for a world in which everyone can flourish. This makes CI a key partner in shaping and delivering many of the international frameworks such as the Sustainable Development Goals (SDGs).

NATIONAL INFLUENCE
National Caritas organisations generally entertain dialogue with their respective governments and decision-makers in their countries. Caritas organisations also build on the wider Church and other Christian and Faith-Based Organisations within their countries to have greater impact and influence. Together they can coordinate and prompt national action for change.

WORKING WITH COMMUNITIES
This is a key aspect of Caritas' work. Caritas is present in communities across the world often where few viable infrastructure or civil society mechanisms exist. Caritas Internationalis is a global confederation that is built from the community level. Therefore, Caritas has the ability to bring their voice to the “negotiating table”.

CONNECTING LOCAL, PERSONAL SOLIDARITY WITH THE GLOBAL LEVEL
From our faith, we understand that we must all strive to contribute to the common good. This can be undertaken through prayer and action – concrete action or seeking to influence for change. The actions we ask of decision-makers will be mirrored in the way our organisations and communities live their lives. Our communities can model the behaviour we seek to bring about in the wider world. Acting in solidarity goes from the local to the global level and vice versa with our brothers and sisters around the world.

CARITAS AT THE HEART OF THE CHURCH AND COMPLEMENTING THE HOLY SEE
As an official entity of the Catholic Church, CI has a close relationship with the Holy See, can complement and support its work and raise issues directly with its competent offices and missions to the UN and international organisations.
HOW TO BRING A LASTING CHANGE?

The key to CI’s approach is its understanding of the current challenges, its vision of an alternative world based on 150 years of Catholic Social Teaching and the lived experience of Caritas members and the communities it works with from all over the world. Our vision for change is achieved through partnership: a combination of accompanying those at the margins and providing relief and support to them, with a drive to change those systems in the global North and South that cause and maintain the poverty and injustice they endure. Indeed, CI lives out the Gospel imperative to be a Eucharistic community by responding to God’s invitation to “love your neighbour as yourself” in its pastoral, practical and political responses.

THE THEORY OF CHANGE IS…

The theory of change is an approach focused on transformative changes generated by action. Thus, it is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context.

This approach allows us to:
- Understand the dynamic of our local, national, regional and international contexts
- Identify the changes we desire and how we want to achieve them
- Plan our advocacy work
- Be accountable to the people we serve

“The direct duty to work for a just ordering of society is proper to the lay faithful. As citizens of the State, they are called to take part in public life in a personal capacity. So they cannot relinquish their participation “in the many different economic, social, legislative, administrative and cultural areas, which are intended to promote organically and institutionally the common good.”


DIMENSIONS IN THE ADVOCACY THEORY OF CHANGE

Social transformation is what we identify as an issue that needs to be tackled with our advocacy. In the “One Human Family, Food for All Campaign”, Caritas Internationalis raised awareness about the global hunger crisis, and called on governments to guarantee a right to food for all.

The Theory of Change is the proposed transformative strategy to achieve that change, in the mid and long term. For the Campaign, three main strategies were developed: a) mobilisation of a broad public, b) education of the grass-roots, and c) supporting dialogue with governments (advocacy), highlighting the issue of hunger, in order to move to action and achieve change.
With a Theory of Change, it is ultimately intended to achieve lasting change in policies and practices. However, the dimensions of the Theory of Change include cultural, relational and personal changes. In the case of the “one human family, food for all” campaign, all those dimensions were touched upon. An example of cultural change: Caritas Japan developed plastic containers to encourage people to take home leftovers from dinners in restaurants. Leaving something on the plate is a deeply rooted tradition in Japanese culture, to signal that you really had enough food.

Lederach, Neufeldt, Culbertson. Kroc Institute and CRS. 2007
MALAWI – A STORY OF CHANGE

THE CASE OF TUKOMBO DISPENSARY IN MZUZU DIOCESE, MALAWI

Nkhotakha is a lakeshore district in the Northern part of Malawi. It is one of the 12 districts that Caritas Malawi was working on in a governance project called “Scaling up Enhanced Citizen Participation for Accountable and Responsive Governance”. Under the project, each district was required to set up an all-inclusive District Multi-Stakeholder Dialogue Committee.

Among many issues, the urgency of building the Tukombo Health Centre that had remained incomplete for more than 10 years was prioritised in the Nkhotakha district.

The communities were facing several challenges when accessing health services:
- they had to walk long distances to Liuzi and Kachere health centres which are located about 12 km from Tukombo;
- people, especially children, lost their lives to diseases such as malaria as a result of the long distances to the nearest health facilities;
- a lot of women gave birth on their way to other health centres;
- the cost associated with travelling to access health care was higher than the amount with which patients could access unsafe drugs on their local market.

The Caritas Malawi project empowered communities to demand responsiveness and accountability from duty bearers on governance issues. In February 2015, due to the fact that the institution was not yet opened, with assistance from Caritas Malawi the community gave the District Health Office and a representative of the District Commission an ultimatum to open the institution or face a vigil by the community at the DC’s office. The institution was opened in March 2015.

The Tukombo case is a classic example of how a united and empowered community can meaningfully engage duty bearers in order to have their needs met.
Although from the very beginning CAR has been considered an extremely fragile state, the present crisis, which started on 10 December 2012 when the Seleka (“Alliance” in the Sango language), a coalition of Muslim rebel groups supported by Chadian and Sudanese mercenaries, took power in Bangui.

The Seleka rebels justified their taking up arms by their claims for a re-ordering of the socio-political structures and re-establishing justice in favour of all the people. From this perspective, the crisis has hallmarks of a purely social nature. However, political, strategic and economic factors fuelled and deepened the crisis. The political will - at the national as well as the regional level - to dismiss President Bozize from power worked to the advantage of the Seleka coalition.

Even though some Bangui residents welcomed the rebels’ overthrow of the government, Seleka’s takeover soon resulted in looting, clashes and atrocities, which provoked increasing resentment among the population. This collapsing of the state pushed a part of the population to form civil defence movements, mainly Christian and Animist, known as anti-Balaka (meaning anti-machete). The confusion about the assimilation of Muslims and Christians within Seleka and anti-Balaka induced a semantic shift towards a religious crisis between Muslims and Christians. This was largely supported and disseminated by international media, as well as the international community. The emphasis on the religious dimension exacerbated the inter-communal tensions even further and overlooked the real causes of the crisis, which were military, political and economic.

Long before the crisis had begun to spread throughout the country, the members of the Inter-Religious platform, the national Caritas and the Episcopal Commission for Justice and Peace organised assessment missions to raise public awareness of the importance of peaceful cohabitation and mutual respect. Tensions and suspicions were already evident in areas under Seleka occupation. But the proposals made at the end of these visits were neither considered by the government nor by the embassies represented in Central Africa, which had a different reading of the crisis.

Faced with the indifference and silence of the international community, the interfaith platform set itself a threefold task:

1. To inform the international community of the extent of the humanitarian crisis in CAR with the support of Caritas Internationalis delegations to the UN in Geneva and New York;

2. To advocate for a rapid resolution of the crisis; and

3. To increase support for humanitarian organisations working for the people of CAR.

The initiative was honoured by being awarded the Sergio Vieira de Mello award, a prestigious international peace award, in 2015.
The community of Delkone is in one of the worst flood affected areas in the Ayeyarwaddy region. Located right beside the Nga-Wun River, the six villages and 780 households in this neighbourhood almost all rely on agriculture for their livelihoods, but are repeatedly flooded during the monsoon season. The water damages homes and crops, and threatens the food security of the local people.

Three of these villages are part of the UK Aid Match Round 2 project, working with KMSS Pathein.

There was a strong embankment along this part of the river that protected the villagers and their land from severe flooding and allowed farmers to grow two crops per year. Over the years, the continued attacks of increasing levels of flood water and an ever higher number of natural disasters eroded the embankment until it finally collapsed in 1998. Flooding during every monsoon season and the massive volume of sediment left behind on the land by the receding water was preventing local farmers from growing their major staple crop - rice.

The communities were keen to renovate the embankment to protect themselves from the floods and improve their livelihoods. Several years ago, the community had attempted to repair it, but had not received any technical or financial support from the local government. Due to a lack of proper resources, the repair job failed to withstand a severe flood in 2015 and the embankment collapsed again causing even further damage.

In July 2016, KMSS organised an advocacy skills training session for the local communities in Pathein. At the training session, the representatives of the three villages gained basic knowledge of advocacy techniques and they also identified the key issues affecting their communities and developed a community advocacy action plan to raise with local policy makers. It was worked out that renovating the river embankment would not only benefit these three communities, but also 10 other villages in the neighbourhood - a total of 1,300 households.

In January 2017, the regional parliamentarian visited Delkone village and met flood affected communities. He committed to support this embankment renovation by allocating budget in the Ayeyarwaddy region development plan in the next financial year. The 5 million kyat contributed by the local government Department for Community Development was added to 3 million kyat from the MF3 programme and 3 million kyat raised by local farmers from 12 villages in the Delkone area. Excavations have begun and so far over 1km of earthworks has been renovated.
Alerted by member organisations in the Middle East about the suffering and exploitation migrant domestic workers were going through, the Caritas Internationalis General Secretariat asked member organisations in other continents about their situation. A report entitled “Needed and exploited – the invisible suffering of migrant domestic workers” was produced, which revealed that in all continents migrant domestic workers suffer from lack of recognition of their work as work, lack of legal protection and massive exploitation and violence in their workplaces. Caritas Internationalis decided to engage in this cause by first presenting its evidence to the Migrant Worker Committee which oversees the implementation of the International Convention on the Rights of Migrant Workers and their families. Caritas Internationalis engaged in and supported the writing of a General Comment to this Convention, promoting its implementation with regard to migrant domestic workers.

With a small campaign called “Under the same roof, under the same law”, Caritas Internationalis advocated for the recognition of domestic work as work, for fair and just working conditions, and for the adoption of the ILO Convention (No. 189) “Decent Work for Domestic Workers”.

The key messages developed were:

- Employers should treat their domestic, care and au pair workers with respect
- The residency permit of those workers should not be linked to one employer only
- Work contracts for domestic work should be only managed by recruitment agencies recognised and controlled by the state
- The International Convention on “Decent Work for Domestic Workers” should be adopted.

The convention was adopted, after a massive advocacy effort from civil society and trade unions on 16 June 2011. In 2012, Caritas Internationalis produced an advocacy guide for member organisations, encouraging advocacy to implement the ILO Convention. The guide was drafted with the assistance of the ILO migration department.

Many migrant workers were and still are abused as migrant domestic workers, including those poor people who move from rural to urban areas and are employed as domestic workers. This is the case in India, where children, especially girls, are exploited as domestic workers, receiving shelter and food, but no salary. Caritas India helps domestic workers to get organised and asks the government to approve new legislation for the protection of all domestic workers.

Caritas Internationalis and its members continue to be engaged in advocating for the implementation of this convention, partnering with several organisations at national and international level, such as ILO, Justice and Peace Commission Germany and the Italian Catholic Workers Association (ACLI), and also organises annual events during the International Labour Conference bringing witnesses from around the world to the table. The convention has been ratified so far by 24 countries (2017), which means that they have to incorporate the provisions of the convention into their national legislation.
The growing interest for engaging in advocacy has resulted in requests to improve Caritas Internationalis members’ capacity and to reinforce coordination and articulation of advocacy work at different levels on common issues.

The methodology on how we carry out advocacy is based on many successful experiences from civil society organisations and Church bodies around the world in their work for justice. The graph Advocacy Steps shows the process of how to develop an advocacy strategy.

In identifying the issue (Step 1), we need to determine the essence of a problem, its causes and its consequences. An effective tool may be the “Problem and Solution Tree”. Once causes and consequences have been identified, it may be possible to begin to look for possible solutions. These solutions need to be translated into strategic advocacy objectives.

To identify the decision-makers who have the power and influence to change the policy related to the problem identified (Step 2), we need to ask questions such as: Who are the decision-makers who may solve the problem and whom we want to influence? Who needs to change something and when is the right time to accomplish that change?

Make sure that you draft the right messages for the appropriate type of decision makers (e.g. use their language). Joining forces in partnership with networks and coalitions can produce synergies and significantly increase Caritas Organisations’ legitimacy and efficiency.

In designing an Advocacy Action Plan (Step 3), we can identify the following six elements that are inter-connected:

**THE SIX ELEMENTS**

- Internal Preparation
- Collecting Evidence: Research & Stories of Change
- Community Involvement - Mobilisation
- Communication & Social Media
- Lobbying
- Education – Raising awareness
THE SIX ELEMENTS IN AN ADVOCACY PLAN

“Never doubt that a small group of thoughtful committed citizens can change the world. Indeed, it is the only thing that ever has.”

Margaret Mead

1. INTERNAL PREPARATION:
To reflect on your own strengths and weaknesses, a SWOT analysis is a useful tool. Then, there should be an analysis on how decisions will be made for the advocacy plan within CI GS, Regions, MOs, to establish roles and responsibilities, to identify needs in strengthening advocacy capacities, to prioritise issues, etc. As part of this, understand what other organisations and networks are doing on this topic and therefore what you can add or support.

2. COLLECTING EVIDENCE: RESEARCH AND STORIES OF CHANGE:
Having strong messages and arguments in our advocacy work is closely tied to data collection. At the beginning of an advocacy plan or a specific campaign, research is useful by conducting a needs assessment at the level of the affected population in order to identify the core of the problem. This can be accompanied by stories of change in similar situations. When developing the strategy, the evidence and the message should be solid to avoid being challenged because the messages are weak or lack substantial data.

3. COMMUNITY INVOLVEMENT - MOBILISATION:
It is important to reflect on the concept and practice of social mobilisation. This has been visible in events such as those that have surrounded the United Nations Climate Change - Conference of the Parties -COP summits, where communities (e.g. indigenous communities) and Civil Society exerted pressure. In general, MOs should build a community's capacity to rank needs and take action, that is, to be involved in pilgrimages, vigils, public demonstrations or lobbying activities etc. CI can facilitate these voices directly into high level meetings at national, regional or international levels.

4. COMMUNICATION & SOCIAL MEDIA:
Working with the media can be highly effective in advocacy to influence directly and especially when you need to reach a large audience with your message. There are some key recommendations for writing letters, presenting messages in audiences, producing good press releases, and “touching the heart” of public opinion.

5. LOBBYING:
This is the face-to-face activity with decision-makers. In order to accurately plan your lobbying activities, make sure you take into account the timing, procedures and budget cycles at the appropriate decision-making level(s). Identify a set of criteria to assess and select the most effective lobbying activities. Consider using the following criteria:

- Level of influence the activity will have on decision-makers, their opinion, attitude, etc.
- Level of risk (human, financial, loss of credibility) to your advocacy plan in pursuing the activity.
- Resources that are needed (to assure continuity of your lobbying).
- Access to effective messengers/ambassadors (also with an eye to increasing your GS/ Region/ MO visibility).
THE SIX ELEMENTS IN AN ADVOCACY PLAN

6. EDUCATION–RAISING AWARENESS:
An advocacy campaign is intended to change public opinion about a policy issue or an unjust situation.

Advocacy efforts usually include a component to raise the awareness of key audiences; the production of educational materials (videos, handbooks, leaflets, etc.) is part of this element. It is linked to Communication & Social Media and should have specific and prioritised target groups: e.g. children, teachers, people affected by the issue etc. to strengthen their awareness of their rights, etc.

It should be noted that all the elements presented may not be applied every time. They are presented to understand what an advocacy plan may entail. Depending on the context, the resources available not all elements may be needed. The basic criteria for discernment is to understand what works best for the change envisaged.

HOW TO FINANCE ADVOCACY WORK?
The CI Confederation advocates for ending poverty and injustice in the world. In all programmes, advocacy, as a way of influencing policy makers, can be a powerful tool to complement programme objectives and achieve the intended change. It is part of our integral human development approach.

By including advocacy in their programming with an allocated budget and clear roles and responsibilities, Caritas Member Organisations can maximise the impact of programmes by advocating for change in structures and policies, cultural patterns and personal and relational behaviours.

Integral programme strategies targeted at multiple causes - including policy causes, will lead to a desired change for those most vulnerable and excluded.

Since advocacy aims to change policies, it has the potential to have a sustainable and positive impact on the lives of people beyond a specific programme.
The Caritas Confederation has prioritised themes at the national and regional level; at the same time, the General Secretariat runs a global agenda. In developing influencing strategies about policies, it is important to know about scenarios in which advocacy happens. These are called the sphere of influence and the sphere of interest.

The sphere of influence is the setting (e.g. the Human Rights Council) in which advocacy is carried out. Advocacy has an impact when it manages to change or promote policies that benefit communities, regarding issues relating to their needs and ultimately to the common good.

Therefore, the sphere of interest is the scenario in which the people from these communities who want to engage in an advocacy strategy are present (e.g. a community in Malawi engaging so that they can have a health care centre). In the case of the members of the Confederation, advocacy simultaneously covers both spheres, regarding local and national agenda issues. In the case of the Regional and General Secretariats, the sphere of influence is situated at the regional and global levels, and the sphere of interest is at the global, regional, national and local levels, depending on the policies one wishes to promote or change and the level of impact of these changes, national or local policies.

The Sphere of Control includes all resources, activities and products each Member Organisation and/or the Regional and General Secretariats have to strategise and implement advocacy strategies.
Monitoring and evaluation can shape and transform an advocacy strategy and help ensure results have the maximum effect.

Monitoring is one of the most important aspects of an Advocacy Plan. It is not a final task, but a day-to-day process to register and document how planned activities panned out and how things have changed (related to indicators and a baseline).

Monitoring outputs, assumptions and processes together makes it possible to respond in a timely manner to new information and adapt planning and strategies, and to decide on the most strategic next steps to take in complex contexts/processes.

Monitoring is also useful to collect information with the purpose of learning from the experience, in implementing the advocacy strategy. In this sense, Monitoring is related to Learning Processes - as it is suggested to use the MEL acronym - Monitoring, Evaluation and Learning.

On the other side, if the Advocacy strategy aims for a new law, there should be a process to monitor the implementation of that law – e.g. related regulations, public education, officials’ training plans, etc.

However, monitoring advocacy can be challenging. It is sometimes difficult to attribute what influenced the change. It is sometimes a collective effort with other actors and organisations. Therefore it is important to track quantitatively what happened – meetings with government, activities, etc., and also establish a baseline for qualitative evaluation, e.g. what is the current situation/attitude and how much over the last period did you improve this situation and how?

**KEY QUESTIONS IN THE MEL SYSTEM**

Which information/data/evidence need to be collected, by whom, how, and when?

What will this information tell us about our Theory of Change?

What is the intended use of the information or evidence?

Is another entity or actor already collecting the data we need? Do we have access to that information? Can we use it?

Are we capable of collecting the information (expertise, costs, capacity, etc.)?

What are the collective narratives and memories from the poor that inform about change, to heal and to build new voices of justice and dignity.

*(Adapted from HIVOS ToC)*
INTRODUCTION
Caritas Internationalis as a Confederation of 165 members builds its advocacy work from the bottom up and tries as much as possible to have evidence-based advocacy or at least provide case studies or testimonies to underpin the case made. Global advocacy needs to be reinforced and supported by national advocacy, as in most global mechanisms, it is the state parties who take decisions. It is only when we succeed in connecting the local experience and systematise it, that we make a valid case at the global level.

The Caritas network has the following interconnected levels of intervention: the grassroots level organised according to the local Church; the diocesan level; the national Caritas; the regional secretariats for Oceania, Asia, Middle East and North Africa, Africa, Europe, North America and Latin America; the General Secretariat including its delegations in Geneva and New York. Only if there is a coordinated and coherent approach and fluid communication among those levels we will see that global advocacy is credible and effective. To make this happen, it is imperative that the roles and responsibilities of each level in advocacy are clear.

The basis for the common work is the Strategic Framework of the Confederation, approved every four years by the member organisations at the General Assembly. The framework provides strategic orientation for the advocacy work amongst others. The Strategic Framework is developed by a process which involves the consultation of member organisations and external stakeholders and builds upon regional strategies agreed by member organisations in a given region. After its approval, it is followed by an operational plan for four years and a yearly operational plan for the General Secretariat, concretising the activities. The Strategic Framework and the four-year Operational Plan are the basis for designing a more specific Advocacy Strategy which spells out the change to be achieved and the steps for how to achieve this change.

ROLES AND RESPONSIBILITIES

NATIONAL MEMBER ORGANISATIONS
The National member organisations are to define, implement, oversee and follow up on the advocacy needs and cases in a given country, connecting with and collecting grassroots experience and developing their own advocacy strategies, which may include regional bodies as well (e.g. the Interamerican Court for Human Rights or the African Union). They are responsible for signalling to the General Secretariat that an issue needs to be addressed at the global level, as is the case for instance when it comes to unrest or conflict in a given country, or when it is related to a multinational private sector intervention, or when the member deems that an intervention at the global level may put more pressure on their government than what can be achieved at the national level. At the same time they are encouraged to follow and engage in global initiatives coming from the General Secretariat and use them – if necessary contextualised – for advocacy at the national level.

Member organisations are also responsible for sharing their issues and concerns at the regional level, so that regional secretariats are able to identify common concerns to be acted upon as a region and share them with their colleagues from other regions, in order to identify common issues or experiences for global advocacy. Other fora to share those concerns are regional working structures, such as working groups and conferences as well as global working structures which must work in coordination and synergy whenever appropriate.

THE REGIONAL SECRETARIATS
The regional secretariats are responsible for identifying common regional concerns; implementing appropriate regional working structures which can feed into regional, national and global advocacy; identifying regional advocacy capacity building needs; animating the regional structures to implement the regional advocacy plans; sharing issues and concerns directly with the General Secretariat in case of urgency or sharing it with the other regions in order to learn from other regions or to identify opportunities for common advocacy actions. The regional secretariats are responsible for sharing information coming from the General Secretariat and animating its members to follow up with national advocacy activities.

THE GENERAL SECRETARIAT INCLUDING THE DELEGATIONS IN GENEVA AND NEW YORK
The General Secretariat, with regard to advocacy, works through its Advocacy Department in Rome and its delegations in Geneva and New York. They work together to design and implement the advocacy strategy of the
Confederation. The specific content of the strategy is shaped by the members of the respective global thematic working groups (both with a long-term mandate of 4 years or on an ad-hoc basis with a very specific short-term mandate). These working groups are normally managed by a staff member in the General Secretariat responsible for the thematic area. However, as there are multiple interests, it is also possible that a member organisation with specific expertise can be given a mandate to lead a working group on a certain issue.

**THE ADVOCACY DEPARTMENT**

It oversees global advocacy work and ensures coordination and coherence with the delegations in Geneva and New York. At the beginning of each mandate given by the General Assembly and in coherence with the Strategic Framework, it develops an advocacy strategy in an inclusive process, involving relevant staff at the global level, the regional secretariats and members with specific expertise in advocacy.

It also identifies global capacity building needs along with the department on Institutional Development and Capacity Strengthening, which develops an advocacy capacity building plan.

Together with the delegations and the regional secretariats, it is responsible for mapping the advocacy expertise of the Confederation by identifying appropriate counterparts at the national level in close consultation with the regional secretariats. It is the focal point for members and regions to identify issues of common concern, based on the Strategic Framework. It can also flag new and uncovered issues – identified by a member or a region - to the SG to take it up with the Governance.

Every staff member of the Advocacy Department in Rome and the delegations is also responsible for a thematic area and thus for convening and animating the global working groups in coordination with the chairs for such groups. The working groups with an advocacy focus are today: the WG “Food for all and caring for creation”, the WG on Migration and Human Trafficking, the WG on the Sustainable Development Goals, the WG on Health and the WG on Peace and Reconciliation.

The Advocacy Department together with the delegations is also responsible for organising the presence of member organisations in a given global event (e.g. summit), identified as an opportunity to convey our advocacy messages.

**DELEGATIONS IN GENEVA AND NEW YORK**

In addition to what is written above, the Caritas Internationalis delegations to the United Nations and other international organisations (and in Rome, the General Secretariat) are giving a face to the Confederation in its relationship with the UN as well as the civil society organisations with which CI partners. They represent the Confederation in relevant fora and deliver advocacy messages, ensuring the visibility and presence of Caritas.

In close coordination with the Advocacy Department in Rome, they organise the presence of member organisations, grassroots experts or testimonies at relevant events, so that the voice of the affected is heard. The delegations work in close relationship with the Holy See Mission.

**THE ADVOCACY COMMITTEE**

The advocacy committee is composed of the chairs of the thematic working groups and of a member of the Representative Council. Their function is to ensure the coherence and connection between the different thematic areas of advocacy and provide strategic orientations. The advocacy committee meets once a year, to evaluate the past year and to set the directions for the future. The chairs of the working groups can consult among themselves on an ad-hoc basis. The Executive Board has a special role to play in the approval of the messages proposed by the WGs.

**SECRETARY GENERAL AND GOVERNANCE ON ADVOCACY**

As for any other endeavour of the Confederation, every initiative is to be submitted to the SG who will consult the EXBO and the Holy See as to their pertinence and validation.

The Executive Board has reserved for itself the power of decision on new positions and new initiatives. The Advocacy Committee serves as other Committees as a watchdog for the implementation of Strategic Orientation n°3 and for this purpose reports to the Representative Council through the SG and the REPCO member designated for this purpose.
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