

INFLUENCING

For Impact

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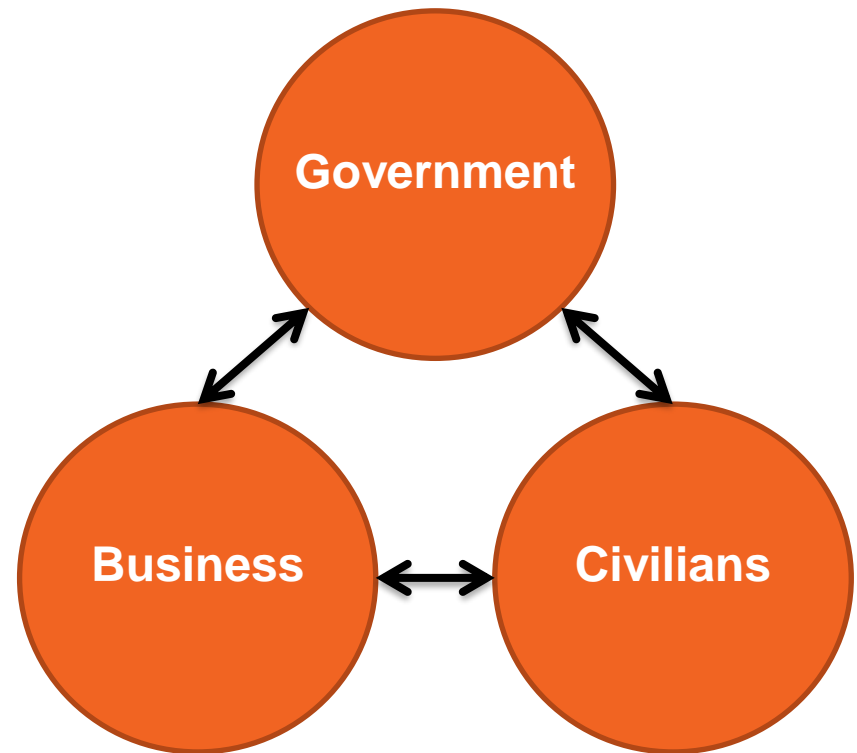
OXFAM

DEFINING INFLUENCING

Oxfam defines influencing as systematic efforts to change...

- 1. Policies, laws & regulations*
- 2. Practices*
- 3. Attitudes & beliefs*

...in such a way to promote just societies without poverty!



THE INFLUENCING CYCLE



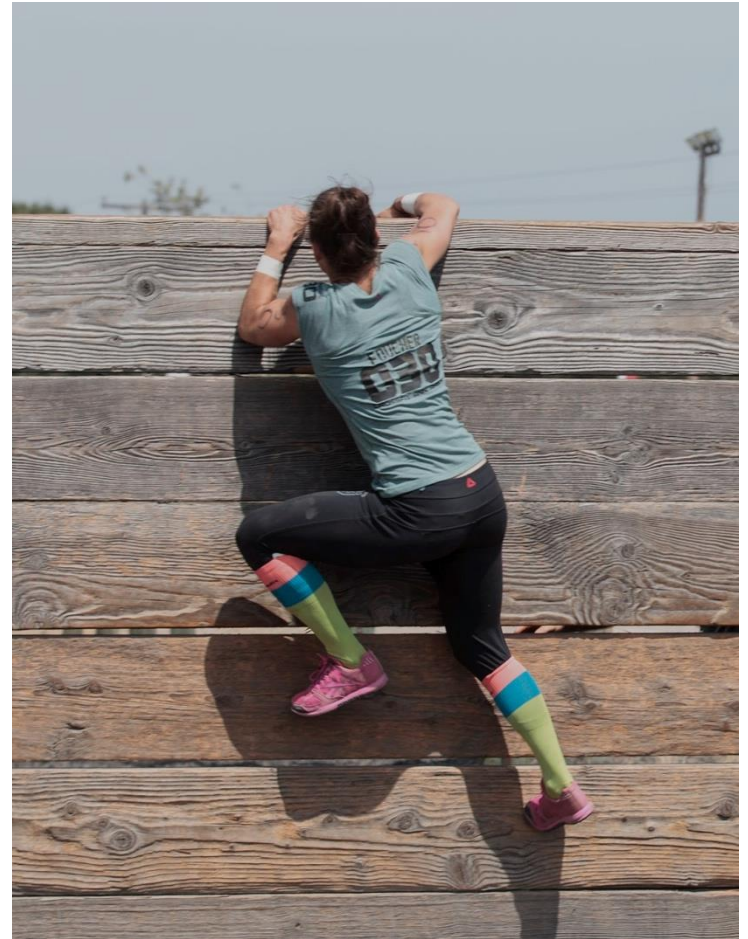
STRATEGIZING: KEY QUESTIONS

1. What do you want to *change* and why is this necessary?
2. What is *blocking* change (policies / practices / attitudes & beliefs)?
3. Which *actor(s)* do you need to *target* to change these policies, practices and / or attitudes & beliefs?
4. What are the *strategies* that you will use to put pressure on your target(s)?
5. What is a *cost-effective mix of activities* to implement these strategies?

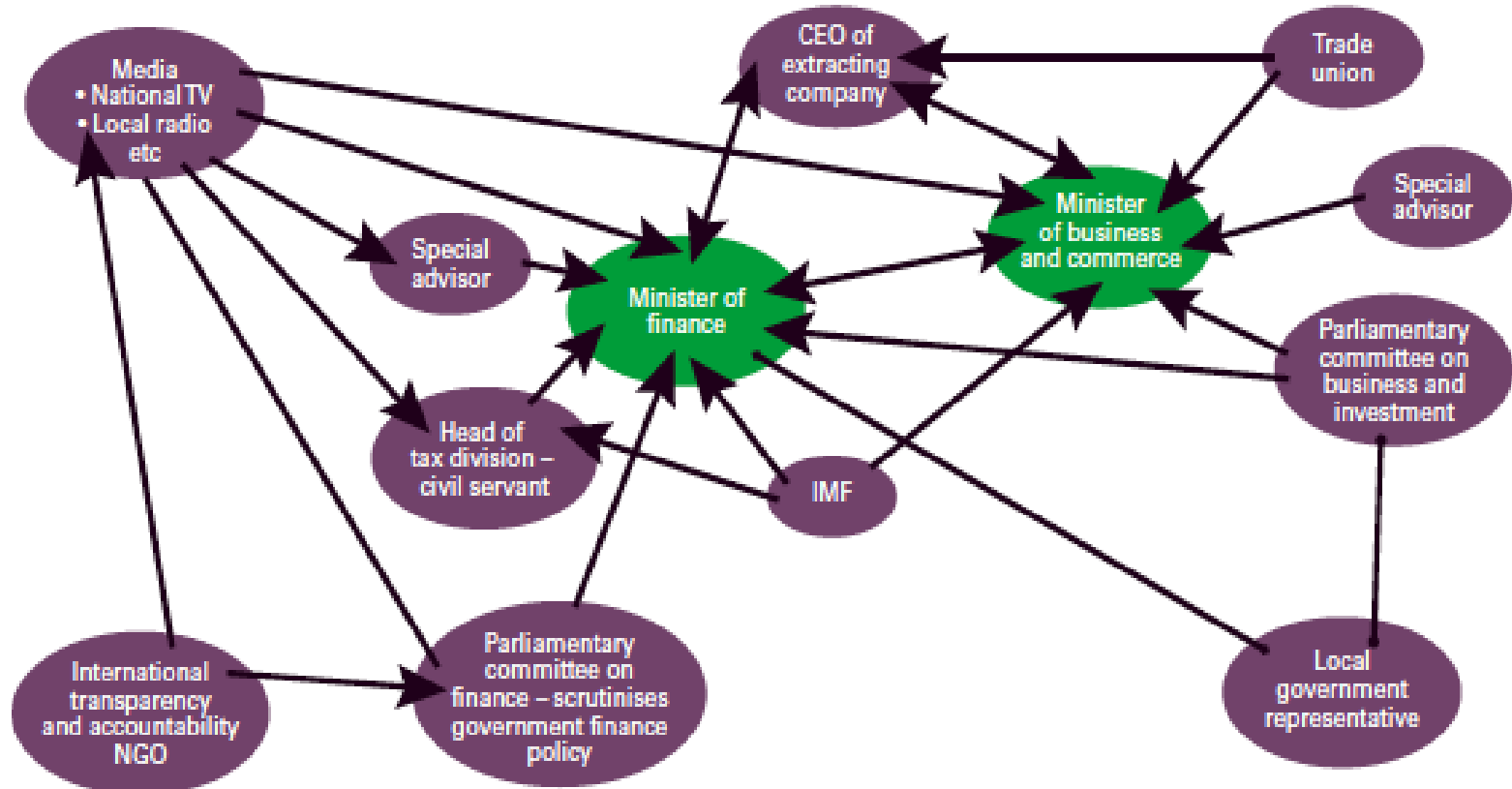


CONTEXT ANALYSIS

- ***Analyze the problem (root causes & effects) using:***
 - Information about local context
 - Research on problem & solutions
 - Prior work & lessons learned
- ***What is blocking change:***
 - Policies, laws & regulations
 - Practices
 - Attitudes & beliefs
- ***Include cross cutting issues:***
 - Gender dimensions
 - Civil society space
 - Conflict & fragility



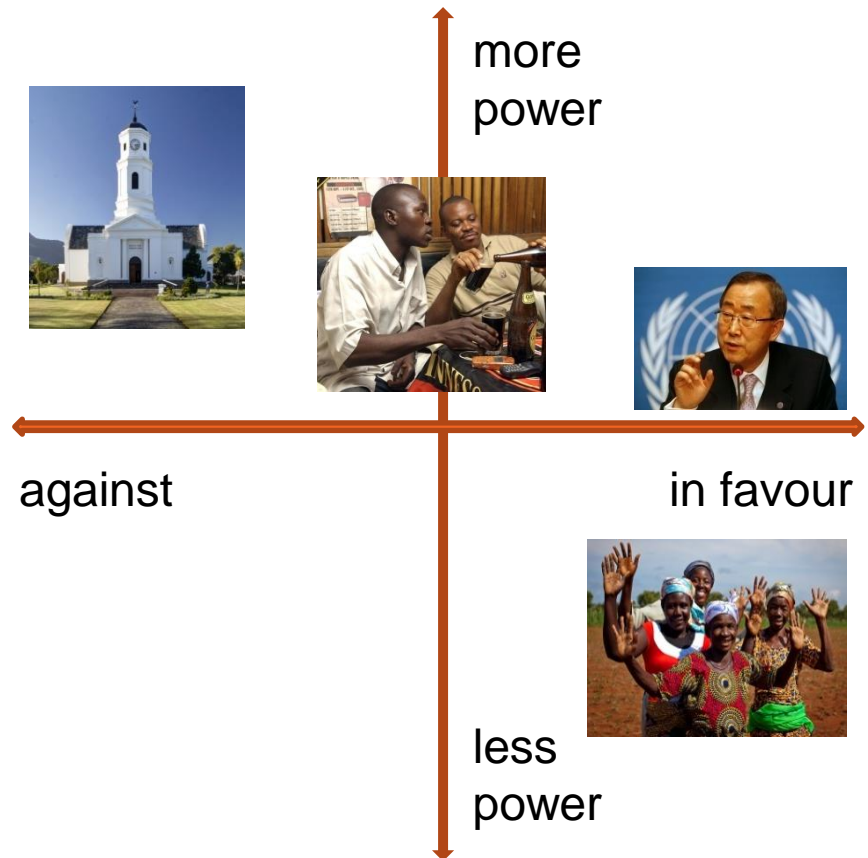
TARGETS & OTHER ACTORS



Targets (politicians, CEOs etc) can make change happen!

POWER ANALYSIS

- Which actors (people!) hold power?
- Distinguish:
 - *Champions* (in favour): support & cultivate
 - *Blockers* (against): ignore or swing
 - *Swingers* (undecided): big opportunity!
- Things change: keep your power analysis up to date!



ACCESS TO ACTORS

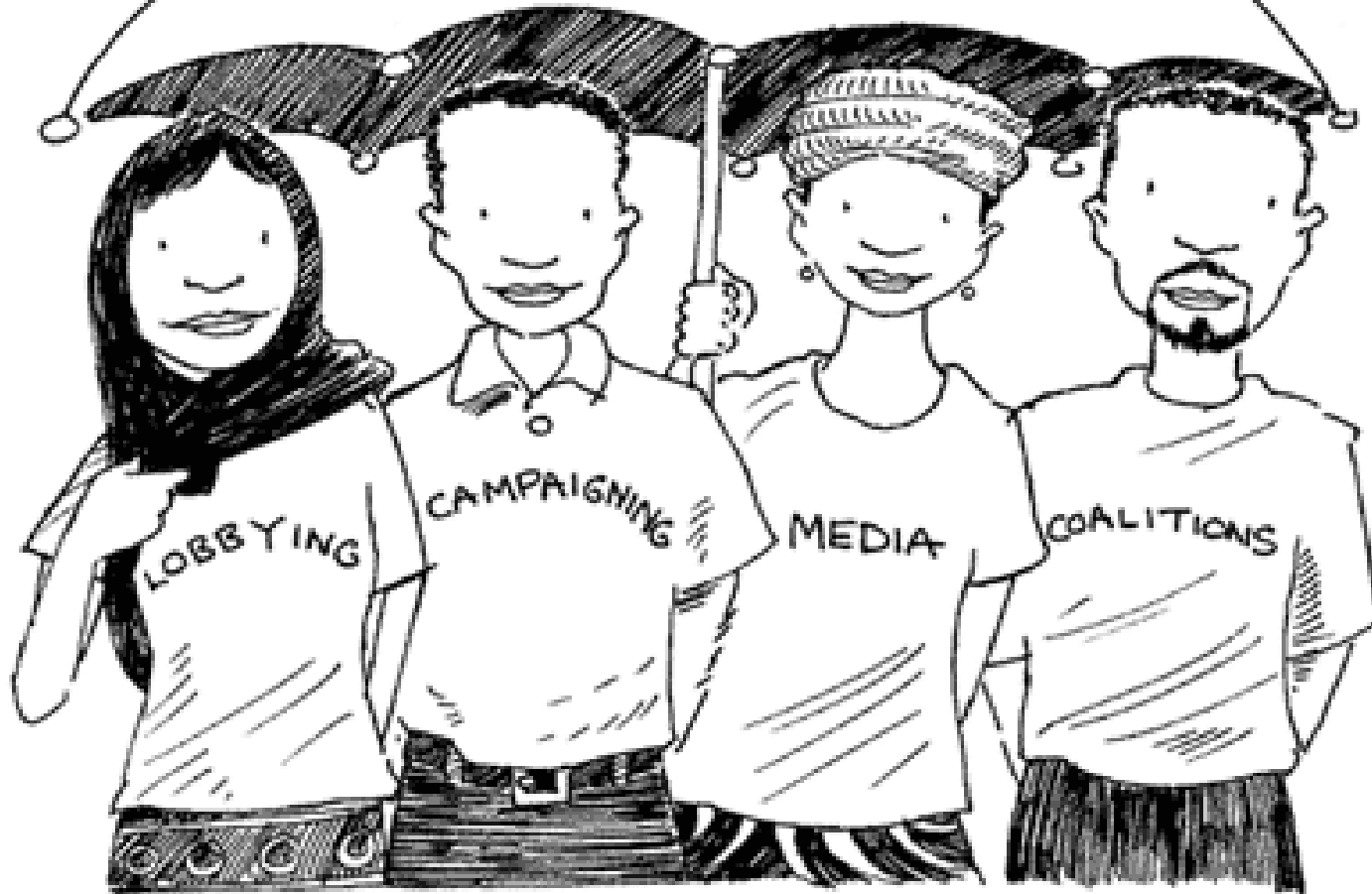


Identify *audiences, celebrities* and *coalition partners* to work with

INTERVENTION STRATEGIES



KEY STRATEGIES



STRATEGY 1: DIRECT LOBBY

- **Objective:**
 - Engage directly with decision makers to promote change
 - Politicians, CEOs etc
- **Common activities:**
 - Private meetings & phone calls
 - Letters & position papers
 - Group meetings & petitions
- **Tips & tricks:**
 - Start when policy is being made
 - Work fact based & solution oriented
 - Build productive relationships!



STRATEGY 2: PUBLIC CAMPAIGNING

- **Objectives:**
 1. Engage public to put pressure on decision makers
 2. Promote changes in attitudes, beliefs & behaviour of public
- **Common activities:**
 - Online petitions
 - E-mail actions
 - Demonstrations
 - Public events
 - Stunts
 - Advertisements
 - Thunderclap



**SAVE OUR
MEDICINES,
SAVE LIVES!**

Signed: 77,015

Goal: 80,000

There is growing pressure on India from US Government to change its intellectual property system. Bending to US pressure will put medicines out of reach for millions of patients in India and other developing countries.

Act now!

THUNDERCLAP CASE STUDIES START A THUNDERCLAP Search English Login / Register

**THUNDERCLAP
AMPLIFIES YOUR
MESSAGE WITH THE
POWER OF THE CROWD**

WATCH

WHAT IS THUNDERCLAP?
Thunderclap is the first crowd-speaking platform that helps people be heard by saying something together.

HOW DOES IT WORK?
If enough people support it, Thunderclap will blast out a timed Facebook Post or Tweet from all your supporters, creating a wave of attention.

WHO'S USING IT?
From passionate individuals with a message to share, to organizations such as The White House, Levis and the United Nations.



STRATEGY 2: PUBLIC CAMPAIGNING

Tips & tricks:

- Go where the audience is & use their channels (facebook, events etc)
- Use simple / relevant / visual content that is easy to share (peer to peer)
- Make it easy to join & act



- Facilitate personalized & user generated products / content
- Embark on a customer journey for future support
- Connect local (impacted people) & global (non-impacted people)

STRATEGY 3: MEDIA WORK

- ***Objectives:***
 - Pressure on targets through public visibility & debate
 - Build trust & Oxfam brand
- ***Common activities:***
 - Press releases & conferences
 - Media stunts & celebrities
 - Opinion pieces & blogs
 - Statements & interviews
- ***Tips & tricks***
 - Why is this “news”? For who?
 - Timing is everything!
 - Check & recheck your facts



STRATEGY 4: BUILD COALITIONS

- **Objective:**
 - Pressure on targets by combining forces
 - NGOs, companies, celebrities
- **Common activities:**
 - Coordinated lobbying (good cop / bad cop)
 - Coordinated messaging
 - Joint actions & events
- **Tips & tricks:**
 - Build cross sector coalitions to appeal to a wider audience
 - Keep it lean & mean
 - Ensure shared basic values

HUMANITARIAN COALITION

Together saving more lives



EXTERNAL OPPORTUNITIES

- Before choosing *activities* to implement *strategies*:
 1. Consider external opportunities to link up to & create leverage
 2. Ask yourself: what moves people (sense of urgency)?
- *External opportunities*:
 - High level national & international meetings (G8)
 - Elections
 - Policy cycles
 - Social unrest
 - Acts of nature (droughts etc)
 - Technological disruptions



WHAT MOTIVATES PEOPLE?

Decision makers:

- Reputation risks (political & corporate)
- Financial risks
- Profitable opportunities
- Killer facts & arguments



Public:

- Basic emotions: health, family, income etc
- Injustice: villain & hero
- Rewards: social & financial
- Possibilities to interact & contribute to change

ACTIVITIES: MIX & MATCH

Offline	Media	Online
Private meetings Phone calls Lobby letters Position papers Group meetings Petitions Demonstrations Public events Stunts Advertisements (print) Research Capacity building Strategic funding	Press releases Press conferences Media stunts Celebrities Opinion pieces Blogs Statements Interviews Web / photo stories	Websites Online petitions Social media actions (Facebook, Twitter etc) Thunderclap SMS actions Mobile apps Auto Voice Response Online advertisements

Ask yourself: what is the most *cost-effective mix* of activities?



MIX & MATCH: BEHIND THE BRANDS

BEHIND THE BRANDS

Home Brands Issues Company Scorecard

OXFAM

Home > Brands

Select a brand

Find out who owns the brands you love and how they have scored

OXFAM

Terms & Conditions Privacy Policy Cookie Policy Site Map

GRÖW

The screenshot shows a website interface for 'Behind the Brands'. At the top, there's a navigation bar with 'Home', 'Brands', 'Issues', and 'Company Scorecard'. Below that, a grid of various brand logos is displayed, including Lipton, Galaxy, Nesquik, Kellogg's Corn Flakes, Frosted Flakes, and many others. A central green box prompts users to 'Select a brand' and find out who owns them. The Oxfam logo is visible in the top right and bottom left, and the 'GRÖW' logo is at the bottom center.

LOVE ?

Coca-Cola

HATE

THEIR UNFAIR WORKERS POLICY

DISCOVER THE TRUTH ABOUT HOW YOUR FAVOURITE FOOD BRANDS ARE DOING BUSINESS AT BEHINDTHEBRANDS.ORG

OXFAM GRÖW

This graphic features a red background with the Coca-Cola logo in white. Below the logo, the text reads 'LOVE ?' and 'HATE THEIR UNFAIR WORKERS POLICY' in white and green. At the bottom, there is a call to action: 'DISCOVER THE TRUTH ABOUT HOW YOUR FAVOURITE FOOD BRANDS ARE DOING BUSINESS AT BEHINDTHEBRANDS.ORG'. The Oxfam and GRÖW logos are at the bottom.



YOU SPOKE UP WITH FARMERS LIKE ANGELA.

LISTENED

OXFAM

This advertisement shows a woman and a young child holding large carrots. The woman is wearing a brown jacket and the child is wearing a pink beanie. A Coca-Cola can is visible in the bottom left corner. The text 'YOU SPOKE UP WITH FARMERS LIKE ANGELA.' is at the top, and 'LISTENED' is at the bottom in large white letters. The Oxfam logo is in the top right corner.

COKE HAS MOVED. PEPSI, NOW IT'S YOUR TURN!

OXFAM

This advertisement features a chessboard with Coca-Cola and Pepsi cans. A hand is shown moving a Pepsi can. The text 'COKE HAS MOVED. PEPSI, NOW IT'S YOUR TURN!' is at the top. The Oxfam logo is at the bottom left.

INFLUENCING LOGIC

- ***A cost effective mix of activities / strategies is implemented...***
- ***...in order to put pressure on one or on multiple targets...***
- ***...resulting in changes in one or multiple policies, practices and / or attitudes & beliefs...***
- ***...thus improving the lives of the beneficiaries and leading to the eradication of poverty (We defeat poverty!)***



LINKING INFLUENCING LOGIC & MEAL

MEAL logic	Influencing logic	Examples
Impact	Change(s) in lives of beneficiaries	<ul style="list-style-type: none"> • People have more access to Agricultural facilities & improved livelihood. • People enjoy good public services • Women own the land they work on • GBV is no longer an issue
Outcome(s)	Change(s) in policies, practices, attitudes & beliefs	<ul style="list-style-type: none"> • Higher budgets for Agriculture, health & education • Private sector respects land rights • Men are willing to do house work
Outputs	Direct results of strategies & activities	<ul style="list-style-type: none"> • 20 CSOs are able to lobby government • Report on tax inequality & solutions • 1 million people signed online petition
Activities	Strategies & activities	<ul style="list-style-type: none"> • Workshop to build capacity of CSOs • Research by consultant on taxation • Public campaign involving urban elite

THANK YOU!



OXFAM