OUTCOME FOUR
Advocacy and Influencing

WHY?

Since its creation, advocacy and influencing have been core elements of CaLP's purpose and activities. CaLP's advocacy role has followed a natural progression from the early beginnings of influencing stakeholders to actually do cash transfer programming (CTP), to the current approach of ensuring CTP is mainstreamed as the preferred response option wherever possible.

Do CTP	Do more CTP	Mainstream CTP

This organic evolution has built CaLP's reputation as one of its key resources. CaLP has supported a bottom up approach and has shaped evidence-driven discussions to solve the big issues regarding CTP. It has also built its reputation around a strong and outspoken commitment to neutrality in otherwise politically charged discussions and a predictable commitment to upholding best practice in strategic discussions. Operational agencies and donors rely on CaLP to push the envelope, create the space and produce the research to solve new and challenging issues. CaLP has been seen as an innovator, through its aspiration to identify the next frontiers of CTP.

In the last 3 to 4 years, the world of CTP has gone through a revolution. More stakeholders are now involved in the technical development of standards for CTP as well as in the strategic discussions related to its implementation. Conversations regarding coordination, funding and implementation have permeated the global arena involving senior decision makers. This momentum of change coincides with- and feeds off- other global agendas and processes including the World Humanitarian Summit (WHS), where CTP has been given a lead role.

CaLP's advocacy strategy rests on a vision of CTP in a significantly reformed humanitarian sector in 2020. Within this strategic horizon, CaLP's main intent is to ensure that the right decisions are taken to build an inclusive, people centred and quality driven future. This new way of advocating for CaLP is represented in the diagram below through 'Cash 2020'.

Do CTP	Do more CTP	Mainstream CTP	Cash 2020

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CaLP's advocacy goal for the period 2016-2019 is:

> **To act as a global catalyst for change in discourse, practice, attitude, content and behaviour to build a shared vision of the future of CTP in a sustainable and inclusive manner**

To achieve this goal, keep itself relevant and increase its presence regarding strategic issues related to CTP at a global level, CaLP has invested in dedicated advocacy capacity based In Geneva and has developed a strategy with a future looking element.

Dedicated advocacy capacity will allow CaLP to sustain its vision, to inspire, prioritize, make decisions, provide direction and innovate – in an effort to achieve its mission. It will allow CaLP to effectively monitor, assess, and adapt the organisation's work successfully to changing environments, both inside and outside the organisation. This can only be achieved through an organizational culture that is supportive of advocacy as a way of identifying opportunities to influence change and working as a unit towards achieving this common goal. In this regard, advocacy should not be restricted to a specific strategic outcome but mainstreamed across CaLP's strategic intent to achieve its vision and mission. This rings particularly true for the function of the Regional Focal Points (RFPs).

Looking forward, it will be crucial to work closely with CaLP's membership to define positions and key messages. Joint advocacy efforts and activities should be the norm. The members should be able to see in CaLP additional advocacy capacity to influence the discussions on CTP. It will also be important to recognize those topics where there is strong disagreement amongst the membership, to define how CaLP will position itself externally.

In a world with many powerful voices talking about cash, CaLP needs to find its niche, develop clear messages, be strategic and above all, constantly evaluate to ensure its interventions are adding value.

WHAT?

Based on CaLP's current Advocacy capacity, its comparative advantage and in the understanding that there is a growing number of actors involved in specific advocacy activities on CTP, CaLP has decided to focus its effort on achieving the following outcome:

> *Humanitarian actors are supported in positively reframing the perception of CTP, mainstreaming its use as a response option and building a shared future vision of CTP in 2020*

This does not cover all the technical and policy issues that are relevant to cash advocacy. But in the spirit of efficiency through complementarity, CaLP has focused its advocacy work to address the gaps that other agencies are less likely to cover due to its complexity or political dimensions. To be consistent and build on its reputation, CaLP has therefore chosen to focus on the next frontiers of CTP advocacy.

1. Positive reframing of the perception of CTP

> *CaLP drives the positive reframing of the perception of CTP amongst critical stakeholders with the power to influence decision-making*

One of the most important obstacles for donors trying to support the scale up of CTP is the negative image of CTP among taxpayers and some donor staff representatives. CaLP has worked in the past to raise awareness about CTP and its transformational power with a variety of stakeholders but there are still key audiences who have not received, reflected and had the opportunity to realise the message. Deriving from its practice based advocacy agenda and supported by its diverse membership and community of practice, CaLP is uniquely placed to work with decision makers to raise awareness about the multiplier effects of CTP, and influence their change of attitude and behaviour towards it.

The target audience for this result will be:
a) Host Governments
b) Donor Governments
c) Private sector
d) The general public
e) Other stakeholders

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This will involve, amongst others:

- Creating the space to have conversations regarding the types of risk associated with CTP and the acceptable levels of risk
- Raising awareness with host governments to ensure they exercise their right to both request the use of CTP and prohibit or delay them through regulations with a thorough understanding of the implications thereof
- Using the existing body of research to produce awareness raising and advocacy materials tailored to specific audiences within existing and potential CTP donor Governments – including Congress, Foreign Affairs and Treasury
- Working in partnership with the private sector to explore how their capacity to lobby and influence Governments can be used to promote CTP
- Engaging in a more strategic way with the media, to train them on the technical issues regarding CTP so they will be better informed when showcasing a story about CTP
- Partnering with other interested donors and stakeholders to develop materials and initiatives to raise the awareness of the general public in relation to CTP

2. Mainstreaming of CTP in global discussions

CaLP actively contributes to mainstreaming CTP across preparedness, response and recovery by shaping and influencing global discussions

There is a variety of on-going discussions at the global level regarding the reform of the humanitarian system and innovative approaches to supporting people in need. CTP features prominently in most of them. This is in part, due to CaLP's historical advocacy work. It is also a result of the ability of CTP to challenge the sector's deep rooted attitudes in relation to how to best help people and how it is structured to do so. CaLP's main role will be to follow the discussions and participate when there is a gap to create the space for discussion, raise issues of concern, build coalitions, analyse issues or directly influence decision makers for practice and behavioural change.

CaLP will seek to do this in a resource light way, by force-multiplying its existing tools, research, planned activities and networks. This will require a high degree of integration within CaLP so the Advocacy team can identify the opportunities that arise from the activities geared to achieving the rest of CaLP's key outcomes.

An example of this expected result in action is CaLP's 100 days of cash initiative. In the build up to the World Humanitarian Summit (WHS) CaLP has created a unique space for all stakeholders involved in CTP to discuss what are the relevant issues and the commitments that are needed for this process. CaLP has acted as a matchmaker between cash related initiatives to harness the power of the collective to meaningfully influence policy.

3. Cash 2020

CaLP incubates and catalyses the global conversation around a shared future vision of cash situated in a significantly reformed humanitarian sector in 2020

There is currently a generalised push for a reform of the system upon which CTPs are assessed, designed and implemented. This reform includes considering cash as a preferred delivery modality, using multipurpose CTPs, with a strong emphasis on market based approaches, implemented at scale and delivered in cooperation with the private sector and with a high degree of compatibility with government social safety nets. Through its previous research, notably the "Fit for the Future" research , CaLP examined the blockages and opportunities for CTP at scale and will continue to do so. What will the future look like if these reforms are implemented?

CaLP intends to continue to create the space and foster conversations regarding a shared future vision of cash to ensure that the humanitarian community builds the best possible version of it.

This will include, amongst others:

- Creation of platforms and opportunities for discussion to create a shared vision for the future of CTP
- Creation of think pieces regarding the potential consequences of certain directions of travel to influence decision-makers
- Advocating for CaLP's natural role in mutual accountability systems created to follow up on the commitments and pledges made as part of the WHS Involvement in global decision making process like the IASC Principals Task Team on CTP
- Inclusion of beneficiaries and host Governments in the decision making process

HOW?

To achieve the advocacy goal noted above CaLP has created a logical model as shown in Figure 1 below. The model aims to provide CaLP with a predictable and effective way of engaging with both positive and negative advocacy opportunities. This model is intended to guide and shape 'the CaLP way' of doing advocacy.

For CaLP Advocacy is a strategy for achieving goals, so this model will allow CaLP to take advantage of 'windows of opportunity' across its different outcomes. This advocacy model should be used at the regional levels to develop advocacy strategies to ensure consistency across objectives and approaches.

The model has been created around the idea of change and flows towards achieving CaLP's overall intended impact. Capacities allow CaLP to identify and act upon opportunities, drawing on specific Advocacy resources available to implement action-based strategies geared towards a degree of change in the chain of outcomes. These outcomes contribute directly to CaLP's overall intended impact.

Leadership and Adaptation are CaLP's main advocacy capacities. They inform the **approach** of CaLP's advocacy strategy and therefore apply to every advocacy opportunity that CaLP engages in. They operate in a continuous, reinforcing circle, with leadership setting the vision and adaptive capacity of monitoring and planning for the mission and then providing feedback on successes and challenges that, in turn, improve leadership decision-making. These two advocacy capacities will contribute to setting the stage for the effective and efficient use of skills and technical resources at the heart of CaLP's operational areas of work. This will ensure CaLP is able to mobilize all the necessary resources and skills toward the identified opportunity. More details on this can be found in Figure 2 below.

The Advocacy outcome chain noted in Figure 1 below, explains how 'advocacy opportunities' will be addressed in the overall Advocacy strategy. It informs the **content** of CaLP's advocacy strategy by providing progression. But not all 'opportunities' are created equally. There are external and internal factors that define: 1) Landing: at what link is the 'opportunity' set when taken on by CaLP, and 2) Expected progression: what is the expected level of progression down the chain. Some topics will be taken from the first stage of defining and framing problems and through different strategies the aim will be to move them along the chain. Other opportunities will be taken on at later stages. It is not expected that CaLP will engage with every opportunity until it progresses until the last link of the chain. For some opportunities success will be to progress one or a couple of links, for others it will be to progress until the end of the chain.
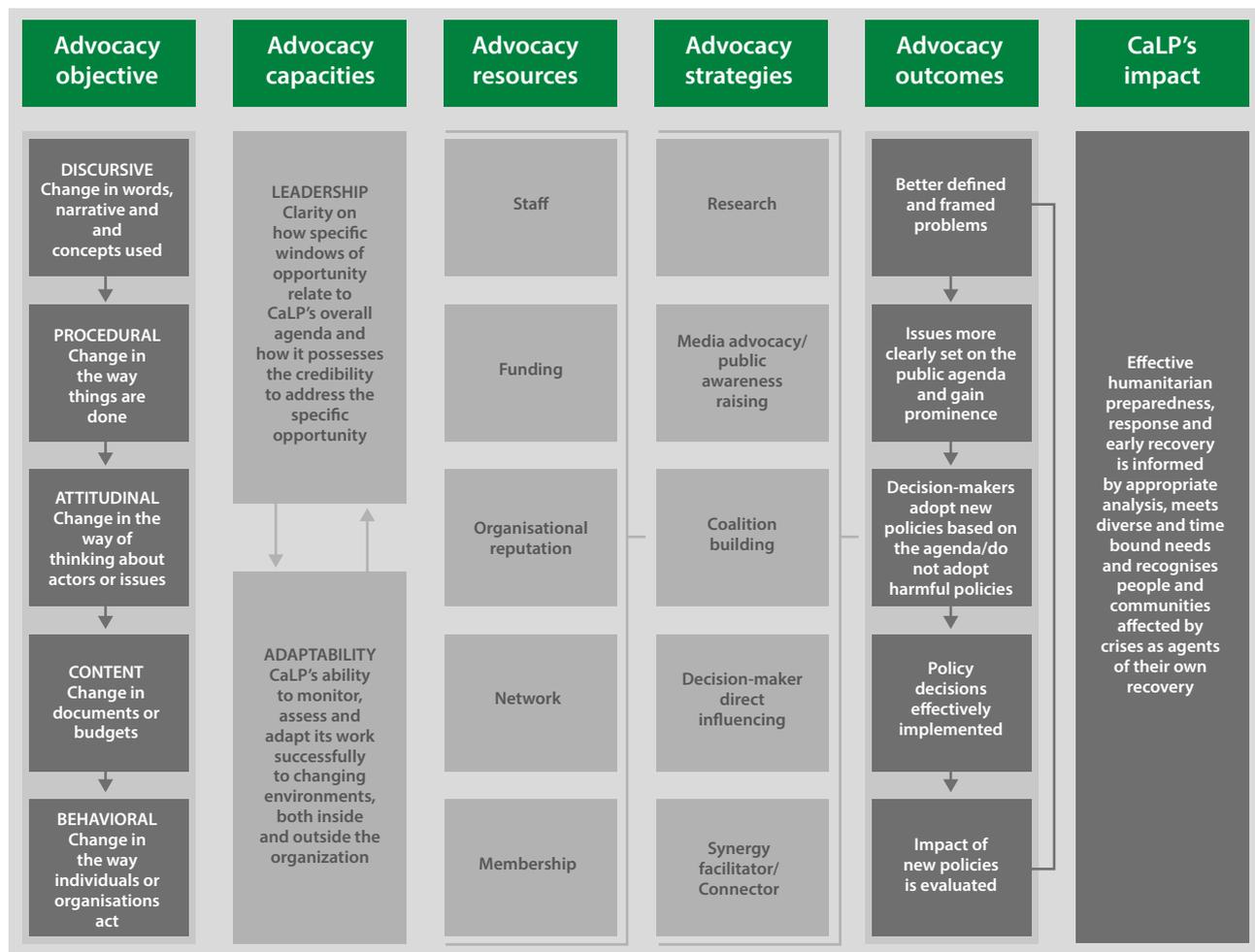
Figure 1: CaLP's Logic Advocacy Model

Advocacy objective	Advocacy capacities	Advocacy resources	Advocacy strategies	Advocacy outcomes	CaLP's impact
DISCURSIVE Change in words, narrative and and concepts used	**LEADERSHIP** Clarity on how specific windows of opportunity relate to CaLP's overall agenda and how it possesses the credibility to address the specific opportunity	Staff	Research	Better defined and framed problems	Effective humanitarian preparedness, response and early recovery is informed by appropriate analysis, meets diverse and time bound needs and recognises people and communities affected by crises as agents of their own recovery
PROCEDURAL Change in the way things are done		Funding	Media advocacy/ public awareness raising	Issues more clearly set on the public agenda and gain prominence	
ATTITUDINAL Change in the way of thinking about actors or issues		Organisational reputation	Coalition building	Decision-makers adopt new policies based on the agenda/do not adopt harmful policies	
CONTENT Change in documents or budgets	**ADAPTABILITY** CaLP's ability to monitor, assess and adapt its work successfully to changing environments, both inside and outside the organization	Network	Decision-maker direct influencing	Policy decisions effectively implemented	
BEHAVIORAL Change in the way individuals or organisations act		Membership	Synergy facilitator/ Connector	Impact of new policies is evaluated	

Figure 2: CaLP's Advocacy Capacities

	Leadership	Adaptation
What success looks like	CaLP's staff and Board have clarity on how specific windows of opportunity relate to CaLP's overall agenda and how the network possesses the credibility to address the specific opportunity.	CaLP has the ability to access specific windows of opportunity and the optimal way for intervention in a timely fashion.
Targets	Media relations, coalition building, external strategizing, mobilizing allies, and moulding public opinion.	Evaluating planned outcomes, planning, collaborating, partnering, and strategizing.
Areas of focus	**Ability to relate to constituents** *Concept:* CaLP's constituency are those that will most likely be affected by changes in policy. This includes operational organisations and beneficiaries, but also Governments and the private sector more widely. *Result:* CaLP effects change through advocacy by persuading individuals to change behaviour or take action. *Enablers:* CaLP understands its constituency's unique needs and desires – what they believe is important and beneficial to strategically move people from objects of intervention into partners for advocacy.	**Strategic positioning** *Concept:* CaLP understands its niche and positions itself strategically to make the optimal contribution to success on an issue. *Result:* CaLP consistently identifies new opportunities, assesses the feasibility of change and leverages the resources each stakeholder engaged in an advocacy project can bring to address the issue (including time, knowledge, best practices, funding, relationships and credibility). *Enablers:* Needs and resources assessment to leverage resources to complement CaLP's strengths; on-going environmental assessment to identify new opportunities and threats as they arise; assess the relative feasibility of opportunities as they arise; utilize established networks; lobby for the involvement of key decision makers from the beginning of the process and recognize and use the comparative strengths of a wide range of partners.
	Establishing strong external alliances *Concept:* Without strong external relationships, CaLP operates in vulnerable isolation. *Result:* CaLP's strong alliances with leaders from a variety of sectors Governments, NGOs, UN, private sector and the academia allows the network to draw additional resources and position itself strategically. *Enablers:* CaLP identifies and formally engages parties with direct interests related to CaLP's vision and goal through signing of partnership agreements and letters of understanding, as relevant.	**Strategic partnership** *Concept:* While creating a network is technically a leadership capacity, the maintenance, monitoring, managing, and strategic use of a network is an important adaptive capacity. *Result:* CaLP engages networks and partners when it serves its strategic interest, moving in and out of relationships with fluidity, always taking care not to damage the long-term viability of its relationships with others. *Enablers:* Identify key targeted change agents on the path to reform to understand if they are allies, potential allies or opponents. Identify their spheres of influence and relative importance for achieving success.
Monitoring and measuring progress	CaLP consistently evaluates and measures progress of advocacy activities in relation to behaviour, institutional and policy change.	

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