

The Advocacy Initiative

Mapping of Social Justice Advocacy in Ireland

An Examination of the Breadth and Depth of Social Justice Advocacy
within the Non-Profit Sector in Ireland

Carried out by CMAAdvice Ltd.,

On Behalf of The Advocacy Initiative

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Executive Summary

1. *Background and Methodology*

The Advocacy Initiative commissioned CMAAdvice Ltd to carry out a mapping exercise aimed at documenting and describing the practice of social justice advocacy in Ireland. The study aimed to obtain comprehensive information on both the breadth and intensity of social justice advocacy activity within the non-profit sector, building on earlier studies and on available knowledge of advocacy in Ireland. Limited information is available to date on the number of non-profit organisations operating in Ireland or on the proportion of them that are involved in social justice advocacy and thus this study attempted to provide a first representative survey of such organisations.

“Social Justice Advocacy” was defined as follows:

Social justice advocacy is defined as activities aiming at influencing public policy (including legislation, provision of resources and services) on behalf of communities experiencing poverty, inequality, discrimination, and social exclusion. Social justice advocacy is a subset of broader public policy advocacy.

Non-profit includes organisations that “*might otherwise be described as charities, community and voluntary organisations, and non-governmental organisations. It is a neutral inclusive term, whose meaning has been subject to some intensive work as to definition and classification* (Irish Knowledge Exchange Network Database INKEx, 2012:28)”.

In order to address the research aims of mapping both the “breadth” and the “depth” of social justice advocacy, the study team adopted a two phased approach to the research. The first phase, aimed at measuring the breadth of social justice advocacy, used a postal survey of a representative sample of organisations in the non-profit sector. The second phase involved measuring the depth by utilising an online survey of organisations identified in phase 1 as currently engaged in social justice advocacy and was informed by a focus group of key social justice advocates in Ireland. This was complimented with five case studies of effective social justice advocacy.

The first survey, aimed at examining the breadth of organisations in the non-profit sector that are carry out in social justice advocacy involved a random 10% sample drawn from the Irish Knowledge

Exchange Network Database¹, giving the study team a sample of 1198 non-profit organisations. This sample accurately represented all sectors within this population on the database. A postal survey was chosen as the method of data collection for this phase of the study.

The questionnaire which built on earlier surveys of Community and Voluntary organisations in Ireland involved in social justice advocacy was split into three parts. The first part asked all respondents whether their organisation is currently engaged in social justice advocacy, the second part asked respondents that self-selected as doing social justice advocacy a range of questions on the background of their organisations, the key areas of their work, the type of advocacy they are engaged in and their views on their current advocacy. The third part asked those who self-selected as not engaged in social justice advocacy why they are not engaged in this type of work and whether they are engaged in other types of public policy advocacy. If they selected that they are engaged in other types of public policy advocacy they were directed to the same questions as those doing social justice advocacy. This was to allow comparisons to be made between those doing social justice advocacy and those doing other types of public policy advocacy in order to ascertain distinctive features of the social justice advocacy sector.

In total 307 questionnaires were returned, representing 27% of the overall valid sample. However as 18 respondents did not answer the first question as to whether they are engaged in social justice advocacy they were removed from the respondent population and the analysis carried out on 288 respondent organisations.

Recognising that respondents self-declared as organisations doing social justice advocacy and the possibility that those involved in such work may be more likely to respond to such a survey, we believe that the current study provides for the first time information on a representative sample of non-profit organisations in Ireland involved in social justice advocacy. In order to verify this it would be important to repeat this exercise in the future.

In May 2012 a full day focus group meeting with sixteen selected key social justice advocates was held in Dublin. This meeting aimed to provide information to inform the phase 2 questionnaire aimed at measuring the depth of social justice advocacy in Ireland. The focus group explored the following themes: how social justice advocacy is carried out, the recipients of social justice advocacy, overall approach to their advocacy, review and evaluation of advocacy, changes in advocacy practice over the last number of years and examples of successful advocacy and inter-agency working.

¹This database built by Irish Non-profits Knowledge Exchange (INKEEx) is the only comprehensive database of non profit organisations in Ireland.

In order to obtain information on the depth of social justice advocacy in Ireland a second questionnaire was sent to the respondents in the first Phase survey that had indicated that they were doing social justice advocacy. It therefore aimed to obtain largely qualitative information on how social justice advocacy is carried out in Ireland to complement the more quantitative, breadth mapping work carried out in Phase 1 of the study.

The resulting online questionnaire was sent successfully to 69 of these organisations for whom we had working email addresses (out of a total of 100 organisations that had responded to the first questionnaire). A survey tool was created using Google documents. Following two email reminders a total of 19 organisations responded to this second survey, giving us a response rate of 28%². The results were analysed using Google documents and written up.

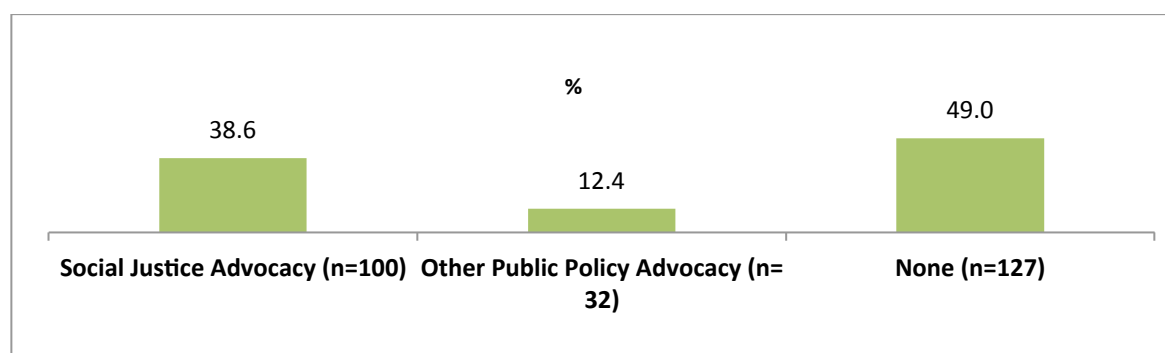
A third element of the study aimed to obtain a more detailed picture of effective social justice advocacy practice in Ireland by carrying out a number of case studies. The selected case studies reflected a range of organisational types and advocacy activity.

2. Key Findings from Postal Survey

Our survey indicates that 39% of non-profit organisations are engaged in social justice advocacy as defined above. A further 12% identified themselves as doing other forms of public policy advocacy.

Thus we find that 51% of non-profit organisations are engaged in some kind of advocacy. See figure 1.

Figure 1: Percentage of Respondents Engaged in Social Justice Advocacy and Other Public Advocacy (n=259)*



* The figure excludes 29 respondents that did not answer the question asking them if they were doing other types of public policy advocacy.

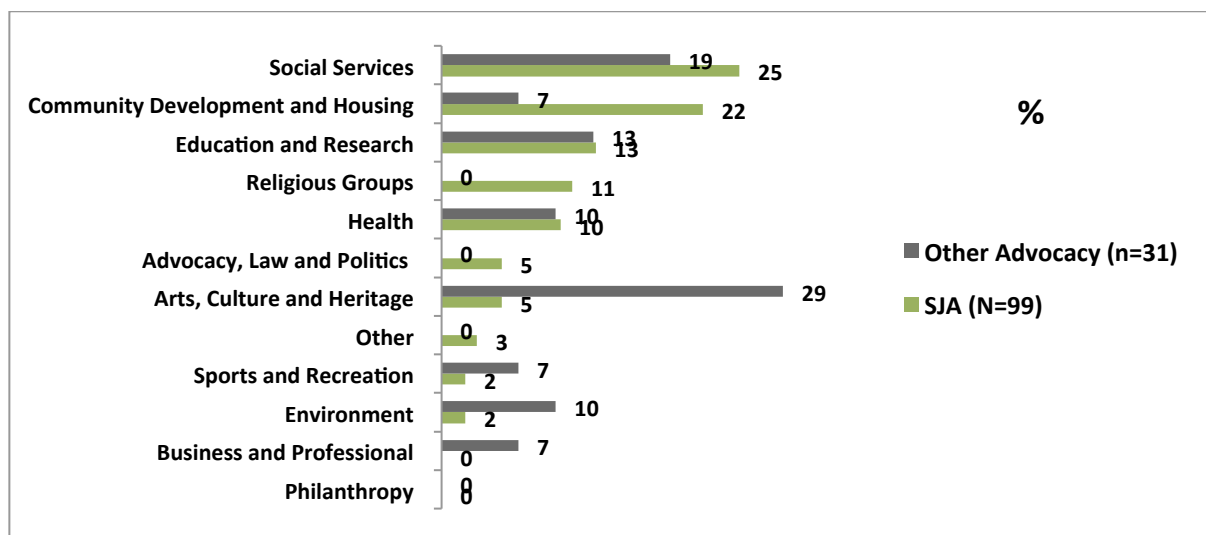
² While the number of respondents is relatively small the main aim of this phase of the study is to illustrate how social justice advocacy works in Ireland at the present time. It does not aim to be statistically representative.

Our estimate of 51% lies therefore at the mid-range of the limited number of other studies available internationally³. These findings also compare with the earlier Montague and Middlequarter study which found that 93% of their 170 respondents were engaged in advocacy activities (Montague and Middlequarter, 2010). However due to the different methods of sampling in the two studies the results are not directly comparable⁴.

Most of the organisations that are not carrying out social justice advocacy stated that this is because such work is not relevant to their organisation’s work (60% of responses) or other organisations are already fulfilling this role (12% of responses). However, a small number of organisations, stated that they are not carrying out social justice advocacy due to a lack of resources (11% of responses) or lack of expertise (19% of responses)

Figure 2 illustrates that the majority of organisations carrying out social justice advocacy classified themselves as in the “social services” (25%), community development and housing (22%) or education and research (13%). Only 5% classified themselves as in the advocacy, law and politics sector.⁵

Figure 2: UN Sector for Organisations Doing Social Justice Advocacy and Other Public Policy Advocacy



³ Very little research has been done on the extent of public policy advocacy work in Ireland and internationally evidence has been inconsistent (Geller and Salmon, 2007). One study of a US non-profit sample, found that 75% were engaged in public policy advocacy (OMB Watch, Tufts University, and CLPI. (2002). Other reports have found that advocacy work is carried out by between 20% and 30% of non-profit organisations (US data) (Salmon, 1995). Our estimate of 51% lies therefore at the mid-range of these estimates.

⁴ The Montague and Middlequarter sample was drawn from a number of known networks and membership organisations, mainly Dublin based (74%), as no comprehensive database of the sector existed at that time.

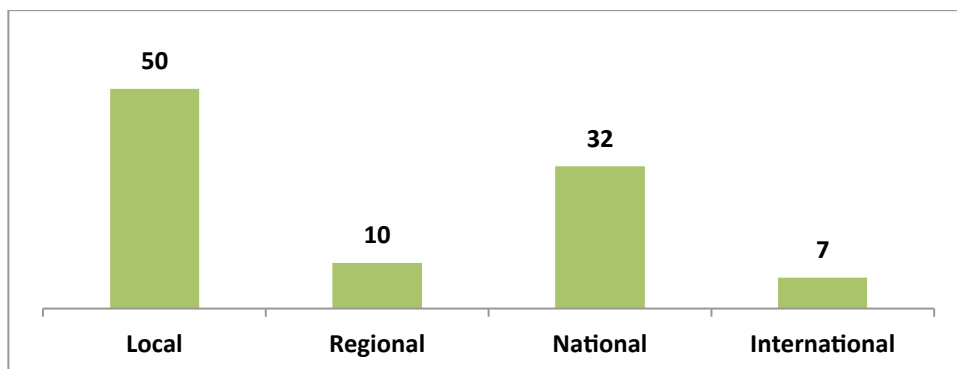
⁵ Our study uses the UN/Johns Hopkins University "functional-structural"⁵ classification system of non-profit organisations (INKEx, 2012) which offered respondents a limited number of categories to choose from. (See Appendix A).

Organisations carrying out other forms of public policy advocacy were more likely to be in the arts, culture and heritage sectors (29% compared to 5% of social justice advocacy organisations). However some of these public policy advocacy organisations also classified their sector as social services (19%) and community development and housing (7%), indicating perhaps a lack of clarity on what constitutes 'social justice advocacy'.

The majority of organisations carrying out social justice advocacy are service provider organisations, in operation for an average of 17 years, employing 25 people or less (87%) with an average of two full time staff and 2 part time staff involved in advocacy; the remainder being volunteers, board members and members.

Figure 3 shows that the focus of social justice advocacy is mainly at a local level (50%) followed by at a national level (32%) with a small number having a regional (10%) or international focus (7%). When compared to organisations carrying out other forms of public policy advocacy, social justice advocacy organisations are more likely to serve an urban community (33% compared to 26%) and to be based in Dublin (42% compared to 23%).

Figure 3: Geographical Focus of Social Justice Advocacy (N=96)



The main areas covered by social justice advocacy are children and families (10%), poverty and social exclusion (8%), education (8%), employment and training (7%) and local development (6%). Organisations carrying out other forms of public policy advocacy are most likely to be working in the area of culture arts and heritage (7%), education (9%), sports and recreation (5%) and the environment (5%). See Figure 4 below.

Figure 4: Key Issues of Advocacy for Social Justice Organisations (N=98) (Multiple Choice, % Responses)

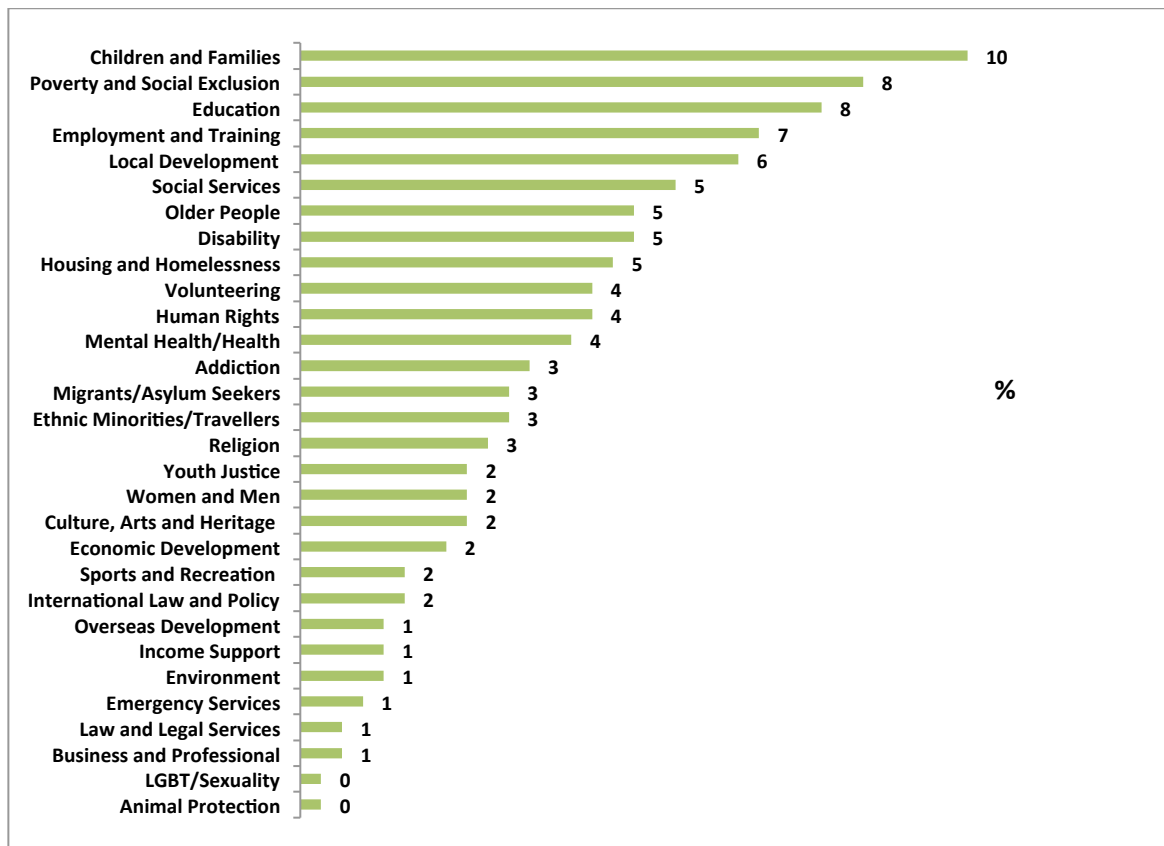
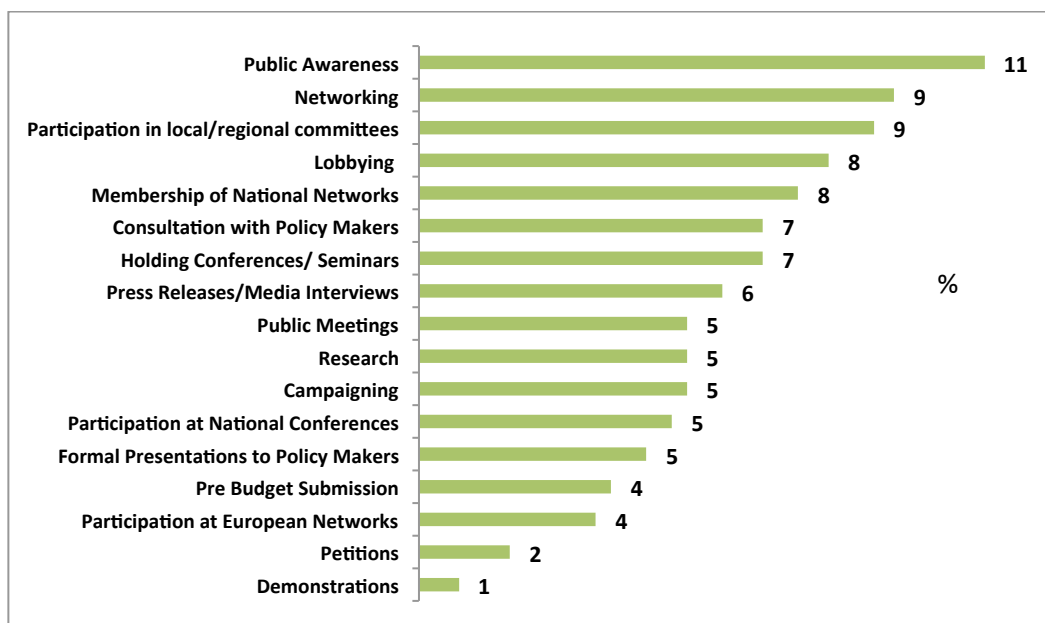


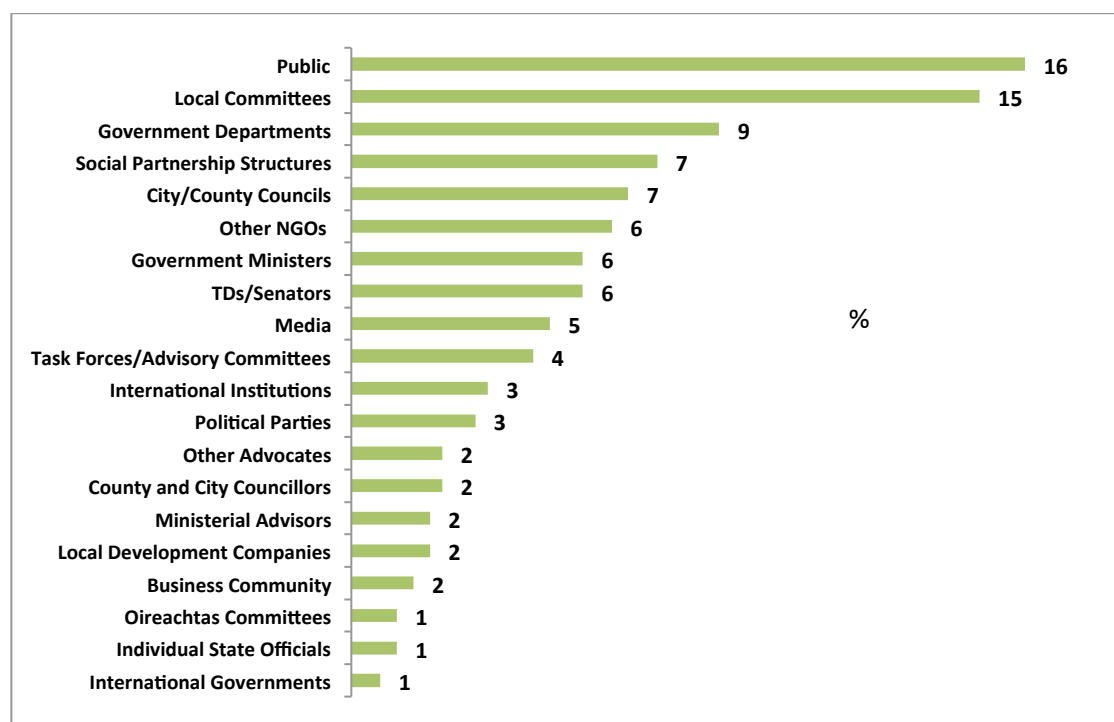
Figure 5 shows that the most common types of advocacy carried out by social justice advocacy organisations are public awareness (11%), networking (9%), participation in local and regional committees (9%) lobbying (8%) and membership of national networks (8%).

Figure 5: Types of Social Justice Advocacy (N=96)(Multiple Responses, % of Responses)



The main recipients of such advocacy are the public (16%), local committees (15%) and Government departments (15%). See Figure 6.

Figure 6: Recipients of Social Justice Advocacy (N=98)



Overall we found that social justice advocacy organisations are involved in a wide range of activities in terms of the geographical focus of their advocacy, the types of advocacy they do and the recipients of such advocacy.

A majority of organisations doing social justice advocacy stated that their advocacy workload has increased (68%) and that it has become more difficult (73%) over the last three years⁶. Organisations doing social justice advocacy in rural areas (85%) and those working in community development and social services (90%) are also more likely to say it has become more difficult when compared to those working in urban areas and other sectors.

⁶ The percentage of respondents that stated that their work has become more difficult is slightly less than that found in the 2010 Montague and Middlequarter study, where 86% of respondents stated that the context had become more difficult (2010:38). Please note that findings are not directly comparable due to differences in the way the two samples were drawn.

3. Key Findings from the Online Survey

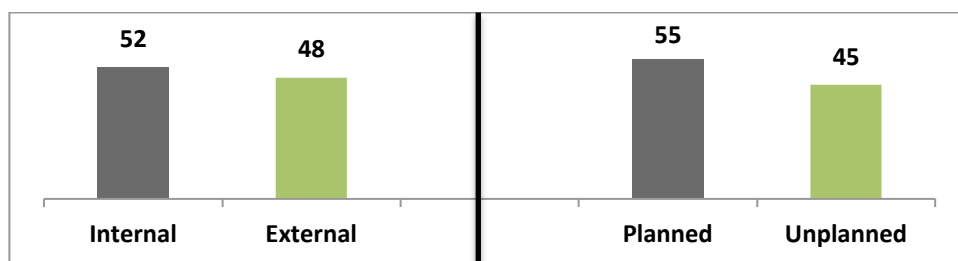
The second survey of organisations identified in the first survey as carrying out social justice advocacy was aimed at obtaining in depth information on *how* these organisations carry out their social justice advocacy. We know from the Phase 1 results that over half of the Phase 2 respondents are either in the social services or community development sector, almost all are service provider organisations, over half serve both a rural and urban community and 58% are locally focused, while the remainder are nationally focused.

Just 2 organisations describe themselves as primarily policy influencing organisations while 6 classify themselves as membership organisations. In most cases social justice advocacy issues are prioritised by themes identified in strategic plans (22%), feedback from staff (17%) or from clients (16%).

In terms of the nature of the advocacy done we found that on average social justice advocacy is split 50-50 between internal and external advocacy⁷ and that internal advocacy is more likely to have increased compared to external advocacy (58% compared to 42%) over the past two years. A number of issues influence whether an organisation decides to run a public campaign or not. In most cases this is based either on the resources available (20%) or on the evidence available (20%).

Figure 7 shows that just over 50% of social justice advocacy is 'planned' and that this type of advocacy is more likely to have increased when compared to unplanned work⁸ (58% compared to 32%) in the last two years.

Figure 7: Proportion of Social Justice Advocacy that Is Planned/Unplanned and Internal/External (Mean %, N=19)

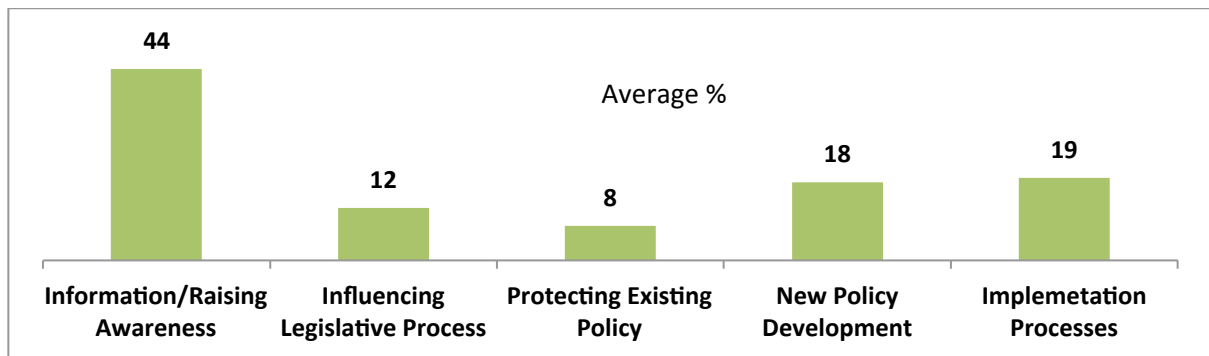


On average over 40% of the planned advocacy is dedicated to information/raising awareness. The remainder is focused on new policy developments (11%), influencing the implementation process (19%), influencing the legislative process (12%) and protecting existing policy (8%). See Figure 8.

⁷ **Internal** SJA work is defined as work aimed primarily at politicians, civil servants, other organisations and **external** as work involving campaigns/events aimed at general public/media

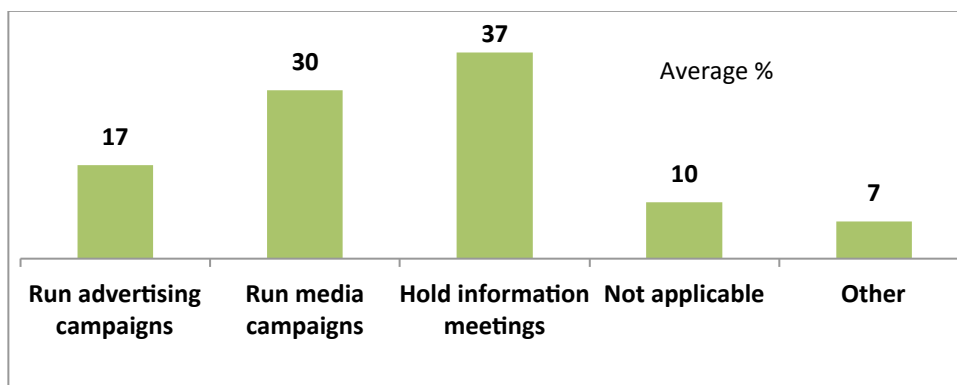
⁸ For the purpose of this study we classified **planned** work as work identified in an organisational strategy/annual plan and **unplanned** as work arising from unexpected policy changes/events.

Figure 8: Breakdown of Main Area of Planned Social Justice Advocacy (Average % across all orgs, N=19)



In terms of mobilising support for advocacy issues we found that the public is mobilised primarily by either holding an information meeting (37%) or running a media campaign (32%).

Figure 9: Methods Used to Mobilise the Public around a Particular Issue (Multiple Response, % of total responses= 30, n=19)



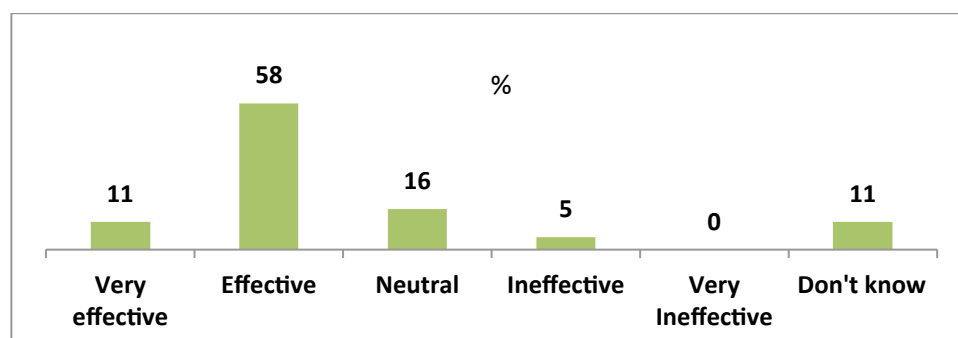
We also found that membership organisations (n=9) always (33% of membership organisation) or sometimes (66% of membership organisations) include the input of their members in their advocacy. Such members are mobilised by actively involving them in campaigns (25%) or in policy briefings with policy makers (16%).

The availability of resources was identified as the main reason for choosing a particular target or recipient of social justice advocacy (21%). This was followed by whether it was a new policy or a change to a current policy (16%). Two thirds of respondents stated that social media had become an important part of their advocacy.

Figure 10 shows that in most cases when asked to rate recipients' responsiveness to their social justice advocacy respondents classified recipients as 'very responsive' (11%) or 'responsive' (63%). However, 5 respondents or 26% classified the recipients as 'not very responsive'. Respondents also

rated their advocacy as either 'very effective' (11%), 'effective' (58%) or 'neutral' (16%). Just one organisation rated their social justice advocacy as 'ineffective'⁹.

Figure 10: Rating of the Effectiveness of their Social Justice Advocacy (N=19)



For many respondent organisations social justice advocacy is underpinned by values of equality and human rights. Others cited values such as a community development approach or a person centred approach. Some respondents also cited the values of inclusion and dignity as underpinning their advocacy.

Over half the respondents agreed that they specify their social justice advocacy outcomes. Nine organisations (47%) have systems in place to measure these outcomes and in 6 of these cases this involved the use of key performance indicators.

Most respondents recognised the need to strengthen their monitoring systems, for example by making greater use of external evaluators or by making their social justice advocacy objectives more explicit.

In terms of the respondents' views of the policy making process in Ireland, 84% agreed that policy decision making in Ireland is fragmented and 89% disagreed that the values that underpin policy making are explicit. Just over half agreed that policy decisions are underpinned by evidence, and 68% agreed that there are few specialist policy making experts among decision makers.

Looking at the context for social justice advocacy, 84% of organisations stated that the context had changed over the past two years.

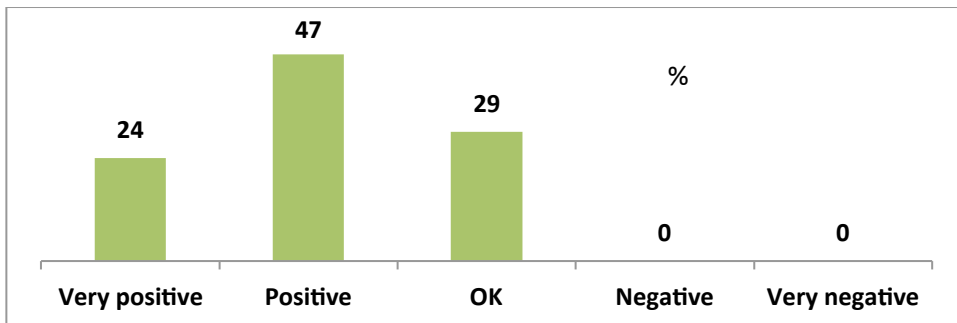
The most common changes cited were that the need for hard evidence has increased (67% of respondents), NGOs are forced to compete with each other for resources (58% of respondents) and it was more difficult to address issues of economic inequality (52% of respondents). Increased

⁹ Please note that respondents were not asked to define 'responsiveness' or 'effectiveness'.

collaboration was cited as an important response to these changes (23%), followed by a greater focus on evidence gathering (18%).

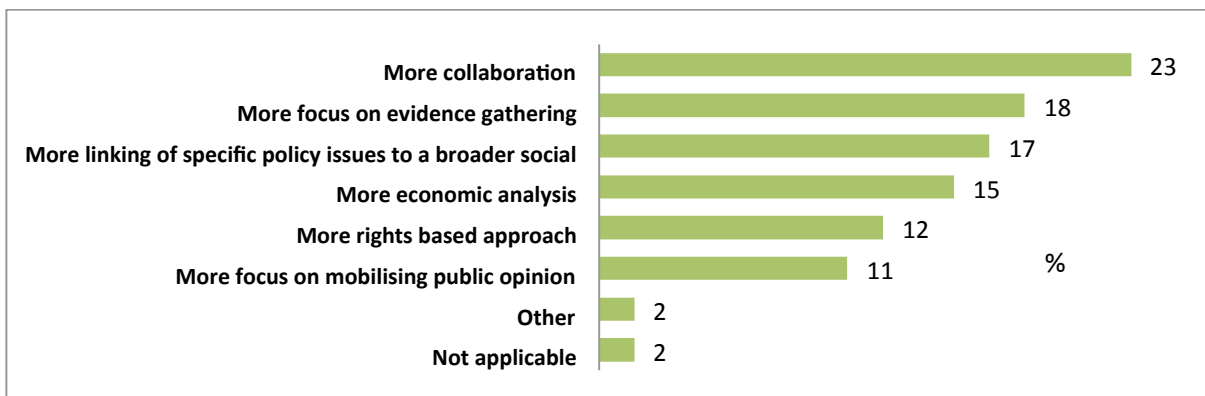
Overall 95% of organisations collaborate with other NGOs on social justice advocacy issues. Most tend to either join other organisations’ campaigns (32%) or to collaborate with other organisations equally (26%). Most view this collaboration as positive or very positive (63%), see figure 11.

Figure 11: Views on Collaboration with other NGOs (n=17)*



This collaboration could be strengthened through the availability of further resources for such work. Others suggested more formalised structures could be put in place to support such collaboration.

Figure 12: Ways in Which NGOs can Best Respond to Changes (Multiple Response, total number of responses= 65, n=19)



4. Key Findings from Case Studies

Five case studies of effective social justice advocacy are presented in the report. Two of these case studies were chosen from Phase 2 respondent organisations that had indicated a willingness to participate in the study as case study examples. The remaining 3 were selected to reflect a wider range of themes and approaches. The following key findings emerge from these case studies:

1. A well thought out advocacy campaign and related strategy is essential. This should involve clear intermediate goals within a longer term vision with agreed outcomes, underpinned by values of equality, human rights and community development
2. Be ambitious but keep the message simple and appeal to human interest and concern
3. A key element of an effective advocacy campaign is to empower those affected to be their own advocates through training and professional support
4. How you win a campaign is as important as what you win a positive win lays the foundation for future wins – and certain level of pragmatism is often required
5. It is important to be reasonable, constructive and professional when dealing with decision makers and to build relationships of trust. Appealing to the best in politicians and public servants can be helpful-their sense of fairness
6. Recognised and proven international models and frameworks should be harnessed whenever possible
7. Collaboration across regions and organisations can provide compelling evidence that the identified problems are systemic
8. It is important to seize opportunities and to adapt to changes in the external environment when they arise, e.g. a new government, new Minister, changing economic conditions
9. Being able to measure the impact of an advocacy campaign is important in terms of accessing further funding

Resources are required to run effective, professional campaigns and to effectively engage clients, the media and public opinion in the campaign. All the case studies were strongly focused on 'internal' advocacy strategies as this approach was considered to be most effective. They all illustrate how an effective campaign must manage the potential tensions between internal/external elements of the campaign. Sometimes a too forceful media/public campaign can be counterproductive. However they also demonstrate that there are strong linkages between public campaigning and achieving policy change. Effective public campaigns can play a key role in mobilising policy makers to address policy gaps and weaknesses and in achieving positive changes to services.

5. Conclusions

The following overall conclusions can be drawn from our research:

Extent of Social Justice Advocacy

This study indicates that just over half of non-profit organisations are engaged in some form of public policy advocacy and three quarters of these are engaged in social justice advocacy (37% of the total). While we are careful about generalising from our findings, we believe that this study gives a good indication of the extent of social justice advocacy in non-profit organisations in Ireland at the present time. It should be noted however that the findings also indicate that some organisations carrying out advocacy in the 'social services' sector or advocacy focused on poverty and social exclusion do not classify themselves as social justice advocacy organisations and this issue should be explored further by the Advocacy Initiative.

Wide Range of Social Justice Advocacy Activity in Ireland

The study illustrates the wide range of social justice advocacy activities engaged in by non-profit organisations in Ireland. Overall our results suggest that organisations carrying out social justice advocacy in Ireland engage in a number of different approaches to advocacy and target a variety of recipients, employing a wide range of methods. They show that social justice advocacy involves a mixture of public (information raising public awareness, media engagement, etc.) and private (policy submissions, meeting with policy makers) advocacy as well as planned (arising from themes identified in strategic plan) and unplanned (arising from unexpected policy change) advocacy. The results also show that a wide variety of people are involved in social justice advocacy, including full time staff, volunteers, board members and clients.

This wide range of activities indicates the challenge that social justice advocacy organisations face in acquiring the skills, competencies and resources required are to be effective in all the arenas that they engage in. They highlight the need to be clear about what advocacy approach works best and how best to target recipients. They also highlight the need for clear advocacy campaign strategies involving staff, Board, wider members and clients, backed up by relevant training and professional supports¹⁰.

¹⁰ See Rees, S. (2001) who suggests that the key to 'effective advocacy on limited resources' is: 'strategically by focusing time and resources on a few issues and a limited number of relationships with important decision makers. These relationships, involving politicians and their grassroots constituents, must be built over time and have as their focus a concern for the wellbeing of local communities.'

Context for Social Justice Advocacy in Ireland

While almost three quarters of survey respondents consider that policy makers are 'responsive' or 'very responsive' to their social justice advocacy most view the policy making process in Ireland as fragmented, lacking explicit values and influenced by personal relationships with policymakers. Our findings also suggest that the context for social justice advocacy has and continues to evolve and that such work is increasingly difficult in the current environment. Organisations are under more pressure to compete with others in their sector and to produce hard evidence to support their advocacy positions, while a number find it increasingly difficult to get traction on issues of economic inequality and for policy changes that will require additional resources. These findings highlight the importance of ensuring that adequate resources are in place for effective social justice advocacy and to support social justice advocates to respond to this changing context in a coherent and focused manner.

Support for Collaboration

Our results suggest that social justice advocacy organisations are collaborating in their advocacy and that the growing importance of such of collaboration is recognised. Support is needed to encourage further collaboration around advocacy issues through resourcing such work and/or assisting in establishing more formal structures to support collaboration and to share learning, possibly building on the work of the Advocacy Initiative's Knowledge Exchange Forum.

National or Local Focus of Social Justice Advocacy

The results indicate that a significant number of organisations are engaged in social justice advocacy at a local level. It would be useful to explore how effective linkages can be developed to ensure that advocacy issues and related learning at the local level feed into and inform national level advocacy and related policy development. The results also show variations in both advocacy methods and type of recipients between organisations with a national versus a local or regional advocacy focus. This suggests that advocacy training needs to take these variations into account.

Use of Social Media

Our results also illustrate an increased use of social media in social justice advocacy and a growing recognition of its importance in advocacy. Resources are required to ensure that the skills necessary to do this work effectively are available throughout the non-profit sector.

Need for a Strategic Focus and Measurable Outcomes for Social Justice Advocacy

The study has highlighted the benefits of being strongly strategic and focused when running an advocacy campaign. They also show that while some organisations specify their social justice advocacy outcomes, few specifically measure these outcomes. These findings suggest that increased resources and expertise in the area of campaign strategizing and in monitoring and evaluating the impact and effectiveness of social justice advocacy would be beneficial.

Need for Hard Evidence

Many respondents recognise that hard evidence is increasingly required to underpin social justice advocacy. Social justice advocacy organisations are well placed to collect substantive evidence on the reality of those experiencing poverty and inequality and to utilise this information to raise awareness of these issues both among the public and among policy makers. This suggests that a greater focus is required on how best to systematically collect and disseminate such evidence, both from clients and from international research, to support advocacy campaigns.

6. Recommendations

Based on these conclusions we make the following recommendations to the Advocacy Initiative:

1. Explore with relevant organisations, possibly through the Knowledge Exchange Forum, what is meant by 'social justice advocacy' and assess the extent to which definitions are consistent and clear across the non-profit sector and among recipients of such advocacy.¹¹ Based on this, work to increase public understanding of the term and of the objectives of such work and to identify and exploit opportunities for collaboration among social justice advocacy organisations in making the case for social justice in Ireland.
2. Carry out further work on what constitutes 'effective' advocacy work and 'responsive' recipients of such advocacy, including identifying the specific skills needed by non-profit organisations in carrying out effective 'internal' and 'external' social justice advocacy and support the provision of training in such skills, including training in planning, organising and running effective advocacy campaigns.
3. Drawing particularly on the findings from the case studies, explore with social justice advocacy organisations what the key elements of a 'professional' advocacy campaign are and the possibility of drawing up guidelines on how to run an effective 'insider' campaign aimed at changing public policy and to compliment this with an effective public campaign. This work

¹¹ See for example Geller, S.L. and Salamon, L.M. (2007) for a discussion on possible confusion regarding what 'non-profit advocacy' means.

could also be used to develop evaluation tools for measuring the impact of different types of social justice advocacy.

4. Explore with policy makers the views that respondent organisations have expressed here on how the policy making process operates in Ireland and elicit their opinions on what constitutes 'effective' social justice advocacy.
5. Utilising the Knowledge Exchange Forum, explore further the development of effective linkages between local and national level advocacy and related policy issues and identify the particular needs of organisations engaged in social justice advocacy at a local level, including holding regional meetings of the Forum.
6. Support social justice advocacy organisations in gathering hard evidence to underpin their work, in developing effective systems for measuring its effectiveness and impact and in utilising such evidence to achieve policy change.
7. Repeat the current surveys in 2-3 years' time to identify trends and to test the representativeness of the current findings. This future survey could also provide an opportunity to explore sub-sectorial classifications of the non-profit sector which may be more relevant in an Irish context than the UN/Johns Hopkins University "functional-structural" classification system used in the current study.
8. Support the greater use of social media as an advocacy tool by non-profit organisations.
9. Utilise the actions recommended above to explore the opportunities and challenges involved in achieving greater collaboration and shared learning among organisations carrying out social justice advocacy.

These recommendations reinforce and further develop many of the proposals made in the 2010 report for the Advocacy Initiative by Montague and Middlequarter and provide supporting evidence for the work being carried out under the Initiative. In particular our findings provide further evidence on the need: to better define advocacy, to develop common tools and processes for evaluating the effectiveness or otherwise of social justice advocacy, to carry out research into the advocacy methods and approaches that are proving to be most effective and to improve the knowledge and skill levels of social policy advocates to face the growing challenges of today's environment. Our results also highlight a growing recognition of the benefits of approaching such challenges in a collaborative manner and make a number of recommendations as to how best the Advocacy Initiative can support such work.

Chapter 1: Introduction and Background

Introduction

In January 2012, The Advocacy Initiative commissioned CMAAdvice Ltd to carry out a mapping exercise aimed at documenting and describing the practice of social justice advocacy. The Advocacy Initiative required a comprehensive analysis of both the breadth and intensity of social justice advocacy activity within the non-profit sector, building on earlier studies and on available knowledge of advocacy in Ireland.

In order to address the research aims the study employed a quantitative postal survey involving a representative sample of the non-profit sector (measuring the breadth), a qualitative in-depth online survey of social justice advocacy organisations (measuring the depth) and five case studies illustrating examples of effective social justice advocacy. This study took place between January 2012 and July 2012.

The purpose of the study is to inform the future work of The Advocacy Initiative by presenting a sound baseline upon which The Advocacy Initiative can plan its work and in turn can assess its own effectiveness over time.

Background

The Advocacy Initiative

The Advocacy Initiative is a three-year community and voluntary sector project that promotes understanding, awareness and effectiveness of social justice advocacy in Ireland. Creating the conditions for stronger social justice advocacy, the Initiative will strengthen policy responses to existing and emerging challenges in addressing poverty and social exclusion, contributing to a more inclusive and equitable society. The goals of The Advocacy Initiative are to:

1. Contribute to the knowledge and understanding of social justice advocacy.
2. Stimulate informed debate on social justice advocacy within the sector and with the state.
3. Facilitate strengthened capacity of social justice advocates (www.advocacyinitiative.ie).

Defining Social Justice Advocacy

Before addressing the specific aims of the current study, it is important to outline what is meant here by *social justice advocacy*.

In October 2011, The Advocacy Initiative set out a statement on *social justice advocacy*. The purpose of this statement was to explain The Advocacy Initiative's understanding of social justice advocacy and to inform the development of the Initiative over its three-year programme. This statement aims to inform the conversations, debates and reflections organised by The Initiative, and to be influenced by them.

The key elements of this statement are outlined below:

1. Values and principles of social justice

Those involved in The Advocacy Initiative are committed to addressing the causes and consequences of inequality, poverty, social exclusion and discrimination. The Advocacy Initiative aim is to work constantly to build a society that is founded on the principles of justice, equality, human rights, human dignity, and social inclusion. Promoting these values and principles is at the core of social justice advocacy.

2. What is Social Justice Advocacy?

According to The Advocacy Initiative social justice advocacy is any planned, organised and sustained actions undertaken by Community and Voluntary sector organisations, the purpose of which is to influence public policy outcomes, with and/or on behalf of the communities they work with.

3. What is Social Justice Advocacy Informed by?

Social justice advocacy is informed by experiences of poverty and exclusion, including through:

- Providing individual/personal advocacy supports aimed at realising rights and entitlements;
- Delivering direct services and meeting social and economic needs;
- Empowering and involving of those experiencing the issues in the decisions that impact their lives; and
- Producing research and analysis that illustrates the realities of poverty and social exclusion.

The Advocacy Initiative states that the scope of social justice advocacy includes any action, compatible with the values and principles, aimed at promoting or resisting legislative or policy change. It is targeted at a broad range of stakeholders including: policymakers; civil and public servants; social partners; broader public opinion; and other relevant actors.

While independent of formal political institutions, social justice advocacy is a product and tool of democratic legitimacy. It is grounded in the premise that social change occurs through political systems and the state can be motivated to act in ways that realise greater equality and inclusion.¹²

Definitions Used in the Current Study

Based on the statement outlined above, the study team, in consultation with the study reference group and The Advocacy Initiative set out a definition of social justice advocacy that would guide the current study and be utilised in all study tools to inform respondents of what is meant by “Social Justice Advocacy”. The definition is as follows:

Social justice advocacy is defined as activities aiming at influencing public policy (including legislation, provision of resources and services) on behalf of communities experiencing poverty, inequality, discrimination, and social exclusion. Social justice advocacy is a subset of broader public policy advocacy.

Secondly it was also necessary to make clear what was meant by the non-profit sector. As we sampled from the Irish Knowledge Exchange (INKEEx) database (see method section below), their definition of non-profit was used to describe the population within which social justice advocacy organisations are located.

According to INKEEx (2012:58) ‘non-profit’ includes organisations that “*might otherwise be described as charities, community and voluntary organisations, and non-governmental organisations. It is a neutral inclusive term, whose meaning has been subject to some intensive work as to definition and classification*”.

Previous Studies on Advocacy in Ireland

Limited information is available on the number of non-profit organisations operating in Ireland or on the proportion of them that are involved in social justice advocacy. A study carried out by the TCD Centre for Non-profit Management in 2007 estimated that there are 24,000 community and voluntary sector organisations in Ireland (with an estimated value of €4.471b) and that 4.7 % of these can be categorised as advocacy, law and politics organisations (Donoghue et. al. 2006). More recently the Irish Knowledge Exchange Network estimated that there were 401 advocacy, law and politics organisations, representing 3.3% of the total population (12,054) (INKEEx, 2012).

¹² This statement is adapted from the study tender document dated November 2011. For more information on The Initiative visit www.advocacyinitiative.ie.

In 2010 The Advocacy Initiative published its initial project report which sought to establish a picture of the practice and context of advocacy in Ireland. In this study Montague and Middlequarter carried out an online survey of 352 Community & Voluntary organisations. The sample of organisations was drawn from a number of networks and membership organisations as no comprehensive database of the sector existed at that time. The authors found that 93% of the 170 respondents were engaged in advocacy activities and that 75% are doing more advocacy than they were 5 years ago (Montague and Middlequarter, 2010). As outlined in the terms of reference for the current study the 2010 report found that further research was needed into the methods and approaches that are currently being used by the non-profit sector, as well to analyse their effectiveness.

This current study attempts to inform these issues and to map what and how social justice advocacy is being done in Ireland. It looks at the type and range of organisations involved in social justice advocacy in Ireland and compares these with organisations involved in other forms of public policy advocacy. It also examines how social justice advocacy is being done in Ireland at the present time, what areas it is focusing on, who are the intended recipients and how its effectiveness is currently measured. This study aims to present a sound baseline for The Advocacy Initiative.

Study Aims and Objectives

The overall objective of this mapping study as described in the Terms of Reference is to present an overview of the current practice of social justice advocacy by:

1. Quantifying the range of non-profit organisations currently engaged in social justice advocacy, and the key issues which their advocacy address.
2. Identifying the practice of social justice advocacy and assessing to what extent it is 'planned, organised and sustained', what evidence is used in developing an advocacy case, the 'types' or 'modes' of activities, the extent to which advocacy practice has changed in recent years.
3. Naming and quantifying the key 'policy-maker recipients' of social justice advocacy, general public etc.
4. Characterising the targeting of social justice advocacy on particular recipients of advocacy and how the types and methods of advocacy vary across recipients or target groups.
5. Assessing current evaluation practice of social justice advocates.

This information will be used by the Advocacy Initiative to:

1. Identify the priority work areas and focus for The Advocacy Initiative in realising its overall objectives to act as a catalyst for a new relationship between the community and voluntary sector and the state. Specifically the mapping will:
 - a. Characterise the practice in order to test against the understanding of the ‘recipients’ of social justice advocacy, in developing an analysis of *Policy Maker Perceptions of Social Justice Advocacy*.
 - a. Establish the context in which the Initiative will develop the envisaged *Evaluation Framework for Social Justice Advocacy*.
 - b. Establish the context for the development of the *capacity building framework for social justice advocacy*.
2. Provide the information to describe social justice advocacy to external audiences including policy makers and the broader public.
3. As a descriptive exercise this research may provide the potential for identifying change in social justice advocacy practice in the coming years¹³.

In the short to medium term this research is expected to contribute to the activities and objectives of the Advocacy Initiative, and to its overall goals and legacies. In the longer term the mapping will serve as a benchmark against which to assess the impact and evolution of social justice advocacy in Ireland.

Methodology

Introduction

In order to address the study aims of mapping both the “breadth” and the “depth” of social justice advocacy, the study team adopted a two phased approach. The first phase, aimed at measuring the breadth of social justice advocacy, used a postal survey of a representative sample of organisations in the non- profit sector. The second phase involved measuring the depth by utilising an online survey of organisations identified in phase 1 as currently engaged in social justice advocacy. This survey was informed by a focus group of key social justice advocates in Ireland. The depth aspect was further complimented with case studies of effective social justice advocacy.

¹³ Terms of reference taken from the study tender document, dated November 2011.

Phase 1: Measuring the Breadth

- *Population and Sampling*

In order to accurately measure the breadth of social justice advocacy in Ireland it was necessary to obtain a list of all non-profit organisations in Ireland, i.e. the entire population from which to sample. The study used the Irish Non-profits Database, built by INKEx¹⁴. This is the only comprehensive database of non-profit organisations in Ireland. This database was built by re-using regulatory data from the Companies Registration Office and the Revenue Commissioners.

There are 12,000 organisations on this database. Approximately 4,000 of these are companies limited by guarantee that also have a charity number¹⁵ plus about 4,000 unincorporated organisations with a charity number. The rest, some 4,000 incorporated entities without a CHY number, nonetheless fall within the scope of the definition of civil society organisations provided in the UN/Johns Hopkins University "functional-structural"¹⁶ classification system (INKEx, 2012).

A random 10% sample was drawn from this database, giving the study team a sample of 1198 non-profit organisations. This sample accurately represented all sectors within this population including: culture and heritage, education and research, advocacy and law, social services, religious groups, environment, social and community development, sports and recreation, business and professional, health, business and professional, environment and international development. (The entire population had been categorised by INKEx using the examined statements given to the Revenue, and then applying the John Hopkins/UN definition of public purpose (INKEx, 2012)).

- *Questionnaire design*

In consultation with The Advocacy Initiative's Reference Group, the study team developed a questionnaire aimed at measuring the breadth of social justice advocacy among the non-profit sector in Ireland. The questionnaire built on earlier studies in Ireland, both north and south (O'Donoghue et. al., 2006, McDonnell et. al., 2010).

The questionnaire was split into three parts. The first part asked all respondents whether their organisation is currently engaged in social justice advocacy, using the following definition as agreed by the study team and the reference group:

¹⁴INKEx is no longer in operation but a recent report published by the organisations on the not for profit sector can be found here: <http://www.inkex.ie/wp-content/uploads/2012/02/Irish-Non-profits-what-do-we-know.pdf>

¹⁵Revenue assigns a charity (CHY) number to every entity that to which it grants tax exempt status

¹⁶In summary, the functional/structural classification includes organisations that are: organised, private, non-profit distributing, self-governing and voluntary.

Social justice advocacy is defined as activities aiming at influencing public policy (including legislation, provision of resources and services) on behalf of communities experiencing poverty, inequality, discrimination, and social exclusion. Social justice advocacy is a subset of broader public policy advocacy.

The second part asked respondents that self-selected as doing social justice advocacy a range of questions about this advocacy, including 1) background of their organisations, 2) the key areas of their advocacy, 3) the type of advocacy they are engaged in and 4) their views on their current advocacy. Categories for area of work, recipients of advocacy and types of advocacy applied in the questionnaire were based on previous studies in this area in Ireland and Northern Ireland (See Donoghue et. al., 2006 and McDonnell et. al. 2010).

A third part of the questionnaire asked those who self-selected as not engaged in social justice advocacy why not they are not engaged in this type of work and whether they are engaged in other types of advocacy. If they selected that they are engaged in other types of public policy advocacy they were directed to the same questions as those doing social justice advocacy. This was to allow comparisons to be made between those doing social justice advocacy and those doing other type of public policy advocacy in order to ascertain distinctive features of the social justice advocacy sector. A copy of the final questionnaire is in Appendix A.

Before the survey mail-out, five organisations selected at random from the non-sample population were sent a pilot questionnaire via email for comment on the content and format. This piloting informed the finalisation of the questionnaire before print. At this point the study team also accepted feedback from the reference group on the content and format of the questionnaire.

The questionnaire was addressed to the “Director” of the organisation and a pre-paid return envelope was enclosed. Respondents were given three weeks to respond to the questionnaire.

A postal survey was chosen as the method of data collection for this phase of the study as 1) email addresses of non-profit organisations were not available to the study team and 2) given the nature of the sector and methodologies adopted in similar studies (see O’Donoghue et. al., 2006), the team considered that a postal survey would be the most effective tool for achieving a good response rate.

- *Response rates*

Respondents were first mailed the survey in March 2012, however following a mail merge problem, which meant that a number of addresses were incomplete¹⁷, the study team decided to resend the questionnaire. A second mail out took place in April. Overall a total of a 297 organisations responded.

As part of the study methodology, 10% of the non-respondent organisations were selected at random for follow up via phone or email. The purpose of this was to further boost response rates and elicit reasons for non-response¹⁸. Following this, further 9 questionnaires were returned.

Therefore, in total the study team received 306 questionnaires, representing 27% of the overall valid sample.¹⁹

Table 1.1: Response Rates

	Initial Sample	Unknown/Not at Address	Total Valid	Number of Responses (%)
1st Mail-Out	1198	41	1157	117 (10%)
2nd Mail-Out	888	32	856	180 (21%)
Phone Follow Up	84	n/a	n/a	9 (10.7%)
Total	1198	73	1125	306 (27%)

In total, 18 respondents did not answer the first question as to whether they are engaged in social justice advocacy they were removed from the respondent population, thus giving a base sample of 288 respondent organisations for analysis. As a self-completed survey, not all 288 respondents filled in every question and therefore there are missing values for most responses. Twenty nine organisations did not answer the question as to whether they are engaged in other forms of advocacy. Therefore these were removed from the total number of respondents when calculating the percentage of total respondents doing social justice advocacy.

¹⁷A number of questionnaires were returned unopened (225) stating insufficient address as a line of the address was missing from the label

¹⁸Some reasons given for non-response were a delay in opening and returning the questionnaire, the responsible person was never forwarded the questionnaire within their organisations and one organisation did not want to take part in the study. Based on two attempts to make contact, just over half of the follow up organisations were contacted by the study team. Others were non contactable primarily due to an inability to obtain working phone numbers or because phones were not answered. (The INKEx database did not contain phone numbers or email addresses)

¹⁹Based on similar methodologies used in other studies of the community and voluntary sector (See McDonnell et al. (2010) of a postal survey of community and voluntary sector in Northern Ireland and Donoghue et. al. 2006 survey of the Irish NGO sector) we were aiming for a 20% to 40% response rate.

Questionnaires were returned to CMAdvice Ltd in a prepaid envelope and sent for data entry in excel. Data was analysed using Statistical Package for Social Science (SPSS).

- *Representativeness of the Results*

The main aim of this part of this part of the study was to garner information on the breath of social justice advocacy within the non-profit sector in Ireland. Therefore it was important that the sample was as representative as possible of the entire population of the non-profit sector. While recognising that respondents self-declared as organisations doing social justice advocacy and the possibility that those involved in such work may be more likely to respond to such a survey²⁰, we believe that the current study provides for the first time information on a representative sample of non-profit organisations in Ireland involved in social justice advocacy.

In order to verify this it would be important to repeat this exercise in a couple of years' time.

Thus while generalisations can be made about the total population, the authors would stress the need for care to be taken when interpreting these results.

Phase 2: Measuring the Depth

- *Focus Group Meeting*

In May 2012 a full day focus group meeting with sixteen selected key social justice advocates in the sector was held in Dublin. This meeting aimed to provide information to inform the phase 2 questionnaire aimed at measuring the depth of social justice advocacy in Ireland. It was facilitated by CMAdvice Ltd and supported by The Advocacy Initiative.

The focus group explored the following themes: how social justice advocacy is carried out, the recipients of social justice advocacy, overall approach to their advocacy, review and evaluation of advocacy, changes in advocacy practice over the last number of years and examples of successful advocacy and inter-agency working. For the full topic guide and for a list of attendees see Appendix B. The discussion at the focus group was written up and used to inform the content of the phase 2 questionnaire.

- *Survey of Social Justice Advocacy Organisations*

In order to obtain information on the depth of social justice advocacy in Ireland it was decided to send a second questionnaire to the respondents in the phase 1 survey that had indicated that they

²⁰Response bias stems from the survey respondents being somehow different from the non-respondents and, therefore, not representative of the target population' (Draugalis et al. 2008: 11)

were doing social justice advocacy. It therefore aimed to obtain largely qualitative information on how social justice advocacy is carried out in Ireland to complement the more quantitative, breadth mapping work carried out in Phase 1 of the study. A copy of the questionnaire can be found in Appendix C.

The resulting online questionnaire was sent successfully to 69 of these organisations for whom we had working email addresses out of a total of 100 organisations that had responded to the first questionnaire. A survey tool was created using Google documents.

Following two email reminders a total of 19 organisations responded to this second survey, giving us a response rate of 28%. The results were analysed using Google documents and written up.

- *Case Studies of 5 Examples of Effective Advocacy*

A third element of the study aimed to obtain a more detailed picture of effective social justice advocacy practice in Ireland by carrying out a number of case studies. The selected case studies reflected a range of organisational types and advocacy. Two of the selected case studies were chosen from Phase 2 respondent organisations that had indicated a willingness to participate in the study as case study examples. The remaining 3 were selected to reflect a wider range of themes and approaches.

The case studies were aimed at:

- Describing examples of ‘effective’ advocacy highlighting good practice, and the extent to which a correlation can be identified between cause (the advocacy campaign) and effect (the real change in public policy).
- Identifying the policy learning within organisations and sub-sectors overtime – to what extent the ‘ask’ has changed as policy oriented learning occurs, including identifying to what extent organisational culture supports policy learning.
- Identifying the ‘dynamics for change’ or specific characteristics of the context and practice of successful social justice advocacy.

The case studies involved a two hour meeting with each organisation.

Report Outline

The remainder of the report is split into the following chapters:

- Chapter 2 outlines the results of the survey on the Breadth of Social Justice Advocacy in Ireland

- Chapter 3 outlines the results of the survey on the Depth of Social Justice Advocacy in Ireland
- Chapter 4 presents the case studies and
- Chapter 5 presents key findings, conclusions and recommendations.

Chapter 2: Phase 1- Measuring the Breadth of Social Justice Advocacy in Ireland

Introduction

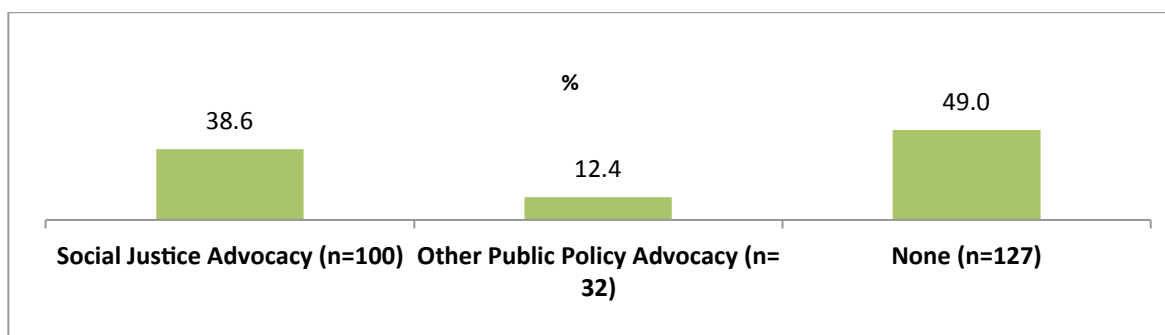
The main aim of this phase of the study is to measure the breadth of the Social Justice Advocacy sector in Ireland. Using a representative sample of non-profit organisations this chapter presents a snapshot of the breadth of the sector. Results are presented under the following headings:

- How many organisations are engaged in Social Justice Advocacy?
- Profile of organisations engaged in Social Justice Advocacy
- How organisations are carrying out Social Justice Advocacy?
- View on the context for Social Justice Advocacy in Ireland.

How many Organisations are Engaged in Social Justice Advocacy?

Figure 2.1 shows that almost 39% of respondents are engaged in Social Justice Advocacy²¹. A further 32 organisations (12%) identify themselves as being engaged in other forms of public policy advocacy²². Thus, 51% of respondents are engaged in some kind of public policy advocacy.²³

Figure 2.1: Percentage of Respondents Engaged in Social Justice Advocacy and Other Public Advocacy (n=259*)



*The figure excludes 29 respondents that did not answer the question asking them if they were doing other types of public policy advocacy.

²¹ “activities aiming at influencing public policy (including legislation, provision of resources and services) on behalf of communities experiencing poverty, inequality, discrimination, and social exclusion. Social justice Advocacy is a subset of broader public policy advocacy”.

²² For the remainder of the analysis our base sample for social justice advocacy orgs is 100 and for other advocacy organisations it is 32. However some respondents did not answer all questions so this number varies between figures and table.

²³ As previously mentioned, very little research has been done on the extent of public policy advocacy work in Ireland and internationally evidence has been inconsistent (Geller and Salmon, 2007). One study of a US non-profit sample, found that 75% were engaged in public policy advocacy (OMB Watch, Tufts University, and CLPI. (2002). Other reports have found that advocacy work is carried out by between 20% and 30% of non-profit organisations (US data) (Salmon, 1995). Our estimate of 51% lies therefore at the mid-range of these estimates.

These findings compare with the earlier Montague and Middlequarter study which found that 93% of their 170 respondents were engaged in advocacy activities. (Montague and Middlequarter, 2010). However due to the different methods of sampling in the two studies the results are not directly comparable. The Montague and Middlequarter sample was drawn from a number of known networks and membership organisations, mainly Dublin based (74%), as no comprehensive database of the sector existed at that time.

While other public policy advocacy organisations are not the focus of this study, comparisons to these organisations are made where meaningful, in order to illustrate what is distinctive about organisations carrying out social justice advocacy.

Reasons for not Engaging in Social Justice Advocacy

Before presenting the results on social justice advocacy, Figure 2.2 shows the reasons given by respondents for not engaging in social justice advocacy (n=188). Respondents could give more than one reason and the results show that 60% of responses were that this type of work was not relevant to their organisation while the next most common response was that ‘other organisations are already filling this role within their sector’ (12%).

Eleven per cent of responses were that they lack resources while a further 9% that they lacked expertise in the area. Only 4% answered that they were “constrained by the funder’s requirements”, while 4% stated not knowing why they aren’t doing social justice advocacy²⁴.

Figure 2.2: Reasons Given for Not Doing Social Justice Advocacy (n=188)*



**note: total number of respondents includes the 29 missing cases in the previous table= 188. Multiple response question, percentages based on number of responses not respondents. ‘Other’ refers to two organisations that had recently closed.*

²⁴For those respondents engaged in other types of public policy advocacy only (n=32), 37% of responses by these organisations were that social justice advocacy was not relevant to their organisation and 21% stated other organisations were already fulfilling this role. (See Appendix D, Figure D1 for this breakdown).

Profile of Organisations Engaged in Social Justice Advocacy

This section profiles respondent organisations currently carrying out social justice advocacy. For illustrative purposes we compare this profile to that of organisations identified as doing other forms of public policy advocacy where useful.²⁵

Sector of Activity

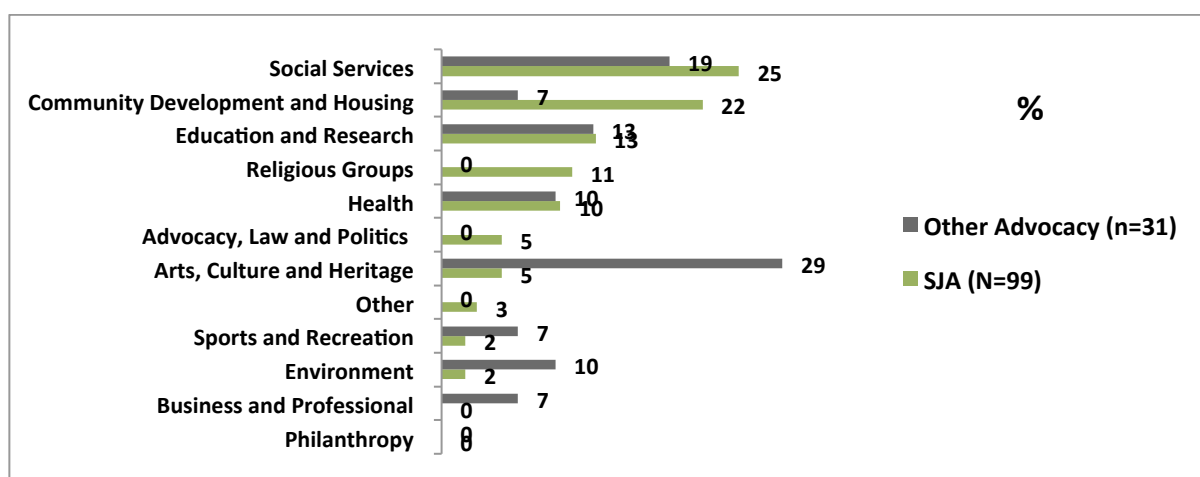
Figure 2.3 shows the ‘sectors’²⁶ that respondent organisations are working in. This indicates that most of the social justice advocacy respondents are in the:

- Social services (25%)
- Community development (22%)
- Education/research (13%)
- Religious sectors (11%).

It is worth noting that 5% of respondents classified their sector as ‘Advocacy, Law and Politics’. In contrast, other public policy advocacy organisations are more likely to be in the arts culture and heritage (29%), environment (10%) and business/professional (7%) sectors. It is worth noting that some of these organisations categorised themselves as being in the social services sector (19%, n=6) and a further 7% (N=2) as being in the community development and housing sector. This suggests that some respondents within the ‘social and community services’ sector that are doing advocacy work but do not identify themselves as “social justice advocacy” organisations.

None of the respondent organisations identified as philanthropy organisations.

Figure 2.3: UN Sector for Organisations Doing Social Justice Advocacy and Other Public Policy Advocacy



²⁵ It must be kept in mind that the “other advocacy” group is quite small (n=32), therefore care must be taken when interpreting graphs and percentages.

²⁶ These categories draw on the UN classifications of the sector as modified for an Irish context by Donoghue et. al. (2006).

Organisation Type and Size

Figure 2.4, shows that 88% of social justice advocacy organisations classified themselves as providing services directly to clients. It also shows that over half of the social justice advocacy organisation respondents have less than 10 staff members, 16% have 11-25 and the remainder have 26 or more staff (28%). Seven per cent stated that they have no staff²⁷.

Little difference was found between social justice advocacy organisation respondents and those carrying out other types of public policy advocacy in terms of type of organisation (80% are service organisations) and size.

Figure 2.4a: Social Justice Organisations' Type (n=96)

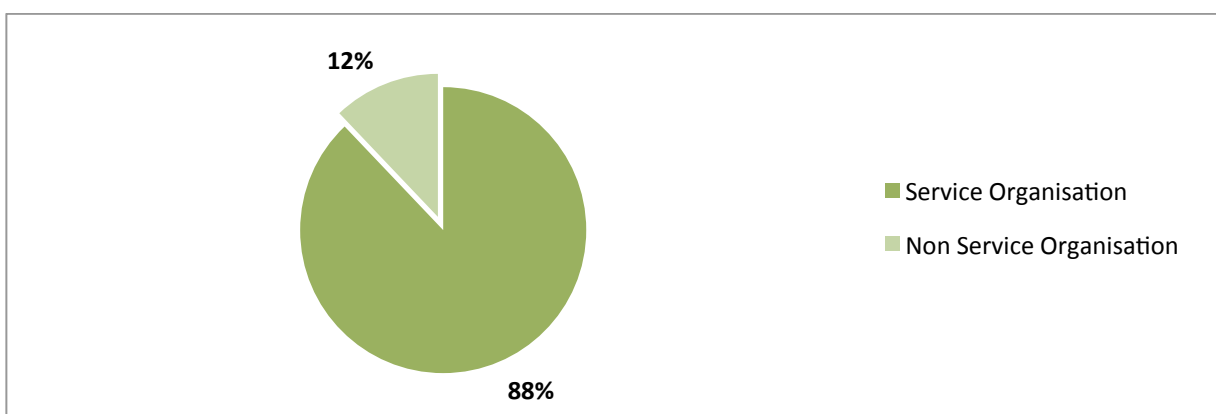
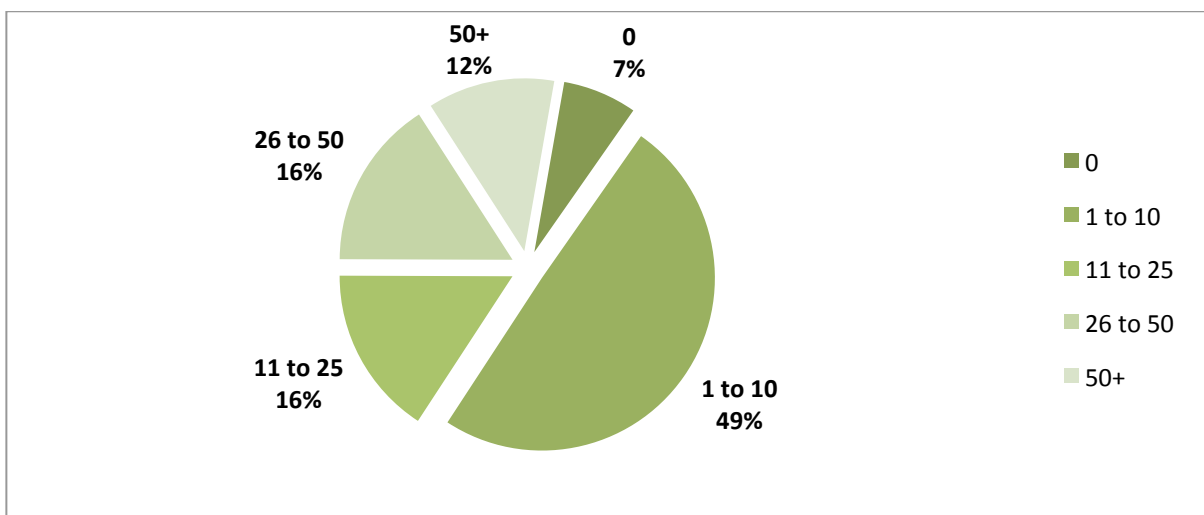


Figure 2.4b: Social Justice Organisations' Type and Size (Full Time Equivalentents) (n=96)



²⁷This compares to the Montague and Middlequarter study (2010:111) referred to above which found that 52% of respondents had a staff of 15 or less and 19% had 50 plus staff.

Geographical Location and Type of Community Served

Next we analysed the regional²⁸ location of social justice advocacy respondents. Figure 2.5 shows that over 40% of organisations carrying out social justice advocacy are based in Dublin with the remainder spread across the other regions of the country. However, other public policy advocacy organisations are even more dispersed with only 23% based in Dublin.

Figure 2.5: Regional Variation between Social Justice Orgs and Other Advocacy Orgs

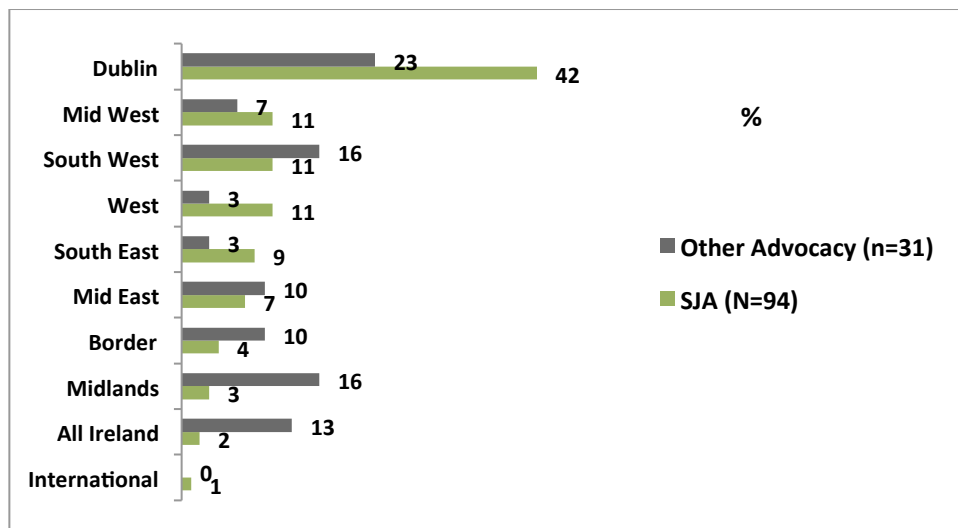
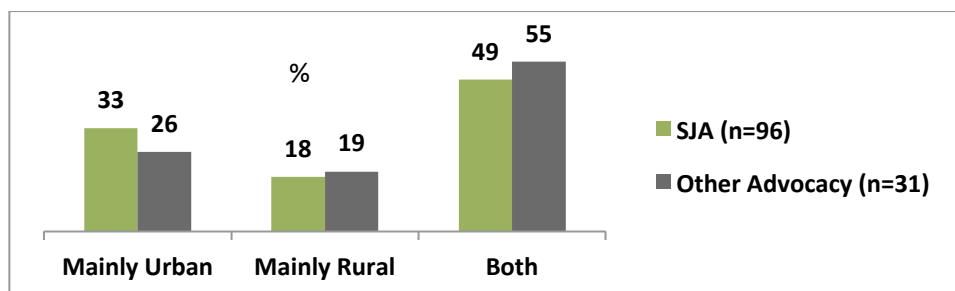


Figure 2.6 indicates that 49% of social justice advocacy organisations are serving both an urban and rural community while a third are serving a mainly urban community and 18% a mainly rural community.

The findings also indicate that other public policy advocacy organisations are more likely to be serving a mixed or rural community when compared to social justice advocacy respondent organisations.

Figure 2.6: Type of Community Served by Social Justice Orgs and Other Advocacy Orgs



²⁸Counties were recoded into Nomenclature Territorial Units for Statistics (NUTS) III regional classifications as used by the Central Statistics Office.

How Organisations are Carrying out Social Justice Advocacy

In this section we present the results on how the respondent organisations are carrying out their social justice advocacy. This includes:

- The length of time organisations have been engaged in social justice advocacy
- The numbers engaged in social justice advocacy
- The focus of Social Justice Advocacy
- The areas or issues of advocacy social justice advocacy
- The recipients of social justice advocacy
- The types of advocacy methods used

Number of Years Engaged in Social Justice Advocacy

On average organisations have been engaged in social justice advocacy for 17 years²⁹. When compared with the total number of years the organisation has been in operation this indicates that respondents on average have been engaged in social justice advocacy for half the time they have been operating.

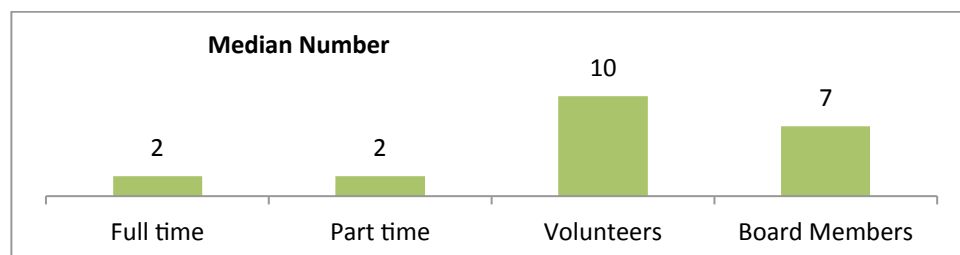
Table 2.1: Length of Time Doing Advocacy (Median Number Years)

Social Justice Organisations	
Years in Operations (Median)	34
Years Doing Advocacy (Median)	17

Number of People Engaged in Social Justice Advocacy

Next we show the number of people engaged in advocacy in the respondent organisations. Here we can see that organisations carrying out social justice advocacy have a mixture of full and part-time staff, volunteers and board members involved in advocacy. Figure 2.7 shows that on average 2 full-time and two part-time staff are engaged in social justice advocacy in these organisations.

*Figure 2.7: Number of People Engaged in Social Justice Advocacy (Median Number)**



* A further two organisations included members in the 'other' category (not included in the figure because of the small numbers involved).

²⁹ We use the median or mid-point as the mean was too sensitive to extreme values. (For example some religious groups have been in operation for over one hundred years).

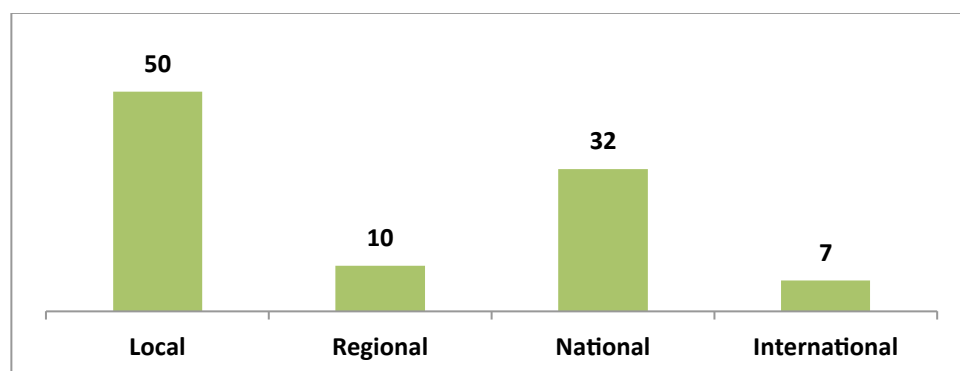
Comparing this with organisations involved in other forms of public policy advocacy the findings indicate that more volunteers are involved in social justice advocacy organisations with an average of 10 volunteers, compared to 7 volunteers in organisations engaged in other forms of public policy advocacy. (See Appendix D, Figure D2)

Focus of Social Justice Advocacy

Figure 2.8 shows that the focus of social justice advocacy among respondent organisations is mainly at a local level (50%) followed by at a national level (32%)³⁰. A small number have a regional (10%) or international focus (7%).

In contrast, other public policy advocacy organisations were found to be more likely to have a national focus (43%) and a smaller percentage a local focus (43%). (See figure D3 in Appendix D)

Figure 2.8: Geographical Focus of Advocacy (N=96)



Areas of Social Justice Advocacy

Respondents were asked what areas their social justice advocacy covered, see Figure 2.9. This shows that the main areas of social justice advocacy are:

- Children and families (10%),
- Poverty and social exclusion (8%),
- Education (8%),
- Employment and training (7%) and
- Local development (6%)³¹.

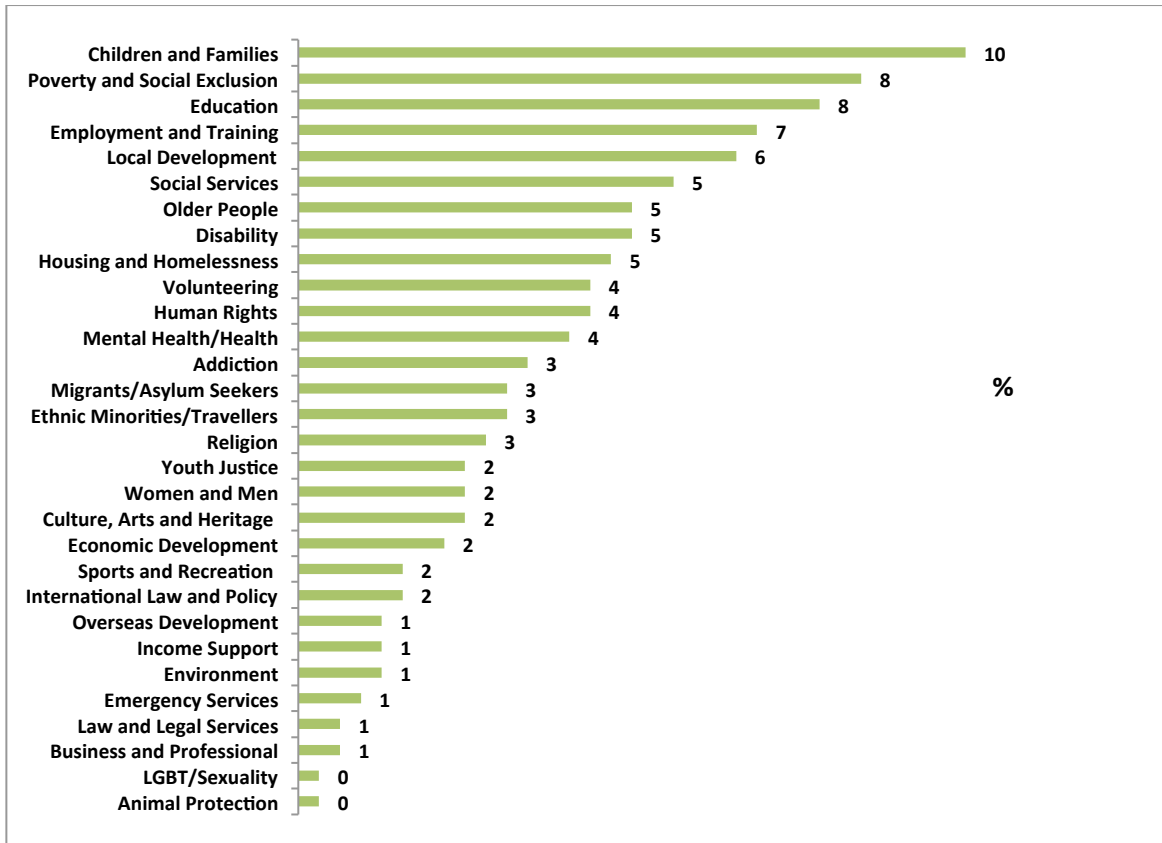
This compares to other public policy advocacy organisations where the main areas of work were found to be education, culture, art and heritage and environment.

³⁰ The 2010 Advocacy Initiative study (2010) found 77% of respondents were operating at a national level. However results are not strictly comparable as the 2010 study was based on respondents from a sample of organisations drawn from a number of networks and membership organisations as no national database existed at that time.

³¹ Respondents were asked to rank their choice but due to the manner in which the questionnaire was filled out, their responses were treated as a multiple response.

It is worth noting that two organisations that said they were not carrying out social justice advocacy nevertheless stated that their advocacy focused on poverty and social exclusion and others stated they worked in the area of minority groups such as asylum seekers (2 organisations) and Travellers/ethnic minorities (2 organisations). This again suggests that there is a need to clarify what constitutes social justice advocacy. (See Appendix D, Figure D4 for a breakdown of these groups' areas of work.)

Figure 2.9: Key Issues of Advocacy for Social Justice Organisations (N=98)*



*Multiple responses question. Organisation could choose more than one category; percentages refer to the number of responses not number of respondents. Categories based on the Donoghue et. Al. (2007) study.

Type of Advocacy

Respondents were asked to indicate the main type of advocacy they were engaged in. This shows that most were engaged in the following types of advocacy:

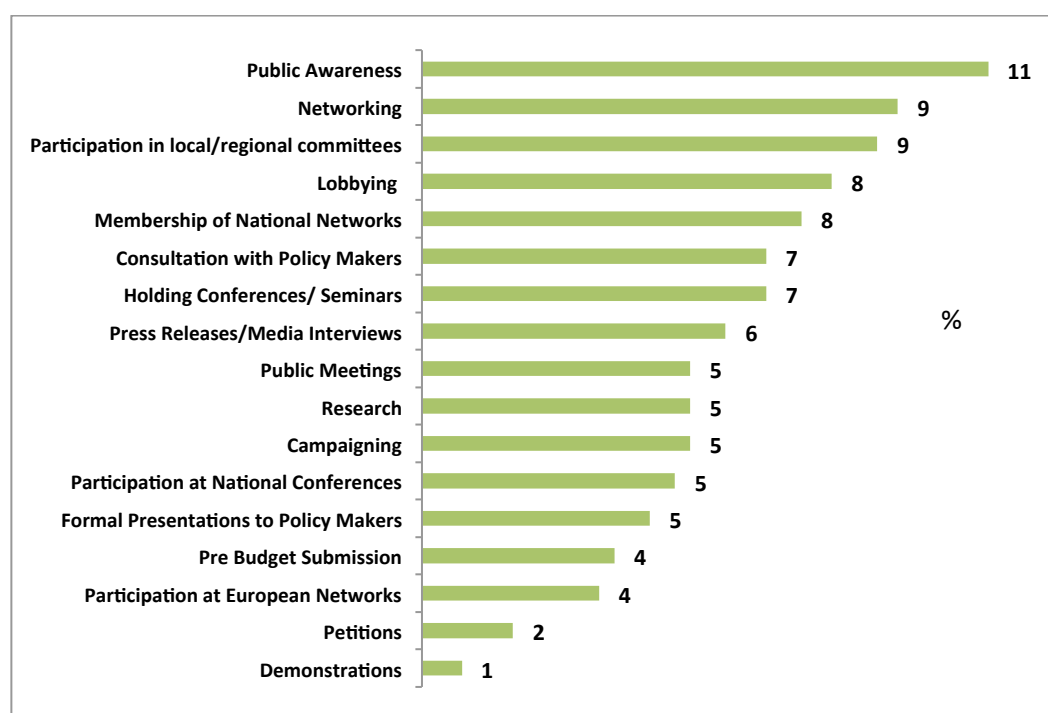
- Public awareness (11%),
- Networking (9%),
- Participation in local and regional committees (9%),
- Lobbying (8%) and
- Membership of national networks (8%).

Very few organisations stated that they used demonstrations or petitions in their advocacy. Overall these findings suggest that social justice advocacy respondent organisations are engaged in a wide range of advocacy.

Breaking down the results further indicates that organisations that have a national focus are more likely to be engaged in campaigning and lobbying when compared to those with a local focus (approximately 56% compared to 36%). However little variation was found in terms of the type of social justice advocacy carried out across UN sectors and regions.

No major differences were found in the type of advocacy carried out by organisations doing other public policy advocacy. (See Appendix D, figure D5).

Figure 2.10: Types of Advocacy (N=96)*



*Multiple responses question. Organisations could choose more than one category therefore the percentages are based on the number of responses not number of respondents.

Recipients of Social Justice Advocacy

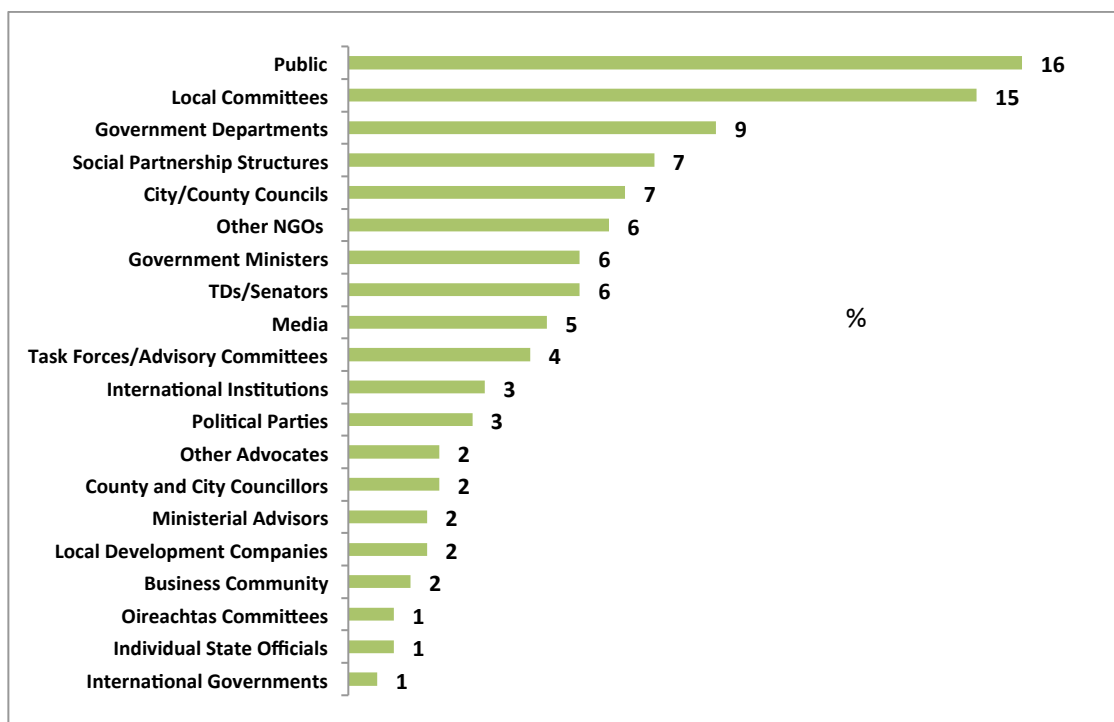
Respondents were asked who the main recipients of their social justice advocacy are. The main recipients of social justice advocacy were found to be:

- The Public (16%)
- Local Committees (15%)
- Government Departments (9%)
- Social Partnership Structures (7%) and
- City and County Councils (7%).

Again the type of recipients was not found to vary by region or sector. However organisations with a national focus are more likely to target their work on Government departments, Ministerial advisors, political parties and the media when compared to those with a regional or local focus (approximately 60% compared to 30%).

When examining the differences between organisations classified as doing social justice advocacy and those doing other forms of public policy advocacy, the latter are more likely to engage with Government Departments (18%) and county and city councils (8%) and less likely to engage with social partnership structures (1%) or task forces/advisory committees (1%) (See Appendix D, Figure D5)

Figure 2.11: Recipients of advocacy (N=98)*



*Multiple responses question. Organisations could choose more than one category therefore the percentages are based on the number of responses not number of respondents.

Views on Current Advocacy

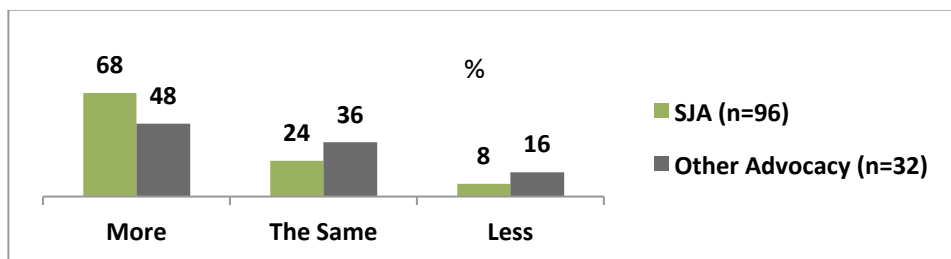
Trends in Social Justice Advocacy Workload

Respondents were asked their views on how their social justice advocacy has changed over the last 3 years, which is broadly since the time of the 2010 Montague and Middlequarter study. Sixty eight per cent of respondent organisations stated that they are doing more advocacy now than they were

three years ago³². Furthermore organisations carrying out social justice advocacy were found to be more likely than other public policy advocacy organisations to be doing more advocacy now (68% compared to 48%).

Again organisations with a national or regional focus are slightly more likely to say that their workload had increased in the last number of years (77% and 70%) respectively compared to those working at a local level (63% doing more) or an international level (57% doing more).

Figure 2.12: Views of Advocacy Workload over the Past Three Years

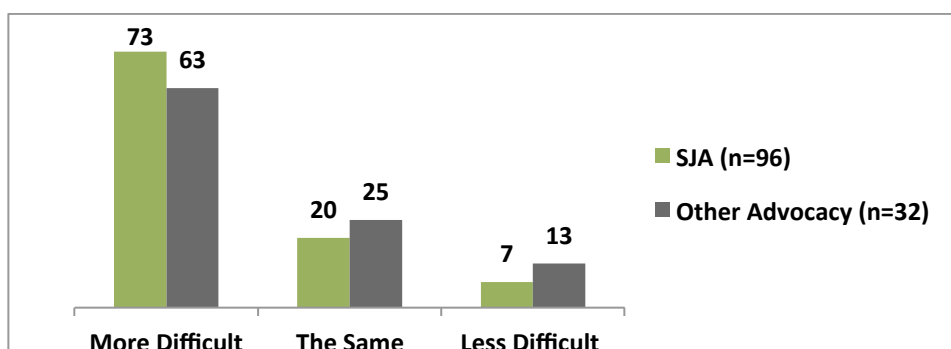


Difficulty of Advocacy

Figure 2.13 shows respondents' views of changes in the difficulty of their advocacy over the past three years. Again organisations carrying out social justice advocacy were more likely to say that this work has become more difficult in the past three years (73.9% compared to 62.5%) when compared to organisation doing other forms of public policy advocacy.

The percentage of respondents who stated that their work has become more difficult is slightly less than that found in the 2010 Montague and Middlequarter study, where 86% of respondents stated that the context had become more difficult (2010:38)³³.

Figure 2.13: Difficulty of Advocacy over the Past Three Years



¹⁹We also looked at organisations views of their advocacy workload by sector, geographical location and type of advocacy work but did not find any noticeable differences across these sub-groups.

³³Please note that findings are not directly comparable due to differences in the way the two samples were drawn.

When looked at by sector the results indicate that organisations in the community development, housing and social services sector are more likely to consider that their advocacy has become more difficult (over 90%) when compared to organisations in other sectors such as education and research (54%), advocacy and law (60%) and arts and culture (40%).

Variation by the type of community the organisations served were also found with organisations carrying out social justice advocacy in rural communities more likely to say that this work has become more difficult in the past three years: 88% compared to 69% for those focused on urban communities.

Again differences were found in relation to the focus of their advocacy. Social justice advocacy organisations working at a regional level (100% saying it had become more difficult, n=10) and a national level (81% stated it had become more difficult) were more likely to state their work has become more difficult when compared to those working at a local level (63% more difficult) and an international level (68% more difficult, n=4). No distinction was found by type of advocacy.

A summary of the key findings are presented in Chapter 5.

Chapter 3: Phase 2 Measuring the Depth of Social Justice Advocacy in Ireland

Introduction

This chapter presents the results of the online survey of organisations that identified as doing social justice advocacy in phase1 of the study. This survey was aimed at obtaining in depth information on *how* these organisations carry out social justice advocacy. In total 19 organisations responded to this follow up survey giving a response rate of 28%³⁴.

Survey results are presented in the following sections:

- Organisational background information,
- How social justice advocacy is carried out,
- Recipients and partners of social justice advocacy,
- Trends and changes in social justice advocacy,
- Values and outcomes of social justice advocacy.

Organisational Background Information

Phase 1 Information

In order to profile the respondent organisations that took part in the online survey we summarise the profiling information they gave in the Phase 1 survey. Table3.1 shows that over half the Phase 2 respondents are either in the social services or community development sector. Almost all are service provider organisations and half serve both a rural and urban community. In total 11 organisations focus their advocacy at a local level while 8 focus it at national level. None have a regional or international focus.

³⁴The online questionnaire was sent to 69 organisations for whom we had working email addresses out of a total of 100 organisations that had responded to the first survey.

Table 3.1: Summary of Phase 1 Data for Respondent Organisations

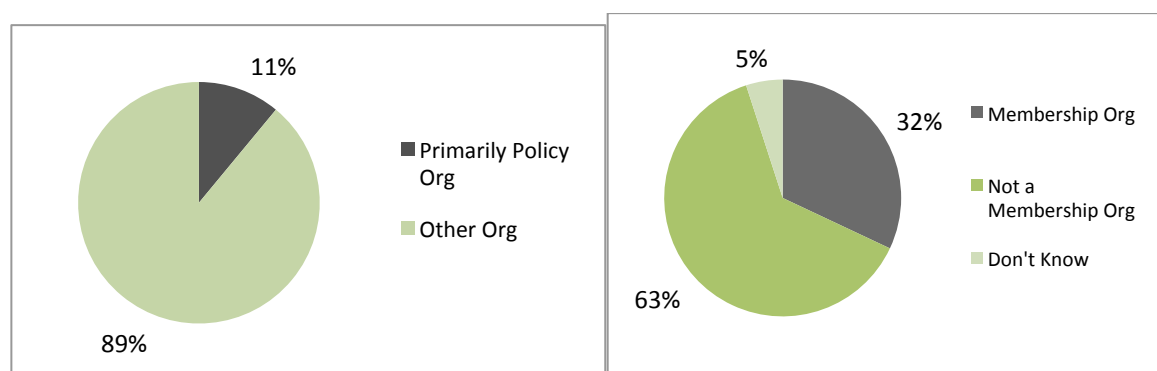
		Number	%
Sector	Social Services	5	26
	Community Development	5	26
	Health	3	16
	Youth Groups	2	11
	Religious Groups	1	5
	Education and Research	1	5
	Arts, Culture and Heritage	1	5
	Sports and Recreation	1	5
	Total	19	100
	Service Organisation	Yes	18
No		1	5
Community Served	Mainly Urban	6	33
	Mainly Rural	3	17
	Both	9	50
	Total (1 missing)	18	100
Focus of Advocacy	Local	11	58
	Regional	0	0
	National	8	42
	International	0	0
	Total	19	100

Phase 2 Survey Results

Role of Organisations

Only 2 respondents (11%) classified their organisation as having a primarily policy influencing role (11%). Thirty two per cent (6 organisations) classified themselves as membership organisations.³⁵

Figure 3.1: Policy Role and Membership Organisations (N=19)



³⁵ Respondents were not asked to define the type of membership involved

How Social Justice Advocacy is Carried Out

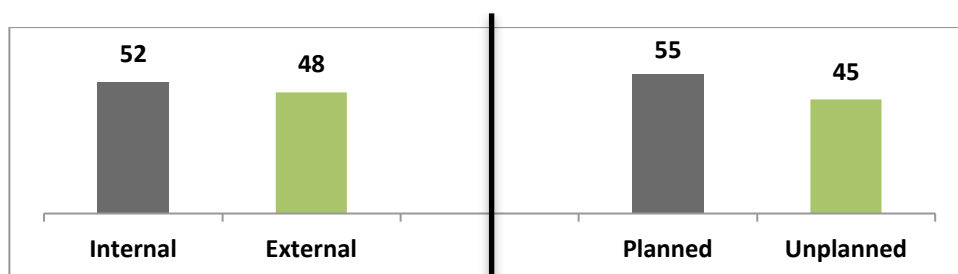
Type of advocacy

Based on the focus group meeting with social justice advocacy practitioners, referred to above, the study team were interested in the proportion of respondents' social justice advocacy that was planned/unplanned and internal/external.

For the purpose of this study we classified **planned** work as work identified in an organisational strategy/annual plan and **unplanned** as work arising from unexpected policy changes/events. **Internal** social justice advocacy is defined as work aimed primarily at politicians, civil servants, other organisations and **external** as work involving campaigns/events aimed at general public/media.

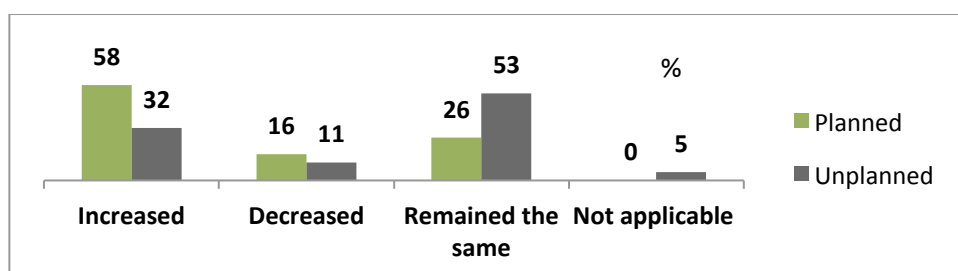
Using these definitions respondents were asked what percentage of their social justice advocacy was planned and unplanned out of a possible 100%. Figure 3.2 shows the average for all respondents. This indicates a fairly even balance between planned (average of 55%) and unplanned work (45%) and between Internal and external work which divided 52%/48%.

Figure 3.2: Proportion of SJA Work that Is Planned/Unplanned and Internal/External (Mean %, N=19)



Respondents were then asked whether their planned and unplanned social justice advocacy workload has increased over the past two years. Figure 3.3 shows that 58% of respondents stated that their planned social justice advocacy has increased and 16% that it had decreased while 32% stated that their unplanned work has increased and 11% that it had decreased.

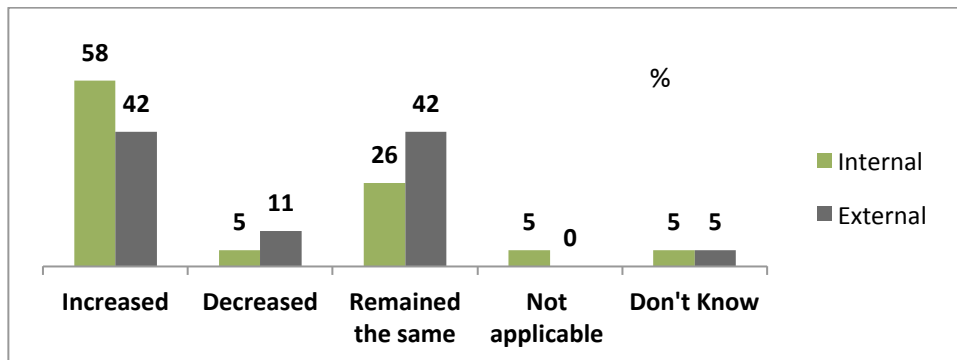
Figure 3.3: Changes in Planned/Unplanned Workload in Past 2 Years(% , N=19)*



*Not applicable refers to organisation not doing any unplanned SJA.

Similarly Figure 3.4 illustrates that 58% of respondents believe that their internal social justice advocacy has increased over the past two years while 42% believe that their external has increased over the period. Only 5% and 11% respectively indicated that their internal and external social justice advocacy work had decreased over the last 2 years. Only 5% and 11% respectively indicated that their internal and external social justice advocacy work had decreased over the last 2 years.

Figure 3.4: Changes in Internal/External Workload in the Past 2 years



Prioritisation and Organisation of Planned Social Justice Advocacy

Next respondents were asked how they identified priorities within their planned social justice advocacy. Figure 3.5 shows that most respondents stated that they prioritised this work with reference to “themes identified in their strategic plan” (22% of responses), “feedback from their staff” (17% of responses) or feedback from clients (16%). A further 14% of responses indicated that organisations prioritised their planned social justice advocacy on the basis of evidence available/ research findings. Others based such decisions on the likely impact of a policy change, i.e. how many people would be affected (9%), and on the urgency of the proposed change (7%).

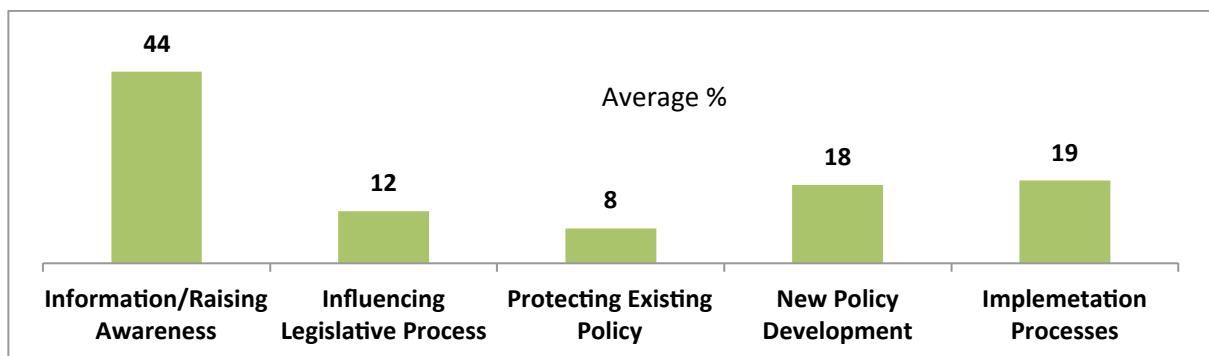
Figure 3.5: How are Planned Social Justice Advocacy Is Prioritised (Multiple responses, % of total responses= 58, n=19)



Areas of Social Justice Advocacy

Respondents were then asked what proportion of their social justice advocacy was aimed at various policy areas. See Figure 3.6. On average 44% of social justice advocacy was aimed at “information and raising awareness” followed by “influencing the policy implementation process” (average 19%) and “new policy developments” (average 18%) while 12% of responses related to “influencing the legislative process” and 8% to “protecting existing policy”.

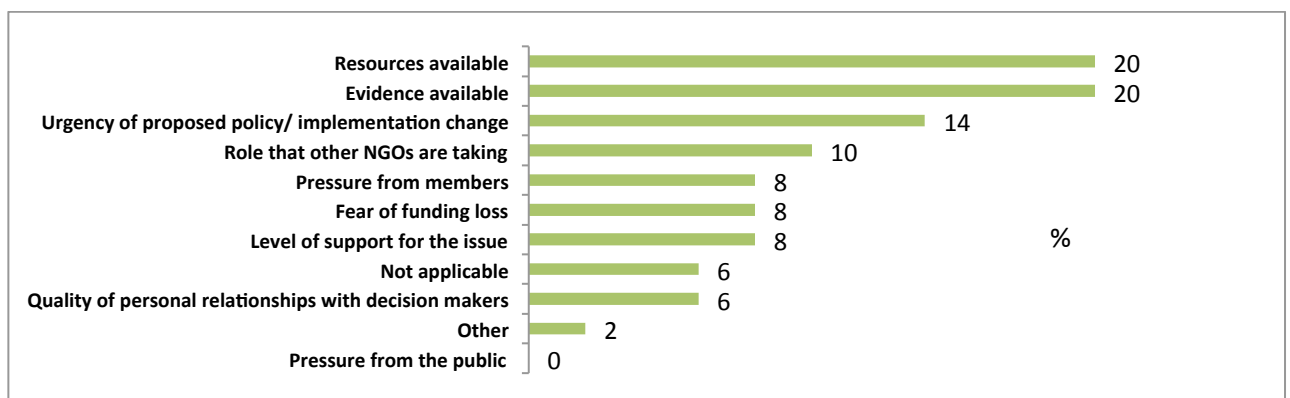
Figure 3.6: Breakdown of Main Area of Planned Social Justice Advocacy (Average % across all orgs, N=19)



Running an External Public Campaign

Respondents were asked to select the main reasons that lie behind a decision to run an external public campaign. Responses indicate that in most cases the decision is based either on the resources or evidence available, each accounting for 40% of responses. The urgency of the proposed policy change was a deciding factor in 14% of responses; followed by the role other NGOs are taking (10% of responses). Interestingly no respondents selected that pressure from the public determines whether they run a public campaign.

Figure 3.7: Reasons for deciding to run an External Public Campaign (Multiple Response, % of total responses=51, n=19) *

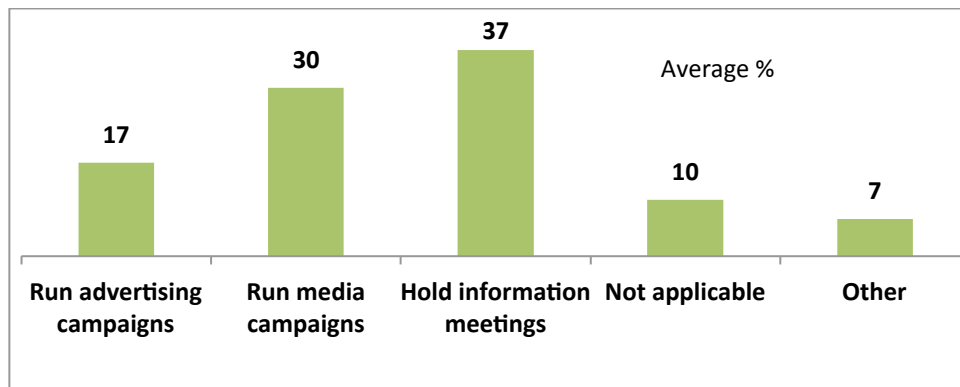


*‘Other’ refers to one organisation which stated that the impact on the community is taken into consideration.

Mobilising the Public and Organisation’s Members

Respondents were asked how they mobilise the public around a particular advocacy issue. Results indicate most selected “holding an information meeting” (37% of responses) or running a media (30% of responses) or advertising campaign (17% of responses).

Figure 3.8: Methods Used to Mobilise the Public around a Particular Issue (Multiple Response, % of total responses= 30, n=19)

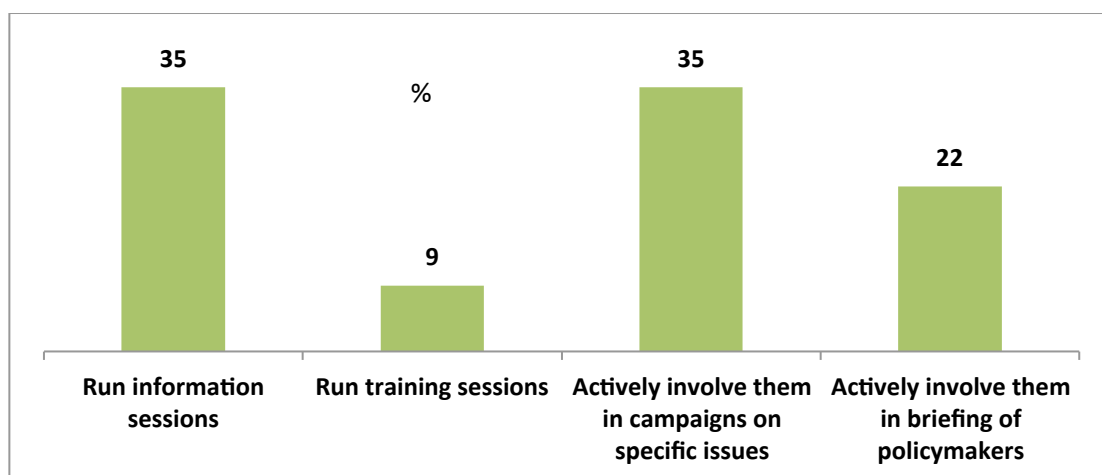


Role of Organisations Members in their Advocacy

Membership organisations were asked about the involvement of members in their social justice advocacy. In total 9 organisations stated that they were membership organisations, where 3 always involved member in their advocacy and 6 sometimes involved them.

Figure 3.9 shows that membership organisations mobilise their members by actively involving them in campaigns (35% of responses) or by running an information session (35% of responses). Others run training sessions or involve members in briefing policymakers.

Figure 3.9: Methods of Mobilising Members around a Social Justice Advocacy Issue (Multiple response, % of total responses = 23, n=19)



View on the Current Social Justice Advocacy Environment

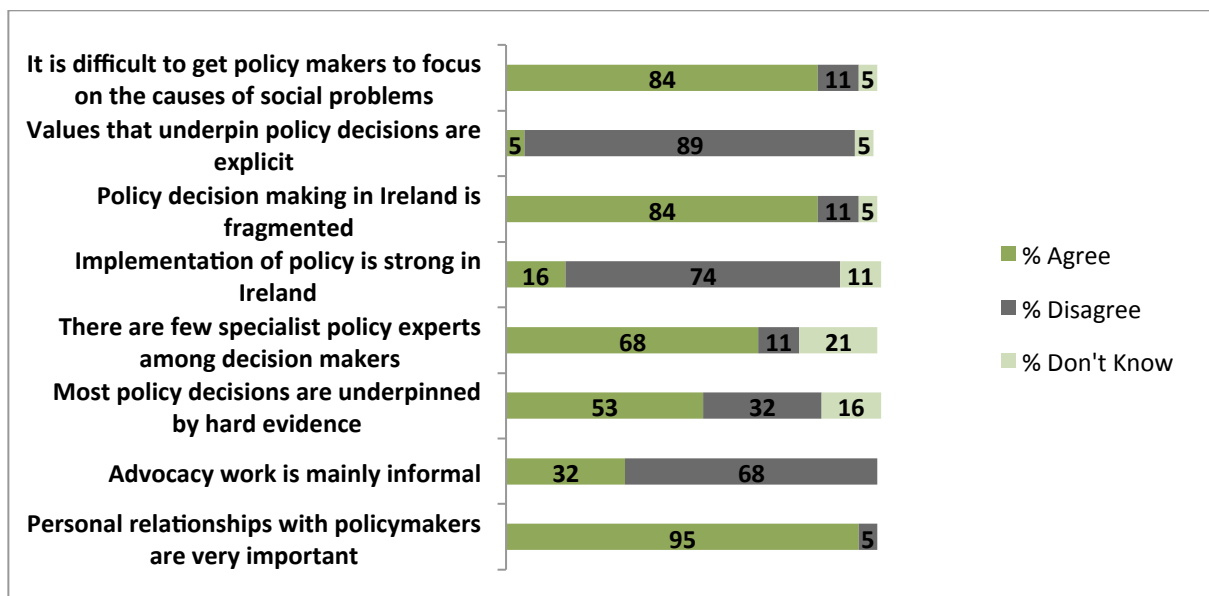
Finally in this section we look at respondents views on the current social justice advocacy environment in Ireland. Respondents were asked whether they agreed or not with a number of statements about the current environment for social justice advocacy. See Figure 3.10.

This indicates that there is a lot of agreement on the difficulty of getting policy makers to focus on the causes of social problems (84% agreed). Similarly 84% agreed that policy decision making in Ireland is fragmented while 89% disagreed that the values that underpin policy making are explicit.

Just over half agreed with the statement that policy decisions are underpinned by hard evidence, and 68% agreed that there are few specialist policy making experts among decision makers.

A large majority also agreed that personal relationships with policy makers are important (95%) while a third agreed that advocacy is mainly informal (32%).

Figure 3.10: Views of Social Justice Advocacy and Policy Process in Ireland (N=19)



Recipients of Social Justice Advocacy

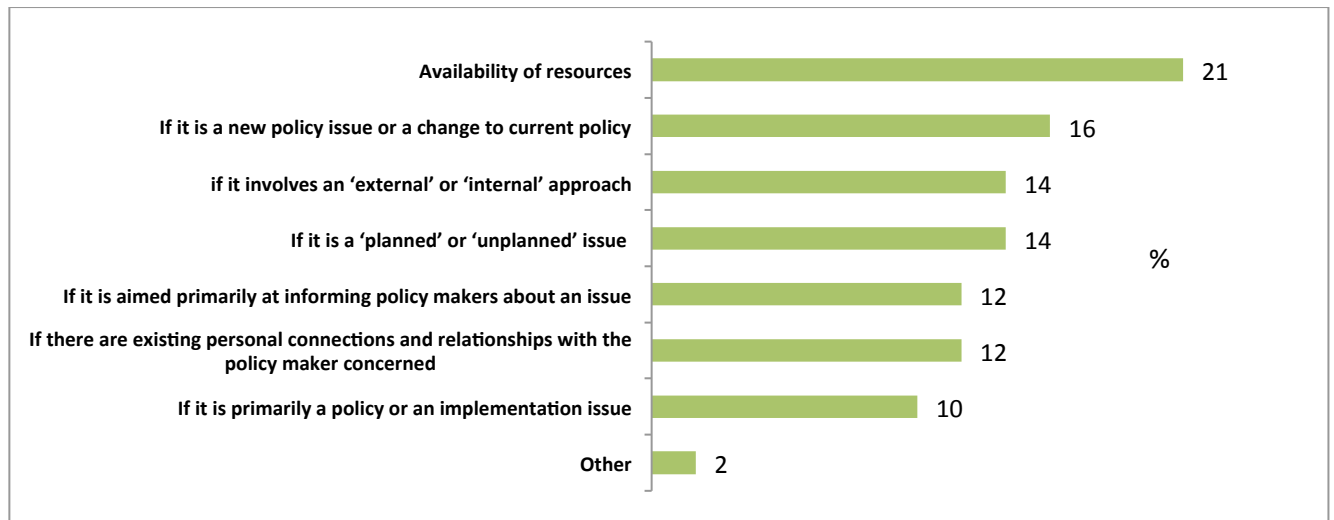
This section explores how respondents' choose who to target as the recipients of their social justice advocacy, and their views on the responsiveness of these recipients to this work.

Factors that Influence the Choice of Recipients of Social Justice Advocacy

Here we can see that the availability of resources is a key factor in the decision on who will be the main recipient of their social justice advocacy (accounting for 21% of responses) followed by whether it is a new policy issue or a change to a current policy (16% of responses). Other factors

relate to whether it is a planned/unplanned³⁶ issue (14% of responses) or whether it involves an internal/external³⁷ approach (14% of responses). The existence of a personal relationship with policy makers concerned was also seen as important (12% of responses)

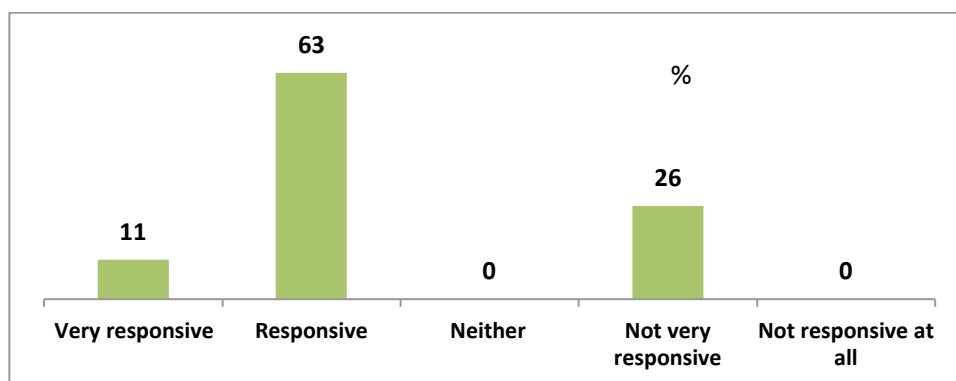
Figure 3.11: Factors that Influence the Choice of Main Recipient of SJA (Multiple responses: % based on total responses=58, n=19)



:

Figure 3.12 illustrates that almost three quarters of respondents consider that policy makers are 'responsive' or 'very responsive' to their social justice advocacy with a further 26% saying that they are 'not very responsive'. No respondent stated that they were 'not responsive at all'.

Figure 3.12: Categorisation of Responsiveness of SJA Recipients (N=19)



³⁶ For the purpose of this study we classified **planned** work as work identified in an organisational strategy/annual plan and **unplanned** as work arising from unexpected policy changes/events.

³⁷ **Internal** SJA work is defined as work aimed primarily at politicians, civil servants, other organisations and **external** as work involving campaigns/events aimed at general public/media.

Partner in Social Justice Advocacy: Collaboration with Other NGOs

In this section we look at the ways in which respondent organisations collaborate with other organisations on specific social justice advocacy issues.

Level of Collaboration

Respondents were also asked about their collaboration with other NGOs on social justice advocacy issues. When asked about the nature of such collaboration most selected that they tended to involve joining other organisations' campaigns (32%), collaborating equally with them on a particular issue (26%), with 21% tending to lead on an issue. Just one respondent (5%) of the total selected that they did not collaborate with other NGOs.

Figure 3.13: Type of Collaboration with Other NGOs on SJA Issues(N=17)

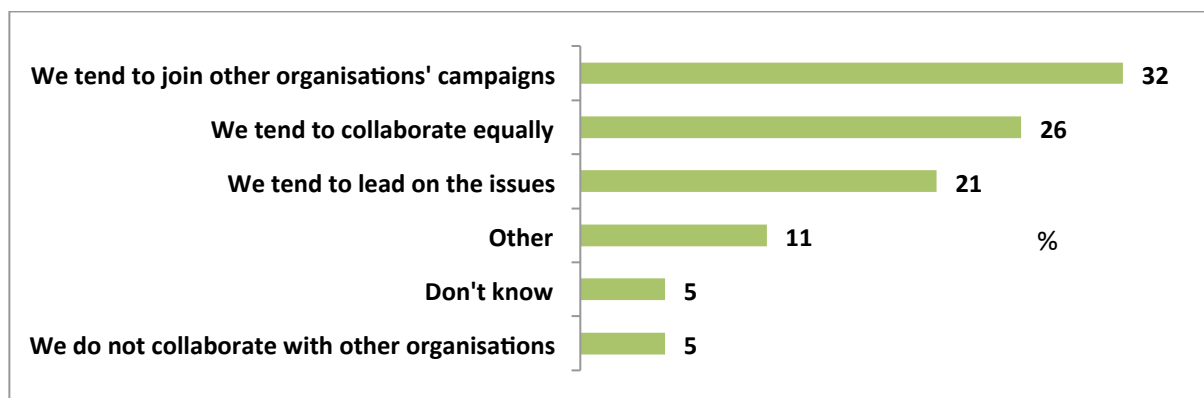
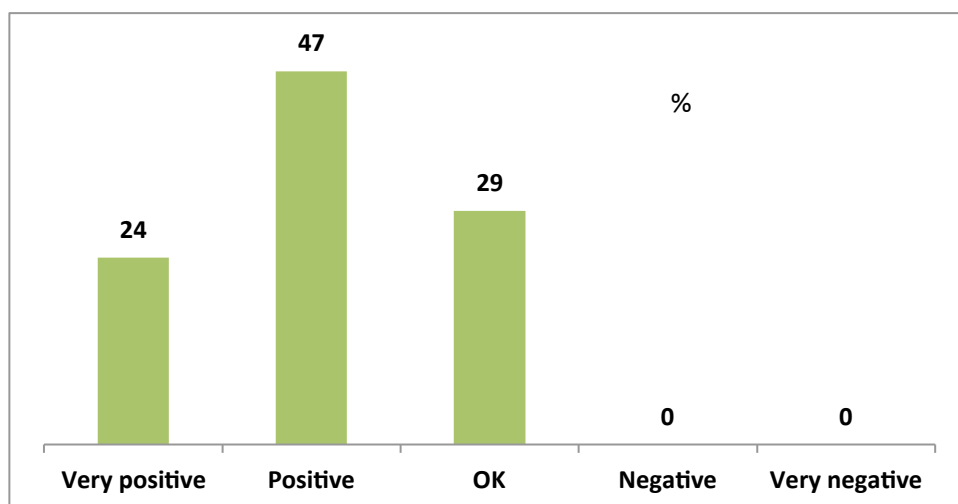


Figure 3.14 shows that most organisations viewed such collaboration as either very positive or positive (63%) while 26% said it was 'OK'. None of the respondents viewed this collaboration negatively.

Figure 3.14: Views on Collaboration with other NGOs(n=17)*



*Two organisations said that this was not applicable to their work

How Can Collaboration be Strengthened?

Respondents were then asked how organisations believes collaboration with other NGOs could be strengthened. The main suggestions given to encourage greater collaboration were:

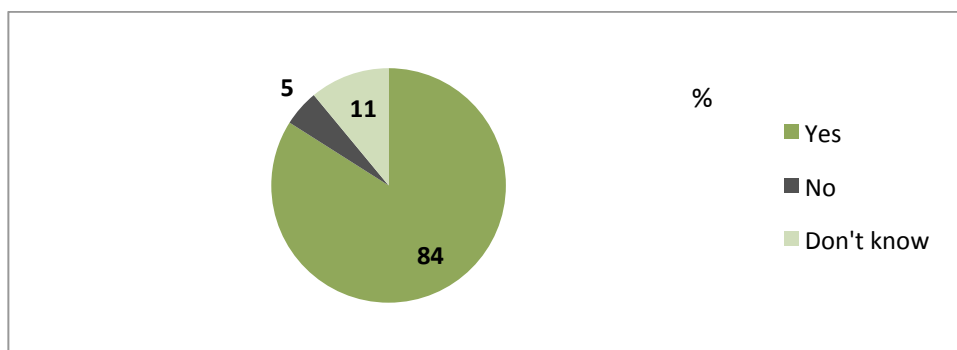
- Availability of greater resources to support such collaboration
- Development of more formalised systems for collaboration, including independent facilitation, greater clarity around what is being aimed at, support for more umbrella organisations, more formal coalitions, more active engagement of individual member organisations
- Support to build advocacy capacity
- The need for one or two organisations to take the leadership of such coalitions
- More openness and respect for the work other NGOs do to help develop coalitions around certain issues

The benefits of such collaboration for small NGOs were highlighted. However the negative impact of competition for funding on such collaboration was also mentioned.

Trends and Changes in Advocacy

This section explores respondents' views of how the context for social justice advocacy has changed over the past two years. A total of 84% of respondents agreed that the context for such work had changed, with just one organisation (5%) saying that the context had not changed and two stating that they did not know if it had changed.

Figure 3.15: Views on Whether the Context for SJA has Changed over the Past 2 years (N=19)



Respondents were asked in what way they thought that the context had changed (respondents were asked to tick a number of possible responses). In total 68%of respondents agreed that the need for hard evidence has increased while 58% agreed that NGOs are forced to compete with each other for resources. Over half also agreed that it is increasingly difficult to address issues of economic inequality (52%) and that decisions that require resources are difficult to get traction on (42%). The

changing context has also meant that for some respondents the key priorities of their advocacy have changed (47%). Just one respondent believed that there was more focus on protecting existing policy and no one said that policy decision making is less fragmented.

Table 3.2: Ways in Which the Context for SJA has changed (n=19)

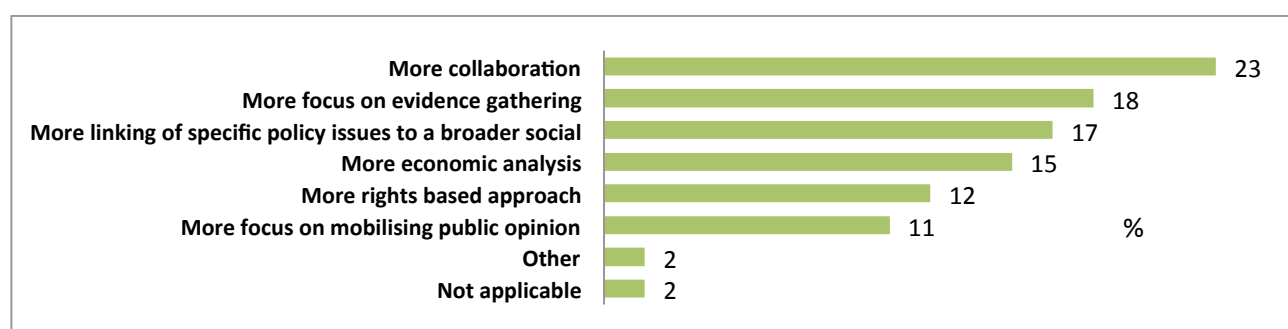
	N	% of Orgs
The need for hard evidence has increased	13	68
NGOs are forced to compete with each other to get/protect resources	11	58
It is more difficult to address issues of economic inequality	10	53
The issues our advocacy prioritises have changed	9	47
Decisions that require additional resources are harder to get traction on	8	42
There are less structures available to influence policy	5	26
The targets of our advocacy have changed (e.g. TDs, civil servants etc.)	4	21
Policy making is less pragmatic and short term	4	21
There is less knowledge and understanding of policy issues among decision makers	3	16
Not applicable (we don't think it has changed)*	3	16
There is more focus on protecting existing policy	1	5
Policy decisions are less fragmented	0	0

How NGOs can Best Respond to these Changes

Respondents were then asked how in their view NGOs best can respond to these changes. See Figure 3.16. Referring back to the earlier questions on collaboration with other NGOs, it is interesting that the most common suggestion was for increased collaboration (23% of responses). Other suggestions related to:

- More focus on evidence gathering (18%).
- More linking of specific policy issues to a broader social justice agenda (17%),
- More economic analysis (15%).

Figure 3.16: Ways in Which NGOs can Best Respond to Changes (Multiple Response, total number of responses= 65, n=19)



New Opportunities for Social Justice Advocacy over the Next Two Years

Respondents were asked their views on new opportunities for their social justice advocacy over the next two years (13 respondents gave a response to this question). The main kinds of opportunities highlighted related to:

- More rights based approaches
- More use of social media and greater democratisation of media;
- More contact with local politicians
- Greater collaboration by NGOs (one voice)
- More focus on prevention e.g. in the health sector
- More focus on energy poverty, financial inclusion, labour market activation and taxation
- Greater opportunities for change within the context of reform and the drive for efficiency and effectiveness
- More opportunity to mobilise the general public
- Upcoming local and general elections

Use of Social Media

In total 68% of respondents stated that social media has become an important part of their social justice advocacy, with 21% saying it wasn't important while 2 organisations didn't know.

Respondents were also asked what role they saw for social media in their social justice advocacy in the future. The main types of responses received were:

- Creating awareness and driving action
- Making information available to clients and a wider audience
- Helps brief the organisation on policies and procedures
- Providing feedback
- Driving traffic to websites

The responses received also highlight that staff with specialist communication skills are being recruited by respondent organisations and that training of staff and of the communities they serve in the use of social media in advocacy is a priority for the future as is the need for more resources to exploit the potential of such media.

Values and Outcomes from Social Justice Advocacy

This section looks at the values that underpin respondents' social justice advocacy, their views on the effectiveness of such work and how respondents measure social justice advocacy outcomes and evaluate such work.

Values that Underpin Respondents' Social Justice Advocacy.

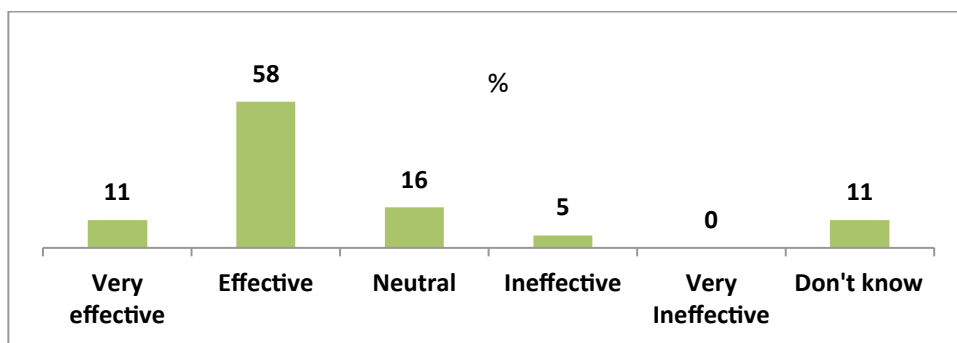
The organisations' constitution, mission and objectives as stated in their strategic/work plan were referred to by a number of respondents as guiding their values while the specific values that underpin respondents' social justice advocacy were found to be:

- Equality, including respect, social inclusion, social and economic equality
- Rights based approach
- Anti-poverty approach
- Community development approach
- Person centred approach
- Citizenship, fair participation and representation
- Creating a safe place
- Christian ethos
- Hearing the voice of the community, empowering the community and responding to their needs

Effectiveness of Respondents' in Achieving Overall Values and Objectives

Figure 3.17 shows that in most cases respondents rated their advocacy as 'very effective' (11%) or 'effective' (58%) in the achievement of their overall vision and values as outlined above as. Just one organisation rated themselves as 'ineffective' and 16% as 'neutral'.

Figure 3.17: Rating the Effectiveness of their Social Justice Advocacy (N=19)



Respondents were then asked the reasons why they think their social justice advocacy is 'effective'/'ineffective'³⁸. In most cases where respondents consider their advocacy effective they describe this in terms of the positive outcomes they have achieved for their clients (e.g. families and children, unemployed participants, the elderly) and used this as a marker of success. Others specifically stated that they have achieved their advocacy goals as outlined in their strategies.

³⁸ Just one organisation stated that their work was ineffective and did not give a reason for this answer. Of the three organisations which stated that their results were 'neutral' all three cited the recent cuts to their funding as having a negative impact on their work.

While most respondents referred to the effectiveness in terms of services for clients, two referred to how their social justice advocacy has resulted in specific policies and services being changed or improved (or maintained in the current climate). Two referred to how it has helped build their credibility and ability to influence relevant policy decisions or in terms of how it has raised awareness of issues among their communities and with the general public.

Three respondents referred to the difficulties they experience in measuring their effectiveness due to either resource constraints or to data limitations while others cited the difficulties they have in achieving positive outcomes in the current climate with one citing the importance of increased co-ordination between NGOs in overcoming these issues.

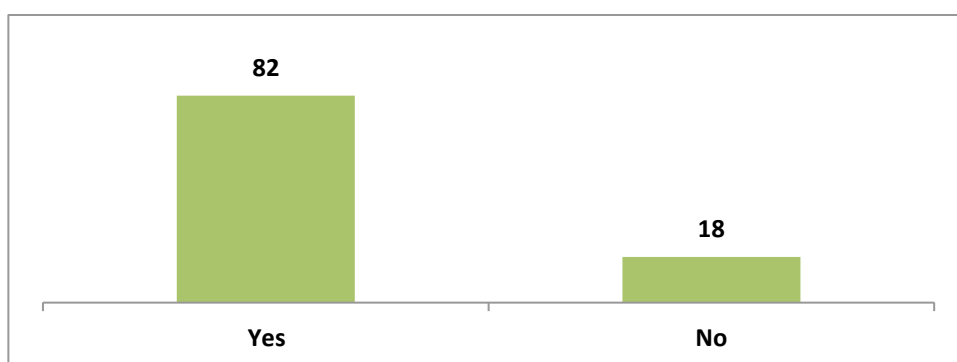
Measuring Social Justice Advocacy Outcomes

This section looks at specific social justice advocacy outcomes, including whether organisations specify these outcomes, if they have systems in place to measure outcomes, and if so, what type of systems they use.

In total 58% (N=11) of respondent organisations specifically spell out and agree social justice advocacy outcomes within their organisation. The remainder did not specify their outcomes (n=7) and one did not know.

Of these 11 organisations who specified their outcomes, 9 (82%) have systems in place to measure these outcomes, with just two organisations having no systems in place.

Figure 3.18: Are Systems in Place to Measure Outcomes? (N=11)



The nine respondents who had systems in place were then asked the main methods used to measure these outcomes. Of these nine:

- Four used Key Performance Indicators (KPIs)
- One used external evaluators

- Two organisations used both Key Performance Indicators and external evaluators to evaluate their work
- One organisation stated that ‘the outcome is measured by ‘whether the specific goal is achieved or not’
- Another stated that they use ‘reporting’
- None referred to the use of a logic framework.

Strengthening Monitoring Systems

Finally respondents outlined the ways in which they believe their monitoring systems could be strengthened. The main responses given here were:

- Training in monitoring systems
- Implementation of quality standards
- Regular evaluation
- Development of monitoring systems with specific objectives and agreed means to measure progress and impact
- More dedicated staff in this area of work
- More regular reviews
- Development of common systems and a common language between organisations and funders
- More structured KPI systems in place

A summary of the key findings of The Phase 2 survey are presented in Chapter 5.

Chapter 4: Case Studies-Examples of Effective Social Justice Advocacy

Introduction

Five case studies of effective social justice advocacy were carried out as part of the study to reflect a range of organisational types, advocacy approaches and recipients and to illustrate some of the findings from the two surveys described above. Two of the selected case studies were chosen from Phase 2 respondent organisations that had indicated a willingness to participate in the study as case study examples. The remaining 3 were selected to reflect a wider range of themes and approaches.

The case studies were aimed at:

- Describing examples of 'effective' advocacy highlighting good practice, exploring the links between cause (the advocacy campaign) and effect (the real change in public policy).
- Identifying the policy learning within the organisations involved and their wider relevance
- Identifying the 'dynamics for change' or context that influenced the advocacy approach adopted.

The selected case studies were:

1. Doras Luimni, Crosscare and NASC (The Immigrant Support Centre): Achieving Improvements in Accessing Social Welfare for Immigrants. Collaborating in Carrying out Research across the Regions.
2. Irish Heart Foundation: The FAST Campaign to Raise Public Awareness of Strokes Warning Signs.
3. Rialto Rights in Action Group : Applying a Human Rights based Approach to Real Problems
4. MRCI- 'Justice for the Undocumented' Campaign: Empowering those with no voice to act collectively and to speak directly to decision makers.
5. GLEN- the Campaign for Civil Partnership: the route to Equal Access to Civil Marriage for Gay and Lesbian Couples and Equality for All.

The case studies were drawn up following a meeting with each of the relevant organisations and a review of available documentation and the write ups were agreed with each of these organisations. The cases are written in the language of each case and as described by the organisations involved and the topics covered in each case reflect the specific focus of each of the campaigns covered.

While the cases are purely illustrative the key findings that are seen to be of specific relevance to the objectives of the report are drawn out by the report's authors in Chapter 5.

These case studies are presented below.

Case study 1: Doras Luimní, Crosscare and NASC

'Achieving Improvements in Accessing Social Welfare for Immigrants: Collaborating in Carrying out Research across the Regions' (2012)

Background

As worrying evidence mounted as to how migrants were treated, three agencies, Crosscare (Dublin), Doras Luimní (Limerick) and NASC (Cork), came together with other national and regional NGOs, 'to compile a snapshot of the barriers facing migrants trying to access social protection'. The resulting report 'Person or number?' thus arises from the shared experiences of non-Governmental organisations (NGOs) in assisting migrants to access their rights to social protection.

Approach

The research which was carried out by Joe O'Brien (Crosscare) had two key aims: to offer stakeholders an opportunity to pause and see some of the issues vulnerable immigrants face when trying to access social protection. Secondly and to offer some practical suggestions that they believe would contribute to making a better system of social protection. It was motivated by the following values:

'The belief that particularly during a time of scarce resources Ireland should prioritise those most in need and should protect all vulnerable members of society.'

The belief that through our relevant state institutions we should endeavour to provide social protection and a level of service of the highest standards.'

The need to respond to the increasing number of immigrants across the country presenting to NGOs who are having difficulty accessing social protection when it was apparent that they have a right to such protection.'

In order to carry out the research six organisations agreed to contribute representative information on the issues faced by immigrants trying to access the social protection system. The resulting sample of 54 cases was representative of those who have presented to NGOs with a question or issue concerning social protection.

Research Findings

Eleven specific problems areas were identified. These are spelt out in the report along with a number of recommendations on how they should be addressed.

Overall the report found that the 'Irish social protection system is failing some immigrants. The most basic duty of accurate information provision on the crucial right to social protection is not being carried out consistently. Adversarial approaches; reliance on speculation; and inappropriate, aggressive and racist language by departmental staff were identified.'

In order to address both the common and specific issues, the report proposes that:

'The Department of Social Protection establish a Migrant Consultative forum, to operate in a similar fashion to the already established Disability Consultative forum.'

Such a forum, it was stated, *'could lead to improvements in the general service provision of the Department of Social Protection for immigrants and on the implementation and overall understanding of issues such as the Habitual Residence Condition.'*

Success Achieved

The Minister for Social Protection agreed to launch the report and met the three organisations involved prior to the launch to agree how best to respond to its findings. The report has since been widely disseminated.

It was agreed that a Migrant Consultative Forum would be set up to review the relevant guidelines which will meet 3 times a year. An initial exploratory meeting has been held involving senior officials in the Department with responsibility for developing relevant policies and procedures and the three NGO organisations. The Forum will be jointly chaired by the Department of Social Protection and the NGOs. The Department has agreed to revise the HRC guidelines.

Learning

The following learning arises from this research:

- The importance of a sound evidence base in influencing decision makers: hearing the voices of those affected
- The benefits of collecting information from clients in a systematic way, identifying trends and key concerns and priorities

- The benefits of collecting information across organisations and regions to demonstrate how prevalent the issues are
- Engaging in a constructive dialogue with department officials
- The instance of involving key officials and politicians in launching the report
- Having funding and funder support for carrying out research to inform the policy making process

This is an informative and challenging publication and one which merits the attention of all public servants who interact with the poor and the vulnerable in their daily work. **Emily O'Reilly, Ombudsman, November 2011**

Case Study 2: Irish Heart Foundation

'The FAST Campaign to Raise Public Awareness of Strokes Warning Signs'

Background

The Irish Heart Foundation Stroke Action campaign began in 2009 with funding from Atlantic Philanthropies after Ireland's first national stroke audit revealed that organised services were virtually non-existent and that service improvements could reduce the death toll from the disease by at least 25%.

Increased public awareness of stroke symptoms was identified as a key campaign objective in the IHF's Stroke Manifesto, which set out its agenda to improve acute services, rehabilitation services and stroke prevention initiatives. This was due to the audit finding that just 5% of stroke patients were admitted to hospital within the time window to receive potentially life-saving clot-busting treatment called thrombolysis.

The awareness campaign, titled Act F.A.S.T., is aimed at helping the public achieve a better understanding of stroke warning signs. Stroke is the third biggest killer in Ireland, the biggest cause of acquired disability and over 10,000 people have a stroke in Ireland each year.

The F.A.S.T. acronym was created to help people remember the main warning signs of stroke so they can act immediately in the case of a stroke by dialling 999. A third of those affected by stroke are aged under 65 and the number of strokes among younger people is increasing due to lifestyle issues.

Approach

The FAST campaign was based around an amended version of a TV advertisement developed by the UK Government and backed up by radio ads produced here. The media plan focused on over 40s and took account of the fact that stroke rates are significantly higher among lower socio economic groups.

Due to the restricted funding available, it was always a priority not to rely only on advertising and to build a campaign that would be sustainable after the media budget was spent. Consequently, a campaign group was established comprising stroke survivors, professionals and relevant organisations, such as those representing stroke care providers and older people. The group assisted in developing a plan to establish local FAST campaign committees countrywide. This was supported by a variety of campaign materials and advice contained in a booklet detailing every aspect of running a local FAST campaign, from suggested activities to tips on dealing with media. In the month of the campaign launch, 60 local campaigns were run in towns and cities nationwide, along with 271 sub campaigns by emergency services, Councils, hospitals and large companies. Hundreds of chemists' stores also promoted the campaign, including all Boots stores nationwide. In total some 250,000 posters were displayed nationally, including in GP surgeries, Garda stations, public libraries and Citizens Information Centres and 500,000 wallet cards distributed.

The initial plan was to run the advertising element of the campaign for four years from the May 2010 launch, with a total spend of €1 million. Due to the economic climate, the advertising was halted after 18 months. Some €500,000 was spent (including over one fifth in non-recoverable VAT), which still makes it the costliest campaign ever run by the IHF.

Despite this a robust network of committees was built around the country which are continuing to organise local campaigns each year during FAST week and National Stroke Week. The number of local campaigns has grown from 60 in the first year, to 100 in 2011 and 130 this year. Among many recent developments to sustain the campaign, FAST training is now being delivered in Irish jails by prisoners themselves.

Prior to the media campaign a baseline evaluation of stroke awareness was carried out by the Red C market research company and analysed by Royal College of Surgeons. A second survey was then carried out to establish the campaign impact. Both surveys involved a random sample of adults aged 18 and over. The surveys showed that those who could identify two or more stroke warning signs had increased from 30.7% to 68.7% a year into the campaign. Knowledge of what a stroke is increased from 38.8% to 81.2%.

Success Achieved

This heightened awareness of stroke warning signs has helped trigger an upsurge in the numbers of patients receiving clot-busting thrombolysis treatment. With the wider IHF stroke campaign also ensure the rapid expansion in the availability of clot-busting treatment; the national thrombolysis rate has risen from 2% to 10%, one of the highest worldwide. This is resulting in over 150 people a year being saved from death or permanent severe disability from stroke. It is also saving the State around €4 million a year through reduced need for nursing home places alone.

F.A.S.T. also mobilised professionals and stroke survivors to support the wider IHF campaign for better stroke services which has a campaigners' network of some 10,000 people.

Although the 124% increase in public awareness of stroke warning signs in the first year of the campaign is way ahead of the overall campaign objective of 50% over four years, it is likely that these levels have dropped back somewhat since the TV ads ceased prematurely in 2011.

Learning

The key lessons from this campaign are:

- It pays to be ambitious when planning campaigns
- The need to keep the message 'ruthlessly simple'
- The importance of TV advertising in changing public behaviour and in appealing to human interest
- The public are open to support health campaigns and their ability to understand health issues should not be underestimated

The Future

The IHF aim is to ensure that the message becomes fully ingrained in the public consciousness. The IHF will continue the campaign on an on-going basis and is hopeful of securing funding to resume TV advertising. Greater state involvement is also being sought, through initiatives such as putting F.A.S.T. training on the school curriculum and the use of promotional materials in high footfall areas such as state-owned buildings and properties. In this context the IHF has now got agreement for F.A.S.T. messages to be put on ambulances.

‘Great campaign. Congratulations to the Irish Heart Foundation for making the complex simple, for making the threatening manageable. For making a quiet killer visible’. **Minister for Health James Reilly, TD.**

Case Study 3: Rialto Rights in Action Group

‘Applying a Human Rights based Approach to Real Problems’

Background

A Rialto Rights in Action Group (RRIAG) was established in May 2009 as a collaboration between the tenants and the local community development organisations operating in Dolphin Housing estate. Dolphin House Estate is Dublin’s second largest remaining public housing flat complex owned and managed by Dublin City Council (DCC), with 436 units. Built in the 1950s, the living units (flats) are smaller than modern minimum guidelines with much overcrowding; are affected by dampness and mould, sewerage (waste water) penetration, accessibility problems (no lifts, despite being multi-storey), and one-room units (originally designed for older people). The financial and property crash of 2008 resulted in the collapse of the planned regeneration projects for Dolphin as private developers withdrew from the contracts. The collapse of the plans compounded the lack of confidence in housing management by tenants, now facing years of intolerable housing conditions. This frustration and policy failure led tenants and local community organisations to consider new options for articulating their grievances.

In 2009, Community Action Network (CAN) proposed to tenants and community workers (including the regeneration coordinator) in Dolphin the idea of implementing a Human Rights Based Approach (HRBA) to address the housing issues. Inspiration for this was drawn from the success of the Participation and the Practice of Rights Project (PPPR) in Belfast in securing improvements to local authority housing using a HRBA.

The RRIAG thus set about using the language of human rights, with tenants (the “rights holders”) asserting their rights to adequate housing and regeneration against the “duty holders” (the Housing Minister, DOELG, DCC). Tenants gradually became familiar with the Human Rights based Approach (HRBA) and were empowered as rights-holders to advocate effectively, using indicators and benchmarks to measure compliance.

Approach

The HRBA is concerned with the process as well as the outcome of human rights implementation. It recognises that people are key actors in their own development and that participation is both a

means and a goal, strategies are empowering, both outcomes and processes are monitored and evaluated and programmes focus on marginalised, disadvantaged, and excluded groups.

Drawing on the methodology outlined in the international HRBA literature, particularly the PPR Housing Project in Belfast, the HRBA used in Dolphin involved five elements (CAN, 2010):

1. Selection of the human rights issues

Tenants involved in the RRIAG engaged in human rights training where they related their lived experiences of sub-standard conditions to international human rights obligations. The process instilled confidence in tenants to begin to demand, hope for, and expect, a real change to their housing conditions. The campaigning process was driven, and in as much as possible, carried out by tenants; it ensured that their voices and experiences were dominant and they were the decision makers.

2. Evidence gathering

The RRIAG gathered evidence of housing conditions through a number of methods including tenants and community workers undertaking a door-to-door questionnaire survey of a sample of 70 flats, commissioning scientific testing of the waste water and the spores from the mould and dampness, gaining the support of a local community television company to undertake a documentary of interviews with tenants, and gathering photographic evidence of the problems with the housing units. The survey undertaken in April 2010 established a benchmark of the conditions and was repeated in September 2010 and March 2011. The research found that 89% of tenants had problems with sewage invasions and smells including grey and black wastewater repeatedly backing up and overflowing into household fixtures.

3. Setting indicators

Eight indicators and related targets were agreed by the tenants, which linked the evidence gathered to human rights standards.

4. Human Rights Hearing

The RRIAG organised a landmark 'human rights hearing' in May 2010, to which key human rights experts were invited to attend and to witness the tenants presenting their evidence and launch their indicators. Months of preparatory work was undertaken for the hearing, including tenants receiving media training (CAN, 2010). Framing their issues within a human rights context gave tenants the confidence to speak publicly.

5. Engagement with duty bearers and monitoring

Subsequent to the hearing the RRIAG set out to engage with the duty bearers (Dublin City Council, the Department of Environment and Local Government (DOELG), and the IHRC), organising quarterly monitoring hearings (October 2010 and April 2011), engaging with UN human rights monitoring processes, lobbying political representatives and making a submission to the UN Universal Periodic Review (UPR) of Ireland in October 2011. The realisation of rights for local authority tenants was included in Ireland's Civil Society UPR - Stakeholder Report.

Success Achieved

The RRIAG raised incontrovertible evidence of poor housing standards in state housing, and this was addressed in the media and by the governmental and political system at the highest level.

Subsequently, senior DCC officials met regularly with the tenants, DCC accepted its responsibility in addressing the serious problem of substandard housing conditions, and it undertook a conditions survey of each apartment in order to apply for funding to the Department of Environment to renovate, as a short-term measure, the worst affected apartments. A timetable for regeneration of the estate was provided, to commence within two years, and based on comprehensive refurbishment that would address the physical housing conditions and minimise community dislocation, to be fully funded by State.

In a very short period of time, by using the HRBA, tenants have transformed the issue to one where obligations are on the landlord, within a human rights framework. This has included addressing the right to proper housing conditions, the right to participate and the right to regeneration, based on the principles of sustaining the existing community, rather than large-scale displacement and gentrification.

The result is an empowered and articulate group of tenants who can continue to examine and critique, not just the regeneration process, but the operation of all State agencies in their neighbourhood, from a rights perspective. This has led to broad public and political acceptance of their claim on State resources. Other housing complexes are now considering adopting similar approaches in their areas.

However the acceptance by both the Department of Environment and Dublin County Council, at all levels within the institutions, to approach housing and regeneration from a rights perspective, as asserted by the tenants, is still not achieved. In some instances while there is an acceptance that conditions are not right and need to be addressed, the human rights framework continues to be questioned. Thus it must be recognised that the institutional transformation required to operate

from a rights framework is clearly a long-term process that requires on-going advocacy from tenants, their representatives, NGOs, community organisations and the political system at a national level.

Learning

The key lessons from the project are:

- Agreeing and monitoring indicators and related targets, linked to human rights instruments can empower tenants and other groups to see themselves as legitimate rights-holders and facilitates them to self-advocate in human rights terms
- The HRBA provides a pathway for marginalised groups to gain access to the public sphere and to access senior decision makers
- The HRBA facilitates a methodological approach to gathering evidence which is listened to by decision makers
- HRBA hearings can generate positive media coverage, countering previous negative stereotyping
- Significant funding, technical expertise and professional training and strong ties with well-organised local groups are critical for success
- By focusing on socio-economic rights, clashes of values and competing political approaches, especially when combined with working class community advocacy, can be overcome
- Build positive relationships with decision makers and highlight achievements and successes along the way.

Case Study 4: The Migrant Rights Centre Ireland (MRCI)

'Justice for the Undocumented' Campaign: Empowering those with no voice to act collectively and to speak directly to decision makers'.

Background

There are an estimated 30,000 undocumented migrants including children and families living in Ireland. Most have been in Ireland for several years working and paying taxes, and have become deeply rooted within Irish communities. MRCI has been working with undocumented migrants and their families since 2001. In the two year period from July 2009 to July 2011, MRCI provided information and support to 1,250 undocumented migrants from 75 different nationalities. Many

have been with the same employer for several years. Due to their irregular immigration status undocumented migrants are much more vulnerable to mistreatment. Faced with few options and alternatives, they are forced to stay in exploitative situations.

MRCI began a campaign in 2010 achieve a fair and responsible solution for the undocumented that recognises and balances the issues and concerns of undocumented migrants and the State. MRCI proposed an *Earned Regularisation Scheme*. Such a scheme would give undocumented people and their families living in Ireland a window of opportunity to come forward and earn their way to permanent residency status. Upon registering for the scheme and paying a fine, eligible applicants would be granted a temporary residency status. Then individuals would work their way to earning permanent residency status by meeting specific criteria such as working, paying taxes and contributing to the community, over a limited time period.

Approach

The Migrant Rights Centre Ireland (MRCI) is committed to a 'community work approach to push for justice through collectivising experiences and building power with undocumented migrants' (MRCI) and to working with the most vulnerable groups in Irish society. To realise this MRCI worked to create the conditions for the emergence of the Justice for the Undocumented Campaign Group (JUCG). The JUCG is made up of undocumented migrants who have come together to work for a solution for all undocumented migrants in Ireland. The group is working collectively through building broad-based support for earned regularisation.

To achieve the active and critical participation of undocumented immigrants it was necessary to understand and address the barriers which make participation in such a campaign especially difficult. Having an appropriate strategy for engagement was therefore key to the campaign. Initial individual contact was made to address individual fears of detection and to build trust. This first contact through the MRCI's Resource Centre thus began to connect the individual with the structural and political elements their situation.

In May 2010 a small group of undocumented migrants was brought together to discuss the changes needed and from these meetings the core group of the Justice for the Undocumented Group (JFU) was formed. Small on-going campaign introduction meetings (6 to 10 people) continue to be held to bring new people into the campaign.

The MRCI Strategy

MRCI has developed a campaign strategy that involves the following elements, all of which have been utilised in the Justice for the Undocumented Campaign. The elements of this strategy are:

1. Research
2. Policy proposals and dialogue with Civil Servants
3. People involvement
4. Communication and messaging
5. Political engagement
6. Support of allies
7. Public Actions
8. Media Engagement
9. Mobilisation and empowerment of those affected

Key Steps along the way

Research was carried out to identify the optimal model for regularising the situation of undocumented migrants in Ireland. This was the backdrop to the proposed Earned Regularisation Scheme. A core group of 20 people was brought together to form the JFU and considerable time and resources were invested in supporting and developing participants skills and analysis. Developing political awareness along the way was critical. To facilitate this, participative and proactive campaign sessions were developed to explore irregular migration, systems of power and influence, media messaging and communication.

Key messages were agreed to communicate the campaign and a logo developed to reflect the message. MRCI consciously decided not to adopt an adversarial approach to this campaign but rather to 'bring people along' and to engage positively with decision makers. Endorsement were sought and obtained from allies such as Barnardos, St Vincent de Paul etc.

Direct action in the form of a candle-lit march in December 2011 and the creation of a human shamrock on St Patrick's Day provided a visible and tangible opportunity for people to get involved in a process for change. These types of actions have built confidence, dispelled fears and have seen the group grow exponentially.

Success Achieved

Significant numbers of the undocumented are now actively involved in the campaign in a variety of ways. The media has covered the issue in a sympathetic way and political champions have been identified and are speaking out on the issue.

A petition with 4000 signatures was presented to the Minister's Special Adviser in July 2012 by members of the JUDG.

Meetings have been held with Department of Justice officials and the Minister's Special Adviser to discuss how such a policy could be achieved.

Group members have made individual representations to TDs and local politicians and have resulted in the passing of motions of support from Dublin City Council, South Dublin and Fingal County Council.

A motion was also successfully passed by the Labour Party to support the introduction of an Earned Regularisation scheme.

Active participation by a previously hidden group has been achieved and has given a sense hope to those affected by this issue.

Learning

Key lessons from this campaign are:

- The importance of developing a strategic plan to action the campaign
- The need to develop pragmatic responses to a specific problem which speaks to the middle ground
- The benefit of identifying and building on international, well researched models
- The importance of dialoguing with key officials with sound, practical, cost effective and a workable solution
- The need to communicate the solution to a range of audiences, policy makers, politicians, allies, and those affected by the issue through a short readable document which communicates the solution and keys messages for the campaign
- The value of a community work approach which builds the critical participation of people affected by the issue through a politicisation process and collective action for change

- Fundamental to achieving success is the involvement of people directly affected by the issue to build skills, confidence and analysis to engage with politicians, civil servants and the media.
- Recognising the importance of creating spaces and opportunities for people to be active in solutions which affect their lives at a range of levels, from meetings to workshops to events and actions
- The need to recognise the time it takes to engage people and grow a group of this kind
- Holding small regular evening induction meetings to enable on going membership growth
- The development of communication support tools and systems, such as database, texting and online templates to communicate regularly with group members and allies
- Utilising online tools to engage people and promote mass participation, through an online petition, and the use of social media.
- Using direct action as a means to build participation and ensure visibility. Choosing key moments such as Christmas and St Patrick's Day to take action and to communicate key messages
- Recognising the power of people's stories and the centrality of people affected by the issue to achieving a successful outcome
- The need to engage the media in an on-going way, using a range to tactics and opportunities to highlight the campaign and get peoples stories in to the public domain
- The importance of creatively documenting actions to build confidence and using short 2-3minute videos to communicate your message.

The Future

The next steps are to continue to build participation within the group and engage new members to take action in their own localities and to continue to build political support at a local and national level.

Case Study 5: Gay and Lesbian Equality Network (GLEN)

The Campaign for Civil Partnership – the route to Equal Access to Civil Marriage for Gay and Lesbian Couples and Equality for All

Background

GLEN's position has always been that civil marriage is the ultimate equality option and has worked continuously for marriage. In 2006, the Labour Party put it to GLEN that their legal advice was that a Civil Marriage Bill would be unconstitutional, but that they were prepared to publish a Civil Unions

Bill that would be akin to marriage. GLEN describes this as an ‘inflection point’ in its campaign to achieve civil marriage when it took a strategic decision to enthusiastically welcome the Civil Unions Bill (2006) as a ‘stepping stone’ to civil marriage.

This involved a strategic decision ‘to go for less’ initially on the path to full equality in order to address the urgent needs for a range of rights –financial, health, migration etc. - of many gay and lesbian couples and to take a legislative rather than a judicial route.

GLEN subsequently strongly welcomed the Fianna Fail – Green Party Government’s Civil Partnership Bill (2009) and campaigned intensively to have it as close to marriage as possible and enacted as soon as possible to respond to couples urgent needs.

Approach

A wide ranging and complex advocacy campaign was embarked on. This involved:

- Building public, policy and political support for the ‘ultimate goal’ of civil marriage for gay and lesbian couples
- Moving the debate about life styles to a view of loving gay and lesbian couples
- Providing a voice and leadership for the civil partnership campaign and empowering individual couples to speak out about their own situation
- Engaging constructively and intensively with politicians in all parties and officials around getting acceptance for a civil partnership Bill that would have a good likelihood of being passed
- Prioritising getting the Bill enacted as soon as possible and countering opposition to GLEN’s strategy of seeking civil partnership on the route to civil marriage.

Key Steps along the way

Key Steps along the way included:

- The launch of GLEN’s strategic plan by the Taoiseach Mr Bertie Aherne, TD in 2006 where he set out the Government’s commitment to equality and legislative reform and referred to GLEN’s goal of civil marriage.
- GLEN’s engagement with three successive Ministers for Justice, two Governments and politicians across all parties to put legal recognition on the political agenda. Every political party committed

to legal recognition of same-sex couples in the 2007 general election, which gave a mandate for legislative change.

- Appointment of GLEN by the Government to its 'Colley' Working Group (2006), which put forward just two equality-based options for legal reform. These were marriage, and if not marriage (due to Constitutional issues), then full civil partnership giving the same legal protections and recognition as marriage but without the Constitutional recognition given to marriage.
- Intensive and successful engagement with Minister for Justice, all politicians in the Oireachtas (Irish Parliament) and the wider public to ensure that at least full civil partnership based on marriage was enacted as opposed to earlier proposals (which continued to be supported by those opposed to change for same-sex couples) for a civil partnership model based on informal cohabitation with no conjugal status for same sex couples and limited protections.
- Acting on legal advice, legislators considered that some legal differences between civil partnership and civil marriage were thought necessary to protect Civil Partnership Bill from constitutional challenge, and GLEN successfully engaged with the political system, so that these 'differences' were minor and that in all critical areas, except parenting, there is a parity with marriage.
- June 2008: Civil Partnership Heads of Bill published.
- 2011: Fine Gael – Labour Government introduce taxation laws and immigration codes that provide for equality for civil partners and married couples continuing the intent of the legislature to go as close to equality as they feel constitutionally possible.

Success Achieved

Through this range of approaches GLEN moved to a situation where civil partnership legislation was passed into law in July 2010 with only 4 dissenting voices in the Senate and passed without a vote in the Dail. Civil partnership extends most of the rights and obligations of civil marriage to same-sex couples. It provides for legal recognition in many areas such as recognition on a par to married couples in immigration³⁹, social security and national taxation. Civil partnership also involves the same public registration process as civil marriage.

³⁹ Civil Partnerships in Ireland provide more rights than State-enacted Civil marriages in the US, as the latter do not include Federal rights such as immigration.

In the process GLEN's campaign has resulted in:

- Intensified moves towards Civil Marriage
- A growing number of public statements about the right of all couples to full equality and full citizenship, including marriage
- Growing consensus that the Irish constitution should be changed to allow marriage for same sex couples
- Increasing visibility of gay couples portrayed in a positive and sympathetic light
- Trust built up among Ministers, TDs, senators and senior civil servants that GLEN is an organisation that can be worked with
- Increasing community support for 'gay marriage' and a transformation of public attitudes towards gay and lesbian people- civil marriage is now a mainstream issue
- 750 civil partnerships to date; as GLEN puts it, *'every lesbian and gay couple who publicly celebrate their civil partnership brings the day of civil marriage much much closer'*.

Learning

The following are the key learning points from this advocacy campaign:

- Have a firm belief that you can achieve your goal
- 'Principled pragmatism' is more effective than hard line ideology
- See your organisation as an 'agent of change', as having responsibility for delivering progress as distinct from being a critic on the side-lines
- The need for a coherent strategy with clear final and related intermediate goals that builds in review and evaluation and thus ensures that the campaign keeps in line and keeps moving forward
- Focus on delivery of progress as soon as possible, responding to people's urgent needs in their actual daily lives recognising that delay is one of the best tactics to stymie progress
- Hold on to your analysis and don't be distracted

- Know exactly what you want to achieve and work to ensure full ownership and agreement by your Board on this
- Rehearse the arguments that will be used in public to ensure a consistent message
- The need to change the rules (e.g. the law), the culture and the lived experience
- Understand how change occurs and the skills needed to make it happen. (Why should a Minister or the officials select your legislative objective when they have many other priorities and scarce resources and legislative time?)
- Appeal to the sense of fairness and humanity of decision makers and to the best tradition of each political party, e.g. republican traditions of Fianna Fail.
- The importance of knowing and grasping a situation when a confluence of the right people, the right focus and the right time comes along and shape the campaign to suit the wider environment e.g. recessionary times
- Work with other stakeholders to agree achievable objectives and discuss with them how to overcome obstacles, listening to their concerns and responding respectfully and on a principled basis
- Work constructively and professionally with government, legislators and the wider public
- Aim to achieve a situation where all feel that they have won and thus build trust and support for the next stage of the campaign
- The key role that adequate resources play in mounting a coherent campaign, staffed by highly skilled people
- The benefits of an 'internal' campaign that uses media judiciously in getting promised legislation enacted.

Evaluation

PA Consulting Group report on GLEN: *'Evaluation of the Building Sustainable Change Programme Report on Findings and Recommendations'* (2010) found that:

'GLEN had a critical role in shaping the legislation and in driving its progress. Findings from the consultation were that GLEN:

- *Created opportunities to engage with key decision-makers at the highest level*
- *Instrumental in setting up the Colley group and in shaping its conclusions*
- *Perceived as a source of expertise and a resource on legal recognition by civil servants and politicians*
- *Persistent, deliberate process of engagement and consensus-building with politicians*
- *Voice of reasonableness and pragmatism'*

The evaluators concluded that:

'In summary, most stakeholders consulted were strongly of the view that GLEN's role was central in shaping and achieving legislative change. Most of the stakeholders consulted were also of the firm view that the model of Civil Partnership espoused in the Bill goes as far as possible towards marriage without being marriage.'

and

"Our clear understanding is that, had GLEN persisted with its preferred option (i.e. full marriage), civil partnership was at risk of going off the political agenda completely."

The Future

The enthusiastic welcome for civil partnerships by lesbian and gay couples and by the wider public has had a transformative effect on the social and political landscape. The momentum for marriage has speeded up and there is growing all-party consensus for further change.

GLEN is intensifying its campaign for civil marriage building on the success of civil partnership and towards obtaining rights for children of gay and lesbian couples through changes in family law including the extension of guardianship.

'An overriding lesson for further progress is that how you win is as important as what you win. This is particularly important for laying the ground and motivation for further progress' **Kieran Rose, Chair,**

GLEN

A summary of the key findings from the case study are in Chapter 5.

Chapter 5: Key Findings, Conclusions and Recommendations

Introduction

In this chapter we present the main findings from the study and draw out a number of conclusions and recommendations.

Summary of Key Findings: Breadth Survey

- In total, 306 organisations responded to the survey, giving an overall response rate of 27%.
- Thirty nine per cent of respondent organisations (100 valid responses) are carrying out social justice advocacy, with a further 12% (n=32) carrying out other forms of public policy advocacy⁴⁰.
- Our estimate of 51% of non-profit organisations carrying out advocacy lies at the mid-range of the limited number of other studies available internationally⁴¹. These findings also compare with the earlier Montague and Middlequarter study (2010) which found that 93% of their 170 respondents were engaged in advocacy. However due to the different methods of sampling in the two studies the results are not directly comparable⁴².
- Of those that are not carrying out social justice advocacy, most stated that it is not relevant to their organisation's work (60% of responses) or other organisations are already fulfilling this role (12% of responses). However, some organisations, stated that they are not carrying out social justice advocacy due to a lack of resources (11% of responses) or lack of expertise (9% of responses)
- Using the UN classification of non-profit organisations most organisations carrying out social justice advocacy classified their sector as "social services" (25%), community development and housing (22%) or education and research (13%).
- Organisations carrying out other forms of public policy advocacy are more likely to be in the arts, culture and heritage sectors (29% compared to 5% of social justice advocacy organisations). However some of these public policy advocacy organisations also classified

⁴⁰ However 18 respondents were excluded from the analysis as they did not answer question 1 on social justice advocacy, giving us a base sample of 288.

⁴¹ As previously mentioned, very little research has been done on the extent of public policy advocacy work in Ireland and internationally evidence has been inconsistent (Geller and Salmon, 2007). One study of a US non-profit sample, found that 75% were engaged in public policy advocacy (OMB Watch, Tufts University, and CLPI. (2002). Other reports have found that advocacy work is carried out by between 20% and 30% of non-profit organisations (US data) (Salmon, 1995). Our estimate of 51% lies therefore at the mid-range of these estimates

⁴² The Montague and Middlequarter sample was drawn from a number of known networks and membership organisations, mainly Dublin based (74%) as no comprehensive database of the sector existed at that time.

their sector as social services (19%) and community development and housing (7%), indicating perhaps a lack of clarity on what constitutes 'social justice advocacy'.

- The majority of organisations carrying out social justice advocacy are service provider organisations (87%) employing 25 people or less (65%)
- When compared to organisations carrying out other forms of public policy advocacy, social justice advocacy organisations are more likely to serve an urban community (33% compared to 26%) and to be based in Dublin (42% compared to 23%).
- For organisations carrying out social justice advocacy an average of two full time staff and 2 part time staff are involved in carrying out such work; the remainder being volunteers, board members and members.
- On average organisations have been carrying out advocacy for 17 years, representing half of their total years in existence
- The main areas of organisations' social justice advocacy are children and families (10%), poverty and social exclusion (8%), education (8%), employment and training (7%) and local development (8%).
- Organisations carrying out other forms of public policy advocacy are more likely to be working in the area of culture arts and heritage (7%), education (9%), sports and recreation (5%) and the environment (5%).
- The most common types of advocacy employed by social justice advocacy organisations are public awareness (11%), networking (9%), participation in local and regional committees (9%), lobbying (8%) and membership of national networks (8%).
- The main recipients of social justice advocacy are the public (16%), local committees (15%) and Government departments (15%).
- Overall a wide range of social justice advocacy activities were found in terms of both the types of advocacy and the recipients of advocacy among respondent organisations.
- A majority of organisations doing social justice advocacy stated that their advocacy workload has increased (68%) and that it has become more difficult (73%) over the last three years. This is slightly than the 2010 Montague and Middlequarter study, where 86% of respondents stated that the context had become more difficult (2010:38)⁴³.
- Organisations doing social justice advocacy in rural areas (85%) and those working in community development and social services (90%) are more likely to say it has become increasingly difficult when compared to those working in urban areas and other sectors.

⁴³ Please note that findings are not directly comparable due to differences in the way the two samples were drawn.

Summary Comparison of Advocacy in Other Public Policy Organisations and Social Justice

Advocacy Organisations

Here we summarise the key differences found between other public policy and social justice advocacy⁴⁴:

- When compared to social justice advocacy respondent organisations, other public policy advocacy organisations are less likely to be based in Dublin (23% compared to 42%) and are more likely to be serving a mixed or rural community. However little difference was found in terms of type of organisation (80% are service organisations) or size.
- In terms of the sectors and recipients of advocacy a few points are notable. Other public policy organisations are more likely to be working in education, culture, art and heritage and the environment and to engage with Government Departments (18%) and county and city councils (8%) and less likely to engage with social partnership structures (1%) or task forces/advisory committees (1%). However no major differences were found in the type of advocacy carried out by organisations doing other public policy advocacy.
- Differences were also found in terms of their view of trends in advocacy work. Organisations carrying out public policy advocacy are less likely to be doing more advocacy now (68% compared to 48%) and also less likely to say that this work has become more difficult in the past three years (73.9% compared to 62.5%).
- Finally, as referred to above, it should be noted that some of these public policy advocacy organisations describe themselves as in the 'social services' sector or involved in advocacy focused on poverty and social exclusion and this issue should be explored further by the Advocacy Initiative.

Summary of Keys Findings: Depth Survey

- The sample for this survey was drawn from Phase 1 respondents that stated they were currently engaged in social justice advocacy (n=100). In total 68 of these organisations provided a valid email address and were emailed a questionnaire. Nineteen organisations responded to this online survey, giving a response rate of 28%.
- Drawing on the findings from the Phase 1 survey we know that of these 19 organisations, 10 are in the community development or social services sectors. 95% are service provider organisations, with 50% serving both a rural and urban area. For 58% of these organisations their advocacy is locally focused, while the remainder are nationally focused.

⁴⁴ As stated above a total of 32 respondents stated that their organisations are involved in other types of public policy advocacy.

- Just 2 organisations describe themselves as primarily policy influencing organisations while 6 classify as themselves as membership organisations.
- On average social justice advocacy is split 50-50 between internal and external advocacy⁴⁵.
- Internal advocacy is more likely to have increased when compared to external advocacy (58% compared to 42%) over the past two years.
- Just over 50% of respondent organisations' social justice advocacy is 'planned' and this type of advocacy is more likely to have increased when compared to unplanned work⁴⁶ (58% compared to 32%) in the last two years.
- Planned social justice advocacy is prioritised with reference to themes identified in strategic plans (22%), feedback from staff (17%) or from clients (16%).
- On average over 40% of planned advocacy is dedicated to information/raising awareness. The remainder is spent on new policy developments (11%), influencing the implementation process (19%), influencing the legislative process (12%) and protecting existing policy (8%).
- A number of issues influence whether an organisation decides to run a public campaign or not. In most cases this is based either on the resources available (20%) or on the evidence available (20%).
- In most cases respondent organisations mobilise the public around a particular issue by holding an information meeting (37%) or running a media campaign (32%).
- We also found that membership organisations (n=9) always (33% of membership organisation) or sometimes (66% of membership organisations) include the input of their members in their advocacy. Such members are mobilised by actively involving them in campaigns (25%) or in policy briefings with policy makers (16% of responses).
- In terms of the respondents' views of the policy making process in Ireland, 84% agree that policy decision making in Ireland is fragmented and 89% disagree that values that underpin policy making are explicit. Just over half agree that policy decisions are underpinned by evidence, and 68% agree that there are few specialist policy making experts among decision makers.
- The availability of resources is identified as the main reason for choosing a particular target or recipient of social justice advocacy (21%); this was followed by whether it is a new policy or a change to a current policy (16%).

⁴⁵**Internal** SJA work is defined as work aimed primarily at politicians, civil servants, other organisations and **external** as work involving campaigns/events aimed at general public/media

⁴⁶For the purpose of this study we classified **planned** work as work identified in an organisational strategy/annual plan and **unplanned** as work arising from unexpected policy changes/events.

- In most cases respondents categorise the recipients of their social justice advocacy as ‘very responsive’ (11%) or ‘responsive (63%) to this work. However, 5 respondents or 26% categorise the recipients as ‘not very responsive’.
- Overall 95% of organisations collaborate with other NGOs on social justice advocacy issues. Most tend to either join other organisations’ campaigns (32%) or to collaborate with other organisations equally (26%). Most view this collaboration as positive or very positive (63%)
- This collaboration could be strengthened through further resources for such work. Others suggestions were for more formalised structures be put in place to support such collaboration.
- Looking at the context for social justice advocacy, 84% of organisations stated that the context had changed over the past two years. The most common changes cited were that the need for hard evidence has increased (67% of respondents), NGOs are forced to compete with each other for resources (58% of respondents) and it was more difficult to address issues of economic inequality (52% of respondents).
- Increased collaboration was cited as an important response to these changes (23%), followed by a greater focus on evidence gathering (18%).
- 68% of respondents stated that social media had become an important part of their advocacy.
- For many respondent organisations social justice advocacy is underpinned by values of equality and human rights. Others cite values such as a community development approach or a person centred approach. Some respondents also cite the values of inclusion and dignity as underpinning their advocacy.
- Respondents categorised their advocacy as either ‘very effective’ (11%), ‘effective’ (58%) or ‘neutral’ (16%). Just one organisation categorised their social justice advocacy as ‘ineffective’.
- Over half the respondents specify their social justice advocacy outcomes. Nine organisations (47%) have systems in place to measure these outcomes and in 6 (31% of all organisations) of these cases this involved the use of key performance indicators.
- Most respondents recognise the need to strengthen their monitoring systems, for example by making greater use of external evaluators or by making their social justice advocacy objectives more explicit.

Summary of Key Findings: Case Studies

Five case studies of effective social justice advocacy are presented in the report. Two of these case studies were chosen from Phase 2 respondent organisations that had indicated a willingness to

participate in the study as case study examples. The remaining 3 were selected to reflect a wider range of themes and approaches. The following key findings emerge from these case studies:

1. A well thought out advocacy campaign and related strategy is essential. This should involve clear intermediate goals within a longer term vision with agreed outcomes, underpinned by values of equality, human rights and community development
2. Be ambitious but keep the message simple and appeal to human interest and concern
3. A key element of an effective advocacy campaign is to empower those affected to be their own advocates through training and professional support
4. How you win a campaign is as important as what you win a positive win lays the foundation for future wins – and certain level of pragmatism is often required
5. It is important to be reasonable, constructive and professional when dealing with decision makers and to build relationships of trust. Appealing to the best in politicians and public servants can be helpful-their sense of fairness
6. Recognised and proven international models and frameworks should be harnessed whenever possible
7. Collaboration across regions and organisations can provide compelling evidence that the identified problems are systemic
8. It is important to seize opportunities and to adapt to changes in the external environment when they arise, e.g. a new government, new Minister, changing economic conditions
9. Being able to measure the impact of an advocacy campaign is important in terms of accessing further funding

Resources are required to run effective, professional campaigns and to effectively engage clients, the media and public opinion in the campaign. All the case studies were strongly focused on 'internal' advocacy strategies as this approach was considered to be most effective. They all illustrate how an effective campaign must manage the potential tensions between internal/external elements of the campaign. Sometimes a too forceful media/public campaign can be counterproductive. However they also demonstrate that there are strong linkages between public campaigning and achieving policy change. Effective public campaigns can play a key role in mobilising policy makers to address policy gaps and weaknesses and in achieving positive changes to services.

Conclusions

The following overall conclusions can be drawn from our research:

Extent of Social Justice Advocacy

This study indicates that just over half of non-profit organisations are engaged in some form of public policy advocacy and three quarters of these are engaged in social justice advocacy (37% of the total). While we are careful about generalising from our findings, we believe that this study gives a good indication of the extent of social justice advocacy in non-profit organisations in Ireland at the present time. It should be noted however that the findings also indicate that some organisations carrying out advocacy in the 'social services' sector or advocacy focused on poverty and social exclusion do not classify themselves as social justice advocacy organisations and this issue should be explored further by the Advocacy Initiative.

Wide Range of Social Justice Advocacy Activity in Ireland

The study illustrates the wide range of social justice advocacy activities engaged in by non-profit organisations in Ireland. Overall our results suggest that organisations carrying out social justice advocacy in Ireland engage in a number of different approaches to advocacy and target a variety of recipients, employing a wide range of methods. They show that social justice advocacy involves a mixture of public (information raising public awareness, media engagement, etc.) and private (policy submissions, meeting with policy makers) advocacy as well as planned (arising from themes identified in strategic plan) and unplanned (arising from unexpected policy change) advocacy. The results also show that a wide variety of people are involved in social justice advocacy, including full time staff, volunteers, board members and clients.

This wide range of activities indicates the challenge that social justice advocacy organisations face in acquiring the skills, competencies and resources required are to be effective in all the arenas that they engage in. They highlight the need to be clear about what advocacy approach works best and how best to target recipients. They also highlight the need for clear advocacy campaign strategies involving staff, Board, wider members and clients, backed up by relevant training and professional supports⁴⁷.

⁴⁷ See Rees, S. (2001) who suggests that the key to 'effective advocacy on limited resources' is: 'strategically by focusing time and resources on a few issues and a limited number of relationships with important decision makers. These relationships, involving politicians and their grassroots constituents, must be built over time and have as their focus a concern for the wellbeing of local communities.'

Context for Social Justice Advocacy in Ireland

While almost three quarters of survey respondents consider that policy makers are ‘responsive’ or ‘very responsive’ to their social justice advocacy most view the policy making process in Ireland as fragmented, lacking explicit values and influenced by personal relationships with policymakers. Our findings also suggest that the context for social justice advocacy has and continues to evolve and that such work is increasingly difficult in the current environment. Organisations are under more pressure to compete with others in their sector and to produce hard evidence to support their advocacy positions, while a number find it increasingly difficult to get traction on issues of economic inequality and for policy changes that will require additional resources. These findings highlight the importance of ensuring that adequate resources are in place for effective social justice advocacy and to support social justice advocates to respond to this changing context in a coherent and focused manner.

Support for Collaboration

Our results suggest that social justice advocacy organisations are collaborating in their advocacy and that the growing importance of such of collaboration is recognised. Support is needed to encourage further collaboration around advocacy issues through resourcing such work and/or assisting in establishing more formal structures to support collaboration and to share learning, possibly building on the work of the Advocacy Initiative’s Knowledge Exchange Forum.

National or Local Focus of Social Justice Advocacy

The results indicate that a significant number of organisations are engaged in social justice advocacy at a local level. It would be useful to explore how effective linkages can be developed to ensure that advocacy issues and related learning at the local level feed into and inform national level advocacy and related policy development. The results also show variations in both advocacy methods and type of recipients between organisations with a national versus a local or regional advocacy focus. This suggests that advocacy training needs to take these variations into account.

Use of Social Media

Our results also illustrate an increased use of social media in social justice advocacy and a growing recognition of its importance in advocacy. Resources are required to ensure that the skills necessary to do this work effectively are available throughout the non-profit sector.

Need for a Strategic Focus and Measurable Outcomes for Social Justice Advocacy

The study has highlighted the benefits of being strongly strategic and focused when running an advocacy campaign. They also show that while some organisations specify their social justice advocacy outcomes, few specifically measure these outcomes. These findings suggest that increased resources and expertise in the area of campaign strategizing and in monitoring and evaluating the impact and effectiveness of social justice advocacy would be beneficial.

Need for Hard Evidence

Many respondents recognise that hard evidence is increasingly required to underpin social justice advocacy. Social justice advocacy organisations are well placed to collect substantive evidence on the reality of those experiencing poverty and inequality and to utilise this information to raise awareness of these issues both among the public and among policy makers. This suggests that a greater focus is required on how best to systematically collect and disseminate such evidence, both from clients and from international research, to support advocacy campaigns.

Recommendations

Based on these conclusions we make the following recommendations to the Advocacy Initiative:

1. Explore with relevant organisations, possibly through the Knowledge Exchange Forum, what is meant by 'social justice advocacy' and assess the extent to which definitions are consistent and clear across the non-profit sector and among recipients of such advocacy.⁴⁸ Based on this, work to increase public understanding of the term and of the objectives of such work and to identify and exploit opportunities for collaboration among social justice advocacy organisations in making the case for social justice in Ireland.
2. Carry out further work on what constitutes 'effective' advocacy work and 'responsive' recipients of such advocacy, including identifying the specific skills needed by non-profit organisations in carrying out effective 'internal' and 'external' social justice advocacy and support the provision of training in such skills, including training in planning, organising and running effective advocacy campaigns.
3. Drawing particularly on the findings from the case studies, explore with social justice advocacy organisations what the key elements of a 'professional' advocacy campaign are and the possibility of drawing up guidelines on how to run an effective 'insider' campaign aimed at changing public policy and to compliment this with an effective public campaign. This work

⁴⁸ See for example Geller, S.L. and Salamon, L.M. (2007) for a discussion on possible confusion regarding what 'non-profit advocacy' means.

could also be used to develop evaluation tools for measuring the impact of different types of social justice advocacy.

4. Explore with policy makers the views that respondent organisations have expressed here on how the policy making process operates in Ireland and elicit their opinions on what constitutes 'effective' social justice advocacy.
5. Utilising the Knowledge Exchange Forum, explore further the development of effective linkages between local and national level advocacy and related policy issues and identify the particular needs of organisations engaged in social justice advocacy at a local level, including holding regional meetings of the Forum.
6. Support social justice advocacy organisations in gathering hard evidence to underpin their work, in developing effective systems for measuring its effectiveness and impact and in utilising such evidence to achieve policy change.
7. Repeat the current surveys in 2-3 years' time to identify trends and to test the representativeness of the current findings. This future survey could also provide an opportunity to explore sub-sectorial classifications of the non-profit sector which may be more relevant in an Irish context than the UN/Johns Hopkins University "functional-structural" classification system used in the current study.
8. Support the greater use of social media as an advocacy tool by non-profit organisations.
9. Utilise the actions recommended above to explore the opportunities and challenges involved in achieving greater collaboration and shared learning among organisations carrying out social justice advocacy.

These recommendations reinforce and further develop many of the proposals made in the 2010 report for the Advocacy Initiative by Montague and Middlequarter and provide supporting evidence for the work being carried out under the Initiative. In particular our findings provide further evidence on the need: to better define advocacy, to develop common tools and processes for evaluating the effectiveness or otherwise of social justice advocacy, to carry out research into the advocacy methods and approaches that are proving to be most effective and to improve the knowledge and skill levels of social policy advocates to face the growing challenges of today's environment. Our results also highlight a growing recognition of the benefits of approaching such challenges in a collaborative manner and make a number of recommendations as to how best the Advocacy Initiative can support such work.

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Appendix A: Phase 1 Questionnaire

The Advocacy Initiative

Questionnaire on the Mapping of Social Justice Advocacy in the Non-profit Sector in Ireland

CMAAdvice Ltd April 2012

Dear Colleague,

You are being contacted on behalf of the Advocacy Initiative (See <http://www.advocacyinitiative.ie/> for further details) to take part in a study aimed at mapping the extent and type of **social justice advocacy** currently being carried out in Ireland.

Social justice advocacy is defined as activities aiming at influencing public policy (including legislation, provision of resources and services) on behalf of communities experiencing poverty, inequality, discrimination, and social exclusion. Social justice advocacy is a subset of broader public policy advocacy.

The Advocacy Initiative is a three-year project that aims to promote understanding, awareness and effectiveness of social justice advocacy in Ireland. This study is being carried out by CMAAdvice Ltd on behalf of The Advocacy Initiative. Your organisation has been chosen at random from a list of over 12,000 Community and Voluntary Organisations in Ireland that are on the INKEX (Irish Not for Profit Knowledge Exchange www.irishnotforprofit.ie) database to complete this short questionnaire.

We appreciate that your organisation may or may not be engaged in social justice advocacy. However, we would be very grateful if you would fill out this short questionnaire **whether you are or not**, as this will help us to map the extent of public policy advocacy in Ireland at the present time. This mapping exercise will then inform The Advocacy Initiative's future work.

All questionnaires will be treated in the strictest confidence and your organisation's response will be aggregated with others in the final report so that no individual organisation will be identifiable.

Please return the questionnaire by the **11th of May** in the pre-paid envelope provided or to **CMAAdvice Ltd, c/o The Advocacy Initiative, Carmichael House, North Brunswick St, Dublin 7**. Any queries can be addressed to Tricia Keilthy: triciakeilthy@gmail.com or at 01-2824139.

Candy Murphy, Project Leader

Tricia Keilthy, Survey Manager

Questions

Q.1: Does the work of your organisation currently involve Social Justice Advocacy? (See definition above) Please tick one only

YES [] NO []

IF YES → GO TO QUESTION 4 & answer all questions in relation to your social justice advocacy

IF NO → PLEASE GO TO QUESTION 2

Q.2: If your organisation is not involved in social justice advocacy, please select the main reasons for this from the list below? *Please tick any that apply*

- Not relevant to the work of our organisation []
- Lack of resources []
- Lack of expertise []
- Constrained by funder's requirements []
- Other organisations fulfilling this role in our area of work []
- Don't know why []
- Other (please specify) _____ []

Q.3: Are you engaged in other types of public policy advocacy, that is, advocacy aimed at influencing public policy, including legislation and the provision of resources and services? *Please tick one only.*

YES [] → GO TO QUESTION 4 (Please answer questions 4-19 on this Advocacy)

NO [] → PLEASE RETURN THE QUESTIONNAIRE IN THE ENCLOSED ENVELOPE (Please note that it is very important we also get responses from those not involved in advocacy to inform our work)

Q.4: From the United Nations (UN) international classification list below, what is the main 'Sector' you would place your organisation in? (Please tick one only)

International development		Environment		Advocacy, Law and Politics	
Business and professional		Art, culture and heritage		Development and housing	
Religious group		Social services		Education and research	
Health		Sports and Recreation		Philanthropy	
If your organisation does not fit into any of these UN categories please insert a category you consider appropriate here:					

Q.5: Does your organisation provide services directly to clients? *Please tick one only.*

Yes [] No []

Q.6: Please indicate the total number employed in your organisation at the present time. *Please tick one only and answer in terms of full time equivalents (FTE) (e.g. two 1/2 staff equal 1 FTE)*

0 [] 1-10 [] 11-25 [] 26- 50 [] 50+ []

Q. 7: What COUNTY is your organisation located in? (If in a number of locations, Main office only)

Q. 8: Is the community you serve: *Please tick one only*

Mainly Urban [] Mainly Rural [] Both []

Q.9: In what year was your organisation set up? _____

Q.10: How many years has your organisation been engaged in advocacy? ___ Years

Q. 11: What are the 3 main areas that your organisation’s advocacy is involved with?

Please Rank 1-3, 1 being the most important area for your organisation.

Addiction Issues	Animal protection	Business/professional
Children and Families	Culture /arts/heritage	Disability
Economic development	Education	Emergency services
Employment and training	Environment	Ethnic minorities/Travellers
Housing and Homelessness	Human rights	Income support
International law and policy	Law and legal services	LGBT/Sexuality
Local development	Mental Health/Health	Migrants/ Asylum Seekers
Older people	Overseas development	Poverty/ Social Exclusion
Religion	Social services	Sport and recreation
Volunteering	Women/Men	Youth Justice/Youth Work
Other, please specify:		

(Please note that the categories above are based on earlier studies in this area in Ireland and internationally)

Q.12 What type of advocacy is your organisation currently engaged in? *Please tick all that apply*

Lobbying	Petitions
Campaigning	Demonstrations
Public awareness	Press releases/ Media Interviews
Research/Statistical Analysis	Policy/Pre-budget Submissions
Holding conferences/seminars	Networking
Consultation with policy makers	Public meetings
Participation on National/Social Partnership Committees	Participation in European networks
Participation on local/ regional committees	Membership of National networks
Formal presentations to policymakers	
Other, please specify:	

Q13 Who are the three main target recipients of your organisation’s advocacy?

Please Rank 1-3, 1 being the most important target recipient

The Public/Wider Society	Individual State Officials
Government departments	County and City Councillors
TDs/Senators	Business Community
Government ministers	Oireachtas committees
Local communities	Other NGO organisations
Local development companies	Task forces/Advisory Committees
Social partnership structures	City/County councils
Media	Political parties
Ministerial advisors	Other advocates
International Institutions (EU, UN etc.)	International Governments
Other, please specify:	

Q.14 Is the focus of your advocacy mainly: *Please tick one only*

Local [] Regional [] National [] International []

Q.15 How many people in your organisation are currently engaged in advocacy? (Please indicate the total number of full and part-time staff, volunteers and board members involved)

Total Number of Staff (of whom):		Number of Volunteers:	
-Full Time		Number of Board members	
-Part-Time		Other, please specify:	

Q.16: In your view, compared to three years ago, is the current environment for advocacy now: *Please tick one only* More Difficult [] The same [] Less Difficult []

Q.17: Are you doing More [] The Same [] Less [] **Advocacy than 3 years ago? *Please tick one only***

Q.18: Would you like to be added to the Advocacy Initiative's mailing list for further information and updates on our work?

No [] Yes [] If Yes please give details below.

Contact Name:
Organisation Name:
Address:

Email address:

Q.19: Are you willing to allow us to give your contact information to the Irish Knowledge Exchange database to update their records? Yes [] No []

Many thanks for filling in this questionnaire.

Please return the questionnaire in the envelope provided by the 11th of May to: CMAAdvice Ltd, c/o The Advocacy Initiative, Carmichael House, North Brunswick St, Dublin 7

Background Information on The *Advocacy Initiative*

The Advocacy Initiative is a three-year community and voluntary sector project that promotes understanding, awareness and effectiveness of social justice advocacy in Ireland. Creating the conditions for stronger social justice advocacy, the Initiative will strengthen policy responses to existing and emerging challenges in addressing poverty and social exclusion, contributing to a more inclusive and equitable society. The goals of The Advocacy Initiative are to:

1. Contribute to the knowledge and understanding of social justice advocacy.
2. Stimulate informed debate on social justice advocacy within the sector and with the state.
3. Facilitate strengthened capacity of social justice advocates.

For further information see <http://www.advocacyinitiative.ie/> or contact: anna@advocacyinitiative.ie or [01 6853291](tel:016853291)

Appendix B: List of Focus Group Attendees and Topic Guide

Participants at the Advocacy Initiative Focus Group Meeting

24th May 2012

1. Ivan Cooper (The Wheel)
2. John Mark McCafferty (Society of St Vincent de Paul)
3. Orla O'Connor (National Women's Council of Ireland)
4. Kathleen O'Meara (Irish Cancer Society)
5. Frances Byrne (One Parent Exchange Network)
6. Mike Allen (Focus Ireland /The Poor Can't Pay)
7. Eamon Timmons (Age Action)
8. Thomas Geoghegan (Dochas)
9. James Doorley (National Youth Council of Ireland)
10. Mary Murphy (Claiming our Future)
11. Bob Jordan (Threshold)
12. Niamh Garvey (Trocaire)
13. Rory Hearne (Rialto Rights in Action Group (RRIAG))
14. Sheila Nordon (Irish Charities Tax Research)
15. Odhran Allen (Gay and Lesbian Exchange Network, GLEN)
16. Sean Dillon (Older and Bolder)

Advocacy Initiative Focus Group meeting- How Social Justice Advocacy is carried out in Ireland

Topics

Recipients of Advocacy

1. Who are the key 'policy-maker recipients' of your social justice advocacy?
2. What determines the targeting of social justice advocacy on particular recipients?
3. How do the types and methods of advocacy vary across recipients or target group?

How Social Justice Advocacy is Carried Out

1. How is your overall social justice advocacy 'planned, organised and sustained'?
2. How are advocacy issues prioritised?
3. How is an advocacy strategy developed for a particular issue?

Theory and Outcomes

1. What underpins your advocacy as a whole –e.g. theory of change
2. Are outcomes of your advocacy articulated and assessed and if so how?
3. How is advocacy reviewed and evaluated?

Trends in Social Justice Advocacy

1. How has your advocacy practice changed in recent years and why?
2. How will advocacy approaches change over the next few years and why?
3. How and why do you work with other partners to develop, articulate and review advocacy positions?

Appendix C: Phase 2 Online Survey

The Advocacy Initiative

Questionnaire⁴⁹ on How Social Justice Advocacy is Carried out in the

Non-profit Sector in Ireland

CMAAdvice Ltd June 2012

Dear Colleague,

We are emailing you on behalf of The Advocacy Initiative following your participation in the earlier part of our study aimed at mapping the extent and type of social justice advocacy in Ireland. Many thanks for returning your completed questionnaire. The survey results are now being analysed and will form the basis for the first part of our report. For more information on The Advocacy Initiative please visit www.advocacyinitiative.ie.

We are contacting you now as your organisation was identified as currently doing Social Justice Advocacy in Ireland. We would like to ask you to fill out an on-line survey to find out more about how you do such work and how this is changing. This information will inform and guide the future work of The Advocacy Initiative in Ireland.

All responses will be treated in the strictest confidence and your organisation's response will be aggregated with others in the final report so that no individual organisation will be identifiable.

This survey is on-

line at: <https://docs.google.com/spreadsheet/viewform?formkey=dHI5T3VfZ1ISVGhJREg2VmpEaGdDU2c6MQ> and will take about 10 -15 minutes to complete. We would be very grateful if you could submit the completed form by Friday the 22nd of June 2012. If you would prefer to have a hard copy of the questionnaire please email [0877772992](tel:0877772992) and we will arrange to send you out a copy.

Any queries can be addressed to Tricia Keilthy: triciakeilthy@gmail.com or at [0877772992](tel:0877772992)

Many thanks for taking the time to support the work of The Advocacy Initiative.

Candy Murphy, Project Leader

Tricia Keilthy, Survey Manager

⁴⁹ Please note that the questionnaire was online using Google documents and we were unable to download it as the respondents viewed it. This is a word version and does not have the same formatting as the online questionnaire. The content of the questions is the same.

Section 1: Background Information

Firstly, we would like to ask you for some background information on your organisation. Please note that an answer is required for all questions marked with an *, if it is not applicable to your organisation tick 'not applicable' or insert N/A into a text box. You may navigate to previous pages to review your responses before submitting.

1. What is your organisation's name?
2. Please give a contact number

3. Would you describe your organisation as primarily a policy influencing organisation?			
	Yes		
	No		
	Don't know		

4. Are you are membership organisation?			
	Yes		
	No		
	Don't know		

Confidential

Section 2: How Social Justice Advocacy is Carried Out

In this section we would like to get an insight into how social justice advocacy is currently carried out in your organisation. Please answer all questions. Please note that we have classified social justice advocacy as:

1. *PLANNED*' (Identified in your organisational strategy/annual plan) and *UNPLANNED*' (Arising from unexpected policy changes/events).

2. *INTERNAL*' (Aimed primarily at politicians, civil servants, other organisations) or *EXTERNAL*' (campaigns/events aimed at general public/media).

5. In question 5a and 5b, please outline the percentage of your organisation's social justice advocacy that is *PLANNED/UNPLANNED*. Please see definition of *PLANNED/UNPLANNED* above. Please answer question 5a and 5b and ensure that the total adds up to 100%

5a. Out of 100, what percentage of your organisation's social justice advocacy would you estimate as *PLANNED*: _ %

5b. Out of 100, what percentage of your organisation's social justice advocacy would you estimate as *UNPLANNED*: _ %

6. In question 6a and 6b, please outline the percentage of your organisation's social justice advocacy that is *EXTERNAL/INTERNAL*. Please see definition of *EXTERNAL/INTERNAL* above. Please answer question 6a and 6b and ensure that the total adds up to 100%

6a. Out of 100, what percentage of your organisation's social justice advocacy would you estimate as INTERNAL: _%

6b. Out of 100, what percentage of your organisation's social justice advocacy would you estimate as EXTERNAL: _%

7a. In the last 2 years has the proportion of your organisation's advocacy work which is PLANNED:			
	Increased		
	Decreased		
	Remained the same		
	Don't know		
	Not applicable		
7b. In the last 2 years has the proportion of your organisation's advocacy work which is UNPLANNED:			
	Increased		
	Decreased		
	Remained the same		
	Don't know		
	Not applicable		
8a. In the last 2 years has the proportion of your organisation's advocacy work which is INTERNAL:			
	Increased		
	Decreased		
	Remained the same		
	Don't know		
	Not applicable		
8b. In the last 2 years has the proportion of your organisation's advocacy work which is EXTERNAL:			
	Increased		
	Decreased		
	Remained the same		
	Don't know		
	Not applicable		

9. In relation to your organisation's planned advocacy work, which of these factors are used to prioritise such work?

Themes identified in strategic plan		
Feedback from members		
Feedback from clients		
Feedback from staff		
Research findings/Evidence available		
Findings of other organisations		
Number of people affected by the policy		
Urgency of proposed policy/Implementation change		
Don't know		
Not applicable		
Other		

People may select more than one checkbox, so percentages may add up to more than 100%.

10. In relation to your organisation's PLANNED advocacy work over the last two years, out of a total of 100% what percentage would you describe as involving: Please insert a figure from 0-100% for categories 10a to 10e and ensure that the total adds up to 100%.

- 10a. Information/awareness raising: __%
- 10b. Influencing the legislative/regulation process: __%
- 10c. Aimed at protecting existing policy: __%
- 10d. Influencing new policy development: __%
- 10e. Influencing implementation processes: __%

11. What factors does your organisation apply when deciding whether to run an external public campaign on an advocacy issue?

Level of support for the issue		
Evidence available		
Quality of personal relationships with decision makers		
Fear of funding loss		
Role that other NGOs are taking		
Resources available		
Urgency of proposed policy/ implementation change		
Pressure from members		
Pressure from the public		
Don't know		
Not applicable		
Other		

People may select more than one checkbox, so percentages may add up to more than 100%.

12. How do you mobilise the general public around a social justice advocacy issue?			
	Run advertising campaigns		
	Run media campaigns		
	Hold information meetings		
	Don't Know		
	Not applicable		
	Other		
People may select more than one checkbox, so percentages may add up to more than 100%.			

If you are a membership organisation, please answer questions 13a and 13b. Tick N/A if not.

13a. Do members get actively involved in your organisation's social justice advocacy work			
	Always		
	Sometimes		
	Never		
	Don't know		
	Not applicable (not a membership organisation)		
	Other		

13b. How does your organisation mobilise your members around a social justice advocacy issue?			
	Run information sessions		
	Run training sessions		
	Actively involve them in campaigns on specific issues		
	Actively involve them in briefing of policymakers		
	Don't know		
	Not applicable (not a membership organisation)		
	Other		
People may select more than one checkbox, so percentages may add up to more than 100%.			

14. Which of these statements do you agree with: - Personal relationships with policymakers are very important

	Agree		
	Disagree		
	Don't know		

14. Which of these statements do you agree with: - Advocacy work is mainly informal			
	Agree		
	Disagree		

	Don't know			
14. Which of these statements do you agree with: - Most policy decisions are underpinned by hard evidence				
	Agree			
	Disagree			
	Don't know			
14. Which of these statements do you agree with: - There are few specialist policy experts among decision makers				
	Agree			
	Disagree			
	Don't know			
14. Which of these statements do you agree with: - Implementation of policy is strong in Ireland				
	Agree			
	Disagree			
	Don't know			
14. Which of these statements do you agree with: - Policy decision making in Ireland is fragmented				
	Agree			
	Disagree			
	Don't know			
14. Which of these statements do you agree with: - Values that underpin policy decisions are explicit				
	Agree			
	Disagree			
	Don't know			
14. Which of these statements do you agree with: - It is difficult to get policy makers to focus on the causes of social problems				
	Agree			
	Disagree			
	Don't know			

Section 3: Recipients and Partners of Social Justice Advocacy Work

In the first survey we asked you to identify the main recipients of your organisation's social justice advocacy work (e.g. Ministers, politicians, civil servants, the public, media etc.). We would now like to ask you some more detailed questions about how you target these recipients. Please note that we have classified social justice advocacy work as:

1. 'PLANNED' (Identified in your organisational strategy/annual plan) and 'UNPLANNED' (Arising from unexpected policy changes/events)
2. 'INTERNAL' (Aimed primarily at politicians, civil servants, other organisations) or 'EXTERNAL' (campaigns/events aimed at general public/media)

15. What factors does your organisation use to decide who will be the main recipients of a particular piece of advocacy work

If it is a 'planned' or 'unplanned' issue (see definition above)		
If it is a new policy issue or a change to current policy		
If it is primarily a policy or an implementation issue		
if it involves an 'external' or 'internal' approach (see definition above)		
Availability of resources		
If there are existing personal connections and relationships with the policy maker concerned		
If it is aimed primarily at informing policy makers about an issue		
Don't know		
Other		

People may select more than one checkbox, so percentages may add up to more than 100%.

16. In general, how responsive are the recipients to your organisation's social justice advocacy work?

Very responsive		
Responsive		
Neither		
Not very responsive		
Not responsive at all		
Don't know		

17. If you think they are not responsive, please give the main reason why:

18. Which of the following best describes the nature of your organisation's collaboration with other NGO's that are carrying out advocacy work on similar issues?

We tend to lead on the issues		
We tend to collaborate equally		
We tend to join other organisations' campaigns		
We do not collaborate with other organisations		
Don't know		
Other		

19. How would you describe your organisations experience of collaboration with other NGOs?

Very positive		
Positive		
OK		
Negative		

Very negative			
Not applicable			
Don't know			

20. How in your view could such collaboration be strengthened?

Section 4: Trends and Changes to Advocacy Work

In this section we would like to gain some insight into your views on current trends and changes to social justice advocacy work.

21. Do you think that the context for social justice advocacy work in Ireland has changed in the last two years?

Yes			
No			
Don't know			

22. If Yes, what aspects of the work have changed?

The targets of our advocacy work have changed (e.g. TDs, civil servants etc.)			
The issues our advocacy work prioritises have changed			
The need for hard evidence has increased			
Decisions that require additional resources are harder to get traction on			
There is more focus on protecting existing policy			
Policy making is less pragmatic and short term			
There is less knowledge and understanding of policy issues among decision makers			
Policy decisions are less fragmented			
There are less structures available to influence policy			
NGOs are forced to compete with each other to get/protect resources			
It is more difficult to address issues of economic inequality			
Not applicable (we don't think it has changed)			
Other			

People may select more than one checkbox, so percentages may add up to more than 100%.

23. How do you think NGOs can best respond to these changes?

More collaboration			
More focus on evidence gathering			
More focus on mobilising public opinion			
More economic analysis			
More rights based approach			
More linking of specific policy issues to a broader social justice agenda			

Not applicable			
Other			

People may select more than one checkbox, so percentages may add up to more than 100%.

24. What new opportunities does your organisation see for social justice advocacy over the next two years?

25. Is social media becoming more important in your organisation's advocacy work?			
Yes			
No			
Don't Know			

26. If YES how is your organisation responding to the increasing role of social media?

Section 5: Values and Outcomes for Social Justice Advocacy

This section explores the values, effectiveness and outcomes that underpin your advocacy work.

27. What underpins your organisation's advocacy work as a whole? (e.g. organisational vision, objectives, specific values such as equality or a rights based approach) Please give details below

28. How effective do you think your organisation's current advocacy work is in achieving these overall visions/values?			
Very effective			
Effective			
Neutral			
Ineffective			
Very Ineffective			
Don't know			
Not applicable			

29. Please give reasons for your answer

30. In most cases, are the planned outcomes of your organisation's advocacy work spelt out and agreed within your organisation?			
Yes			
No			
Don't know			
Not applicable			
31. If YES, are systems in place for measuring progress in achieving these outcomes?			
Yes			

No			
Don't know			
Not applicable			

32. If yes how is this done?

Logic framework in place		
KPIs (Key Performance Indicators) in place		
External evaluators used		
Don't know		
Not applicable (no system in place)		
Other		

33. In your view how such systems could be strengthened

Section 6 Example of Social Justice Advocacy Work

Finally, as part of the current study The Advocacy Initiative wishes to include a number of examples of good practice in social justice advocacy.

34. Would your organisation be interested in being included as a case study of good practice in our study?

Yes		
No		

If YES please give a short description of one example of good practice of your organisation's social justice advocacy work.

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Thank You. Please Click SUBMIT to Complete the Survey.

**Appendix D: Public Policy Advocacy Data Phase 1- comparisons with Social justice
Advocacy Organisations**

Figure D1: Reasons for Not Engaging in SJA by Organisations doing Other Types of Public Policy Advocacy

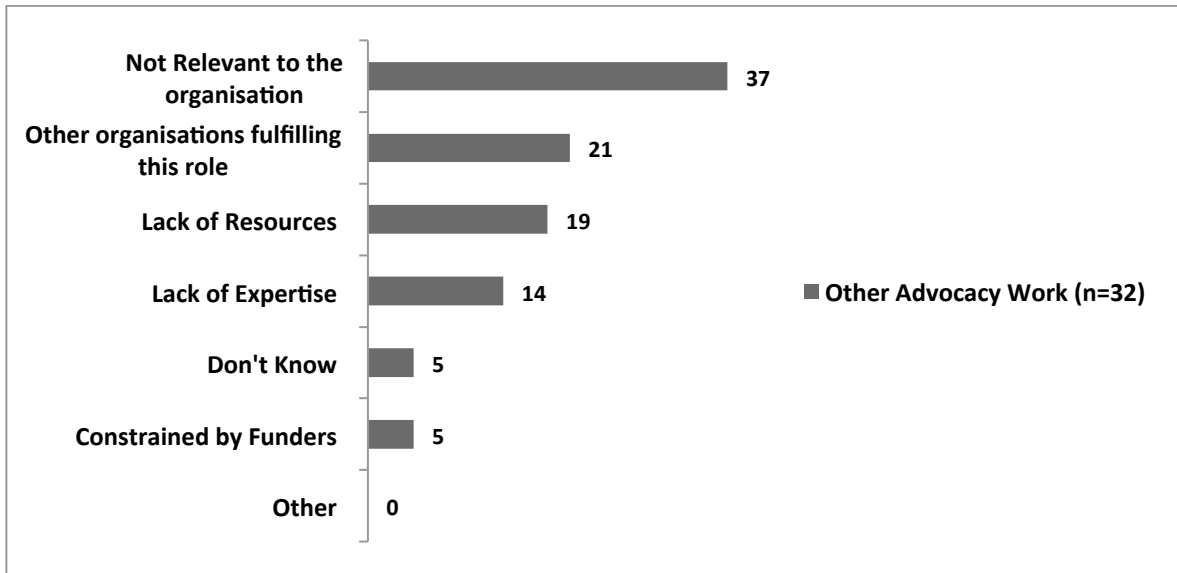


Figure D2: Median Number of People Engaged in Public Policy Advocacy Organisations

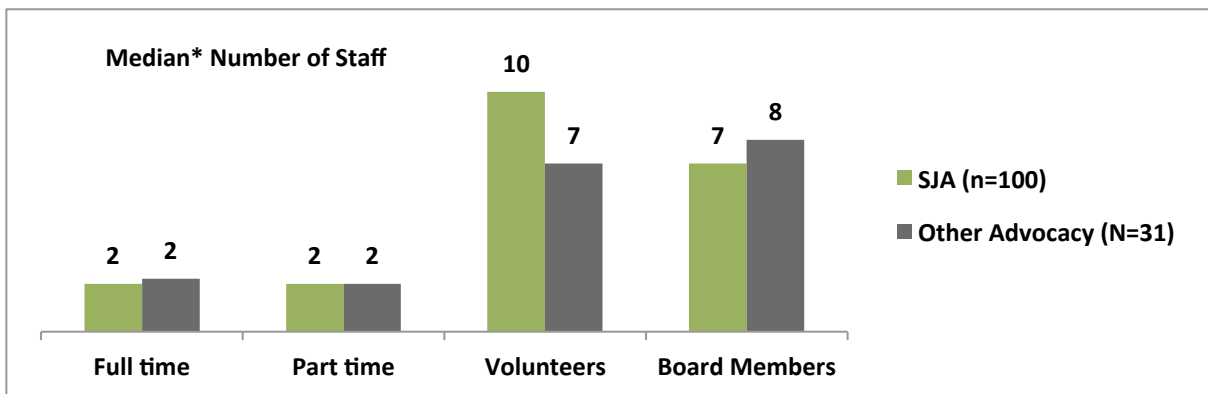


Figure D3: Focus of Advocacy work for those Engaged in Other Public Policy Advocacy

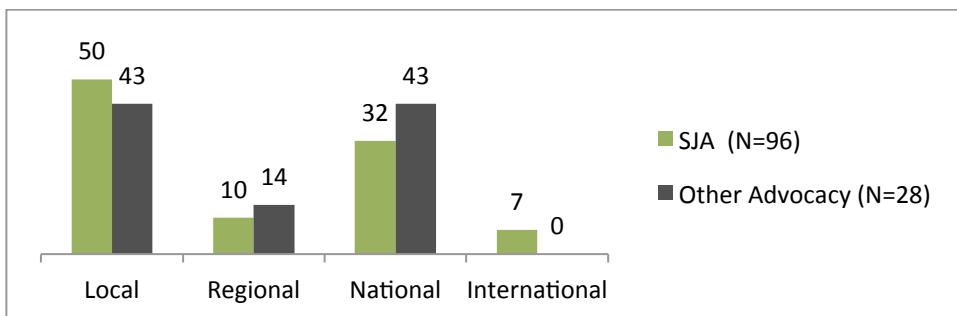


Figure D4: Area of work by Type of Advocacy Group

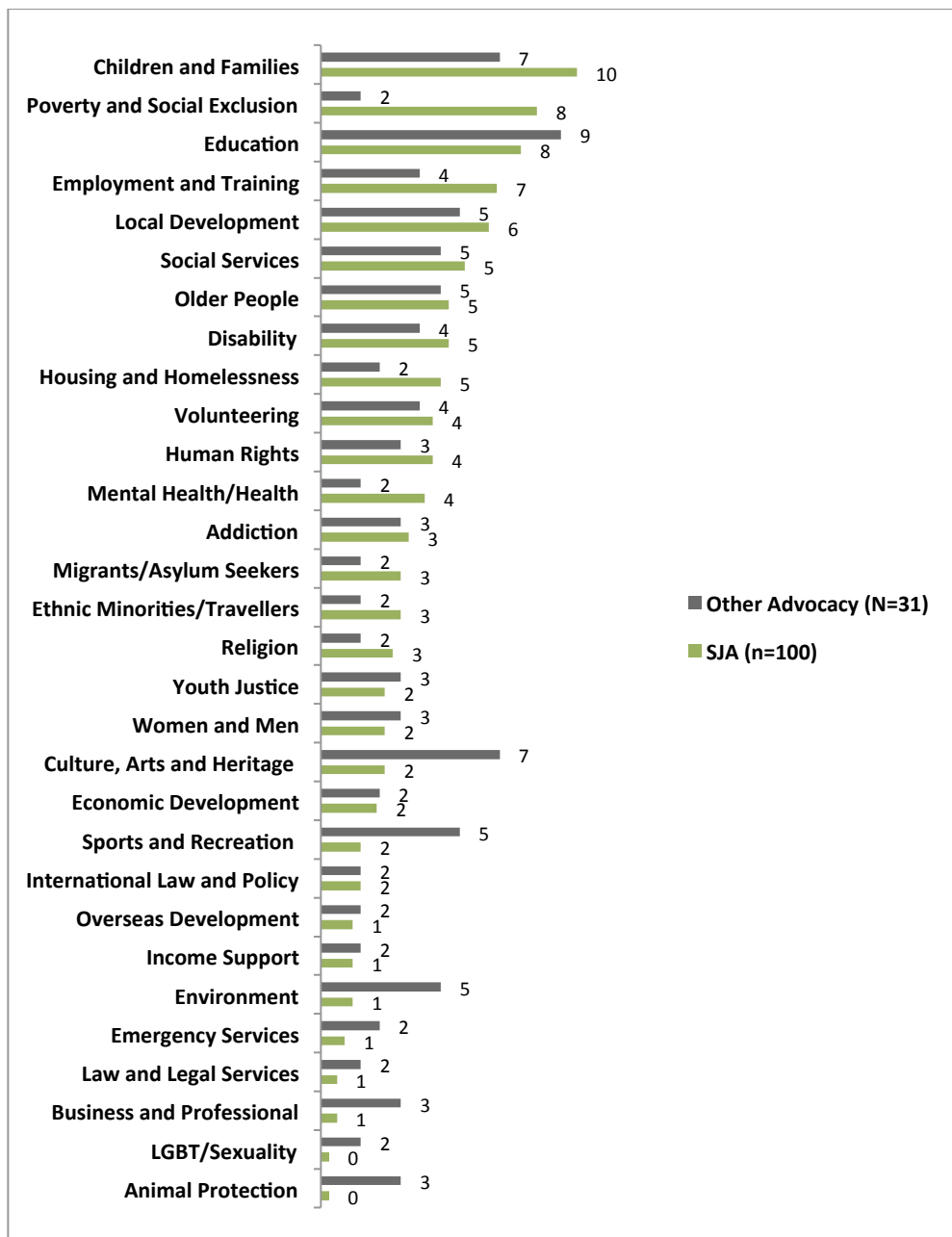


Figure D5: Type of Advocacy by Type of Advocacy Group

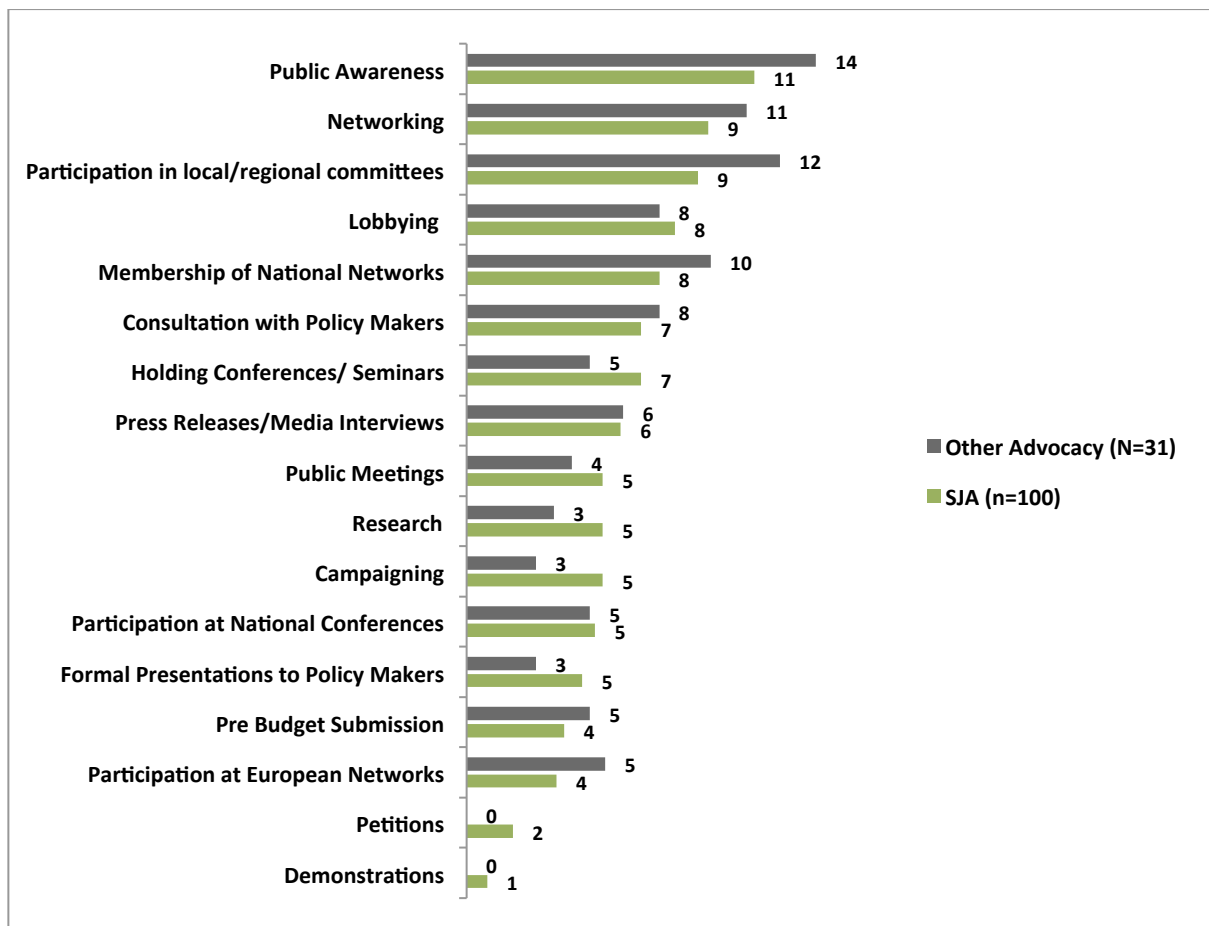


Figure D6: Recipients of Advocacy work by Type of Advocacy group

