

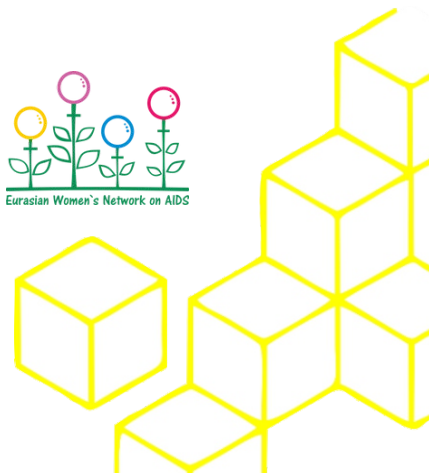


# Budget Advocacy by Coalitions



Author: Buba Tsirekidze

The material was prepared as part of the work of the Eurasian Regional Consortium, Thinking outside the box: overcoming challenges in community advocacy for sustainable and high-quality HIV services, which is supported by the Robert Carr Foundation for Civil Society Networks.



Dear Friends!

Our Eurasian Regional Consortium, consisting of three community networks, ECOM – Eurasian Coalition for Health, Rights, Gender and Sexual Diversity, EHRA (Eurasian Harm Reduction Association) and EWNA (Eurasian Women's Network on AIDS), is pleased to present you a module on building broad coalitions for budget advocacy.

This is the third toolkit designed for national organizations of key populations and for consortia made up of several organizations, whose main purpose is to advocate for the interests of their communities, especially in the context of the sustainability of HIV prevention and treatment services.

Our first module is devoted to budget advocacy and its main tools, and is called "Budget Advocacy. A Guide for community activists". It can be found at:

<https://harmreductioneurasia.org/ru/budget-advocacy/>. In it, you will learn:

- why it is important to involve communities in the planning of national programs
- how to use social orders and other mechanisms for social funding
- what "transparency and accountability" of the state budget entail.

The second module discusses the interaction between different communities, and is called "Together We Are Strong. How to improve the collaboration of communities of key populations for effective joint advocacy." In it, you can learn how leadership is developed, and how and for what very different communities can find a common language and unite. All chapters are illustrated with concrete examples from the life and work of communities of key populations in our region.

And now, you have the third toolkit before you, in which organizations and coalitions of community organizations learn how to find partners to build broader coalitions for budget advocacy. You will also learn which government officials can be partners, what their motivation is, and how to build a partnership map.

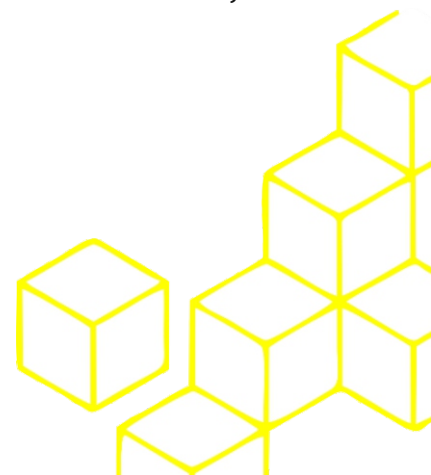
These toolkits were all developed with the financial support of the Robert Carr Civil Society Networks Fund, and we sincerely hope that you will find them useful and effective.

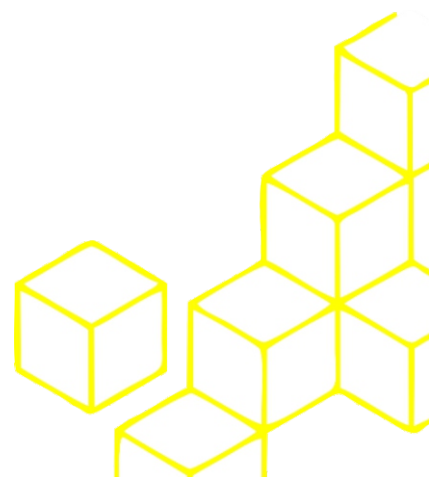
Good luck!

Eurasian Regional Consortium Team

Author: Buba Tsirekidze

This material was prepared as part of the Eurasian Regional Consortium's project "Thinking Outside the Box: Overcoming challenges in community advocacy for sustainable and high-quality HIV services", which is implemented with the support of the Robert Carr Civil Society Networks Fund.





# BUDGET ADVOCACY

Budget advocacy can be considered as a strategic approach to influence government's budget priorities, aimed at achieving clear and specific outcomes, resulted in delivery and/or improvement of services for various groups of people.

Objective of budget advocacy is to include and/or increase the budget allocations for delivery of high quality services to KAPs through the whole continuum of HIV. Budget advocacy can be approached on national as well as on regional and municipal levels.

For effective budget advocacy strong skills in budget analysis and interpretation are needed. Thus the need to collaborate is especially true of budget advocacy. Efforts to influence budgets require including allies from the ministries, the legislative bodies, or the country's audit institutions, whose interests may lie more in economic development or other issues of governance than in a particular issue like preventing, care and treatment of HIV.

## Budget advocacy cycle

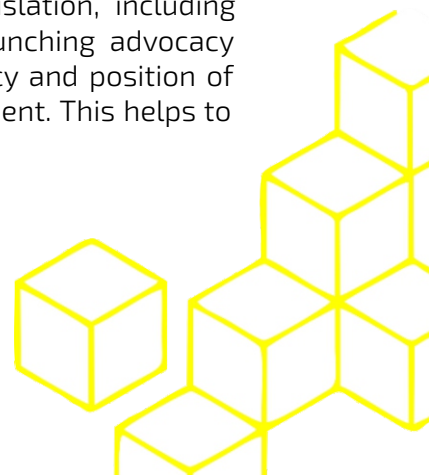
To reach the budget advocacy goals, CSOs may intervene in the following fundamental directions of decision-making process:

- Governance and policy elaboration/amendment
- Budgeting
- Budget approval
- Budget execution
- Monitoring of budget execution

## *Governance and Policy Elaboration*

Because of differences in political systems, effective budget advocacy rarely looks the same in different countries. Understanding political and policy context in a clear and realistic way is an essential first step toward developing effective budget advocacy campaigns.

The national governance system defines how state policies and legislation, including budgets, are developed, enacted, and executed. Therefore, before launching advocacy efforts, it is useful to examine the national government structure, policy and position of preventing, care and treatment of HIV on priorities' scale of the government. This helps to identify targets for advocacy efforts and analysis of the problem depth.



## *Budgeting*

Executive branch of the government is responsible for elaboration of a national budget. Thus main efforts should be directed to influencing the Ministries' (health, financial and economic) relevant representatives for allocation the budget to ensuring the services across the whole continuum of HIV.

## *Budget Approval*

Legislative branch of the government - generally a parliament, city councils or other similar structures - is responsible for budget approval and budget law enacting process.

## *Budget Execution*

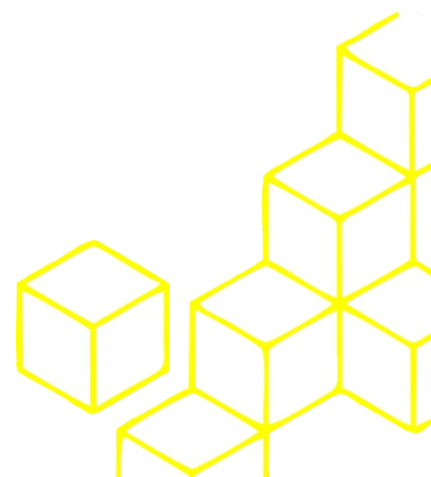
Budget execution is done through the executive branch of the government: sectoral ministries, public entities and various agencies. This branch of the government is also responsible for auditing budget execution, which is an essential component of the oversight process of the budget cycle.

The budget is submitted to the execution bodies for the implementation after enacting it into the law by the legislative body. Thus if some amount is stated in the budget to be spent for HIV prevention, care and treatment, budgeted figures can be used as a leverage to hold the execution bodies accountable in proper spending the funds. Various countries have different regulations, for public state procurement processes although, despite these regulations budget spending is the most risky process where corruption, other interests, redirection of funds for other activities and/or mistakes can occur.

## *Monitoring of Budget Execution*

The last stage in the budget cycle includes a number of activities that aim to measure whether public resources are being used effectively. Ideally, the executive branch should report extensively on its fiscal activities to the parliament and the public. These fiscal activities should also be subject to regular review by an established independent and professional body, such as audit institutions.

The audit office should have the capacity to produce accurate reports in a timely manner. Evaluation and auditing are an integral parts of the overall public expenditure management system; Development of the reports on performance are necessary to ensure a strong emphasis of modern budget reforms and to provide public entities and agencies with information on performance in order to improve their operations.

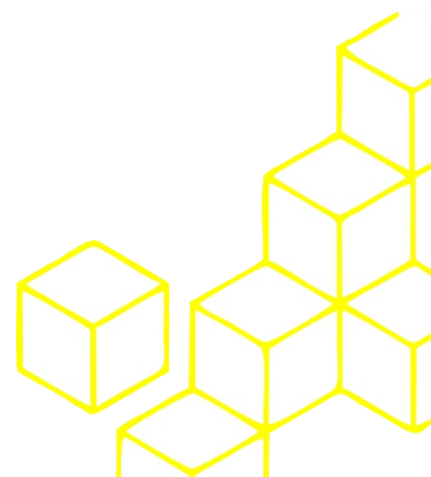


## Budget advocacy cycle, risks and intervention directions

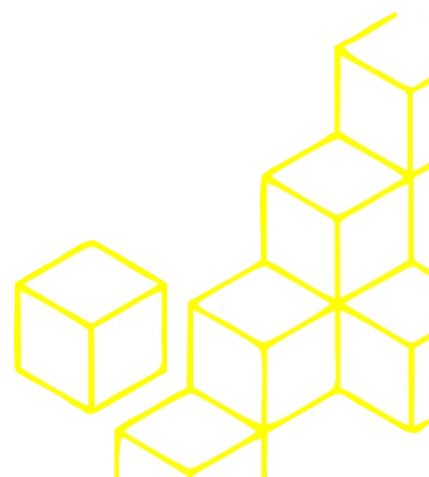
### Policy

#### Continuum of HIV is set as a priority

Budgeting cycle	Budgeting the allocations	Approval of the budget	Budget execution	Monitoring and evaluation of budget execution
<b>Responsible body</b>	<p><i>Executive branch of the government</i></p> <ul style="list-style-type: none"> <li>• Sectoral Ministry</li> <li>• Ministry of Finance</li> <li>• Prime Minister and President</li> </ul>	<p>Legislative branch of the government</p> <ul style="list-style-type: none"> <li>• Parliament</li> <li>• City councils etc.</li> </ul>	<p><i>Executive branch of the government</i></p> <ul style="list-style-type: none"> <li>• Sectoral Ministry</li> <li>• Public entities and agencies</li> </ul>	<ul style="list-style-type: none"> <li>• State audit</li> <li>• Watch dog institutions</li> </ul>
<b>Challenges, which may occur</b>	<p><i>Policy priorities may not be fully interpreted into the budget due to:</i></p> <ul style="list-style-type: none"> <li>• Other priorities, which seem to be more important</li> <li>• Lack of knowledge or information how much funds are needed</li> <li>• Financing of other fields is the interest of some officials</li> <li>• Ministry of finance may not accept the allocations</li> </ul>	<p><i>Parliament priorities may insert the comments and not approve the budget lines we are interested in due to:</i></p> <ul style="list-style-type: none"> <li>• Lack of interest</li> <li>• Considering other directions as more important</li> <li>• Private interests</li> </ul>	<p><i>Less funds may be spent than planned or low quality goods, services procured due to:</i></p> <ul style="list-style-type: none"> <li>• Redirecting funds to unintended priorities, which can occur during year</li> <li>• Other regulations</li> <li>• Low capacity of officials, involved in procurement</li> <li>• Private interests and corruption</li> </ul>	<p>Significant deviations may not be addressed due to:</p> <ul style="list-style-type: none"> <li>• Low capacity of auditors</li> <li>• Private interests and Corruption</li> <li>• Problems in governance system</li> </ul>



<p><b>Ways of intervention</b></p>	<ul style="list-style-type: none"> <li>• Influencing and cooperation with the relevant, decision -maker officials from the sectoral ministry and ministry of finance</li> <li>• Show importance of funds allocation</li> <li>• Explain the risks, of under budgeting</li> <li>• Support in budgeting process</li> <li>• Support to justify the allocated funds</li> <li>• Support in addressing policy priorities</li> <li>• Leverage officials decisions through influencers</li> <li>• Use local and international accountability mechanisms</li> </ul>	<p>Influencing and cooperation with/through the</p> <ul style="list-style-type: none"> <li>• representatives of relevant committees (health and finance/economic) and other parliamentarians</li> <li>• underlying importance of the funding approval</li> <li>• underlying risks in case the funds are not approved</li> <li>• leveraging parliamentarians through influencers</li> <li>• use local and international accountability mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Hindering possible redirection of funds</li> <li>• Control over the procurement and tendering procedures</li> <li>• Trainings of officials and/or representatives of business organizations, rendering the services.</li> <li>• Performing the functions of watch dog</li> <li>• Use local and international accountability mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Active cooperation with the representatives of audit body</li> <li>• Providing information on corruption cases is such occur</li> <li>• Capacity building of auditors</li> </ul>
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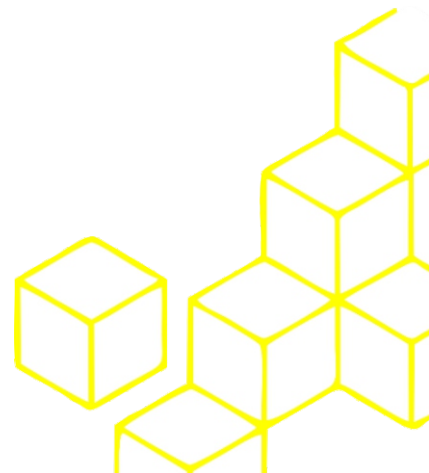
# Community coordination tools

On the stage of operation, every organization is convinced that any community at a certain point in its development will recognize the need to unite and cooperate with other communities. The following guidelines and approaches can help you to form a mature community, responsible for itself and its common goals. Cooperate with other communities and operation within the coalitions is not easy. Establishment and improvement of cooperation requires motivation of community leaders and activists and their valuing cooperation; changing stereotypes and erasing prejudices in relations between communities; building communication; and improving management skills.

## Developing leadership and communities

For effective operation and community coordination it is important that:

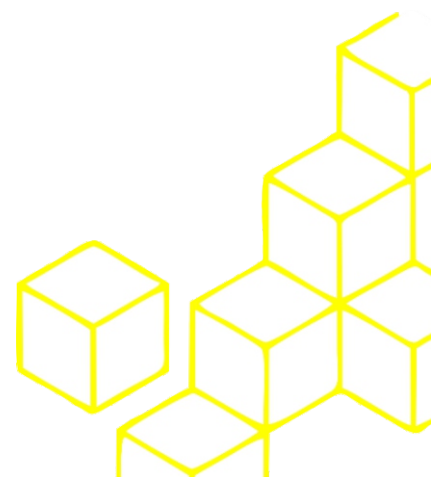
- The group is active in civic life.
- There is support within the community for those who need it.
- There are mechanisms in the community for reflection, feedback, and for addressing difficult situations between members.
- Community members have information about general issues related to human rights, social justice, public health, etc.
- Activists and leaders are motivated to openly represent the community.
- Mechanisms exist for the development of new leaders.
- A mechanism exists for the ongoing accountability of leaders to the community.
- External supervision/assessment of community activities is conducted on a regular basis.



## Community motivation and values

To reach the above-mentioned objectives, we should consider importance of motivation and values communities have. In some cases, they are different, sometimes it is possible to find the common ones. There are some directions, which help or hinder choosing the common way. These directions are:

What helps	What hinders:
<ul style="list-style-type: none"><li>• The community has a leadership "core", continuity, and mentoring</li><li>• Desire to achieve social justice</li><li>• Desire to work in a team</li><li>• Motivation to represent the community</li><li>• Pride in one's community</li><li>• Desire for self-fulfillment</li><li>• Desire for self-cultivation and learning.</li><li>• No fear of mistakes, (willingness to admit and correct them)</li><li>• Resoluteness</li><li>• Consistency</li><li>• Responsibility</li><li>• Tolerance</li><li>• Ability to generate ideas</li><li>• Field work by activists, proximity of initiative groups to the people they work with</li></ul>	<ul style="list-style-type: none"><li>▪ Not active in civic life</li><li>▪ Personal characteristics: lack of integrity, arrogance, selfishness, pride, lack of principles, rejection of criticism, impudence, rudeness, spite, lack of responsibility, laziness, lack of trustworthiness, etc.</li><li>▪ Religious beliefs or interpretations of religious attitudes that condemn certain types of behavior</li></ul>



## Communication within communities

In diversified context communication is one of the major tools in order to possess constructive skills aimed at the overall result and develop the ability to get out of conflict situations as well as uphold interpersonal communication rules that are based on mutual respect and lack of stigma and discrimination.

What helps	What hinders:
<ul style="list-style-type: none"><li>• Knowing how to get out of conflict situations.</li><li>• Knowing how to get out of one's comfort zone.</li><li>• Knowing how to hear and listen.</li><li>• Resilience in the face of stress among activists and leaders.</li><li>• Rejecting psychological manipulation.</li><li>• Using non-stigmatizing vocabulary.</li><li>• Conflict resolution skills (sacrificing short-term benefits for the sake of a general strategy)</li></ul>	<ul style="list-style-type: none"><li>• Closeness of the communities.</li><li>• Poor communication skills.</li><li>• When people without appropriate communication skills are delegated the responsibility to communicate.</li><li>• Manipulative communication (pursuit of hidden goals, which are not directly spoken about).</li><li>• Use of stigmatizing vocabulary that causes negative feelings among partners.</li><li>• Language barriers within communities.</li></ul>

## Overcoming stereotypes and prejudices

While speaking about conflicts and effectiveness of communication it is obvious that existence of various stereotypes plays negative role as significant dividers, therefore addressing these stereotypes is essential for ensuring effective cooperation within the communities without prejudices and stigma. For overcoming the stereotypes and prejudices it is essential to ensure that:

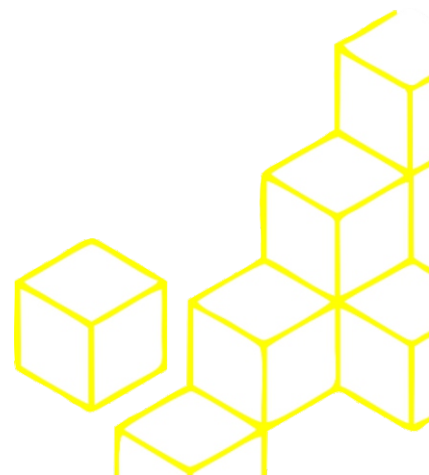
- Community members have information on issues related to other communities affected by HIV (behavior specifics, motivation, development history, and advocacy goals).
- There are leaders in the community who serve as an example for building cooperation with and acceptance of other communities.
- The community has policies and procedures in place that provide for the following conditions: tolerant attitudes are a prerequisite for participation, and discriminatory



- The community has and upholds rules on interactions in the group (no condemnation, prohibition on certain words and expressions that stigmatize others).
- There is a plan of events organized and carried out jointly with other communities.

In the table below you can find the list of activities and skills, which help or hinder deconstruction of stereotypes and prejudices and improve communication process in the communities:

What helps	What hinders:
<ul style="list-style-type: none"> <li>• Knowing how to get out of conflict situations.</li> <li>• Knowing how to get out of one's comfort zone.</li> <li>• Knowing how to hear and listen.</li> <li>• Resilience in the face of stress among activists and leaders.</li> <li>• Rejecting psychological manipulation.</li> <li>• Using non-stigmatizing vocabulary.</li> <li>• Conflict resolution skills (sacrificing short-term benefits for the sake of a general strategy)</li> </ul>	<ul style="list-style-type: none"> <li>• Closeness of the communities.</li> <li>• Poor communication skills.</li> <li>• When people without appropriate communication skills are delegated the responsibility to communicate.</li> <li>• Manipulative communication (pursuit of hidden goals, which are not directly spoken about).</li> <li>• Use of stigmatizing vocabulary that causes negative feelings among partners.</li> <li>• Language barriers within communities.</li> </ul>



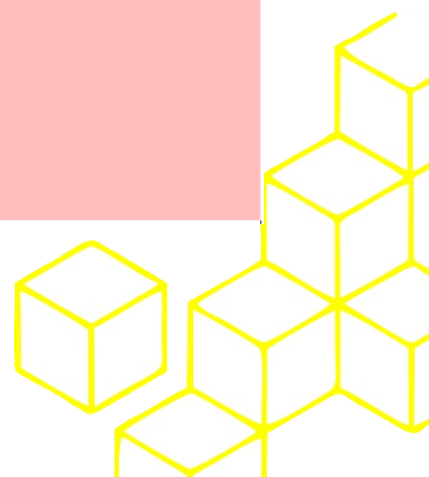
## Management skills for better community coordination

As a fact and result of many experiments of social psychology as well as analysis of the world history, leaders are those significant ones, creating the model of effective and result oriented or ineffective system of the societies, organizations and/or communities/coalitions. Managerial and leadership skills are essential for smooth and successful community coordination and working in the coalitions. Such skills look as follows:

- Community leaders have management skills, including identifying and structuring priorities, sharing and delegating responsibility, time management, an understanding of financial processes and reporting, leading discussions, etc.
- The community has adopted and upholds policies and procedures related to decision-making and resource management (elections, accountability, finance, corruption, violence, etc.).

In the table below you find the list of activities, skills and attitudes, which hinder or help in improving managerial skills for better community coordination.

What helps	What hinders:
<ul style="list-style-type: none"> <li>• Desire for changes</li> <li>• Willingness to learn</li> <li>• Leadership, openness, and transparency</li> <li>• Development of new leaders and activists</li> <li>• Punctuality</li> <li>• Public speaking skills</li> <li>• Analytical and critical thinking skills</li> <li>• Ability to compromise</li> <li>• Ability to accept criticism and change</li> <li>• Ability to share responsibility and accept both positive and negative results</li> <li>• Involving professional specialists from the community (pro bono)</li> <li>• Distribution of roles</li> <li>• Ongoing supervision/support from management</li> <li>• Preventing burnout</li> </ul>	<ul style="list-style-type: none"> <li>• Closeness of the communities</li> <li>• Poor communication skills</li> <li>• When people without appropriate communication skills are delegated the responsibility to communicate</li> <li>• Manipulative communication (pursuit of hidden goals, which are not directly spoken about)</li> <li>• Use of stigmatizing vocabulary that causes negative feelings among partners</li> <li>• Language barriers within communities</li> </ul>

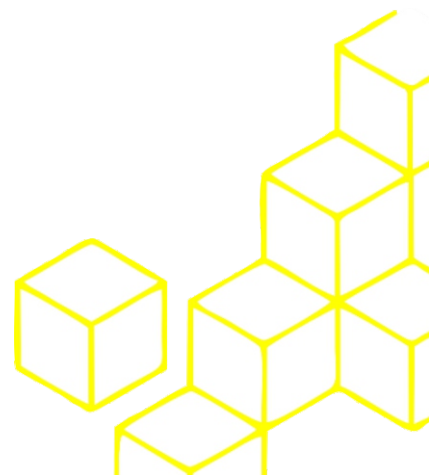


## Organization of community coordination process

To ensure effective condition and mechanisms for effective cooperation between communities, organizational, financial, human, and time resources, etc. should be regulated and developed. The goal of effective coordination process is to ensure that:

- Participants of the dialogue between communities are legitimate and accountable to those that elected them (transparent, democratic election procedures and procedures for giving and receiving feedback are carried out)
- There is a transparent collective decision-making system
- There is a system for the delegation of common representatives
- The dialogue/cooperation process is facilitated effectively and is documented
- Joint decisions are made based on factual data and human rights
- There are formalized procedures for cooperation between communities, including a joint decision-making system, exchange of current and strategic information, contacting donors, cooperation with the government, etc.
- There is a common vision of the communities for creating mutually beneficial conditions for cooperation between the government, donors, and NGOs (document, protocol, decisions, etc.)
- There is a functioning coordinating body for cooperation between communities (community council, mechanism, secretariat, etc.)
- Communities inform each other about any external contact, and provide their budgets to each other (including salaries).
- An external assessment of the activities and interaction of the communities is carried out.
- Communities evaluate their work and make plans for future work.
- There are procedures addressing conflicts of interest, including the institution of community negotiators to resolve conflict situations.
- There are mechanisms for the protection of ethical principles.
- There are measures to increase community involvement in joint activities (projects, joint research, etc.).
- Joint fundraising and budget advocacy is carried out.

In the table below describes activities and attitudes, which hinder or help in improving managerial skills for better community coordination.

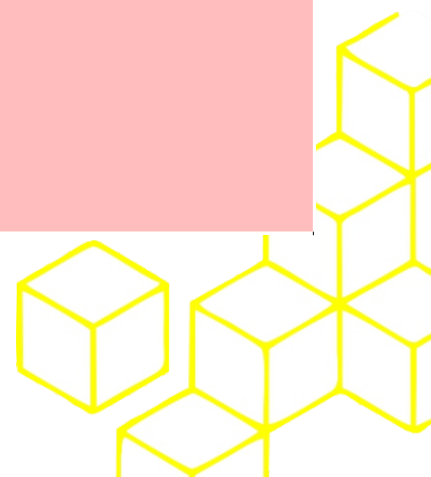


## What helps

- Strengthening capacity to increase community involvement in joint dialogue and work
- Single information space for continuous communication (informational mailing list or social network group).
- Equality in decision -making processes.
- Understanding that cooperation is a tool for effectively responding to challenges, advocacy, and for saving energy and resources.
- Recognizing alternative points of views.
- Taking the missions of organizations into account (finding where interests overlap).
- Understanding each other. Willingness of leaders and communities to engage in dialogue
- Intersectionality (intersection of groups in communities)
- Joint planning, mapping, analysis, selection, and specification of joint tasks
- Opportunity to work together. Overcoming obstacles together. Finding and gaining new experiences for change —joint work of communities, beginning with small projects and events
- Using different communication and information mechanisms between communities
- Managing discussions (moderation).
- Informing partners about any external contacts
- Honesty and transparency in procedures and processes
- Formalization of work, including memorandums of cooperation, minutes of meetings, etc.
- Carrying out supervision.
- Resources for the organization of face -to-face meetings, communication, and facilitation

## What hinders:

- Underestimating the importance of working together.
- Fighting for resources, competition between communities.
- Monopoly by one organization on services, or on representing the interests of the communities.
- Staff shortage.
- Formalism in cooperation (only cooperating because external players wanted it this way).
- Lack of a platform for communication.
- Preexisting stereotypes about cooperation.
- Lack of mechanisms for effective cooperation.
- Lack of mechanisms for external and internal assessments in the organization of processes of cooperation.
- Lack of mechanisms for delegating from the community level to the national level and from the national level to regional networks.
- Geographical factors ( large country, remote regions).
- Lack of funding, staff, qualified personnel.
- Lack of available technical support (legal services, facilitation of the cooperation process)



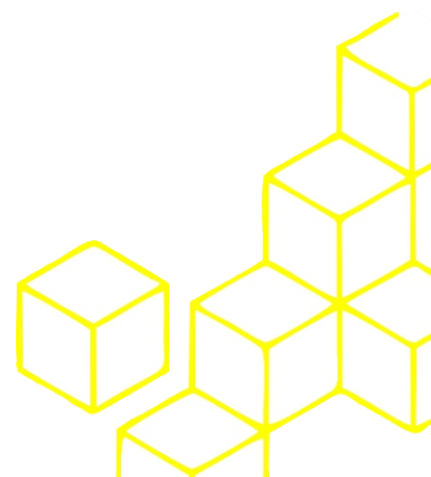
## Regional context of the EECA region

Clear understanding and improvement of the political, economic and regional context communities are operation in is essential for reaching the mutual goals of budget advocacy process. In the frame of the regional context of the EECA essential is that:

- There is structured communication within and outside communities: cooperation of communities, elaboration of their joint position, work, and decisions.
- Communities jointly show solidarity with other countries and communities, including the development of mechanisms for reciprocal, mutual support, the accumulation of resources, etc.

There are some actions and facts, which help and hinder the above -mentioned processes:

What helps	What hinders:
<ul style="list-style-type: none"> <li>• Regional projects of the Global Fund and other donors.</li> <li>• Promoting WHO/UNAIDS strategies ("90 - 90 -90", "O")</li> <li>• Geopolitical influence.</li> <li>• Informational interventions. Greater access to media resources.</li> <li>• Regularly calling attention to issues such as HIV, TB, HCV.</li> <li>• Using community leaders and existing mechanisms.</li> <li>• Available international expertise.</li> <li>• Impact of positive examples from neighboring countries.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of strategic information in communities.</li> <li>• Misinformation (in government and society) about the situation in communities.</li> <li>• Political conjuncture (authoritarian trends in some countries of the region).</li> <li>• Geopolitical situation and speculation in country political platforms.</li> <li>• Insufficient amount of research and statistical data for joint work between communities.</li> <li>• Outdated protocols (lack of resources for changing normative documents).</li> <li>• Lack of monitoring of the quality of services.</li> </ul>

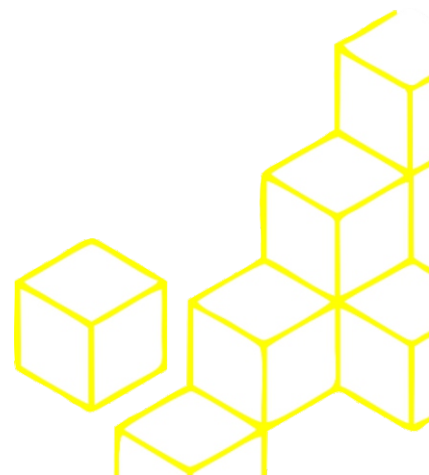




## Developing a common agenda and cooperation

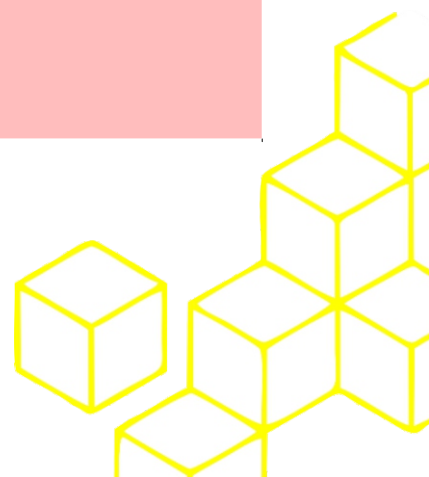
As mentioned above, working in communities and coalitions is not easy. In parallel with various resource, management, attitudes and communications related challenges representatives of communities and coalitions face difficulties in elaboration of common agenda and goals. Essential issue here is that influencing decision makers for policy elaboration or budget allocation, changing of public attitude and behavior etc. are factors, which cannot be done by one organization or group of activists. Thus finding of common ground and interests is the best solution, which can be reached if:

- Participants of the dialogue between communities are legitimate (transparent democratic election procedures are carried out).
- The process is facilitated professionally and is documented.
- There is a mechanism for the representation of joint interests before the government and donors.
- Joint decisions are made based on factual data and human rights.
- The decision-making process is transparent and there is accountability to constituents.
- The overall agenda focuses on a limited number of priorities.
- There are measures to increase community involvement in joint activities (small grants, allocation of responsibilities, equal support, joint research, etc.)



To reach the above -mentioned objectives, it is worthwhile to consider some conditions and approaches, which help or hinder the process.

What helps	What hinders:
<ul style="list-style-type: none"> <li>• Common (similar) problems of communities.</li> <li>• Taking into account the missions of organizations (search for points of contact)</li> <li>• Willingness to compromise</li> <li>• Benefits of a single voice for effective advocacy</li> <li>• Attracting like -minded people who understand the need for cooperation</li> <li>• Community solidarity. Mechanisms to protect the interests of one another</li> <li>• Ability to single out and structure priorities.</li> <li>• Equality in decision -making</li> <li>• Opportunity to work together. Teamwork and project implementation. Overcoming obstacles together</li> <li>• Joint planning, mapping, analysis, selection, and specification of joint tasks</li> <li>• Principle of an economical attitude towards resources</li> </ul>	<ul style="list-style-type: none"> <li>• Underestimating the importance of working together</li> <li>• Unwillingness of community leaders to work together</li> <li>• Lack of a platform for communication</li> <li>• If each group has not determined its own priorities, it is difficult to determine common priorities</li> <li>• Lack of a vision of common problems and needs</li> <li>• Lack of a vision of priority solutions to fulfill needs</li> </ul>



# Social accountability as a tool of influencing officials

Social accountability of state governing bodies and structures is a process of horizontal cooperation of these bodies and structures with civil society.

In essence, social accountability is a mechanism for the interaction of state bodies with leaders, activists and civil society associations, which helps the state system to respond in a timely and effective manner to existing and arising, local and global challenges and opportunities.

## ***Internal and external mechanisms of governing bodies accountability***

Social accountability mechanisms are initiated and maintained by government bodies, citizens and/or both.

Mechanisms of internal  
accountability (state)

### political mechanisms

- constitutional restrictions
- separation of powers
- legislative and investigative commissions

### fiscal arrangements

- formal audit
- financial accounting systems

### administrative mechanisms

- hierarchical reporting
- codes of conduct for government officials
- rules and procedures regarding transparency and public oversight

### legal mechanisms

- anti-corruption agencies
- ombudsmen and judicial bodies

Mechanisms of external  
accountability (social)

- Elections
- Citizens and communities
- Activism
- Civil society organizations
- Media
- Formal incentives like presenting evidence to anti-corruption authorities, ombudsmen, lawsuit at court
- Informal incentives and sanctions, including pressure from the public

## ***New generation of social accountability mechanisms***

In parallel with the existing social accountability mechanisms, we meet the ones which are more innovative and create better possibilities to increase state accountability and cooperation with citizens groups. Such mechanisms are:



- Increasing the level of citizens' knowledge on how to interact with government bodies - educating the public about their rights and about available services
- Civilian monitoring and evaluation of the provision of public services
- Open public procurement processes
- State social contracts with nongovernmental, non-profit organizations
- Increasing the transparency of the activities of state structures, for example, through the participation of citizens in public commissions and public hearings, advisory councils of citizens, supervisory commissions, ethical research committees, etc.
- Integrating civil society advocacy into social accountability systems as a feedback mechanism.

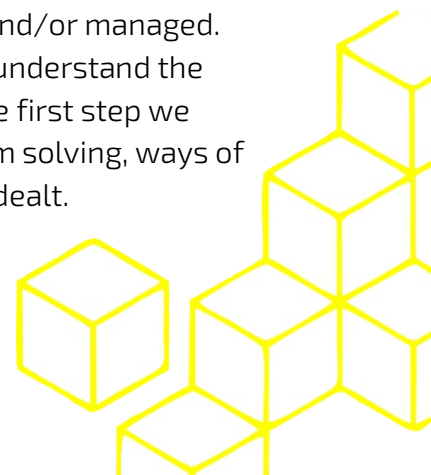
## **Main actors involved in social accountability**

### **Representatives of executive branches**

In the field of HIV prevention care and treatment the main accountable persons from executive branches are the: representatives of the ministry of health, finance and/or economic and related representatives from the municipal bodies. These actors, responsible for policy development, budgeting and budget execution, face many challenges and responsibilities, related to various issues. In most cases these officials are decision makers although it may happen that their decision heavily depends on the position of other officials. In such circumstances, our task is to identify and work with the real decision maker and not to lose the time on cooperation with the person who cannot take the decision and/or responsibility.

Public agencies, responsible for the procurement and implementation of budgeted activities are actively involved in budget implementation process. These organizations operate on national or municipal levels and cooperate with various private or nongovernmental/nonprofit organizations. From the first glance they may not participate in policy elaboration and budgeting, although they can influence this process based to their formal or informal interests. Moreover, these institutions have the direct link to market, know the prices and possible vendors, thus some figures for budgeting process are submitted by them to the higher execution bodies.

While working with officials, it is always suggested to help them in understanding the roots of the problem and possibilities, how this problem can be solved and/or managed. Officials often refrain from some decisions, because they simply do not understand the point or think that it is very difficult to eliminate the problem. Thus, in the first step we should show the risks, related to the problem and importance of problem solving, ways of problem elimination and their own benefits if the problem is effectively dealt.



### Motivate of executive branch representatives:

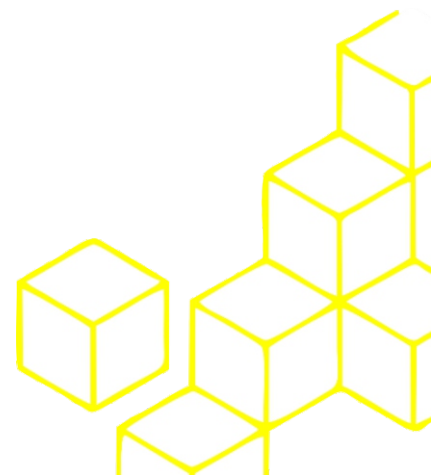
- Explain importance of the problem
- Help them and show the ways of problem solving
- Offer the expertise, which they may not have
- Ensure positive public relations through this cooperation (if they need and agree on)
- Show that in case of use of public private partnership or various granting mechanisms they share responsibility with organizations, having experience
- Show that they can use this activity as a possibility for local and international career development
- Offer them participation in various international conferences and study tours

### Representatives of legislative branches

Representatives of national and regional legislative branches parliamentarians, members of the committees and commissions, are responsible for the approval of budget and have nearly similar interest and challenges. In contrast with the representatives of executive branch they are not officially involved in the process of budget implementation, so in contrast with executors, they are not involved in public procurement processes. Although the most important is that they may not approve the related budget lines or make the negative evaluation on budget implementation process. It means that they are involved not only in approval but indirectly influence the budgeting and budget implementation process as well.

### Motivation of the representatives of executive branches:

- Explain why approval of the related budget lines are important
- Show them how approval of the budget lines can solve the problem and how can they use this problem solving for their own positioning, public relations
- Offer your expertise
- Find and work with the businessman, who is interested in public private partnership and may influence the decision makers to approve the budget
- Show that they can use this activity as a possibility for local and international career development
- Offer them participation in various international conferences and study tours



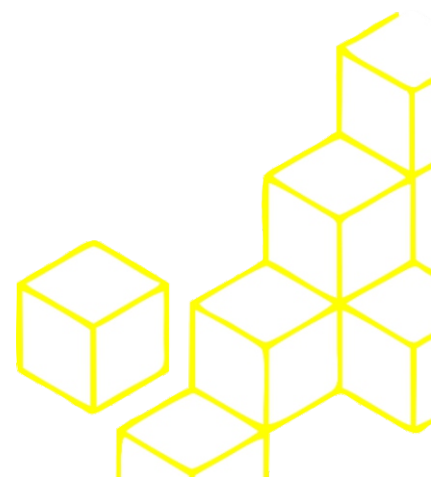
## Civil Society

Civil society has one of the most important roles in transparent and accountable operation of public sector and explaining the needs of various target groups to the officials. This is the sector, which is directly involved in social accountability process through the participation in policy elaboration, budgeting, budget implementation (granting or other mechanisms to deliver the social services) and evaluation (watch dogs). Countries with well-developed civil society sector are characterized with high social accountability. In countries of Eastern Europe and Central Asia civil society sector faces number of difficulties. Governments often discriminate civil society sector to avoid additional control from the third side. Operations of civil society organizations face many problems in such circumstances, although it does not mean that they should stop the operations and their activism. Civil society actors who do not understand their essence or are demotivated, should be supported through capacity building activities, showing their role for the society development, explaining of possibilities of fundraising from public budget sources and receiving other benefits, like participation in important local or international processes.

In some cases, active civil society actors use the tools of wide public advocacy campaign, directly approach media and public and blaming officials in indifference, private interests etc. This is not the right way of communication with governmental representatives. It is more effective, when civil society actors offer their experience, knowledge and skills, try to cooperate with the officials on the constructive basis and show readiness to share the responsibility. Wide advocacy process can be justified only in case all efforts of cooperation is taken, but in not effective .

### Motivation of civil society actors :

- Ensure capacity building of civil sector representatives
- Ensure their participation in local and international program and governing mechanisms
- Show the income diversification possibilities if applying for public resources
- Promote cooperation with other actors in coalitions
- Ensuring their participation in study tours and international conferences, meeting
- Explaining that their role is essential in promoting of interest of beneficiaries and on the other hand in policy making and budgeting process



## Effective mechanisms based on the joint participation of civil society and the State

- **Country Coordinating Mechanisms (CCMs)** were introduced by the Global Fund to Fight AIDS, Tuberculosis and Malaria (GF) in the GF grant recipient countries as mechanisms for cooperation between all stakeholders and for decision-making based on wide participation in the management of national diseases. CCMs strive for the meaningful involvement of all stakeholders involved in combating the diseases in their national context, including representatives of civil society, people living and/or affected by these three diseases, as well as people representing key populations.
- **Coordination and Consultative Bodies, Targeted Discussion Platforms** - In EECA countries, there are a number of coordination and consultation platforms and structures at the national level. Some of them, for example, national HIV commissions of governments or ministries of health, exist in parallel with CCMs. The same people often participate in both structures and discuss the same issues. Nevertheless, there is a tendency to optimize resources by using only one coordinating mechanism with an expanded agenda.
- **Civil Society Forums** - There are civil society forums in many countries. The strength of these initiatives is that coalitions are established through such platforms, and civil society can discover that the problems in most communities are the same. Moreover, communities can achieve more by supporting each other and working together, regardless of the social orientation of the organizations, than by working alone.
- **Social contracting** - mechanism of implementing state social programs, intersectoral cooperation in the provision of social services to solve social problems. These services, as a rule, are paid at the expense of budget funds and are provided by organizations based on the results of an open tenders conducted by the state. In this particular case, the state has the function of quality control of the services provided.

### Basic mechanisms of social contracting:

- **public-private partnership** is one of the forms of interaction between the public and private sectors of the economy, when the state and business unite to implement large-scale socially significant projects. Procurement procedures (Development of terms of reference and fair tendering/selection process) take place according to the regulations of procurement for public funds
- **state provision of resources for NGOs** one of the most common practices of this mechanism are: the provision of premises on preferential terms of rent from the fund of communal property; the provision of cars the organization of preferential travel to social workers etc;



- **state social order** practice of announcing a competition at the national or local levels, as a result of which the winner receives budget money for the implementation of certain works, services and projects
- **financing of the statutory activities of NGOs** the allocation of budgetary funds from local targeted programs to finance the statutory activities of NGOs that are engaged in countering a problem
- **city projects** the practice of competitions of projects at the city/regional level, the winner of which is selected based on a set of votes of residents. Winning projects receive budget funding for implementation.

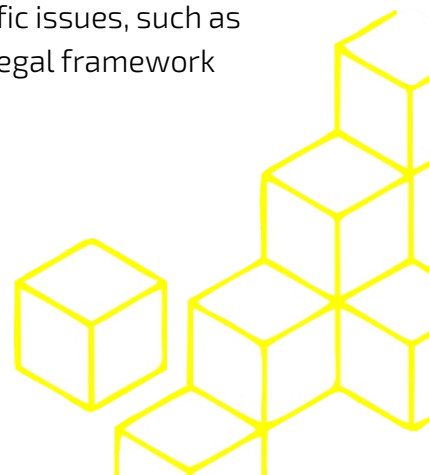
### Cooperation with the legislative body

From a social accountability standpoint, parliamentarians are a very important part of the state administration, as they are members of civil representation bodies, and are involved in the development and approval of laws.

Knowledge of the full range of functions of national and local legislative bodies will help determine the range of tasks and problems for which parliamentarians can be accountable to citizens, and what initiatives can be brought to them.

#### The work of any parliament is based:

- on the work of parliamentarians **in thematic committees and commissions**, including the committee on health care.
- on the work of parliamentarians and experts in **interactional /interparty unions**, created voluntarily by parliamentarians, working on issues that are not covered by regular committees and commissions.
- on the work of parliamentarians and experts in **International inter-parliamentary structures**. Two inter-parliamentary unions are working in the international arena, which may be of interest both to members of national parliaments and to civil society organizations. These structures are:
  - **Inter-parliamentary union** one of the oldest political organizations in the world, established in 1889. Today it unites parliamentarians from 178 states. The IPU works with parliaments to ensure peace and positive democratic change through political dialogue and concrete actions. The advisory group can take action to support parliaments that have asked for help in formulating HIV/AIDS policies. Assistance can be offered to address specific issues, such as expanding access to treatment, public health, improving the legal framework and improving the situation with human rights.

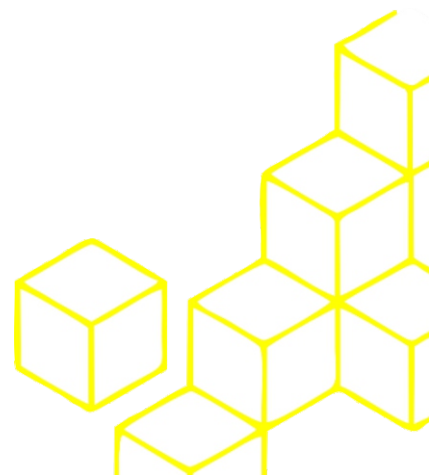




- UNITE – Global Parliamentarians Network to End HIV/AIDS, Viral Hepatitis and other infectious diseases. UNITE is a relatively young networking organization for parliamentarians, formed in 2018. It is a global platform for raising the awareness of current and former legislators on the issues of combating and preventing HIV/AIDS, viral hepatitis and other infectious diseases towards ending epidemics by 2030 .

### Open Government Partnership (OGP)

Open Government Partnership (OGP) is an international organization , with the aim of establishing the principles of an open state, including the development of administrative professionalism and open civil control of governments. This mechanism can be effectively used in the process of policy elaboration, budgeting and budget execution, as well as auditing.



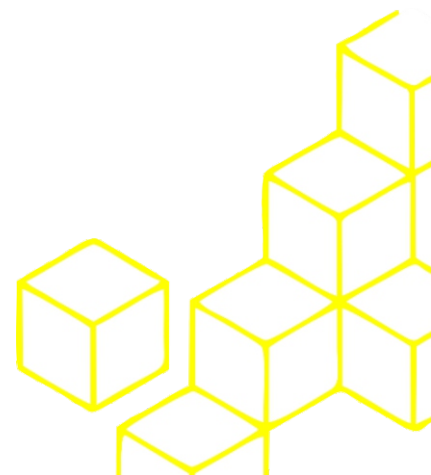
## Recommendations to government and SCOs ensuring better cooperation , which is beneficial for all

### Governing bodies

- Public authorities should consider civil society organizations as partners, encourage the participation of civil society in planning, budget allocation and service delivery, and recognize their legitimate role in discussing government decisions
- Legislation aimed at regulating the activities of non -profit organizations should not limit or hinder their activities, but should promote the creation of constructive relationships between the state and civil society
- State authorities should create all necessary vertical mechanisms of social accountability to ensure continuous interaction and constructive dialogue between civil society and government structures , promote openness and transparency
- The role of independent media in promoting social accountability should be recognized by states; and states should ensure impartial assessments and exchanges of opinion.

### SCOs

- For ensuring systemic changes, communication with officials is necessary
- Civil society needs to move beyond confrontation and create a constructive dialogue with a willingness to offer ready -made solutions or to highlight mutual problems
- Civil society organizations should play a more active and competent role in advocating in the public interest and for the resolution of social problems, and strive to integrate advocacy into the social accountability system
- Coordination among civil society organizations in countries needs to be improved in order to more effectively pool efforts to promote complementarity rather than competition
- It is necessary to raise the level of knowledge of civil society organizations about public administration, social accountability



# Roadmap for budget advocacy campaign and effective cooperation with stakeholders

Budget advocacy process should be correctly planned based on the environment scan: analysis of governance and political structure, policy development process, approach and interests of stakeholders, who are or may be involved in the process. To ensure fulfilment of goals and budget allocations for prevention, care and treatment of HIV, the following main steps should be passed:

## **Identify a problem**

The process of strategy development begins with the identification of a clear issue, determining whether the issue is a "budget issue" and what are the budgetary gaps to solve the problems of specific target groups. During this phase it is important to analyse the problem in-depth and correctly develop a problem statement in order to identify challenges the target group face due to the lack of budget allocations for various services through the whole continuum of HIV.

NGOs and activists in the EECA region are still making the mistake of criticizing officials and highlighting problems, without being able to provide solutions in a language and format that is understood by the public administration system, thus clear problem setting solution opportunities, submitted to the officials, often ensures success of budget advocacy process.

## **Develop a vision of the campaign**

A vision is an optimal situation we would like to achieve with respect to the problem. In other words, what budgetary resources should be covered by central or local budgets to provide what services and how these allocations are going to respond to the needs of the target groups. What is the maximum we dream about. Identification of vision is important to have a path of where are we going to, to find allies who have the same vision and interests.

## **Set a strategic goal and objectives of the campaign**

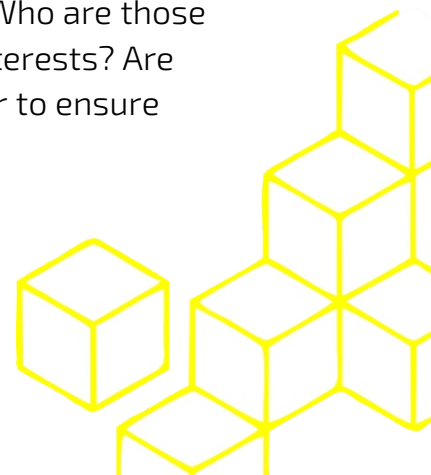
Identify the goal, objectives and tactic moves or activities of the campaign.

## **Identify stakeholders**

Who are the stakeholders who make decisions on budget allocations? Provide an analysis of their relations

## **Analyse impact and interests of stakeholders**

Who are those actors who can influence a budgetary process? Who are those actors who can influence decision makers and what are their interests? Are there any shadowy figures who we need to partner with in order to ensure greater engagement of decision makers?



### **Analyse allies**

Who are our allies and opponents? To what extent can they influence the process and what are their vested interests?

### **Analyse risks**

Risks which may arise in the process of lobbying for budget allocations by the allies

### **Analyse motivation and attitudes of key allies and opponents**

Analyse and explore motivation and attitudes of allies with respect to budget allocations in order to ascertain what we want them to do and how to influence them

### **Monitor outcomes**

In many instances when it comes to executing decisions made as a result of a budget advocacy campaign, certain problems tend to arise. Therefore, continuous monitoring is crucial to ascertain the level of effectiveness of service delivery.

## **Identify and analyse a problem**

Actions to be undertaken as part of a budget advocacy campaign must be built upon an in-depth analysis of social, political, economic and legal frameworks as well as results of public policy implementation monitoring. This is important since state budgetary process relies on the implementation of the government policies in different fields.

As an example, let's consider negligence and indifference to the needs of PLHIV, PWID, PWUD and other KAPs. Because of the negligence, these groups have no access to relevant services for prevention, care and treatment. Lack of services affects not only these population groups but also their family members and the entire society.

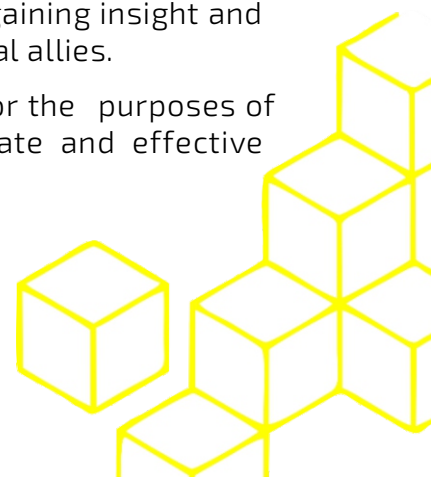
While identifying the core problem for the purposes of a budget advocacy campaign, it is important that we have solid understanding of political and economic context and the forces which are responsible for creating this situation. Moreover, it is very important to involve specialists, who have the skills of budget analysis and interpretation as well as specialists who understand the real needs of KAPs and can effectively cooperate with stakeholders and/or public.

It is critical to make sure that those actors (government, businesses, financial institutions etc) who we want to influence in order to bring about a change, have solid understanding of the problem.

If such information is not accessible or perceived to be inaccurate, collecting relevant information may be part of the campaign. If, for some reasons, causes of the problem cannot be established, we may want to order thorough and in-depth analysis, investigation and/or monitoring (if we choose to do so, we should keep in mind possible reluctance of respective agencies to disclose accurate information).

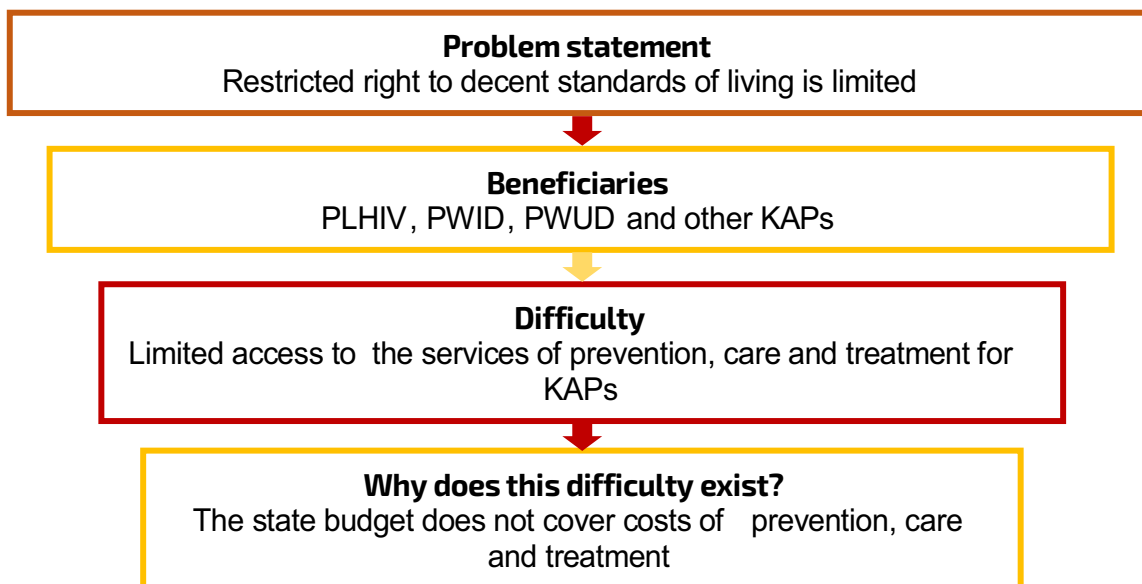
It is critical that we collect as many factual circumstances as we can. This includes information about laws and/or important legal documents which may have been and/or will be used in the given circumstance, information about similar issues both in the country and abroad. In addition to being extremely helpful for gaining insight and experience, such data will undoubtedly help us reach out to potential allies.

Exhaustive, reliable and accurate information is critical not only for the purposes of in-depth analysis of the problem but also for ensuring adequate and effective response to unplanned/emergency situations.



Importantly, we must maintain the highest possible level of impartiality. Even though anger and anguish may be powerful motivators, strong emotions may deliver a destructive blow to the budget advocacy process if factual discrepancies or excessive emotions prevail in the problem description.

The in-depth analysis of the issue should help us to come up with the following structural analysis of the problem:



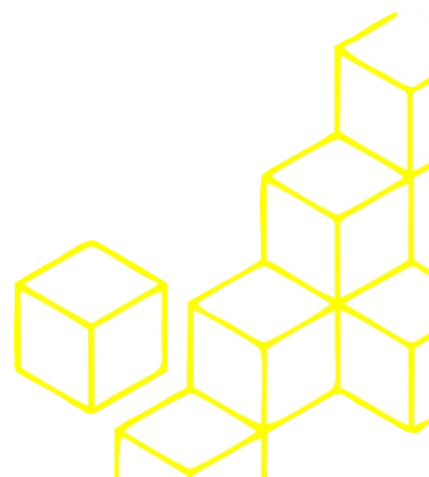
Break-down of the problem in the above described manner helps us to set the goal of the campaign: Allocate funds from the state budget to ensure quality services through the whole continuum of HIV.

### **Develop a vision of the campaign**

A vision serves as a source of inspiration which is focused on an optimal case scenario with respect to the core problem.

A vision transforms into a goal only after certain steps are made and activities implemented towards the vision.

A vision should provide certain clues for selecting criteria and a pathway for decision-making. While developing a vision it is important to make sure that there is a link between the problem and the vision. A vision will help us to plan step-by-step progress and achievements, strengthen our motivation, inspiration and identify key directions of our action.



Key characteristics of a vision:

- It serves as source of inspiration
- Represents a positive dream
- May be general
- Must have a strong link to the problem
- Must reflect rights of the target group/groups

In our case, the vision may read as follows: State budget allocates ensures that 90-90-90 goals are fully met.

### Develop goals and objectives

From an early stage of a budget advocacy campaign we should start developing the main goal and outcomes we want to achieve within the campaign based on capacities and resources of our organisation or coalition.

A goal of the campaign must be easy to comprehend. We should remember that a goal normally is an action or a change that should be implemented by others.

For instance, a goal of the campaign may read as follows: **The 2021 state budget includes N amount for the quality services through the whole continuum of HIV.**

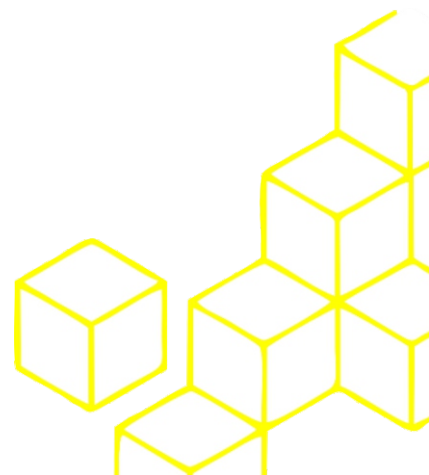
Developing sound goals and objectives is one, and perhaps the most important stages of the monitoring process.

#### Goals and outcomes must be:

- Specific
- Measurable
- Achievable
- Realistic
- Time-bound

Goals and objectives should be clear and unambiguous. Their strength lies in their preciseness which allows us to plan and monitor effectively and be successful in raising funds for the campaign.

In addition to identifying goals, we should also develop outcomes so that we are able to breakdown the goal into achievable milestones, implement effective monitoring and adjust our strategy in a timely manner if such need arises.



<b>Goal</b>	<u>The 2021 state budget includes N amount for the delivery of quality services through the whole continuum of HIV</u>
<b>Outcome 1.</b>	Health budget allocates financial resources on prevention, care and treatment
<b>Outcome 2.</b>	Ministry of finance submits the proposed budget, covering services through the whole continuum of HIV
<b>Outcome 3.</b>	Parliament approves the health budget, covering services through the whole continuum of HIV
<b>Outcome 4.</b>	No significant deviations on place while implementing the budget

At this stage it is critical to carry out in-depth analysis of our organisation as well as that of stakeholders so that we are able to forecast how we are going to implement the campaign: what some of our resources and assets are, which stakeholders we can convince to side with our cause, who our opponents are etc.

### Stakeholder mapping

One of the core aspects of the advocacy is to analyse the environment, in other words, those stakeholders who may have a say in relation to the topic of our campaign.

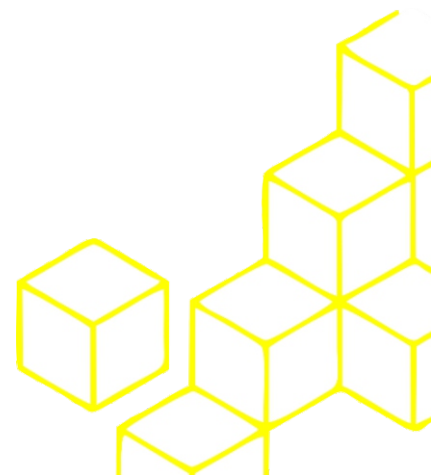
Defining a scope of action helps us to

- See and analyse those relations and organisations that exist and function in a given moment of time
- Acknowledge that policies and the way that budget allocations are made, are results of decisions made by individuals in the organisations
- Understand that all these create the social, political, economic and cultural environment in which we live and function

**Example:** The protection/violation of rights of KAPs derive from a rather complicated system of relationships in which the role of KAPs, their families and friends and/or individuals, groups and officials displaying indifference towards the problem or seeking certain benefits from the existing of this problem is essential.

In many instances these relationships are hierarchical or structural and at times informal. Each of these relationships may be viewed as a potential goal of the intervention to be carried out by various tactical moves.

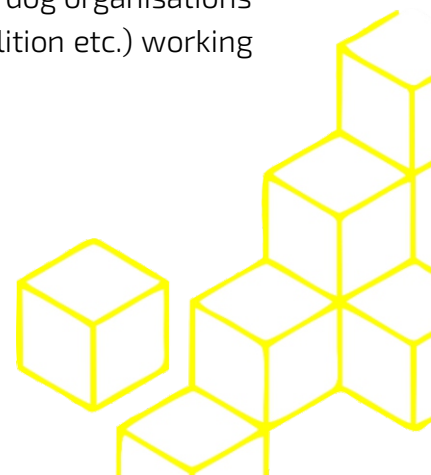
Stakeholder mapping is a useful tool to carry out stakeholder analysis. The tool helps us to identify all stakeholders, whether it be individuals or institutions that are linked to our problem.



Normally, a list of stakeholders for a budget advocacy campaign may include

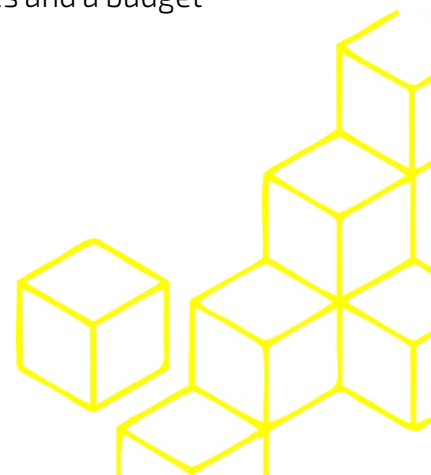


1. **Beneficiaries** - owners of the problem - KAPs.
2. **Representatives of the executive branch of the government** - representatives of ministries, local self-government, prime minister, president, public agencies. Normally, these officials and institutions are targets for a budget advocacy campaigns and they interact in budgeting as well as budget implementation processes.
3. **Representatives of the legislative branch of the government** - Parliamentarians, chairs of respective committees, representatives of town/city councils. These are those stakeholders, who are responsible for approval and enacting the budget into budget law. They are very important stakeholders, because from one point they can give the positive recommendations on the stage of budget approval and from another point - influence other representatives of the legislative branch in decision making process.
4. **Representatives of local non-governmental organizations** - those striving for the protection of human rights. They are often considered as allies during the advocacy process. Advocacy, implemented by the coalition has bigger chance to be effective and meet initially defined goals. Thus, despite many difficulties (different in values, stereotypes, competition, difference between grassroots and watch dog organisations specification, more complicated decision making process in the coalition etc.) working in coalitions really make a sense.





5. **Activists and experts** – individuals who are linked to the problem and strive to protect human rights together with non-state actors. Activists is considered as a significant human resource during the advocacy process. Often they have the special expertise which they contribute to the advocacy campaigns. In many cases highly paid experts can do pro-bono services and contribute to budget analysis and interpretation, significantly support on every stage of budgeting cycle.
6. **International organisations** – Donor organisations, foundations and other institutions that provide funding to NGOs on the one hand while having the capacity to influence and motivate decision-makers on the other.
7. **Business** – Representatives of companies or firms which may be interested in changing policies or adding a line to the budget for participating in tenders and other procurement processes, announced by the execution branch. It is important to mention the mechanism of public-private partnership, which can be used for showing the business possibility and motivating related business representatives to influence decision makers allocate the amounts for purchasing the services and goods.
8. **Influencers behind the scene (shadow influencers)** – individuals who do not make decisions on formal bases, they may not be the government representatives, but have the capacity to influence decision-makers. Such influencers are not visible officially or by the first glance. Although they exist in all countries. Such shadow influencers differ according to the field of budget advocacy process. In case of the cycle continuum of VIH these can be people, indirectly involved in pharmaceutical or health business of other informal decision makers.
9. **Politicians** – leaders and representatives of political parties being in opposition or in governing minority. Such politicians may be a subject of cooperation if they see own benefit and possibility of better positioning in the society and ensuring the desired results during election process. It is also worth to remember that such politicians can come to the government and keep the promises, which were given before.
10. **Governments of foreign countries, Social accountability mechanisms, EU partnership and/or other association agreements** – Governments of foreign countries may be a target group for some of watch dog programs. A warning issued by any of such governments may trigger certain changes and/or reforms or push international corporations to introduce better management practices in budgeting, procurement processes and governance at large. Importantly, we may want to consider such partnership agreements as an association agreement with the EU since this agreement obliges state authorities of a signatory country to take a series of measures to protect human rights and adjust policies and a budget accordingly.



Social accountability mechanisms, which are operating on international level with active participation of the representatives of international organizations can become a trigger for stimulating more interest from the governmental branches and final positive decisions.

After identifying stakeholders of our campaign on it is important to carry out interrelations analysis.

### Stakeholder mapping and power analysis

While developing stakeholders mapping we should identify all individuals from each groups of stakeholders who are, either directly or indirectly associated with our problem.

**I level.** Beneficiaries

**II level.** Representatives of executive branch – national and regional if needed

**III level.** Representatives of legislative branch

**IV level.** Representatives of local NGOs and activists

**V level.** Representatives of international organisations

**VI level.** Activists and experts

**VII level.** Businesses

**VII level.** Influencers behind the scene






**Stage I.** Use blue colour to mark individuals who we enjoy positive cooperation with. Use red colour to mark negative cooperation and green colour to denote those with who we have not had any cooperation so far.

**Experience of positive cooperation**

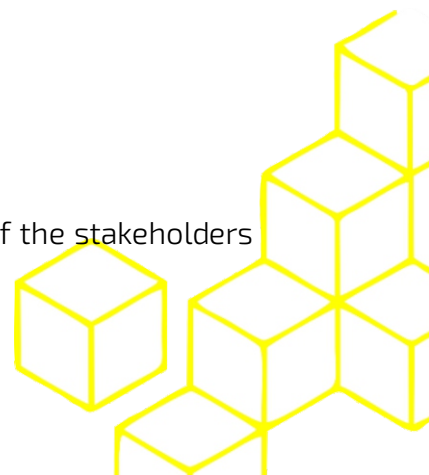
**Experience of negative cooperation**

**No experience of cooperation yet**

**Stage II.** a) Determine what type of relationship we have had with actors on the map.  
b) Highlight relationships existing within stakeholders and use different colours to mark each of these relationships:

- Power pressure 
- Mutual benefit 
- Use, interest 
- Conflict 
- Consolidation around an idea and effective cooperation 

A stakeholder and power map will help us to effectively analyse each of the stakeholders and determine their interest in a nd influence over the problem.



## Interest-Influence Grid

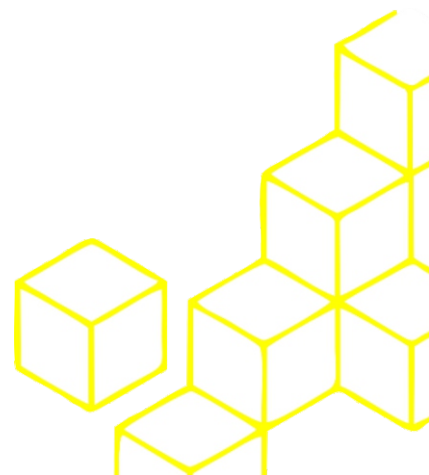
This tool is useful to visualise influence and interest of stakeholders according to their level of influence and interest in budgetary issues.

		Interest	
		Low	High
Influence	High	<p>High influence, low interest</p> <p><i>Analyze their needs and motivation, make sure they understand the importance of your cause to secure their support</i></p>	<p>High influence, high interest</p> <p><i>analyze their motivation so that they support your interest as much as possible</i></p>
	Low	<p>Low influence, low interest</p> <p><i>Do not spare much effort especially during a budget advocacy campaign</i></p>	<p>Low influence, high interest</p> <p><i>Keep as informed as possible, however, their engagement is not sufficient in a budget advocacy campaign</i></p>

The primary target is, of course, the actor with high influence and high interest. It is assumed that if an actor demonstrates high interest and high influence, s/he is actively engaged in respective processes.

Actors with high influence and low interests are less likely to be involved in processes of our interest, however, they may nevertheless have certain leverages over actors with high influence and high interest. Therefore, we should keep them informed or motivate their interest so that they are actively engaged in the process.

It is not recommended to spend much time and effort on communicating with actors with low influence in the process of a budget advocacy campaign.



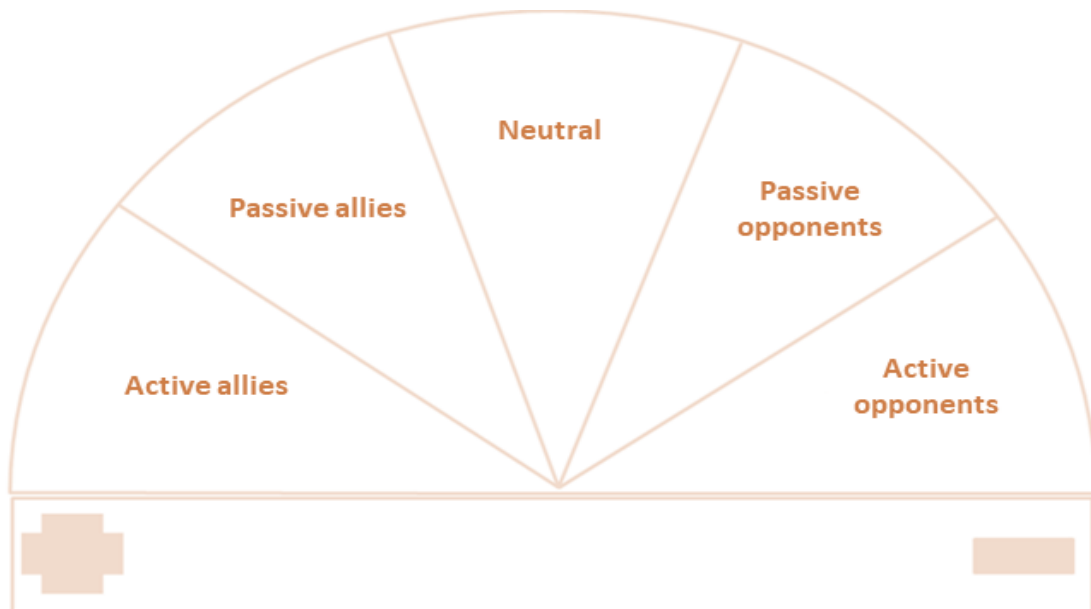
## Spectrum of allies' matrix

In order to understand who our allies and opponents are, we may want to use an instrument known as spectrum of allies' matrix, which is a useful tool to find out more about position and attitudes of actors with high influence in relation the problem.

The tool will help us:

- Identify potential allies and opponents
- Define which of the opponents we should try to make change mind
- Build coalitions and networks

Align actors with high influence according to their stance on our problem in the matrix.



**#1 Active allies:** individuals who are supportive of our goals. If an important actor falls under this group, the tactic we should choose must be oriented at further strengthening the alliance.

**#2 Passive allies:** Individuals who are more supportive of our goal, have similar goals/objectives but do not stand by us

- If an actor with high influence is in this group, we should try to persuade her/him to become an active ally and beef up motivation

**#3 Neutral:** Actors who show no interest in our goals/objectives nor competence and therefore have not taken a stance one way or the other

- If a high influence actor, important to our goals is in this group, we should focus on providing additional information to motivate to move them to a camp for passive allies as minimum. We should carefully consider every move to achieve a desirable result and prevent unwanted outcome that is the neutral actor changing a side to the opposing

**#4 Passive opponents:** Actors who are quite suspicious of our goals objectives and therefore do not support us. They are not yet taking any steps against us but are not disposed neutrally either.

- *If an actor with high influence falls within this category, our course of action should be directed at him/her changing mind by indicating that his/her position may be wrong or risky. Our aim should be to move this actor to change side to the neutral rather than joining the camp of active opponents.*

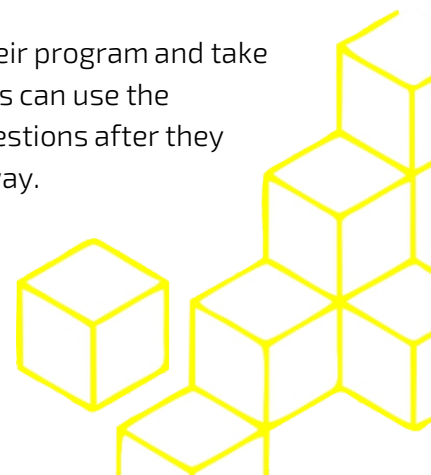
**#5 Active opponents:** Individuals who openly oppose our goals and take steps to make sure that there are no enough financial resources for delivery or improvement of services for HIV prevention, care and treatment . They have both , means and desire to invest in actions against us.

- *If an important actor belongs to this group, we should try to instil a feeling that it is an extremely wrong decision to oppose us and that this decision may cost him/her dear. Our goal should be to move this actor to a position of a passive opponent.*

### **Tools of motivation governing bodies to be socially accountable**

As mentioned above, motivating factors and causes of governing bodies' representatives to be socially accountable may be different. By studying the motives of civil servants and politicians, can help us to turn them into partners and allies, and to develop and strengthen existing partnerships. This motivation causes may be:

- Implementation of national program, policy and indicators. Once they are on place, can be used for leveragin g officials
- Identifying advanced officials and show them that finding common language with communities is better than confronting
- Guidance from high level governance bodies. For instance: The state takes the 90-90-90 strategy very seriously and is seri ously concerned about the level of commitment at the Ministry of Health
- Showing new possibilities of openness to new knowledge, new information and promote their readiness to discuss new topics
- Fulfilment of obligations taken in the processes of European Integration of other mechanisms of local and international social accountability
- Outsourcing some social services to NGOs. Some officials understand that NGOs will help them solve a number of problems and are ready to share the responsibility
- Cooperation with political parties , which include our priorities into their program and take them into account when they are elected. The risk here is that parties can use the capacities of the CSOs before the elections and not take on their suggestions after they come to power . Although this opportunity should not be missed anyway.



- Career motivations of the officials: fear to lose the job or ambition to move up the career ladder on national or even on international level
- Study tours and participating in international working groups
- Use ombudsmen reports and recommendations as a tool to influence officials
- Use local and international social accountability mechanisms to influence/motivate the officials.

### Stakeholders' motivation and interest matrix

In order to engage with important stakeholders identified through the instruments explained above, we need to analyse their motivation and interest so that we understand which buttons to press if we want them to become our allies and support allocation of budgetary resources for our goal.

A stakeholder's motivation and interest matrix is a useful tool for analysing stakeholders according to their interest and motivation with respect to our cause.

N	Stakeholder	Characteristics of the stakeholder, his/her goals and values	Motivation and interest of the stakeholder vis-à-vis the issue of our interest	Why is important for us to engage with the stakeholder?	Our actions
1					
2					

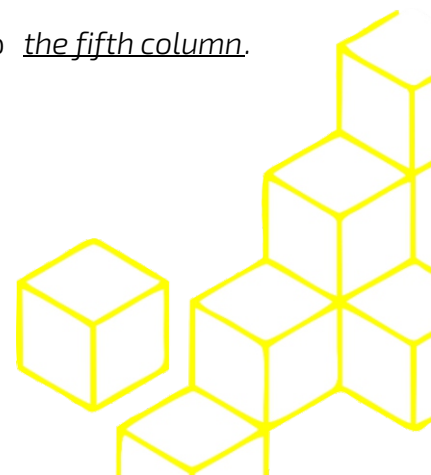
The first column of the matrix is for stakeholders that we believe is one of the key actors for the purpose of reaching our goal.

*In the second column we provide characteristics of the stakeholder with his/her goals and values*, outline those factors which shape the stakeholder's goals with respect to his/her career and work and highlight the values that this person upholds. In the nutshell, this column should provide a brief description of the individual's psychological type.

*In the third column we describe motivation and interest of the stakeholder towards our goal.*

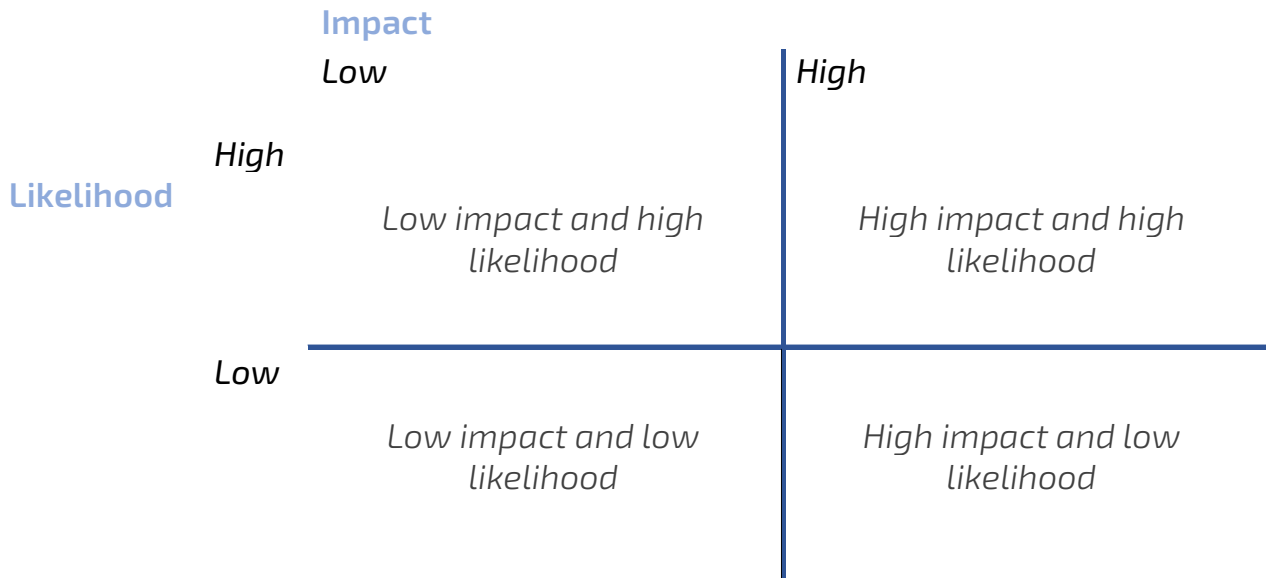
Our interest in engaging with this stakeholder is described in the fourth column. We highlight what we want this particular stakeholder to do with respect to our goal.

Our actions and tactical moves aimed at influencing the stakeholder go to the fifth column.



## Risk analysis and management

Since an advocacy campaign, and in particular budget advocacy, is associated with high risks often involving a conflict of interests and/or values, it is critical that we understand all risks that may arise as a result of our actions or those of stakeholders. A risk analysis and management matrix is a tool that comes handy while understating and analysing these risks.



When it comes to low impact and high likelihood risks, it is easier to find way for mitigating the impact of such risks.

Low impact and low likelihood risks are not normally considered to be important.

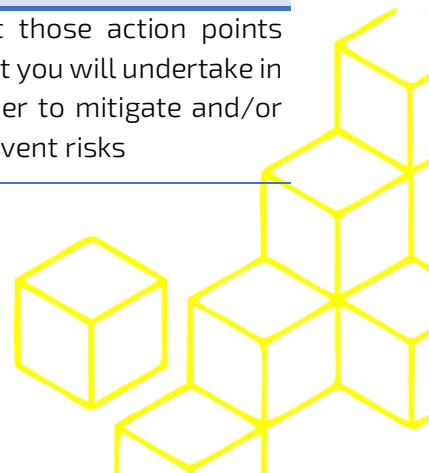
In case of high impact and low likelihood risks, it is important that we develop prevention and redirection strategies.

We should seriously consider high impact and high likelihood risks and make sure we have a solid understanding and in-depth analysis of such risks. Changing a strategy is the common recommendation when it comes to such type of risks.

By using the above explained method, it is important that we classify all risks in the matrix, assess their impact and likelihood and develop actions for their mitigation.

### Risks management matrix

Risks	Likelihood ( <i>high/low</i> )	Impact ( <i>high/low</i> )	Risk mitigation measures
<b>Describe potential risks</b>	How likely the risk is	How the risk will impact the process, outcomes or image of the stakeholder if it occurs.	List those action points that you will undertake in order to mitigate and/or prevent risks







nature of your mini-cooperation and their relationship with each other.

Tool – Stakeholder Mapping

- Analyze stakeholders by their interest in the issue and the force of their influence and identify influential DMs

Tool – "Interest and Power of Influence" matrix

- Analyze DMs on the scale of allies and opponents and determine their attitudes towards your goal and motivation

Tool – "Allies" matrix

Step V Planning tactical steps and activities

- Identify tactical steps and activities under the respective objectives
- Redistribute the DMs according to the relevant objectives and identify the tactical steps for cooperation and influence (how to influence, motivate, through whom, what to offer, etc.)

4.2. Transfer the names of the identified persons with influence and decision-making ability (DMs) from the "Interest and Power of Influence" matrix				
Field/ Organization	Name	Positive Experience of Cooperation	Negative Experience of Cooperation	No Experience of Cooperation
4.3. Transfer the names of the DMs in accordance with their position in relation to our goal from the "Allies" matrix				
Active ally	Passive ally	Neutral	Passive opponent	Active opponent
5.Tactical steps and activities				
Objective 1. . . . .				
DM that can assist in accomplishing Objective 1.	Motivation of the DM that explains this attitude/action. Why such a position?	Actions to be taken by the DM. What results do we need from the DM?	Tactical steps, activities taken by us to motivate the DM to undertake the actions we need	Responsible person Who from the community/ coalition is responsible for cooperation with the DM?
Objective 2. . . . .				
DM that can assist in accomplishing Objective 2.	Motivation of the DM that explains this	Actions to be taken by the DM. What results	Tactical steps, activities taken by us to motivate	Responsible person Who from the community/

	attitude/action. Why such a position?	do we need from the DM?	the DM to undertake the actions we need	coalition is responsible for cooperation with the DM?
<b>Objective 3. . . .</b>				
DM that can assist in accomplishing Objective 3.	Motivation of the DM that explains this attitude/action. Why such a position?	Actions to be taken by the DM. What results do we need from the DM?	Tactical steps, activities taken by us to motivate the DM to undertake the actions we need	Responsible person Who from the community/ coalition is responsible for cooperation with the DM?
<b>Objective 4. . . .</b>				
DM that can assist in accomplishing Objective 4.	Motivation of the DM that explains this attitude/action. Why such a position?	Actions to be taken by the DM. What results do we need from the DM?	Tactical steps, activities taken by us to motivate the DM to undertake the actions we need	Responsible person Who from the community/ coalition is responsible for cooperation with the DM?
<b>6. Actions associated with risk. Management of risks</b>				
<b>Description of risk</b>	<b>Probability of occurrence (high or low)</b>	<b>Impact / Damage foreseen (weak or strong)</b>	<b>Management of risks</b>	

*Step VI Identification and analysis of risks*

1. Identify activities associated with risk and assess the risk

2. Develop ways to manage specific risks

Tool - "Risk Analysis and Management" matrix
