Global Advocacy Toolkit for the Social Service Workforce

GLOBAL
SOCIAL SERVICE WORKFORCE
ALLIANCE

Global Advocacy Toolkit for the Social Service Workforce

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USAID
FROM THE AMERICAN PEOPLE

PEPFAR
U.S. President's Emergency Plan for AIDS Relief

4Children
Coordinating Comprehensive Care for Children

GHR
FOUNDATION

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1.1 What is the social service workforce?

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A strong social service workforce is comprised of paid and unpaid, governmental and nongovernmental professionals and para professionals working to ensure the healthy development and well-being of children and families.

The social service workforce focuses on preventative, responsive and promotive programs that support families and children in our communities by alleviating poverty, reducing discrimination, facilitating access to needed services, promoting social justice, and preventing and responding to violence, abuse, exploitation, neglect and family separation.

The social service workforce stands on the front lines of addressing the most pressing issues facing our societies today, but the impact of their work depends on receiving the proper political and financial support. Failing to strengthen the workforce means limiting the effectiveness of programs and wasting valuable resources. A well-planned, well-developed, and well-supported workforce is better equipped to support families and children to reach their full potential and better recover from emergency situations and crises.

The Global Social Service Workforce Alliance has developed and compiled many resources that provide detail on workforce data as well as the functions, roles and competencies of the social service workforce. For more information, please visit www.socialserviceworkforce.org

1.2 The Global Social Service Workforce Alliance

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The Global Social Service Workforce Alliance (the Alliance) is a non-profit network of 1,300 people across 115 countries. It works toward a world where a well-planned, well-developed and well-supported social service workforce effectively delivers promising practices that improve the lives of vulnerable populations. The mission of the Alliance is to promote the knowledge and evidence, resources and tools and political will and action needed to address key social service workforce challenges, especially within low- to middle-income countries. The Alliance pursues this by:

- Serving as a convener for an inclusive, representative network of stakeholders including government organizations, nongovernmental organizations, academic institutions, donor groups, professional associations and community practitioners to create a forum for discourse and collective learning.
- Advancing knowledge by deriving, organizing and disseminating critical evidence-based research, resources, tools, models and best practices.
- Advocating for workforce-supportive policy reforms at the global and national levels.

The Alliance is funded in part through the Coordinating Comprehensive Care for Children (4Children) project, a five-year USAID funded project implemented by a consortium of organizations led by Catholic Relief Services. The Alliance is also funded by GHR Foundation. Tides Center acts as the fiscal sponsor and host of the Alliance. An eleven-member Steering Committee oversees and guides the direction and development of the Alliance and provides support to the Alliance Secretariat.

1.3 Purpose of the Global Advocacy Toolkit

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Through outreach to advocates and practitioners in the social service workforce and allied health groups, we have heard that a stronger "common narrative" is needed to advocate for the social service workforce to increase support from decision-makers and opinion leaders at the global, regional and national levels. Creating a "common narrative" or a common advocacy goal has different meanings for different people, but implies a desire to use the same starting point of facts and messaging when developing a joint advocacy movement. Research shows that the widespread use of a common narrative can be a key factor in gaining political priority for social and health issues.[1] Recent developments on national and regional levels suggest that interest in strengthening the social service workforce is gaining momentum among policy and decision makers, and a window of opportunity for leaders and advocates to increase support for the workforce currently exists.

The purpose of this Global Advocacy Toolkit is to provide advocates with a common set of tools and messages with which to bring about **greater political and programmatic priority for strengthening the social service workforce**.

This Toolkit is research based, solutions-focused and includes lessons from behavioral science and original research on the most effective ways to communicate to policy and decision-makers. It outlines the relevance of advocacy, communications and highlights concrete steps for the social services workforce Ambassadors, practitioners and researchers to develop their own context-specific advocacy plans.

The methodology used for the development of the Global Advocacy Toolkit is a combination of desktop research and interviews with experts in the field. While the interviewees are experts in their particular areas and cover different geographical regions of the world, several are closely affiliated with the Global Social Service Workforce Alliance. To mitigate the impact of bias regarding the status of the Global Social Service Workforce Alliance, experts from other networks and organizations were also interviewed and message testing was extended to a wider group of respondents.

While the development of evidence-informed communications is a broad and complex topic with regionally and culturally specific challenges and opportunities, we believe that these findings offer lessons for the social service workforce's communications outreach that are applicable across many settings. This Global Advocacy Toolkit has been designed to allow for localization to fit national contexts by the members and champions of the Alliance to adjust their advocacy efforts to best suit their local needs.

Despite the extensive testing and research carried out in the development of the messaging contained in this toolkit, as with all communications and advocacy efforts, it is advisable to continue to test and refine these messages within different settings and with local target audiences to achieve the most effective results.

1.4 How to use the Global Advocacy Toolkit

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The toolkit will provide you with research insights into what works when talking to policy and decision-makers and developing an advocacy outreach. After each section in chapter 4 we will provide you with guidance and tools to create your own context-specific advocacy plan. It can be adjusted to a specific issue and address national or regional settings. The last section of the toolkit provides you with additional advocacy tools that can be helpful for outreach to your target audience.

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[1] Shiffman J, Smith S. (2007), Generation of political priority for global health initiatives: a framework and case study of maternal mortality. The Lancet, 370:1370-79.
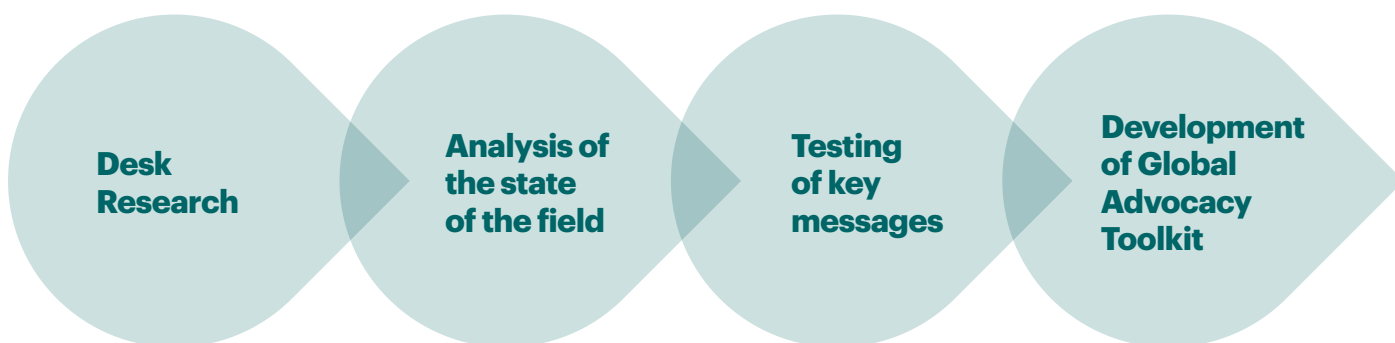
1.5 Why advocacy?
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What exactly do we mean when we talk about advocacy for the social service workforce? Advocacy aims at changing the pattern of decision-making, thus attempting to increase the probability of a specific decision being reached.[2] For the social service sector, advocacy efforts go beyond basic policy change. Actors additionally protect rights, educate the public and encourage civil or political participation.[3] Advocacy can seek fundamental institutional change and immediate gains for an organization or seek to address issues that need to greater focus to create policy change.

When considering the social service workforce, it is relevant to note that we have three actors involved: the target audience, the social service workforce itself, and the vulnerable population it serves. The social service workforce represents the interests of vulnerable populations, advocates for their welfare and empowers them to be advocates for themselves. The social service workforce is advocating for greater political and programmatic priority because we have learned that a strong social service workforce increases the effectiveness of programs for vulnerable families and children.[4] However, good advocacy is not a 'one size fits all' proposition. Advocacy for the social service workforce needs to be targeted and context-specific to resonate and move decision and policymakers to take specific actions in a wide range of contexts.

1.6 Methodology
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Desk Research → **Analysis of the state of the field** → **Testing of key messages** → **Development of Global Advocacy Toolkit**

The Alliance contracted WithoutViolence to carry out an analysis of the state of the field of social service workforce strengthening to inform the development of this Global Advocacy Toolkit. That analysis has been based on the Shiffman & Smith framework,[5] which was developed to identify why certain social and health issues garner global political priority while others do not.

The framework, which has been applied to studies of several movements including maternal health,[6] newborn survival,[7] ending violence against children,[8] and HIV/AIDS,[9] considers the strength of the actors involved in the initiative, the power of the ideas they use to portray the issue, the nature of the political contexts in which they operate, and characteristics of the issue itself to gain insights into what may drive the success or failure of a movement.

In this regard, WithoutViolence conducted a series of interviews with experts from governments, NGOs, international organizations, academia, and donor organizations were conducted, with interviewees asked to reflect on open-ended questions based upon the categories set out in the Shiffman-Smith framework. The interviews informed the development of a suggested narrative which was tested via an online survey, the results of which informed further refinement of the narrative.

[2] Michael Sosin (1983), Advocacy: A Conceptualization for Social Work Practice, Oxford Journals, Volume 28 Issue 1, pp.12-17.
[3] E.T. Boris & R. Mosher-Williams (1998), Nonprofit advocacy organizations: Assessing the definitions, classifications, and data. Nonprofit and Voluntary Sector Quarterly, 27, 488-506.
[4] Global Social Service Workforce Alliance (2016), The Evidence Matrix for the Social Service Workforce: http://socialserviceworkforce.org/resources/evidence-matrix-social-service-workforce
[5] J. Shiffman & S. Smith (2007), Generation of political priority for global health initiatives: a framework and case study of maternal mortality. The Lancet, 370:1370-79.
[6] J. Shiffman & S. Smith (2007), Generation of political priority for global health initiatives: a framework and case study of maternal mortality. The Lancet, 370:1370-79.
[7] J. Shiffman (2010), Issue attention in global health: the case of newborn survival, The Lancet, 375:2045-49.
[8] WithoutViolence (2015), Building Political Priority for Preventing Violence Against Children, WithoutViolence: http://bit.ly/2evoe13
[9] J. Shiffman (2009), A social explanation of the rise and fall of global health issues. Bulletin of the World Health Organization; 87:608-613.

02

Advocacy – What works when talking to policy and decision-makers?

Most social service workers are already overworked, leaving them with little time to engage in advocacy efforts.[10] Yet advocacy doesn't have to be complicated or time consuming if we know what the main criteria for effective engagement are. In this section, we will walk through what research proves to be most effective in motivating those who are currently unaware or not invested in the issue and people working on intersecting issues to join our cause. This section builds on the analysis of the state of the field and presents additional research-based insights from behavioral science for effective communications and advocacy.

If a group wants to affect lasting change today, it's no longer enough to merely command resources, we have to inspire those who are currently unaware or not invested in the issue to join the movement.[11]

2.1 What does the research say?

Be personal	Tell a story with data	Provide incentives	Highlight solutions	Loss aversion	Context is key	Choose your tools
a	b	c	d	e	f	g

Figure 1: *Evidence-based tips for talking with policy and decision-makers*

Be personal

Our societies are shaped by common values that define us and move us to action. We all want to create a better future for our children where they can grow to reach their full potential. We all want to live in a peaceful, just and healthy society. By putting our shared values into words, we create a frame that others can identify with and relate to.[12] Studies have shown that the number of children who have been spanked in Sweden has decreased from 90% to about 10% over a 35-year period. A campaign changing public attitudes in combination with legislative change led to a framing of corporal punishment as a criminal offence with negative consequences for children rather than as a way of disciplining and raising children.[13]

Start your communications by referring to core values that we share. Some of the values that were mentioned by interviewees related to the social service workforce are–
- **Fairness** - treating people equally or in a way that is right or reasonable.
- **Compassion** - a strong sympathy for the situation of others and a wish to help them.
- **Bravery** - having or showing mental or moral strength to face danger, fear, or difficulty.
- **Resourcefulness** – being capable of creating ways and means to address a challenge.

Tell a story with data

Interviewees agreed it is important to present the emerging data on the social service workforce to policy and decision-makers to underline the effectiveness of solutions and the need to build more political priority for the field. The fact that the World Health Organization (WHO) estimates that "1.5 million people died of HIV/AIDS in 2013, leaving a staggering 17.8 million children without parents"[14] is tragic and requires a response. The numbers in question though are enormous and difficult for people to truly appreciate. The story of this data can also be told in a personal way, through the story of a child in your country that was left without parents but received the necessary care and support through the local social service worker. This angle puts a more human perspective on the dizzying numbers that we are talking about and which may have convinced the audience that the issue is simply too big to be fixed. It tells the story not just of the child, but of the social service worker who helped him or her. The facts and data are not left out, they are reinforced with this more personal level of context.

Most interviewees felt that policy and decision-makers don't have a good understanding of their work or their impact. Data can persuade people, but it doesn't inspire them to act. This is where the human side of the story can be brought in.

[10] Heather R. Edwards & Richard Hoefer (2010), Are Social Work Advocacy Groups Using Web 2.0 Effectively?, Journal of Policy Practice, 9:3-4, 220-239.

[11] Harvard Business Review (2016), What Successful Movements Have in Common by Greg Satell.

[12] Michael Ganz (2009), Why Stories Matter: The Art and Craft of Social Change, Sojourners Magazine.

[13] World Health Organization (2016), INSPIRE: Seven strategies for Ending Violence Against Children: http://www.who.int/violence_injury_prevention/violence/inspire/en/

[14] WHO, World AIDS Day: Business Unusual: Time to end the AIDS epidemic: http://www.who.int/woman_child_accountability/ierg/news/ierg_statement_AIDS_1_december_2014/en/

Successful storytelling focuses on three factors: the story of me, the story of us, and the story of now.[15] A good story explains the reason I am passionate about the issue, it explains why we must work together to solve the challenge and why we must do that now.

Provide incentives

Policy and decision-makers want to know 'what is in it for them' when they are asked to support an issue or take action on policy. Studies show that financial benefits alone are not sufficient to drive people to act. We differentiate here between two types of incentives: extrinsic and intrinsic.[16] When we show a policymaker how their investment in a program will lead to concrete budgetary benefits, we are giving them an extrinsic motivation. When the stories we tell them convince them that taking action is something that supports their personal values and will make them feel better about themselves, we are giving them intrinsic motivation.

Highlight solutions

A study by the Bernard van Leer Foundation and Fenton Communications showed that advocates working to end violence against children were focused too much on the problem and not enough on solutions when communicating. This led to a situation where many policymakers knew that violence against children was a massive global issue, but few could name a successful violence prevention initiative – whether child-related or otherwise and so didn't view the issue as one where they could make a difference.[17] The policymakers also responded poorly to acronyms and jargon popular among practitioners, which made it more difficult for them to understand the information being presented to them.

Loss aversion

Behavioral science has shown that the pain of losing is psychologically about twice as powerful as the pleasure of gaining—we prefer to not lose $10 than to win $10. Loss aversion is a powerful tool for behavioral change strategies and can motivate people to take actions to avoid loss.[18]

Context is key

Policymakers are more likely to be interested in certain policy recommendations that are directly relevant to their situation, such as research performed or published in their own country.[19] Studies show that they are more likely to read an article on a certain issue if it is of specific interest to them and addresses a topic of current debate.[20] 87% of US state government policymakers indicated that they are more likely to stop skimming and actually read a journal or article if it is relevant to "something I am working on".[21]

> **Tip** – *Research shows that when people are not sure about a course of action, they tend to look to those around them to guide their decisions. They want to know what everyone else is doing – especially their peers. It is helpful to involve policymakers in the dissemination of information about the social service workforce so their peers take greater notice.*[18]

[15] Michael Ganz (2009), Why Stories Matter: The Art and Craft of Social Change, Sojourners Magazine.
[16] Emir Kamenica (2012), Behavioral Economics and Psychology of Incentives, Booth School of Business, University of Chicago.
[17] Bernard van Leer Foundation and Fenton Communications (2013), Communicating about Violence in the Lives of Young Children: Research Findings, Messaging and Media Recommendations.
[18] D. Kahneman & A. Tversky (1979). Prospect theory: An analysis of decision under risk. Econometrica, 47, 263-291.
[19] G. Emmanuel Guindon et. al. (2010), "Bridging the gaps between research, policy and practice in low- and middle- income countries: A survey of health care providers", Canada Medical Association Journal 182(9) 362-72.
[20] Diane Stone et.al. (2001) "Bridging Research and Policy", Bridging Research and Policy International Workshop, Radcliffe House, University of Warwick.
[21] Richard Sorian, Terry Baugh (2002), "Power of Information: Closing the Gap between Research and Policy", Health Affairs 21(2): 264-273.
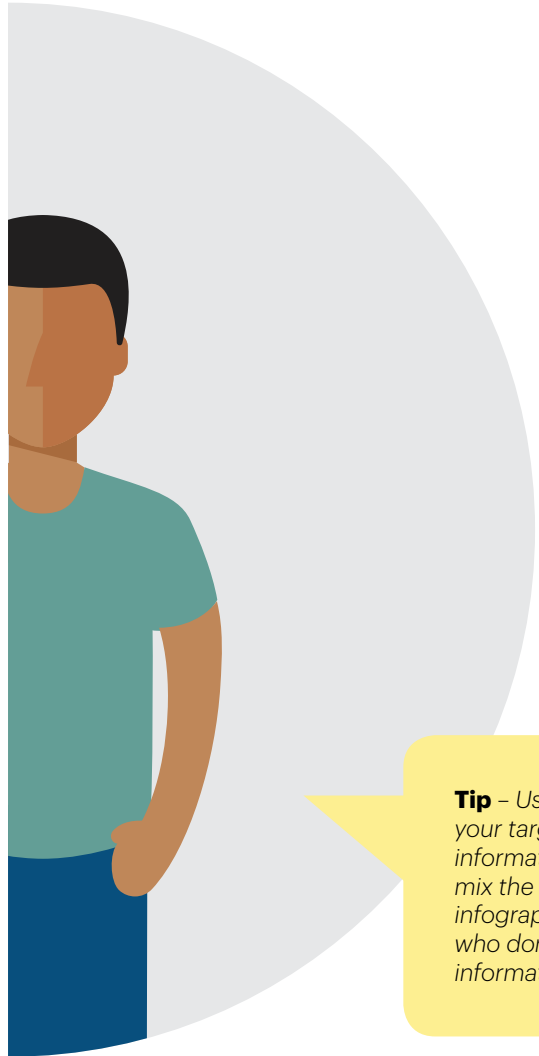
2.2 Communications tools

The messenger matters just as much as the message.

- **Personal Connections:** One of the best ways to change minds is through face to face interaction. Policymakers sometimes find people more helpful than reports for bringing information and evidence to bear on policy decisions and translating policy recommendations into policy action.[22] These can be one-on-one meetings, discussion forums or events that allow for discussion between policymakers, researchers and practitioners.

- **Peers:** Behavioral science tells us that people are often unsure of the best course of action and consequently seek clues from the environment. A study found the most trusted and valued messenger for policymakers is likely to be another policymaker who can relate their own experience of implementing policy.[23]

- **Intersections:** When seeking to address new funders or people working in issue specific organizations, it is more effective to communicate how their issue intersects with the efforts of the social service workforce. One particular intersecting issue mentioned in interviews was education. By highlighting how quality education, especially for girls, intersects with the social service workforce, advocates from both fields can find common ground on mutually beneficial solutions.

- **Champions** are vocal supporters who represent the field well thanks to experience with the social service workforce themselves. The Alliance Ambassadors are examples of champions whose expertise and knowledge, particularly in advocacy strategies, can be tapped into by others. The Global Social Service Workforce Alliance has developed an Ambassador program to work closely with selected leaders to support them in informing strategy and influencing policy at the local, national and regional level.

Communications tools

Passive communication vehicles, like web sites and newsletters, can supplement interactive efforts if the material provides targeted information to clearly identified audiences and/or more general information in a searchable form when an intervention or event generates a demand for this information. A study of social work advocacy groups in the USA and their use of communication tools revealed that social work organizations make good use of their websites for some advocacy activities, but underutilize social media engagement, such as blogs, Facebook, Twitter, short films, etc., for others.[24] Most of the interviewees mentioned that they are engaged on social media and use their channels to advocate as often as possible for the social service workforce. Social media efforts, when used effectively, can lead to advocacy outreach that requires relatively little staff time to maintain and that can reach a wide audience of potential new supporters.

Tip – *Use a combination of communications tools to reach your target audience and provide them with the necessary information about evidence-based solutions. For example, mix the detailed report with a short and visually appealing infographic to bring your point across to audience members who don't have much time but still might need detailed information during a later stage.*

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[22] Emir Kamenica (2012), Behavioral Economics and Psychology of Incentives, Booth School of Business, University of Chicago.
[23] Alex Neuhoff et. al. (2015), The What Works Marketplace. Helping Leaders Use Evidence to Make Smarter Choices, Results for America, as of October 5.
[24] Heather R. Edwards & Richard Hoefer (2010), Are Social Work Advocacy Groups Using Web 2.0 Effectively?, Journal of Policy Practice, 9:3-4, 220-239.

During the interviews, most realized that they had only a limited awareness of current and future advocacy opportunities. This section will provide an initial overview of the most relevant opportunities for the field on the global level, focusing especially on health, violence against children, and migration.

3.1 Sustainable Development Goals

The United Nations led a multi-year process involving civil society, governments, the private sector and academia to develop the Sustainable Development Goals (SDGs), a set of 17 goals and 169 targets. The SDGs will guide national and international development efforts over the next 15 years through 2030. The SDGs outline strategies for countries to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. They are a call to action to realize the human rights of all and to achieve gender equality and the empowerment of women and girls.

The Sustainable Development Goals provide an unprecedented opportunity to influence national and international development policy and highlight the intersections between the work of the social service workforce and those working on health challenges, child well-being, and migration. Regular high-level meetings and events provide important opportunities to join the conversation and highlight the critical role of the social service workforce in achieving the SDGs.

1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE AND JUSTICE	17 PARTNERSHIPS FOR THE GOALS	THE GLOBAL GOALS For Sustainable Development

3.2 Violence against children

SDGs `4` `5` `8` `11` `16`

Approximately 1 billion children worldwide have experienced physical, sexual or psychological violence in the past year.[25] The prevention of violence against children has recently come to the fore as an emerging political priority. This presents a key opportunity to highlight the need to strengthen the social service workforce.

The Global Partnership to End Violence Against Children

The Global Partnership to End Violence Against Children (End Violence) was launched in 2016 to support efforts to achieve SDG target 16.2. ("End abuse, exploitation, trafficking and all forms of violence against and torture of children") and promote other child-related SDG goals and targets. End Violence's role is to galvanize support for efforts to end violence against children across actors, regions and sectors. End Violence will also serve as a platform for highlighting solutions to violence against children and collaborate with pathfinder countries on implementing effective programs and strategies to achieve target 16.2. on the national level. Alongside the launch of End Violence, the World Health Organization (WHO) and other partners launched *'INSPIRE: Seven Strategies for Ending Violence Against Children'*.[26] INSPIRE identifies strategies, and highlights sample interventions, for reducing violence in the lives of children.

As of May 2017, 13 governments[27] have expressed their commitment to champion the End Violence goals to end all violence against children. These pathfinding countries are developing national strategies to end violence against children–

Sri Lanka
Nigeria
Romania
Sweden
Paraguay
The Philippines
Indonesia
El Salvador
Mexico
Uganda
Tanzania
Montenegro
Jamaica

The pathfinding countries are showing the political will to implement solutions on the national level to end violence against children. The social service workforce will be the key implementing actor on the ground to achieve the success of INSPIRE and SDG target 16.2. Therefore, it is especially relevant to highlight the intersections between a strong social service workforce and ending violence against children.

INSPIRE
Seven Strategies for Ending Violence Against Children

Implementation and enforcement of laws

Norms and values

Safe environments

Parent and caregiver support

Income and economic strengthening

Response and support services

Education and life skills

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[25] World Health Organization (2016), INSPIRE: Seven strategies for Ending Violence Against Children: http://www.who.int/violence_injury_prevention/violence/inspire/en/

[26] *ibid.*

[27] The Global Partnership to End Violence Against Children: www.end-violence.org

3.3 Health Challenges

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Social service workers make important contributions to health services globally.[28] The health sector has acknowledged the need for stronger support by the social service workforce to tackle global health challenges and achieve economic growth.[29] WHO highlights the need for cross-sectoral collaborative practice between the health sector and the social service workforce. To achieve its goals by 2030, WHO notes the following criteria for collaboration between the social service workforce and the health workforce–

- Inter-professional education and practice
- Aligned workforce development efforts
- Strengthened planning of the workforce[30]

The World Health Summit (WHS) is a key annual event bringing together stakeholders and decision-makers from all over the world and from every healthcare field, providing the perfect forum for exchange with experts from academia, industry, politics and civil society. The 2017 WHS will discuss a five-year action plan, developed by the WHO, International Labour Organization (ILO) and Organisation for Economic Co-operation and Development (OECD), as well as the role of the social service workforce.

3.4 Migration

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Migration is one of the biggest challenges facing society today. The United Nations estimates almost 93 million people in 33 countries will need humanitarian aid in 2017 and has appealed for a record $22.2 billion to help them. Conflicts in Syria, Yemen, Iraq and South Sudan account for half that budget. The European Union has declared migration among its top 10 priorities. Migration due to conflict and emergency situations can have a staggering impact on families and children but also on the communities hosting migrants. According to UNHCR, migrants face increased threats to family cohesion and psychosocial wellbeing. The social service workforce is providing migrants with psychosocial, family and community-based support. There is a critical need for a well-developed, well-supported and well-planned social service workforce to support migrants and children in conflict and emergency settings and also in their new host communities.

Reuters[31] asked nine aid agencies, such as Save the Children, the International Rescue Committee, and Oxfam to name their priorities for 2017. All mentioned the need for support of refugees and migrants in several geographic regions. By highlighting the intersections between a strong social service workforce and better outcomes for migrants, there is a clear opportunity to strengthen the social service workforce.

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[28] Third Global Forum on Human Resources for Health (2013), Joint Commitment To Harmonized Partners Action For Community Health Workers And Frontline Health Workers.
[29] World Health Organization (2016) Working for health and growth: investing in the health workforce.
[30] World Health Organization (2016), Global strategy on human resources for health: Workforce 2030.
[31] Thomson Reuters, With crises set to worsen, what are aid groups' priorities for 2017? http://www.reuters.com/article/us-global-aid-idUSKBN14I03F, 28. December 2016.

04

How do I create a context-specific advocacy outreach plan?

This chapter will provide an overview of what research and behavioral science says is the best way to identify and reach your advocacy objectives. A step-by-step guide in the next section will allow you to develop your own context specific advocacy plan.

A successful advocacy plan requires sufficient preparation to develop your goals and identify your target audience and partners as well as create the advocacy tools. Preparation time for advocacy outreach depends on the objectives of the outreach—whether the outreach is event-bound or carries on for a duration of time—and which advocacy tools you plan on using. Below you can find a rough guide to how much time might be needed for each of the steps. Keep in mind that collaboration with partners can be time consuming.
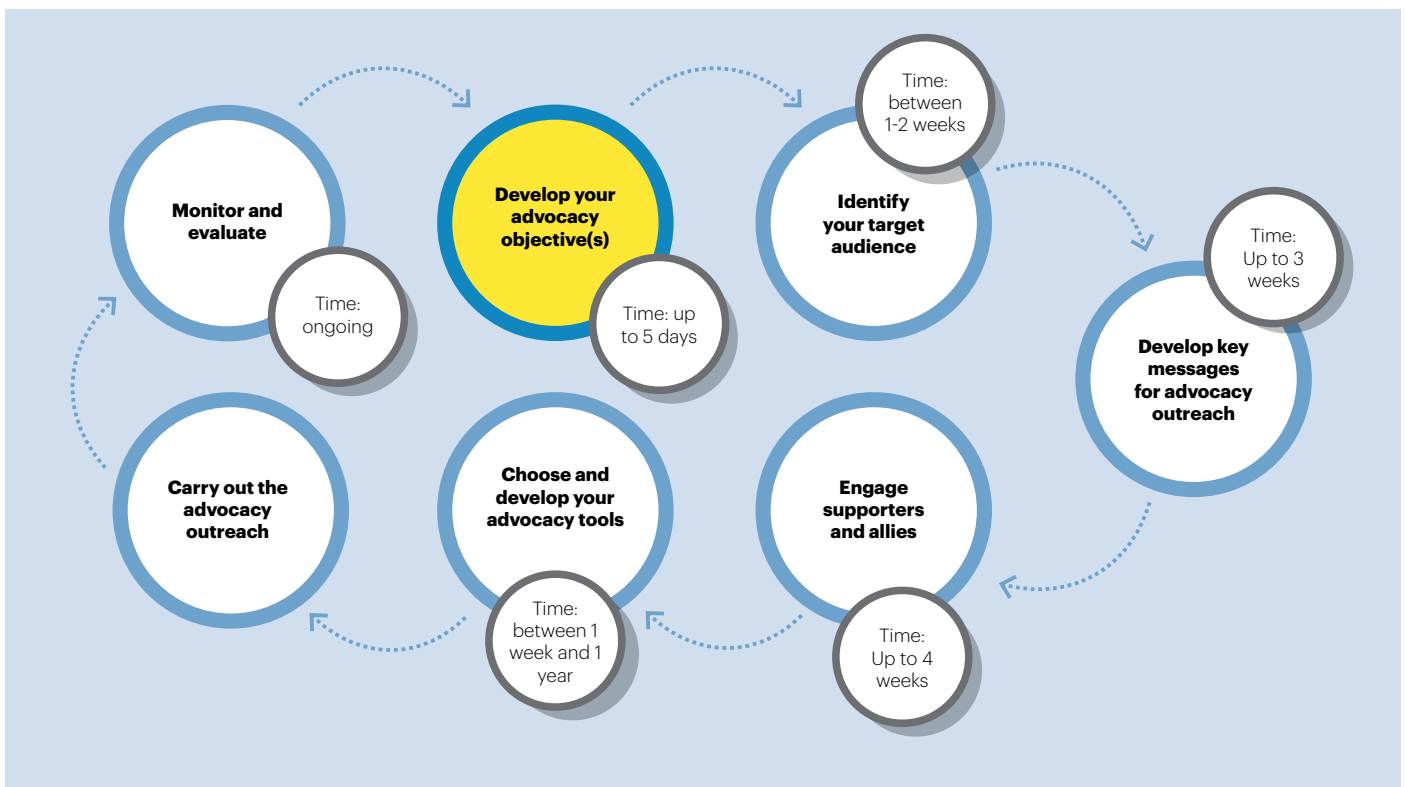

Figure 2: *Steps involved in advocacy outreach*

After each chapter we will provide you with guidance and tools to develop your own context-specific advocacy plan. It can be adjusted to a specific issue and address national or regional settings.

4.1 Setting advocacy objectives

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The overarching long-term goal is to generate greater political and programmatic priority for strengthening the social service workforce. Yet, when we develop a context-specific advocacy plan, more specific advocacy objectives will have a narrower and time-bound focus. Advocacy objectives will be developed according to your particular needs and the local political situation. They can be adjusted to your ongoing needs over time.

The objectives of the advocacy should be judged according to the **SMART** guidelines–

› Is the objective as .... **Specific** as possible?
› Is the objective .... **Measurable**?
› Is it .... **Achievable**?
› Is it .... **Realistic**?
› And is the objective .... **Time-bound**?

For example, the advocacy objective might be to–

• Source 20% additional financial support for a specific training module for social service workers in Jakarta, Indonesia by 2018.
• Carry out an annual, national review of social service workforce data to facilitate better workforce planning and budgeting.
• Provide monthly supervision for all child protection workers in South Sudan in 2018.

These objectives are context- and needs-specific and can focus on a specific political opportunity, such as a funders conference or a political event. The classification of **long-term and short-term indicators** will be helpful to measure your success in achieving goals.

> **Tip** – *People tend to be consistent with what they've done or committed to in the past. If they have expressed their support for supervision, it will make it harder for them to later cut funding for it. Research tells us that an effective way to get someone on your side is to look for an opportunity to make a small ask that could lead to greater action later.*[32]

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[32] Robert Cialdini (2006), Influence: The Psychology of Persuasion, Harper Business.

Develop your advocacy objective(s)

As a first step, identifying and analyzing the challenges and the policy issues will help you develop your advocacy objectives. This analysis can be based on recent research findings, policy changes, or general challenges the social service workforce is facing. Here you can add your advocacy objective(s) and indicators.

Advocacy goal	Bring greater political and programmatic priority for strengthening the social service workforce
Advocacy objective 1	
Advocacy objective 2 (optional)	
Outcome indicator long-term	
Outcome indicator short-term	
Data sources for monitoring and evaluation	

Advocacy objective(s) SMART checklist	YES	NO*
Are my advocacy objective(s) context and needs specific?		
Will I be able to measure success?		
Are the objective(s) achievable within the time frame?		
Are they realistic to achieve?		
Are my objective(s) time-bound?		

*If you check one or more of the 'no' boxes it might be a good idea to revisit the guidelines on how to develop your advocacy objective(s).
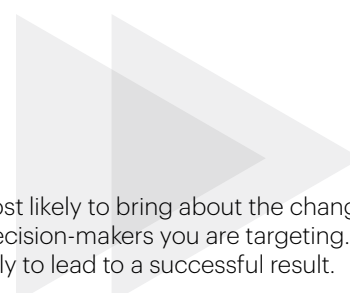
The advocacy goal and objective(s) will determine who is most likely to bring about the change you are advocating for. In the next section, you will be able to note how to reach the decision-makers you are targeting. This is a crucial step that is often overlooked. Only a targeted advocacy campaign is likely to lead to a successful result.

After establishing the key advocacy goal and more specific objective(s), we turn to the target audience, a range of individuals, agencies and organizations that must be convinced to act in order for us to reach that goal. Identifying your audience is a crucial first step in increasing the chances of success. The graphic below highlights how to reach your target audience by working with influencers, rebroadcasters, core supporters, and the public.

Tip – *Think outside the box when identifying your target audience. Individuals and entities that are usually not approached to support the social service workforce might be interested in supporting the issue.*

Identifying your audience

Decision Makers: Your ultimate target - List the top names, what you want from them, how to directly contact them, what might turn them off, who do you know that knows them.

Influencers: List the top names, who they influence, what you want from them, how to directly contact them, how your issue intersects with their interests, who influences them, what might turn them off, who do you know that knows them, what they read or listen to, what conferences might they be at.

Rebroadcasters: People or organizations with large distribution channels that will be seen by your target audiences.

Core Supporters and Allies: These are your main partners. You need to know what their communications/advocacy capacity is, how to leverage it and how to support it.

Public Opinion: It is impossible to reach a general public audience without a massive budget. Instead, communicate with pre-existing groups through their existing channels - such as social media. Mainstream media, such as newspapers, tv and radio, will also reach this audience so should not be forgotten.
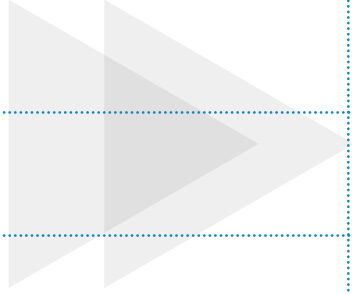
Figure 3: *Identify your audience*

Tip – *Acknowledging that every audience group has its own incentives to support a specific issue that might not translate to other sectors is helpful. Discussions with the target audience can be useful to determine their main interests.*

Identify your audience

Who are the decision-makers?	
How will you contact them?	
What are their key interests?	
Who are the influencers?	
Who are the rebroadcasters?	
Who are the core supporters?	
What is in it for them/ what is their main interest?	
What direction should the messaging take?	

Identify your audience

Once you are aware of the target audience to bring about change, you can map the opportunities to engage with the target audience, most preferably during face-to-face meetings. Note the most important opportunities to reach your advocacy goal in the near future on the calendar below.

Note the global, regional, national and local opportunities

Date and Location	Event	Topic	Who represents the social service workforce
___ / ___ / 20___			
___ / ___ / 20___			
___ / ___ / 20___			
___ / ___ / 20___			
___ / ___ / 20___			
___ / ___ / 20___			
___ / ___ / 20___			
___ / ___ / 20___			
___ / ___ / 20___			
___ / ___ / 20___			

4.3 Selecting advocacy tools

■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■

The advocacy goal and the target audience will determine which advocacy tools or combination of tools will be the most appropriate ones for outreach. The following gives an overview of some of the advocacy tools available–

› **Media**: Local or international media coverage through articles and opinion pieces (op-eds) submitted to newspapers, social media campaigns on Facebook or Twitter, blog entries on your website.
› **Meetings**: Presentations and discussions on the issue.
› **Information Package**: Policy briefs, evidence-based reports, case studies, newsletters.
› **Visual tools**: Infographics, films, photo- and graphic-based campaigns.

Meetings can be supplemented by additional advocacy tools— for example by providing a new report with an infographic for a visual summary of the content. Make sure that decision-makers who don't have much time to read through lengthy reports have a briefing document summarizing the research findings on no more than two pages, but also provide access to the long version so they, or their staff, can learn more.

Tip – *Before sharing the advocacy material with the target audience, let a person not familiar with the topic review it. Ask them if they understand the content.*

Tip – *Creating visually appealing documents is a key aspect of getting your message across effectively. More and more people are realizing that the look of a document is as important as the content. A document that is visually appealing is more likely to be opened and shared by the target audience.*

The tools

Now you can select the best tools fitting your advocacy outreach. The list below is a summary of those mostly commonly used. Check only the tools you plan to use during your advocacy outreach.

Focus	Medium	Choice of advocacy tool(s)
Media	Article	☐
	Op-ed	☐
	Blog entry	☐
	Social media engagement	☐
Meetings	Presentation	☐
	Panel discussion	☐
	Event participation	☐
	Phone call	☐
Information packages	Report	☐
	Policy brief	☐
	Case study	☐
	Newsletter	☐
Visual tools	Email campaign	☐
	Film	☐
	Picture	☐
	Infographic	☐
	Illustration	☐

4.4 Developing messages

Once you have defined your advocacy objective(s), your audience and your tools, you can develop your specific messages. These messages will determine how your audience perceives you and your arguments. Effective messages aim at convincing policy and decision-makers to support your advocacy goal.

The following messaging story structure for greater political and programmatic priority for strengthening the social service workforce has been tested for effectiveness.

This story structure can be adapted to different contexts and can address different issues and thematic areas of the social service workforce. The story structure is the outline for an effective advocacy outreach and can be the base for an op-ed by adding a personal story. It can also be used as a guide when creating infographics, policy papers, films, or social media tools.

1. Link to a relevant event that grabs the attention of the audience. This can be a new study that has been published, new data available, or a recent news event. Refer to shared values in the context of this news to create agreement with the audience.
2. Briefly clarify the facts on the magnitude of the challenge and its negative impact.
3. Provide a definition of the social service workforce, what social service workers do, and why their work is relevant to the issue.
4. Show through reference to evidence-based solutions that strengthening the social service workforce positively impacts program outcomes.
5. Highlight the need to strengthen the social service workforce to ensure better outcomes.
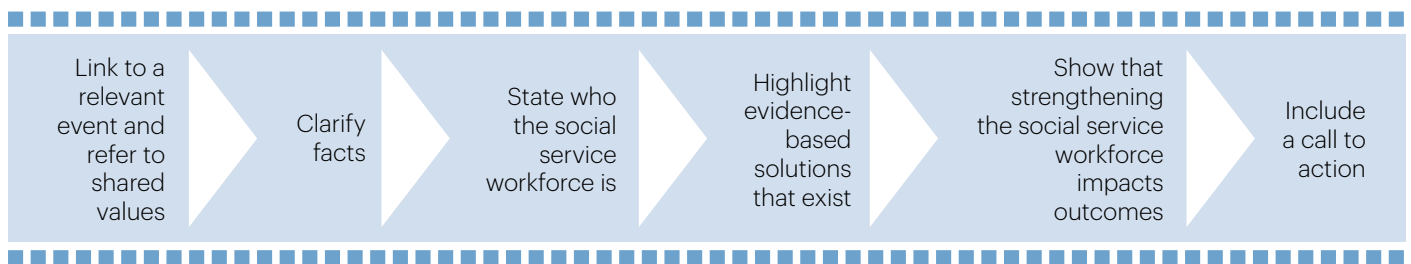6. Include a specific call to action.

Figure 4: *Story structure for the social service workforce*

Develop your message

The following sample messages are based on the results of the research and interviews conducted.

First, we will provide you with a general common narrative to apply to your general call for strengthening the social service workforce. The general narrative can be used by advocates who want to draw attention to strengthening the social service workforce beyond specific issues, especially on the global level.

Additionally, separate issue specific sample messages have been developed on violence against children, HIV/ AIDS and migration. These can be used by social service workers focused on specific issues who want to highlight the need for strengthening the workforce in their sector. For example, an op-ed might link the topic to a recent event in the news, while a social media campaign will have shorter and more focused messages, but all follow the story structure.

You can use the following sample messages as a guideline for creating your own context-specific messages. By personalizing the sample messages and adjusting them to current events, you can create strong messages that are more likely to reach your target audience.

Keep in mind the behavioral insights on what works when talking to policy and decision-makers while adjusting the sample messages to your context.

Behavioral insights

Be personal	Tell a story with data	Provide incentives	Highlight solutions	Loss aversion	Context is key

General Narrative

▪▪

The social service workforce directly addresses the biggest issues facing society today – issues like migration, violence against children, and healthcare challenges.

In 2015, 65.3 million people worldwide were forced to flee their homes due to conflict and persecution,[33] while over 100,000 children left their homes unaccompanied to request asylum in another country.[34] Save the Children estimates that due to prolonged exposure to the horrors of war, millions of Syrian children could be living in a state of toxic stress[35] which can affect the development of a child's brain and cause life-long physical and mental health problems.[36]

Approximately one billion children worldwide have experienced physical, sexual or psychological violence in the past year.[37] A recent study conducted by ChildFund Alliance and the Overseas Development Institute, estimated that the global cost of violence against children may be as high as US$7 trillion, or eight percent of global GDP.[38] Research has shown how abuse and maltreatment can lead to life-long physical and mental health problems, lower educational achievement, and even affect a child's brain development.[39]

According to UNAIDS, the number of HIV infections declined by more than 50% in 26 countries between 2001 and 2012.[40] Yet, an estimated 36.7 million people worldwide are still living with HIV at the end of 2015.[41] Evidence suggests that in heavily affected countries, the HIV/AIDS pandemic has reduced average national economic growth rates by 2-4% each year across Africa.[42] WHO estimates that 1.5 million people died of the infection in 2013 leaving a staggering 17.8 million children without parents.[43]

The social service workforce stands on the front lines addressing these issues, but the impact of their work depends on receiving the proper political and financial support.

The social service workforce is comprised of paid and unpaid, governmental and nongovernmental professionals and para professionals working to ensure the healthy development and well-being of children and families. Failing to strengthen this workforce means limiting the effectiveness of the program they implement and wasting the valuable resources invested in those programs.[44]

Studies show that a well-planned, well-developed, and well-supported workforce[45] is better equipped to support families and children to reach their full potential and better recover from emergency situations and crises.

Plan: Following a national HR analysis in 2011 in Uganda, regular reviews of decentralization of workforce data facilitate workforce planning and budgeting. Combined with leadership capacity building and child protection training, staffing levels have increased by 20%.[46]

Develop: Through a strategic mapping of the Child Protection in Emergencies sector that ensures the well- being of children in conflict and disaster situations, practitioners were able to determine the barriers to training of practitioners and align skill needs in an emergency situation with specific training efforts.[47]

Support: To prevent job stress and increase team performance, a program in South Africa successfully offered psychological support to its child care workers serving vulnerable children and orphans.[48]

Policy and decision-makers can ensure the resilience of our society by investing in the planning, development and support of the social service workforce to give them the tools and resources they need to tackle the most pressing issues facing us today.

▪▪

[33] The UN Refugee Agency, Figures at a Glance: http://www.unhcr.org/figures-at-a-glance.html
[34] UNICEF (2016), Uprooted, The growing Crisis for Refugee and Migrant Children.
[35] Save the Children (2017), Invisible Wounds, The impact of six years of war on the mental health of Syria's children.
[36] WithoutViolence, How violence & neglect leave their marks on a child's brain, infographic: http://www.withoutviolence.org/infographics/
[37] World Health Organization (2016), INSPIRE: Seven strategies for Ending Violence Against Children: http://www.who.int/violence_injury_prevention/violence/inspire/en/
[38] ODI & Childfund Alliance (2014), The costs and economic impact of violence against children.
[39] WithoutViolence, How violence & neglect leave their marks on a child's brain, infographic: http://www.withoutviolence.org/infographics/; WithoutViolence, How can preventing violence against children raise global living standards, infographic: http://www.withoutviolence.org/infographics/
[40] UNAIDS (2013), AIDS by the numbers.
[41] WHO, Global Health Data: http://www.who.int/gho/hiv/en
[42] United Nations Department of Economic and Social Affairs/Population Division (2004), The Impact of AIDS.
[43] WHO, World AIDS Day: Business Unusual: Time to end the AIDS epidemic: http://www.who.int/woman_child_accountability/ierg/news/ierg_statement_AIDS_1_december_2014/en/
[44] Global Social Service Workforce Alliance (2016), The Evidence Matrix for the Social Service Workforce.
[45] ibid.
[46] The State of the Social Service Workforce (2016), Report, A Review of Five Years of Workforce Strengthening.
[47] Save the Children and Linksbridge, SPC (2015), Child Protection in Emergencies capacity building: Mapping and market analysis.
[48] Thurman, T.R., Yu, S., & Taylor, T.M. (2009), Care for Caregivers: A psychosocial support model for child and youth care workers serving orphans and vulnerable children in South Africa.

Narrative – Violence Against Children

Approximately 1 billion children worldwide have experienced physical, sexual or psychological violence in the past year.[49] A recent study conducted by ChildFund Alliance and the Overseas Development Institute estimated that the global cost of violence against children may be as high as US$7 trillion, or eight percent of the world's GDP.[50] Research has shown how abuse and maltreatment can lead to life-long physical and mental health problems, lower educational achievement, and even affect a child's brain development.[51]

The social service workforce stands on the front line responding to violence against children, but the impact of their work depends on receiving the proper political and financial support.

A strong social service workforce is comprised of paid and unpaid, governmental and nongovernmental professionals and para professionals working to ensure the healthy development and well-being of children and families.

With the Sustainable Development Goals all countries have committed to ending violence against children. We have an historic opportunity to give children a future free from violence and abuse. The experts agree and proven solutions exist. For example, parenting programs, such as a 12-week program implemented by local well-trained child care workers in South Africa, resulted in significant reductions in reported child abuse and parental stress.[52]

Studies show that a well-planned, well-developed, and well-supported workforce[53] is better equipped to protect children from violence, abuse and exploitation at home, in school and in their communities. Failing to strengthen the workforce means limiting the effectiveness of solutions, wasting the valuable resources being invested and leaving children unprotected in the face of violence, abuse and exploitation.[54]

Policy and decision-makers can keep thier commitment to ending violence against children by investing in the planning, development and support of the social service workforce to give them the tools and resources they need to tackle one of the most pressing issues facing us today.

[49] World Health Organization (2016), INSPIRE: Seven strategies for Ending Violence Against Children: http://www.who.int/violence_injury_prevention/violence/inspire/en/
[50] ODI & Childfund Alliance (2014), The costs and economic impact of violence against children.
[51] WithoutViolence, How violence & neglect leave their marks on a child's brain, infographic: http://www.withoutviolence.org/infographics/
[52] Cluver, L. et. al. (2016), Reducing child abuse amongst adolescents in low- and middle-income countries: A pre-post trial in South Africa.
[53] Global Social Service Workforce Alliance (2016), The Evidence Matrix for the Social Service Workforce.
[54] ibid.

Narrative – Migration

Migration is a defining issue of our time and one of the biggest challenges facing societies around the world today. Worldwide, nearly 1 out of 40 children have been uprooted from their homes.

Save the Children estimates that due to prolonged exposure to the horrors of war and life as refugees, millions of Syrian children could be living in a state of toxic stress[55] which can affect the development of a child's brain and cause life-long physical and mental health problems.[56]

The social service workforce stands on the front line supporting migrants through family and community-based support, but the impact of their work depends on receiving the proper political and financial support.

A strong social service workforce is comprised of paid and unpaid, governmental and nongovernmental professionals and para professionals working to ensure the healthy development of migrant children around the world, including ensuring family reunification and psychosocial support.

Unaccompanied children in the United Kingdom, Zambia, and Mexico are assigned social workers who are well-trained to understand their needs and rights and can ensure access to safe services.[57]

Studies show that a well-planned, well-developed, and well-supported workforce[58] is better equipped to support migrant children and families to recover from emergency situations and crises and go on to reach their full potential. Failing to strengthen the workforce means limiting the effectiveness of solutions that have been proven to work.

Policy and decision-makers can ensure the health, and resilience of migrant families and children by strengthening the social service workforce to give them the tools and resources they need to tackle one of the most pressing issues facing us today.

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[55] Save the Children (2017), Invisible Wounds, The impact of six years of war on the mental health of Syria's children.
[56] WithoutViolence, How violence & neglect leave their marks on a child's brain, infographic: http://www.withoutviolence.org/infographics/
[57] UNICEF (2016), Uprooted, The growing Crisis for Refugee and Migrant Children.
[58] Global Social Service Workforce Alliance (2016), The Evidence Matrix for the Social Service Workforce.

Narrative – Health Challenges

Collectively, much progress has been made in addressing some of the biggest health challenges facing our society today. The number of HIV infections declined by more than 50% in 26 countries between 2001 and 2012.[59] Yet, an estimated 36.7 million people worldwide were still living with HIV at the end of 2015.[60] Evidence suggests that in heavily affected countries, the HIV/AIDS pandemic has reduced average national economic growth rates by up to 2-4% each year across Africa.[61] WHO estimates that 1.5 million people died of the infection in 2013 leaving a staggering 17.8 million children without parents.[62]

The social service workforce is on the front line supporting the health of families and children, but the impact of their work depends on receiving the proper political and financial support.

A strong social service workforce is comprised of paid and unpaid, governmental and nongovernmental professionals and para professionals working to ensure the healthy development and well-being of children and families. For example, children in South Africa who receive home visits from trained community-based child care workers under the supervision of a qualified social worker were 97% more likely to be tested for HIV than children living in similar settings that had not yet received home visits.[63]

Studies show that a well-planned, well-developed, and well-supported workforce[64] is better equipped to prevent and respond to health challenges in our society. Failing to strengthen the workforce means limiting the effectiveness of solutions and wasting valuable resources.

An investment in the planning, development, and support of the social service workforce is an investment in a healthier society.

[59] UNAIDS (2013), AIDS by the numbers
[60] WHO, Global Health Data: http://www.who.int/gho/hiv/en
[61] United Nations Department of Economic and Social Affairs/Population Division (2004), The Impact of AIDS.
[62] WHO, World AIDS Day: Business Unusual: Time to end the AIDS epidemic: http://www.who.int/woman_child_accountability/ierg/news/ierg_statement_AIDS_1_december_2014/en/
[63] Tonya R. Thurman et. Al. (2016), Promoting uptake of child HIV testing: an evaluation of the role of a home visiting program for orphans and vulnerable children in South Africa, AIDS Care, Psychological and Socio-medical Aspects of AIDS/HIV, Volume 28 – Issue sup2.
[64] Global Social Service Workforce Alliance (2016), The Evidence Matrix for the Social Service Workforce.

4.5 Monitoring and evaluation

How do we gauge the results of advocacy efforts? It's important to build in ways to know what advocacy approaches have been successful and what outcomes and impacts can be attributed to advocacy efforts. Effective advocacy outreach depends upon constantly monitoring and evaluating your messages and activities. Perceptions and attitudes to an issue are sometimes hard to measure and measuring the change in perceptions is a long-term process. It's a lot easier to gauge reactions to a presentation you have given, or to track how many people share something on social media. You should be using these observations to regularly refine your communications tools.

The best indicator of a successful advocacy campaign is reaching your advocacy goals, but this might not be achievable within a short time frame. By noting the baseline, i.e. the status before an advocacy outreach, you can measure any changes and effects on your target audience.

The following fictional example can help you to monitor your advocacy outreach. Depending on the scope of the advocacy outreach, the advocacy plan can have more than one objective.

Advocacy goal	Objective	Long-term indicator	Data source	Short-term indicator	Data source
Build greater political and programmatic priority for strengthening the social service workforce	20% additional financial support for a specific training module for social service workers in Jakarta, Indonesia in 2018	20% additional financial resources for training module in 2018	Government budget changes Funders annual spending priorities	Increased awareness of the importance of additional training modules for social service workers in Jakarta, Indonesia	Media coverage Parliamentary discussions on topic Topic at funders' events
	Receive monthly supervision for all child protection workers in Jakarta, Indonesia in 2018	All child protection workers in Jakarta, Indonesia have access to supervision once per month in 2018	Survey child protection workers Governmental budget changes	Increased awareness of benefits of child protection worker's supervision for children and their families	Parliamentary and event discussion on topic Additional research Internal priority for child protection workers

Figure 5: *Example of monitoring and evaluation*

Monitoring tools that will help you to evaluate your advocacy outreach–
* Monitor **policy prioritization** of issues in policy documents, strategies, and meeting topics.
* Collect **anecdotal stories** by your target audience through face-to-face feedback or via email.
* Send out short feedback **surveys** to the target audience asking for their input.
* Monitor **media debate** to see how many times your issue was mentioned in the local, regional, or international media.
* Use an **email marketing service** to evaluate how many people read your advocacy outreach via email (many online services provide a free option if the audience is not large).
* Use **social media analytics** (such as Twitter, Facebook, or YouTube) to note the reach of your social media tools and which messages received the most attention.
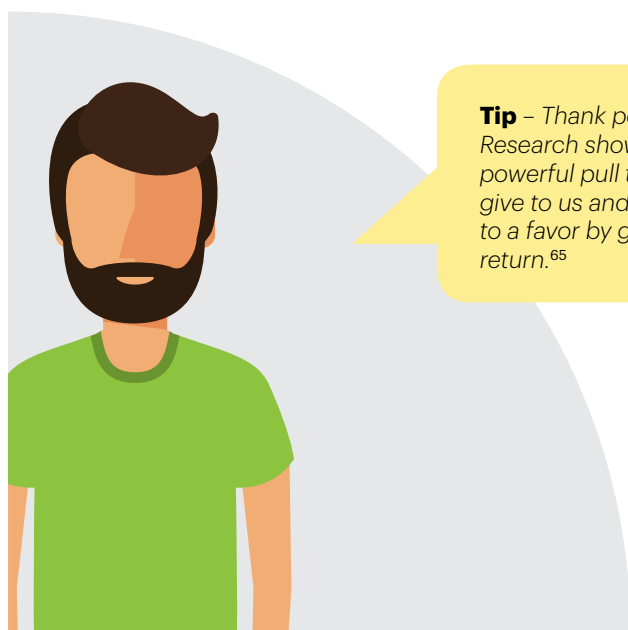
Tip – *Thank people for their past support. Research shows that we feel a profoundly powerful pull to give back to those who give to us and so many people respond to a favor by granting a larger favor in return.*[65]

[65] Robert Cialdini (2006), Influence: The Psychology of Persuasion, Harper Business. Look for ways that you can support the people you're trying to persuade.

Monitor & evaluate

By noting your advocacy objectives and indicators, you can monitor and evaluate any significant change you have achieved through your advocacy outreach. By collecting data constantly throughout your outreach, you can adjust messages according to what resonates best with the target audience.

| **Advocacy goal** | Build greater political and programmatic priority for strengthening the social service workforce |

What are your objective(s)?	What are the long-term indicators?	What are the short-term indicators?

4.6 Additional advocacy tools

10 tips for writing and pitching an op-ed

How to make your own press release

Social media guide

Example impact story

Infographics

10 tips for writing and pitching an op-ed

The opinion section—op-eds and letters to the editor—in a publication are devoted to personal comments and opinions. Opinion editors aren't looking for a full analysis of a situation. They want a compelling viewpoint and an argument to inspire debate and challenge opinions. Opinion editors aren't looking for pieces that just sell a specific organization or solution— so resist the temptation to focus only on your own work and provide a view that can be applied more generally to the issue.

1. Be ready to react to the news
Getting an op-ed published is about timing. You need to link your issue to something happening in the news, and get your op-ed to editors when that news is still happening. If you spend a week getting the wording just right, you'll miss the news cycle.

Tip: Spend time in advance pulling together key ideas, data and arguments so that you're prepared to move quickly when news hits.

2. Expand your opportunities
The social service workforce intersects with many other issues, such as education, health or urban planning.

Tip: Think creatively about how your viewpoint could relate to ongoing news in unexpected ways.

3. Keep it short
The maximum word count on op-eds for most outlets is no more than 750 words. You should aim to come in just under that limit or even shorter. An editor is more likely to consider publishing if they don't have to spend time cutting word count.

Tip: Ask a colleague whether there is unnecessary information that can be cut.

4. Make one strong point
Think about the core point you want to convey and who your target audience is. An op-ed isn't the place to break news, it's a place for presenting your analysis of the news and suggesting a solution if it exists. Your readers want to know what you have to say straight off, and if you have hooked them with a strong, interesting point, they'll hang around to hear your arguments in the rest of the piece.

Tip: Sum up your central argument in one sentence— and do it early.

5. Make your analysis immediate and important
Tell the readers why they should care about this issue and why they need to start caring right now. Is there currently an opportunity for change? Is the problem so bad that it needs to be stopped as soon as possible?

Tip: Connect your argument directly to what's happening in the news.

6. Make it personal
You should bring a personal quality to your op-ed. A reader should be able to feel your passion and understand your expertise through the words that you use.

Tip: Do not be afraid to use your own voice, but make sure you establish yourself as a credible professional.

7. Keep it simple
Avoid using jargon. You are writing for an audience that does not have any of the insider knowledge that you possess, and they aren't going to know the shorthand that you use with your colleagues.

Tip: Have a non-expert review your draft for clarity.

8. End on a high note
Your closing paragraph is just as important as the opening one.

Tip: Leave the reader with a very clear idea of how your recommendation for change, call to action, or suggested solution is going to make things better.

9. Be ready to provide photos or graphics
Not all op-eds are published with a picture but it's a good idea to be prepared. Don't count on the outlet having the right photo to use on file. And if you don't have one to offer, they may end up using something that misses the point of your piece.

Tip: Have a photo of you for the byline or a picture from the field on hand—and make sure you have the right to give them permission to publish the photo.

10. Pitching your op-ed
A good pitch to the op-ed page editor will do a number of things. It will explain the connection between what you are saying and the news that is happening right now, it will give a run down of your relevant credentials and tell the editor why you're the right person to write it. Even if you are including the fully written op-ed with your email (some publications will not want you to do this, while others will), the pitch will very briefly outline what you have to say.

Tip: Follow up on the pitch. Whether the answer is yes, no, or there is no answer at all, be sure to follow up and start a conversation with the editor. Maybe you'll be the right person the next time.

How to make your own press release

A press release is an official statement issued to newspapers giving information on a particular matter. Even with growth of social media, press releases are still the primary way that many journalists will learn about your work. In many cases, the press release will contain nearly all of the information that the publication will use in their story. The press releases will likely drive how your news is framed— and whether anyone pays attention to it.

1. Catchy headline
50 or more press releases might be sent to a news desk every day. To help your release stand out, you need a headline that promises something new and notable.

Tip: Use the headline to feature your key data or finding—or challenge an accepted opinion.

2. Strong opening
A strong press release opens with the main hook of your story and suggests the angle for how journalists can approach the issue.

Tip: Capture the five Ws – who, what, where, why, and when – in your first few sentences.

3. No jargon
Every profession has its jargon and shorthand. People in every field will use acronyms and language that make their conversations with colleagues easier and assume a level of prior knowledge of the issues. It's a good idea to run it by someone outside your field to see if they understand the message that you are hoping to convey.

Tip: Do away with acronyms and jargon. No prior knowledge should be assumed.

4. Concise writing
Some wire services will limit you to no more than 400 words, and many people won't bother to read more than this anyway. A 2008 Nielsen study of online reading habits found that the average reader makes it through no more than 20 to 28 percent of the text of the average 600-word article before leaving the page. That gives you about 100 words to grab their attention.

Tip: Make your main point before busy journalists stop reading.

5. Data, data, data
Journalists will always want to see the numbers that make your story newsworthy.

Tip: Be sure that your key pieces of data have been included.

6. Compelling quotes
The quote isn't there to present any new facts, but rather to help readers understand and frame the news.

Tip: Include at least one short quote from a key player in the story that highlights something readers might not otherwise have been able to pick out for themselves.

7. Don't forget to tell journalists how to contact you
Include the phone number and email address of whoever is acting as press contact.

Tip: And be ready to respond with a statement or some more data to support what is in the press release.

8. Don't forget the 'release' in press release
If you want journalists to find your press release, you need to make sure they see it. Effective ways to distribute your press release include sharing it directly with journalists via social media, sending it out to your mailing list, or signing up to a news wire services, such as PR Newswire, that helps you to target your audience. Just putting it on your website is not enough.

Tip: Build a list of journalists' email addresses and Twitter names for your press list, and find a newswire that suits your distribution needs and budget.

Press release
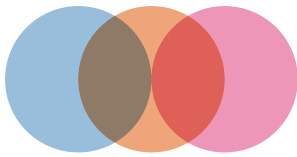
Put your logo here

PRESS RELEASE: {Enter the date on which this should be reported}

Contact: {Your Name}
T: {Your Phone Number}
Twitter: {Your Twitter Name}
Email: {Your Email Address}

{This is where you put the **headline** – it should be short but informative}

{This is optional. You can put a **second, longer headline** here to add to the first and mention something else from the press release}

{Name of city where the new is happening}: {The date of the press release} – {Your first paragraph should start with a punchy sentence summing up in one line the point of the whole press release – this should be the main message that you are trying to communicate. The rest of this paragraph should tell us where the story is happening and when it is happening. It should be no more than about 100 words.}

{This is the paragraph where we talk about why this news is happening – maybe it will be to achieve a goal of your organization or maybe it is to coincide with something in the news or a big event. This is the paragraph where you can go in to a bit more detail on your message. You can break this paragraph up in to two if you have a lot to say but be careful not to have too much text – a maximum of about 100 to 150 words}

{In this paragraph you should have a quote from a senior member of your organization about the news. They should be telling us why it is important and how it fits in with the organization's bigger plans and future goals. 100 words is more than enough}

{You can follow the above quote with a quote from someone outside of the organization in this paragraph – maybe they are from a partner organization or they are a government official. 50 to 100 words is enough}

{You're nearly ready to finish things off here. If you have some more background information that you want to tell people about the news item go ahead and do it here. Since the most important points have all been hit in the first few paragraphs you can go long here if you like (but not too long). 100 to 150 is as much as anyone will read}

{Finish off the press release with a short description of your organization. This will probably be the same for each press release that you send out so take some time to get the wording right.}

Remember:
Keep your press releases to no more than one or one and a half pages.
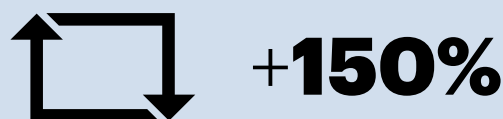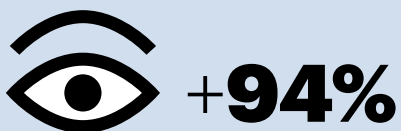
Best Practice *for* *Social Media Campaigns*

1 USE PHOTOS TO TELL STORIES

Visual content gets 94% more views and 150% more retweets. Use photos and infographics to tell visual stories. Photos should be properly sized to ensure their message is not lost in the image preview and can engage the audience without clicking.

+**94%**   +**150%**

2 SHARE QUOTES AND DATA TO INCREASE CREDIBILITY

Give the audience interesting quotes and data that they can share and that will quickly build the story of the social media campaign. Ideally these can be integrated with custom made images. *56% of people who support nonprofits online say they do so because of compelling stories told through social media.*

56%
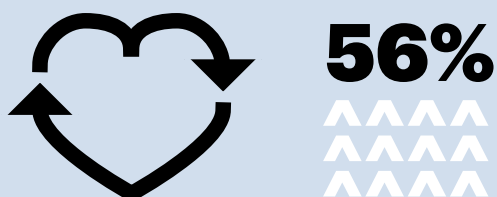
## **3** ASK FOR RETWEETS AND DON'T SHORTEN IT TO "RT"

Posts that ask for a retweet are 12 times more likely to actually be shared by followers. And those that spell out the word "retweet" rather than using RT are 23 times more likely to receive engagement than those that use RT.

×**12** rt!

×**23** retweet!
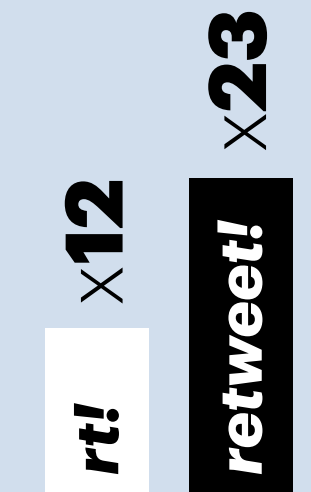
4 TWEET ON THE WEEKEND TOO

Tweets on the weekend receive up to 17% more engagement than during the week. Scheduling weekend tweets is an important way to increase engagement with audience members with more time on their days off.

+17%
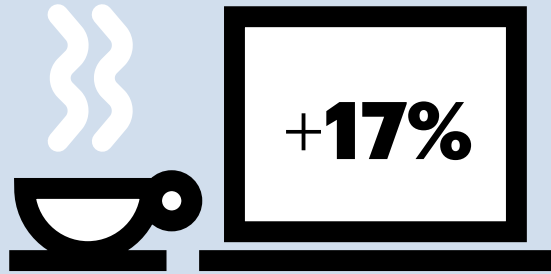
5 INCLUDE A CALL TO ACTION AND PROVIDE A WAY TO SIGN UP FOR MORE INFORMATION

Organizations should use an email newsletter sign up box or a social media follow button and ensure that their websites are responsive for mobile devices. *Responsive websites are 34% more likely to convert click-throughs from social media in to donations*.

+34%
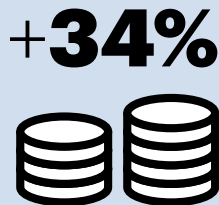
6 USE HASHTAGS* BUT DON'T OVERDO IT

Hashtags are an implicit call to action and double post engagements. However, *tweets with more than 2 hashtags have a 17% drop in engagement.*
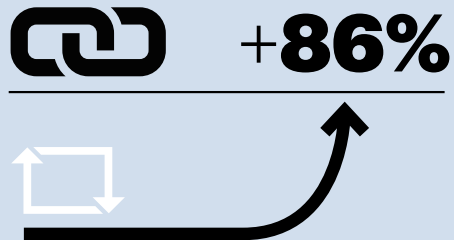
-17%

# # # # # # # #
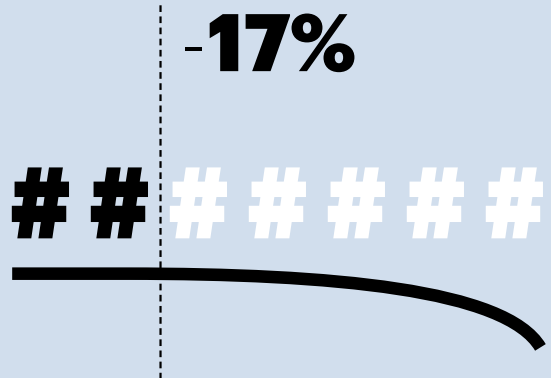
* A Hashtag is a word or phrase preceded by a hash sign (#), used on social media, especially Twitter, to identify messages on a specific topic.

7 INCLUDE A LINK IN THE POST

+86%

92% of all Twitter interactions happen when readers click on a link. Posts with links are also 86% more likely to get retweeted.

Example impact story

How communities in Uganda decided to jointly reduce incidents of child abuse

Impact stories are a great way to highlight the achievements of your program to potential funders, decision-makers, or partners. They are simple descriptions of a program's progress, achievements, or lessons learned as a success story. They can entail pictures, quotes by program participants or results of an evaluation to make it more personal and tell the story of the achievements.

Impact stories come in all forms and shapes, but the most common one is the one-page impact story directed at decision-makers and funders. The following is an example of a one-page impact story that has been developed based on the findings of the SUNRISE-OVC project.

Make sure to follow the story structure while creating an impact story.

1 in 2 Ugandans are under the age of 18, and almost half of those are moderately, or even critically, vulnerable to the impacts of economic challenges, internal migration, family breakdown and HIV and other illnesses.

A recent situation analysis on Child Poverty and Deprivation reveals that 3.7 million children below five years of age (half the under-five population) live in poverty, and around 1.6 million live in extreme poverty. Furthermore, 38% of children aged 6-17 in Uganda live in poverty, and around 18% live in extreme poverty. Of particular concern are the high rates of child abuse, including neglect, forced early marriage and defilement, defined under Ugandan law as sexual relations with a minor under the age of 18.

Research has recently shown how abuse and maltreatment can lead to life-long physical and mental health problems, lower educational achievement, and even affect a child's brain development. It has also shown that victims of violence are likely to become future perpetrators, feeding a cycle of violence that consumes lives.

The communities in the Kasese District in collaboration with the SUNRISE-OVC project decided that only a joint community approach combined with the training of local para professionals to act as child rights advocates can prevent and reduce incidents of child abuse.

Para professionals are typically not university educated and are either paid or volunteers working at the community level as part of the social service workforce.

Preliminary results indicate that this program's combined approach has the potential to not only increase reporting, but actually make a notable impact on the reduction of child abuse in Uganda. Out of six counties where para professionals received training, four noted a reduction between 42%-73%. This is especially the case in communities that are hard to reach and are underserved by child protection workers.

Key program components that have benefited these preliminary results–
* Para professionals were selected and provided training based on their active community role, either through linkages with the health sector, a leadership role or an interest in promoting children's rights;
* Para professionals raised awareness about the criminal nature of child abuse and encouraged children, caregivers and community leaders to report cases of abuse and speak out against perpetrators;
* Victims of child abuse were referred to seek further support and assistance by professionals;
* The community began to recognize its shared responsibility to protect children through the increased attention. Community members were also more likely to report and follow up on suspected abuse.

By investing in training of para professionals and supporting the social service workforce to bring similar programs to communities across the country, policy and decision-makers can help more Ugandan children grow up free from violence.

Contact Coordinating Comprehensive Care for Children (4Children) and the Global Social Service Workforce Alliance to learn more about para professionals' role in reducing child abuse cases in Uganda.

Learn more details about the role of para professionals in Uganda's counties: http://www.socialserviceworkforce.org/resources/role-para-social-workers-creating-community-led-approaches-preventing-and-responding-child

"Para professionals are closer to the community than formal structures, in terms of detecting and following up cases. They visit vulnerable households, talk to caregivers and identify any issues and bring these to the notice of relevant authorities. Para professionals also make follow ups to ensure the case is handled."

Community Leader, Bwesumbu Sub-county

Infographics
■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■

Infographics are a visual representation of information or data.

This Global Advocacy Toolkit includes two infographics that are closely linked, but can be used separately to make the case for strengthening the social service workforce and providing detailed examples of which programs show results. Both infographics can be translated to local languages upon request.
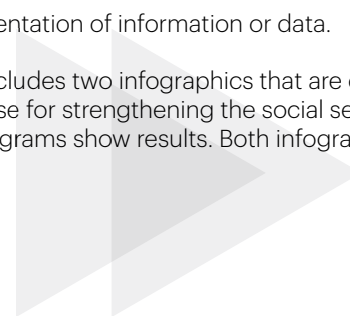
HOW TO ACHIEVE THE SUSTAINABLE DEVELOPMENT GOALS? STRENGTHEN OUR SOCIAL SERVICE WORKFORCE.

Failing to strengthen the workforce means wasting valuable resources. A well-planned, well-developed, and well-supported workforce is better equipped to respond to multiple challenges in our communities and ensure the positive impact of investments in social issues.

A strong social service workforce is comprised of paid and unpaid, governmental and nongovernmental workers who ensure the healthy development and well-being of children and families worldwide.

sustainabledevelopment.un.org

United Nations **Sustainable Development Goals**

ADDRESSING HEALTH CHALLENGES

SDGs: 3

Fact: An estimated 36.7 million people worldwide were living with HIV at the end of 2015.[1]

Example Action: In countries such as Uganda, social service workers help to fill gaps between health facilities and community-based care. The success of referrals to HIV-related health services increased from 50% in some settings to an average of 85%.[2]

SUPPORTING REFUGEES AND MIGRANTS

SDGs: 10 16

Fact: Worldwide, nearly 1 out of 40 children have been uprooted from their home.[3]

Example Action: Unaccompanied children in the UK, Zambia, and Mexico are assigned social workers who are well-trained to understand their needs and rights and can ensure access to safe solutions and services.[3]

ENSURING CHILD WELL-BEING

SDGs: 4 5 8 11 16

Fact: Approximately, one billion children worldwide have experienced physical, sexual or psychological violence in the past year.[4]

Example Action: Parenting programs, such as a 12-week session implemented by local well-trained child care workers in South Africa, result in reported reductions in child abuse and parental stress.[5]

CALL TO ACTION

By strengthening the social service workforce, policy and decision makers empower the people who will make our Global Goals a success.

Visit **socialserviceworkforce.org** to learn more about how you can strengthen the social service workforce.

GLOBAL SOCIAL SERVICE WORKFORCE ALLIANCE

[1]WHO, Global Health Observation data, http://www.who.int/gho/hiv/en/ [2]The Bantwana Initiative http://bantwana.org/what-we-do/our-model/ [3]UNICEF (2016). Uprooted, The growing Crisis for Refugee and Migrant Children. [4]WHO, Violence and Injury Prevention, http://www.who.int/violence_injury_prevention/violence/inspire/en/ [5]Cluver, L. et. al. (2016). Reducing child abuse amongst adolescents in low- and middle-income countries: A pre-post trial in South Africa.

HOW TO
STRENGTHEN
OUR **SOCIAL**
SERVICE
WORKFORCE

A strong social service workforce is comprised of paid and unpaid, governmental and nongovernmental professionals and para professionals working to ensure the healthy development and well-being of children and families.

Failing to strengthen the workforce means limiting the effectiveness of programs and wasting valuable resources. The following strategies and examples illustrate how a well-planned, well-developed, and well-supported workforce is better equipped to support families and children to reach their full potential and better recover from emergency situations and crises.

A **strong social service workforce** is an investment in the **resilience of our society.**

Plan the Workforce

Adopt a strategic approach to planning the social service workforce

Moldova's collaborative development of a national strategy to reform the residential childcare system expanded the workforce and family support services. As a result, a well-planned network of providers support family-based care.[1]

Collect and share HR data and promote data-driven decision-making

Following a national HR analysis in 2011 in Uganda, regular reviews of workforce data facilitate workforce planning and budgeting. Combined with leadership capacity building and child protection training, staffing levels have increased by 20%.[2]

Improve recruitment, hiring, and deployment practices and systems that take into account urban, periurban and rural areas and decentralization plans

In order to improve the ratio of social workers providing support to over 2.1 million vulnerable children, Mozambique introduced a 5-tier system of worker qualifications and is standardizing training and salary guidelines for each tier.[3]
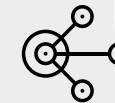
Build alliances to strengthen leadership and advocacy among stakeholders

An initiative in Indonesia collaborates across governmental and civil society stakeholders to ensure that all children grow up in a loving home, especially in natural disaster situations. It focuses on shifts in policies and resources to enable access to quality services provided by well-trained social workers to prevent institutionalization of children.[4]

Develop the Workforce

Align education and training for the workforce with effective planning efforts

Through a strategic mapping of the Child Protection in Emergencies sector ensuring the well-being of children in conflict and disaster situations, practitioners were able to determine the barriers to training of practitioners and align skill needs in an emergency situation with specific training efforts.[5]

Ensure curricula incorporate both local/ indigenous knowledge as well as international best practices

In Afghanistan, community child protection workers and service users determined competency standards and then with government and international experts, developed national social work standards and training curricula for three levels of social workers.[6]

Strengthen faculty and teaching methods

In the UK, job satisfaction for social workers ensuring child well-being is closely linked with graduates' beliefs about preparedness for the job: Of all the social workers not satisfied with their job, 33% said they did not feel prepared for it. By adapting teaching methods and fieldwork to job requirements, schools can ensure that students are prepared and have a higher job satisfaction.[7]

Provide broad range of professional development opportunities for workers

Ensuring pre-service and in-service training opportunities for child welfare workers in the US showed a positive impact on retaining workers, reducing turnover costs and ensuring positive program outcomes for children and their families.[8]

Support the Workforce

Support professional associations in their efforts to enhance the growth and development of the workforce

A study highlighted that professional associations play an effective role in theorizing change, endorsing local innovations to social challenges and reframing professional identities.[9]

Develop and strengthen systems to improve workforce performance

To prevent job stress and increase team performance, a program in South Africa successfully offered psychosocial support to its child care workers serving vulnerable children and orphans.[10]

Improve job satisfaction and retention

Staff turnover costs for agencies in the US are estimated to be US$54,000 per each worker leaving an agency.[11] Improving caseloads, supervision and working conditions positively impact morale and retention.[12]

CALL TO ACTION

Policy and decision-makers can ensure the resilience of our society by investing in the planning, development and support of the social service workforce to give them the tools and resources they need to tackle the most pressing issues facing us today.

Visit **socialserviceworkforce.org** to learn more about how you can strengthen the social service workforce.

GLOBAL SOCIAL SERVICE WORKFORCE ALLIANCE

[1]Better Care Network and the Global Social Service Workforce Alliance (2015), The Role of Social Service Workforce Development in Care Reform. [2]The State of the Social Service Workforce 2016 Report, A Review of Five Years of Workforce Strengthening [3]The State of the Social Service Workforce 2016 Report, A Review of Five Years of Workforce Strengthening [4]Save the Children (2013). Changing the paradigm: Save the Children's work to strengthen the child protection system in Indonesia 2005-2012. Jakarta, Indonesia: Save the Children Indonesia Country Office. [5]Save the Children and Linksbridge, SPC (2015). Child Protection in Emergencies capacity building: Mapping and market analysis. [6]Bragin, M., Tosone, C., Ihrig, E., Mollere, V., Niazi, A., Mayel, E. (2014). Building culturally relevant social work for children in the midst of armed conflict: Applying the DACUM method in Afghanistan. International Social Work. [7]Sharpe, E. et. Al. (2011). Into the Workforce - Report from a study of new social work graduates, 2011. [8]Munson, S. (2006). Components of an effective child welfare workforce to improve outcomes for children and families: What does the research tell us?, Children's Defense Fund. [9]Greenwood, R., Suddaby, R., & Hinings, C. R. (2002). Theorizing change: The role of professional associations in the transformation of institutionalized fields. Academy of management journal, 45(1), 58-80. [10]Thurman, T.R., Yu, S., & Taylor, T.M. (2009). Care for Caregivers: A psychosocial support model for child and youth care workers serving orphans and vulnerable children in South Africa. [11]National Child Welfare Workforce Institute, (2016). Why the Workforce Matters. [12]National Child Welfare Workforce Institute, Workforce Development Planning & Assessment Tool Kit (2016).