



# **Developing an Advocacy Approach for Monitoring and Reporting on Conditions of Detention**

**November 2011**



## Developing Advocacy Strategies

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## Section 1: What is Advocacy?

### Definitions

Advocacy is a tool that can bring about change in a democracy. Advocacy is the act of working toward a goal or defending a cause or issue. It can be used to influence governments to make changes to policy and legislation or to increase public awareness on a particular issue.

A common definition and understanding of advocacy is;

A set of targeted actions in support of a specific policy issue.

Other definitions:

"Advocacy is an ongoing process aiming at change of attitudes, actions, policies and laws by influencing people and organisations with power, systems and structures at different levels for the betterment of people affected by the issue."<sup>1</sup>

"Advocacy is an action directed at changing the policies, positions and programmes of any type of institution."<sup>2</sup>

"Advocacy is used to influence the choices and actions of those who make laws and regulations, and those who distribute resources and make other decisions that affect the wellbeing of many people."<sup>3</sup>

### Basic elements of Advocacy

- A. Advocacy is fundamentally about influencing decision-makers. It can concern the creation, reform, implementation and enforcement of policies, legislation and regulations. This can be much wider than principally influencing governments, and can include any principle or action adopted by an organisation, business or individual etc.
- B. Advocacy is an active process, not a passive one. Your organisation may not be the only one who wants something, especially in the context of crime and justice reform, so you must be heard above all the other interests.
- C. Advocacy is an umbrella term and there are a number of activities that can contribute to a successful advocacy strategy, which will be discussed later. Lobbying and campaigning are two such activities that can be part of advocacy work.
- D. To be effective, advocacy has to be strategic. The best way to develop this is through an advocacy action plan, which is a systematic way to evaluate and decide the key elements of how you are going to effectively approach your advocacy.

### Advocacy planning

<sup>1</sup> International HIV/AIDS Alliance (2003) *Advocacy in Action: A toolkit to support NGOs and CBOs responding to HIV/AIDS*

<sup>2</sup> Sharma, R. *An Introduction to Advocacy: Training Guide*

<sup>3</sup> CARE (2001) *Advocacy Tools and Guidelines*



An advocacy plan should focus on three main issues:

- A. **Who are you trying to convince?** i.e. the target audience – it can be directed at a number of targets, such as government, businesses, groups of people or individuals.
- B. **What are you trying to convince them of?** i.e. what is the aim – it can be a short-term or long-term goal. For example, advocacy aims linked to conditions of detention could vary from ensuring prisons are not overcrowded, to improving the health conditions of prisoners, legislating for alternatives to imprisonment to be implemented or regulations for staff training are put forward. It could be a confrontational issue, but advocacy can sometimes work best where reform is viewed as more collaborative and/or practical.
- C. **How are you going to convince them?** i.e. what are the key messages and delivery channels – what type of advocacy method are you going to choose to deliver your message to the audience?

The following manual will help you discuss and prepare the answers to these questions in order to create an advocacy plan that is best for your organisation and aim.

Elements of an advocacy plan include:

- Selecting and defining the Issue
- Gathering evidence
- Developing the Goal and Objectives
- Identifying targets
- Developing the Message
- Communicating the message
- Building support
- Identifying resources
- Monitoring and evaluation

The elements are summarised below and then fully discussed in each Section of this Manual.

**Selecting and defining the Issue / Gathering evidence:** Research is the foundation for successful advocacy. It can give your advocacy substance, and it provides you with the evidence to support your advocacy message, and enables thorough strategic analysis.

**Goal:** The goal is the ultimate, long-term improvement you want to see from your advocacy work, the achievement of which is dependant on many factors, of which your organisation's work is only one.

**Objectives:** The goal may take many years to achieve, and so it is advisable to break this down into smaller manageable objectives that may be effectively achieved in a shorter time period (for example over two to four years). When you evaluate your possible objectives, you are searching for the most effective ways of reaching your long-term goal. There will always be a choice of objectives that need to be evaluated before final decisions on strategy are taken.

**Targets:** once your objective has been set, you can then start to plan how you are going to achieve it. To do this you will need to identify the individuals or groups that have the greatest capacity to introduce the desired change. These are called 'targets'. Once you have a clear picture of the decision-making system, you will be able to identify your advocacy targets. The decision maker(s) at the national, regional, and international level might include



parliamentarians, government ministers, diplomats, police chiefs, policy-makers etc. These will be your primary targets.

Message: your advocacy message(s) must be framed in the context of who your target group is, and should be tailored depending on their concerns, priorities and interests in order to make your advocacy approach most effective.

Communicating the message: once you have identified your key message(s) and your target audience, the next step in the planning process is to decide how to deliver your message to your target audience, and more importantly, how to convince them to act on it in a positive way.

There are all kinds of different methods that can be used to get your advocacy message across. By using a combination of these tools you will be able to build influence. These include:

- Lobbying, including international and regional lobbying and grassroots lobbying;
- Drafting policy briefings and commenting on other policy documents;
- Publication of research;
- Legal challenges;
- Letter writing, organising petitions, demonstrations and other types of popular mobilisation campaigns;
- Use of social networks to reach the public;
- Media work;
- Providing training to key people, educating your audience about myths and hypocrisies, including rebuttal of opposing arguments and correcting misinformation;
- Sharing good practices and lessons-learned from other countries or regions;
- Use of speaking events (conferences / workshops);
- Use of experts, commentators and a wide range of organisations;
- Joining coalitions and networks.

Building support: advocacy work is often more successful when it is carried out in coalition with other like-minded organisations. Make a list of potential partners, networks or coalitions you might be able to work with, and communicate your plans with them. Advantages of doing this are to reduce duplication of work, share resources and capacity, and to be a more effective voice for your collective cause.

Identifying resources: Estimate an approximate budget for each activity. This will force you to be realistic about what you can attempt. Some advocacy can be carried out without spending much money. If you have very little funds available, you will have to rely on volunteer input for many of the tasks, and you will probably be more interested in working jointly with other NGOs. If you do have some funding for the work, you will be more able to hold public events, or print publications, to strengthen your case. Your activities should be roughly costed and then you can assess if your plans are realistic or not. You may decide it is necessary to fundraise to have the resources you need.



Monitoring and evaluation: it is important to document and evaluate the results of your work and note how far you are in achieving your objectives and ultimate goal. Identify what worked and what didn't? Why did or didn't a strategy work? Were the reasons internal or external? The answers to these questions may make the difference in future advocacy efforts.

The Diagram below outlines all the elements needed to put together a comprehensive advocacy strategy and illustrates that while this Manual will go through this items in a sequential manner, when putting together an advocacy approach they will need to be tackled simultaneously to be most effective. For example, defining your objectives will be better done when you are well aware of the issue, your target audience and your available resources.





## Section 2: Selecting and Defining the Issue

It is very important from the beginning to have a clear and common definition and understanding of the problem or the issue that you are trying to solve, as well as an idea of what you specifically want to achieve through advocacy.

In selecting and defining the issue it is important to address the following questions:

- What is the problem or the issue we want to address through advocacy?
- What is the current situation in the country regarding this issue?
- What do you want to achieve? What is your final goal?
- To what extent can advocacy help you achieve your goal?

### Identify the issue

Advocacy begins with identifying an issue or problem that an organisation agrees to campaign against in order to promote a policy change. The issue should fit in with the organisation's mission and meet the criteria set for its advocacy campaigns.

### Doing Research

Research is the foundation for successful advocacy. It can give your advocacy substance, and it provides you with the evidence to support your advocacy message, and enables thorough strategic analysis.

Thorough research can establish your reputation as an expert on the issue, which will help you to establish relationships with decision-makers. It can provide you with feasible and workable solutions to your issue, help you to analyse your issue from different perspectives, and identify the extent of your issue. Research can also assist you in your media and public awareness work.

Research also helps to personalise your issue and build empathy. You can do this by using methods such as statistics (quantitative research), as well as qualitative elements of your research such as case studies, quotations from those affected, or photos. Your research should, where relevant, involve the voices of those personally affected by the issue you have identified.

If research is to be useful to policymakers, it will need to be:

- General - providing extensive background information as they may have none or little knowledge on your issue. .
- Accessible and easily understandable – a body of good evidence, well analysed and presented in a user-friendly format.
- Targeted - findings presented in different formats, tailored to different audiences, with the information needs of policy makers being taken into account.
- Relevant - appropriate to their area of work and interests.
- Measurable - incorporating facts and statistics.
- Timely – up to date and provided at the right time.
- Practically useful – grounded in reality, and providing practical solutions.

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- Objective & accurate – without unsubstantiated value judgements.
  - Credible - reliable, sourced appropriately, using accepted methods.
  - Authoritative - carried out by an organisation that policy makers perceive as credible.

Do not sweep data under the carpet if it does not support your case. Anticipate and unearth the arguments against you and deal with them in your advocacy work and reports.

**Question: What are some of the key issues relating to the conditions of detention in your country?**



## Section 3: Gathering Evidence

### Introduction

Once the issue has been selected and defined, it will need to be analysed, more information found out about it and identifying and proposing some possible solutions. It takes time to gather good quality evidence and agree possible solutions to an issue but it is time well used. Analysis, documentation and information can be used to:

- influence and inform targets and allies;
- provide evidence for our position or those of others;
- disprove statements by people who oppose us;
- change perceptions of a problem;
- disprove myths, rumours and false assumptions;
- explain why previous strategies have not worked.

It is important to involve people who are directly affected by the issue or problem at this stage. They will have an in-depth understanding of the problem and its effects, and will have ideas about how it can be solved. It is important to consider carefully the effects of any suggested solutions – some proposed solutions may not work in your country's situation or with its current infrastructure and some may cause more problems than they solve!

Where possible, monitoring visits to places where people are deprived of their liberty are an excellent way to gather evidence. For more information on how to do this, see the following resources:

AMIMB (2010) *A Practical Guide to Monitoring Prisons*

APT (2002) *Monitoring Places of Detention: A Practical Guide for NGOs*

PRI (2011) *A Training Manual for Independent Monitors of Juvenile Detention Facilities*

[contact PRI for a copy]

### **Gathering information:**

**Based on your pre-workshop task, answer the following questions:**

1. What are the conditions in prisons across your country?
2. Explain how you have arrived at this analysis – what methodology has been used, what sources have you consulted, how credible is your information?
3. Are there any other NGOs, organisations or government agencies that undertake monitoring of conditions of detention, or already gather relevant data?
4. Can you name any recent reports that have been published in the last 3-5 years which would support the data that you are providing?



5. In your groups, please think of all the factors or criteria that would help you to select the priority solution to address the issue of conditions in detention. Make sure you pay attention to the following kind of factors:
- a) Do we have the legitimacy to advocate for change?
  - b) Are we the most appropriate agency/body to advocate on the issue?
  - c) Are there others who are already addressing the issue?
  - d) Can we access the kind of information we need as evidence?
  - e) Can and should those affected by the problem or issue be addressing the issue themselves?
  - f) Do we have the skills, time and resource to really achieve the solution?

Many of these questions are addressed in later steps in the planning process. Once participants are familiar with the whole planning framework, they will see how the steps are interrelated and build on each other as a holistic and complete process rather than sequence of steps.

6. Please choose the priority solution that you would like to use when addressing the issue of conditions of detention in your country.



## Section 4: Developing Goals and Objectives

Planning advocacy work is similar to planning other project activities; it is easier to plan appropriate activities if we first identify goals and objectives.

### Defining goals and objectives

It is important to understand the difference between a goal and objectives:

A **“goal”** is the long-term result that you are seeking. An advocacy goal describes the change you want to see, the achievement of which is dependent on many factors, of which your organisation’s work is only one. This advocacy goal can be general.

An **“objective”** is a short-term target that contributes towards achieving the long-term goal; it is the specific change that you can bring about that contributes to reaching your goal. It is specific and measurable and defines what you will accomplish, where, with whom and in what time frame.

Advocacy strategies usually have a number of different objectives that all contribute to achieving the goal and overall vision.

Your advocacy goal is what you hope to achieve over the next 10-20 years, a general statement of what is hoped to be achieved in the long term. The advocacy goal can be general, for example, bringing the conditions of women in prison in line with the Bangkok Rules<sup>4</sup> or reducing disease in prisons. The goal can be your vision.

Your advocacy objective is an incremental and realistic step toward your larger goal. It must focus on a specific action that an institution can take. An objective should be specific and measurable. It should aim to change the policies, programs or positions of governments, institutions or organisations. Your objective should be defined by what you want to change, who will make the change, by how much and by when. Generally, the time frame for an advocacy objective will be 1-3 years. For example, the government to enact legislation for HIV/AIDS testing for every new prisoner who arrives at an institution.

### How can you be certain that your advocacy objective is to change policy?

As you are defining your objective, be as specific as possible so that you can develop an effective strategy to reach your policy change goal. You must know the institution and decision makers that you are planning to target in order to create a persuasive communication plan and to discern how you can influence the institution’s decision making process. The advocacy objective should be clear, concise, specific and measurable so that you will know whether or not you have attained your objective in the time frame you have specified.

Objectives should be **‘SMART’**:

- Specific – in stating what will be done;
- Measurable – to allow monitoring and evaluation;
- Appropriate – for your vision, mission and aim;

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<sup>4</sup> United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (2010)



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Realistic – in relation to your potential capacity and experience;  
Time-bound – in relation to when the work will be done.

**Activity: In your groups identify a goal and objectives for your advocacy work on the issue you identified and defined earlier. Write them on a flip-chart that will remain visible throughout the planning process.**

**Objective(s):**

- include the policy, practice or law that you want to change
- include the influential individual, group or institution you are targeting
- write SMART objectives.

When all the groups have written their goal and objectives, please exchange your goal and objectives with another group. Please review the goal and objectives and give feedback.



## Section 5: Identify your targets

### Introduction

Once you have developed clear aims and objectives, it is much easier to identify your advocacy targets.

Most organisations have limited resources available for undertaking advocacy work. Therefore it is important to focus advocacy efforts on the individuals, groups or institutions that have the greatest capacity to take action and to introduce the desired changes.

At a national or international level these people are usually those with the power to make legislative, policy or programme decisions. At a local level there are often charismatic people who have power and influence at an informal level, for example, peer leaders, leaders of community groups, respected older people, religious or cultural figures, as well as those at a local level who have formal influential roles.

Understanding the decision-making system is an important part of advocacy at all levels. For example, once the decision-making process is clear, it may be found that the most obvious target is not accessible and it is necessary to work through others to reach them. For example, it may be better to work with 'those who can influence those with influence' and who have sympathetic views, rather than targeting the decision-maker directly. These people can be called indirect targets, rather than direct targets.

Identifying your targets will help you to plan strategically, and will also help you to choose the most appropriate methods or activities for your advocacy.

### Key Targets

#### International

There are international inter-governmental organisations (IGOs) that may be appropriate for your organisation to approach as an advocacy target regarding conditions of detention.

- **The Committee against Torture (CAT) and the Sub-committee on the Prevention of Torture (SPT) [see Annex III]**
- **The UN Committee on the Rights of the Child [see Annex II]**

#### B. Regional

Your region may also have appropriate regional IGOs that you can lobby, although this is not the case for all areas.

##### **Africa:**

- **The African Commission on Human and Peoples Rights**
- **The African Charter and Committee of Experts on the Rights and Welfare of the Child**

##### **Europe**

- **The Council of Europe Commission for Human Rights**

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- **The European Committee for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment** *[see Annex IV]*

## Latin America

- **Inter-American Commission on Human Rights**

## C. National

- **Your own Government and related ministries and agencies**
- **Media**



## Section 6: Developing the Message

### What is a message?

A message is a concise and persuasive statement about your advocacy goal that captures what you want to achieve, why and how. Since the underlying purpose of a message is to create action, your message should also include the specific action you would like the audience to take.

Five Key Elements of Messages:

- **Content**
- **Language**
- **Messenger**
- **Format**
- **Time and Place**

Content: What ideas do you want to convey? What arguments will you use to persuade your audience?

Language: What words will you choose to get your message across clearly and effectively? Are there certain words you should or should not use?

Messenger: Who will the audience respond to and find credible?

Format: Which way(s) will you deliver your message for maximum impact? e.g. a meeting, letter, brochure, press conference or through other media?

Time and Place: When is the best time to deliver the message? Is there a place to deliver your message that will enhance its credibility or give it more political impact? Could you coincide it with an event or a UN International Observance day (for example, regarding detained women, International Women's Day) or relevant UN Day of General Discussion?

### Different messages for different targets

#### Example 1: Position paper/ Briefing note

Ideally a position paper should be written clearly, in full sentences and typed neatly. You should follow the format for policy documents used in the target organisation, if you know it.

Otherwise, use the format below. It should include:

1. Statement of main recommendation: One to two sentences.
2. Background: Explanation of why the position paper has been written. List of laws, international treaties, decrees, policies, etc., which support the recommendation.
3. Evidence supporting the recommendation.
4. Quantitative evidence: Facts and figures.



5. Qualitative evidence: Case studies, personal testimonies, anecdotes or examples supporting the recommendation. Ask for permission from individuals quoted, to protect confidentiality.
6. Our position: Logical explanation of how the evidence leads to the recommendations. Also, answers to possible questions or opposition arguments to your position.
7. Recommendations: Specific, realistic actions that the decision-maker can take.
8. Organisations and individuals supporting this position paper.
9. The name of your organisation or coalition, and logo if appropriate.
10. The date.
11. A contact name, address, telephone and fax number, and e-mail address, where available.
12. The mission/goal of your organisation or coalition.

## Example 2: Writing a press release

A press release is used to present information to the media. It is often used to break news, spread information, publicise a story, condemn actions, and state your organisation's mandate.

1. A press release can represent the views and interests of one organisation, or the interests of a whole group or coalition of organisations.
2. When drafting a press release, identify what is the story idea or subject matter that you want to introduce. Are you responding to a previous news story, or are you introducing new information into the public?
3. Introduce key messages early. Ensure that it includes a solution or a call for action, for example, calling on a particular government to ratify or accede to a specific treaty, or to ensure that an individual's right to due process is upheld.
4. Keep quotes sharp and quotable.
5. Humour can work but rarely.
6. Ethics, credibility and impartiality are the keys to responsible journalism. Therefore, ensure all facts and data is accurate and well researched.
7. Awareness-raising can be done around key dates and events. Try and align press releases with dates such as Human Rights Day (10 December), Universal Children's Day (20 November), or if there is an important relevant event happening at the UN (for example, a UN Day of General Discussion), or around national or regional events. However, avoid busy news days, for example elections.
8. Try to humanise people in your press release, make sure you can see and hear people. Remember that it is the press release that is trying to impact the life of these people. So always refer to people, and not categories. So, for example, use 'young people' not 'juveniles', people who are 'imprisoned' and not 'prisoners'.
9. Avoid the use of clichés.
10. Include relevant titles of reports.
11. Include at least one quote from an expert on the subject or a representative of your organisation(s).
12. At the end of the press release, include contact details, a link to your organisation's website, any links to reports you have mentioned during the press release and notes to the editor if you have other things to say that are a bit too technical or boring for the main body of the release.



13. Always date your press release (identify whether it is for immediate release or embargoed).
14. Include your organisation's name and logo at the beginning of your press release.
15. Distribute to relevant media outlets (identify whether this is a local story, national, regional or international, and target the relevant news outlet). Through your media strategy you should have already identified your key media targets and the relevant person within that target to send you press release too. Respect journalists' deadlines.
16. Don't forget to upload the press release onto your website, and the websites of other partner organisations.

## Activity

**Draft a press release on the issue you have identified above using the sample outline given below.** For an example of a press release used in a PRI campaign, see Annex V.

## SAMPLE PRESS RELEASE

### LOGO

**For immediate release: DATE / Embargoed until: DATE**

### **HEADLINE (must reflect the main message)**

Sub-headline (can add a second, forward-looking theme. Not always necessary)

***Paragraph 1: introduce problem/issue and key messages***

***Paragraph 2: short background to provide context of problem***

***Paragraph 3: quote from expert***

***Paragraph 4: suggested solution / call for action***

Ends /

**For more information:** Your name / telephone number(s) / email / link to website

**Notes to the editor:** If you have other things to say that are a bit too technical or boring for the main body of the release you can put them here.



## Section 7: Communicating the Advocacy Message

### Introduction

You need to communicate your advocacy message in an effective and efficient manner in order to obtain the best possible results. It is important to think about what you want the target to do as a result of receiving the information and then assess which method is most appropriate for this circumstance. Ask yourself:

- why you are communicating;
- whom you want to approach;
- what it is you want to say;
- how you should communicate to have the most impact;
- where you want to be seen or heard; and
- when the best time to do it is.

These are the basic questions you need to answer before you start your advocacy work.

### Why?

Take a moment to think about *why* it is you want to communicate. Sometimes you want to inform someone about something, in another situation you may want to influence someone to act in a certain way. When you want to inform, you aim to be objective so deliver facts and knowledge. When your purpose is to create opinion in favour of an issue you want to convince your target by using arguments that speak to the mind as well as the feelings of the reader, so include case studies or quotes. Typically, a communicator has one or more of these five basic purposes: to inform, to persuade, to inspire and motivate, to instruct, or to entertain.

### Who?

Think about *whom* it is you are targeting. How much do they know already? How interested are they? Do not repeat things that the reader already knows, but try not to leave knowledge gaps either. Policy makers have special interests and powers. Find out who has an interest in subjects similar to your organisations. Also find out who has the power to change things that you believe need to change, or who can influence the person that has the power. Approach these persons.

### What?

Decide what it is you want to say then add supporting arguments, facts, quotes and pictures. To make sure that everybody in your organisation communicates your key messages effectively, create a communications policy that guides everything that you say and write. The policy should include key messages and principles that are important to you. Always focus on your main message. The message must, however, be adapted and reformulated to fit the target audience.

### How, where and when?

Many e-mails, letters and articles are thrown away just after reading the heading. Keep in mind that your article or letter will be one in a whole pile of material that is sent from organisations, companies and authorities. You need to present your case well to be noticed,



know where to do it and pay attention to timing. The rest of this section elaborates on basic communications skills.

## 1. Preparing a press conference

The aim of a press conference is to gain media coverage for an issue. It is a meeting held by an organisation, or group of organisations, when journalists listen to speakers and ask questions. It usually includes statements by up to three speakers followed by questions from the journalists. So the format is similar to a panel discussion, although the purpose is not to discuss, but to gain publicity for the advocacy issue.

A press conference demands careful organisation. Press conferences are expensive and time consuming to organise, therefore they should only be used if it is the best option. It is also necessary to think carefully about confidentiality, especially if your advocacy involves children in detention.

### **Key points:**

- A. Press conferences are formal, arranged meetings held with members of the press at which the organiser usually offers a statement and then answers questions from journalists.
- B. Press conferences provide an opportunity for direct communication between an individual or group and the media, and can be used to convey a major announcement or breaking news.
- C. A press conference can be successful only if members of the media will report on it. Before a group decides to hold a press conference, its staff should consider whether the subject of the conference is important enough to take the reporters away from other tasks. Bear in mind that the press conference is for the benefit of journalists. Limit the number of speakers so that there is sufficient time for journalists to ask questions once the formal presentation has been made.
- D. Remember to avoid using jargon; use basic terms that the media and public will understand. They may not be familiar or have any knowledge of the issue you are trying to advocate for.
- E. Press kits should be prepared prior to the conference and given to the members of the media. This will include a brief agenda, speaker bios, contact information and any other relevant documents.

## 2. Organising a meeting with government officials

A face-to-face meeting with targeted decision-makers (also known as “lobbying”) is one of the most frequently used advocacy tools and is often the starting point in a series of activities. Personal contact provides the opportunity to build relationships with decision-makers which could prove very useful in the future.

## 3. Writing Letters to Decision makers

Letters can be a very effective and relatively low effort way to get your point across. Look out for opportunities to write letters – they occur often, and it is a good way to keep the coverage ticking over.

You can be creative about signatories – it could be someone from your organisation, a beneficiary, or someone with more perceived authority to talk on an issue (e.g. a police chief if



discussing the deterrent effect of the death penalty, a person who has been exonerated from death row).

Also consider writing joint letters with other individuals or organisations. This is invariably more labour intensive but can increase impact especially if cosignatories are unexpected or you achieve a critical mass (e.g. other NGOs, academics, lawyers, judges etc.).

Letters should be short and should be dated. Make sure to reference the key issues which you are raising including any recent report or publication that has been put out (which should be enclosed with the letter).

#### 4. Interviews

An interview is a question and answer session between a journalist and a source. Interviews present an opportunity to convey your key message and to share information and respond to current events. Interviews can take place in various formats, including radio and television, as well as in print format. The best format is live television or live radio, as your message cannot be edited to suit the reporter's agenda.

- A. Make sure you thoroughly know the topic, and research who the interviewer is, the location of interview, when and how the story will be used and the length of interview.
- B. Prepare your core messages and identify the relevant information or facts you want to put forward. Think about statistics or cases that will be able to support your key message. Make sure you bring talking points that you want to emphasise during the interview with you.
- C. Practice what you want to say and how you want to say it.
- D. Reporters have their own agenda, so remember to stay on message. Be prepared to have two or three different ways of conveying your message without repeating the same words. Identify areas that you want to avoid so that you will not be caught by a probing interviewer.
- E. Be clear, concise and convincing. Make short, precise statements. Use your talking points.
- F. Have sound bites or quotes ready.
- G. Remember that your audience may not be familiar with your issue. Provide basic information to put your comments in context. Avoid using jargon or overtly technical language.
- H. Present a human picture; use a case study to tell what has happened to a specific person.
- I. Provide numbers and statistics that help evidence your story.
- J. For television interviews, avoid wearing clothing with a small pattern like stripes or checkers as it looks fuzzy on the screen. Avoid rocking back and forth or leaning too far back in your chair.
- K. Speak slowly and clearly. Avoid using unnecessary words, such as "like" or "um".
- L. Always be calm and polite, even when challenged.
- M. Always tell the truth. Lying or exaggerating, even a little bit, damages credibility.
- N. If you are unsure of an answer, offer to follow-up with information or tell the audience where they can find more information.
- O. Ask for feedback after the interview. Did you get your key message across?



## Section 8: Building Support

Advocates constantly build networks among individuals and sometimes coalitions among organizations in order to bring about change. Networks and coalitions take time and energy to develop and maintain because they involve building relationships of trust with other people. Many advocates find this aspect of their work to be both the most difficult as well as the most rewarding professionally and personally.

Building alliances is extremely important for advocacy purposes. By working together collaboratively, organisations can frequently accomplish goals that they may not be able to accomplish alone.

### Coalitions

The purpose of a coalition may be straightforward, such as to share information, or to fill knowledge gaps. These activities are relatively low risk; participation in such a forum carries neither high resource requirements nor imposes high levels of responsibility on the part of individuals to the work of the coalition.

At a more ambitious level, a coalition may be formed with the purpose of carrying out joint advocacy on controversial or challenging topics, influencing national policy or legislation, filling implementation gaps or acting as a watchdog. In this case the responsibilities of members of the coalition toward each other will be significantly higher, with correspondingly higher resource requirements and risks. In coalitions that tackle such challenges tensions may often be high and more attention is needed to the maintenance and management of the coalition.

Whatever the purpose, a coalition is likely to develop and change over time – depending on both internal factors (the internal dynamics of the coalition and its ability to draw in members) and external factors (the status of policy and legislation).

It is therefore crucial to maintain collective agreement within the coalition as to its purpose, so as to ensure that the work of the coalition is effective and has a long-term impact on the issue or cause at hand.

### Four General Steps for Building your Advocacy Network:

#### Step 1: Who should be in your network?

You will want to get to know people and organizations that are working toward the same objective as you are. You will also want to try and include people in your network who can influence decision makers, for example, perhaps judges, academics, well-known figures. If possible, you will want to try and include the decision makers themselves within your network. Finally, keep your eyes, ears and mind open for anyone else who could help you.

#### Step 2: How do you meet potential network members?

It is important to build an open and trusting relationship from the beginning. Here are just a few ways to start building trust with people:



- 
- collaborate on projects of mutual interest;
  - help bring attention to their work;
  - assist them with special projects;
  - share information with them;
  - attend their meetings and invite them to yours.

Step 3: How do you get them interested in your advocacy objective?

As you get to know them, discuss your issue and objectives with them. Be open to their suggestions and ideas; it is helpful when others feel that they have some ownership of the idea. When they fully support the objective, they will be much more interested in helping you.

Step 4: How can they help you?

When you are ready, ask them to do something specific to help you reach your objective. Start small, for example, ask if they could mention the idea to the director of their organisation and state that they think it has merit? As your relationship is strengthened, you can ask them to do more, for example, you could ask if they could arrange for you all to meet with their director and present the proposal together? But remember that it is a two-way street and the more they do for you, the more you should do for them.



## Section 9: Identifying Resources

Successful advocacy requires adequate human, financial, information and skills resources. Before planning any advocacy strategies and actions, it is very important to be aware of the resources that are necessary and those that are available so that the strategy can be as realistic as possible.

Resources that are needed include:

- people – staff and volunteers
- contacts – of target audiences, media, decision makers etc.
- information
- skills – in advocacy, campaigning, working with media, lobbying etc.
- money
- equipment

Resources may already be available, within the organisation, or accessible to the organisation through partners, allies or networks.

Additional resources may need to be fundraised for; a key element of a good advocacy plan is to identify and target sympathetic donors who can provide some resources as well as significant support including through raising key issues with the Government and other relevant decision makers.

**Activity: Answer the following questions regarding your planned advocacy strategy**

- **What are the costs of the selected strategy?**
- **Will the anticipated benefits justify the resources expended?**
- **Do you have sufficient resources to allow completion of the strategy (human and financial)?**
- **Can you fundraise to raise more resources?**
- **Do you have the skills needed to achieve the objective, or can these be built?**



## Section 10: Monitoring and Evaluation

### Introduction

Monitoring and evaluating advocacy work is very important but also very challenging. It is important that we understand what makes our work effective (how and when does it really make a difference?) and how we can learn to do it better. Developing systems to monitor and evaluate advocacy is particularly challenging, as its impact always depends on multiple factors, some of which cannot be controlled or anticipated.

However, if you have developed good quality indicators of your aim and objectives and have a clear and comprehensive action plan with activities and realistic indicators of success, then monitoring and evaluation will be easier. It is therefore important that the planning for any advocacy strategy is done carefully.

As we mentioned previously, the monitoring and evaluation processes need to be well planned and prepared from the beginning (at the stage of planning your advocacy action plan).

**Monitoring** means measuring at regular intervals the progress towards achievement of objectives, noting which activities are going well and which are not. You will need to monitor the advocacy process as well as regularly assess your progress in relation to your aims and objectives.

**Evaluation** means looking at the outcomes of your advocacy work over a longer period of time and making judgments about the quality and the impact of your advocacy work.

### Monitoring

Monitoring methods can be simple or complex, depending on the indicators and the resources available. They may include:

- Keeping records of all the meetings, events and activities that took place;
- Keeping records of anecdotes and conversations with target audiences;
- Keeping significant letters or emails that have been exchanged;
- Carrying out surveys and interviews to determine the impact of your actions;
- Monitoring the media.

It is often a good idea to prepare regular monitoring written reports that follow a set formula, that give updates about your advocacy work for colleagues, external partners, donors or other actors. They should follow a set formula, for a sample monitoring form, please see Annex VI.

### Evaluation

In addition to monitoring the day-to-day activities of your advocacy action plan, you also need to evaluate your achievements. The purpose of evaluation is to assess how effective your advocacy has been in bringing about the changes intended, as well as any unintended



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changes, and what can be learned from the process to make your future advocacy more effective.

There are many ways to evaluate your impact. The best method to use will depend on what you want to know, who needs to know it, how much rigour is required, and the resources available. You may need to carry out an internal evaluation process or an independent external evaluation.

Methods for evaluation can be:

- Qualitative (case studies, focus-group discussions, interviews, etc.)
- Quantitative (statistics, follow-up surveys, etc.)

Here are some examples of questions that might be useful to ask during evaluation:

- Have the advocacy objectives and goal been achieved?
- Is the situation better than before? How much? If not, do we need to change the advocacy goal and objectives?
- Are the people and actors involved in the advocacy work happy with the results and with the process?
- What do those who are detained say about the impact?



## Annex I: Draft Agenda for a 3-day Advocacy Workshop

### Workshop: Developing Advocacy Strategies

**Date:** .....

**Location:** .....

Workshop Purpose: To increase knowledge and understanding of the role of advocacy in achieving change, to develop the practical skills needed to initiate processes of change aimed at improving the conditions of detention and to explore ways to advocate for key recommendations set out in research reports on conditions of detention.

Timing: Three modules over three days from 8am to 4pm; with a one hour break for lunch and two half hour coffee breaks, each day.

Day 1				
Module	Time	Session and Session Purpose	Content	Mins
Context and Framework	08.00	<b>What is Advocacy?</b> Purpose: To allow participants to explore various definitions of advocacy and understand how each of them can engage in successful advocacy activities	Participants will be given guidance and example definitions of what is advocacy and will be encouraged to explore different advocacy initiatives with which they are already familiar.	90
	09.30	Break		
Context and Framework	10.00	<b>Selecting and Defining the Issue</b> Purpose: To focus on the issue of children in conflict with the law and define the key issues which need further addressing in your countries' context. In addition participants can discuss findings from any recent research or reports they (or other organizations) have done on children in detention.	This session will summarise International and Regional standards on detention of children including General Comment No 10 and the African Charter on the Rights and Welfare of the Child detailing safeguards on detention for children.	120
	12.00	Lunch		
Context and Framework	13.00	<b>Gathering Evidence</b> Purpose: To enable participants to understand the importance of evidence-based advocacy for policy change, and to explore what are credible sources in evidence gathering.	Review of any research or reports undertaken by organisation on children in detention with a view to ensuring the information being presented is robust and credible.	60
	14.00	Break		



Planning and Action	14.30	<b>Developing Goals and Objectives</b> Purpose: This session will discuss goal and objective setting and encourage participants to develop appropriate goals and objectives for their advocacy initiatives around the issue of children in detention.	Participants will be given examples of ways to develop a goal using the following definition: "Goal is a general statement of what is hoped to be achieved in the long run". Participants will also work in groups to establish objectives which describe short term, specific, measurable achievements that contribute to the advocacy goal (SMART objectives = specific, measurable, achievable, realistic, time-bound).	90
	16.00	END OF DAY		
<b>Day 2</b>				
Planning and Action	08.00	<b>Identifying Targets</b> Purpose: To discuss and agree relevant national, regional and international targets to engage with in addressing the issue of detention of children in your country.	Participants will be presented with information on regional and international human rights agencies, and will also develop a strategy aiming at a mix of national targets including media, policy-makers etc.	90
	09.30	Break		
Planning and Action	10.00	<b>Identifying Targets ctd.</b>		120
	12.00	Lunch		
	13.00	<b>Developing the Message</b> Purpose: To help participants understand the importance of developing messages appropriate to the issue and the target, focusing on the central idea(s) to be communicated in light of their recent research or report on children in detention.	Discuss and develop a range of appropriate messages looking at issues of language, messenger, format and time and place. Examples of the following will be developed: – A Statement submitted to a body at regional and IGO level – Press statement – Letter to a minister or government body.	90
	14.30	Break		
Implementation and Review	15.00	<b>Communicating your Message</b> Purpose: To allow participants to develop a range of skills to be used for advocacy and lobbying purposes.	Content: Participants will use role play exercises to learn about different communications methods; different methods include: – holding a press conference – meeting with Government officials	60



			– lobbying IGOs	
	16.00	END OF DAY		
<b>Day 3</b>				
Implementation and Review	08.00	<b>Building Support</b> Purpose: To encourage participants to understand and explore the importance of building effective networks and alliances for purposes of effective advocacy.	Participants will get advice and instructions on alliance forming – e.g. network building, liaising with NGO's and government departments to strengthen your message.	90
	09.30	Break		
Implementation and Review	10.00	<b>Identifying Resources</b> Purpose: This session will focus on what resources and capacity you have to identify in order to be able to implement a successful advocacy strategy.	Participants will be encouraged to make a realistic assessment of what resources are needed and how these might be obtained to further strengthen advocacy initiatives.	120
	12.00	Lunch		
Implementation and Review	13.00	<b>Monitoring and Evaluation</b> Purpose: This session will explore what monitoring and evaluation (M&E) means in the context of an advocacy strategy, how to prepare a framework, measure success and failures and use this for future work.	Participants will be given examples of monitoring and evaluation frameworks and will carry out a practical exercise in developing an M&E framework.	90
	14.30	Break		
Implementation and Review	15.00	<b>Conclusion, discussion and closing ceremony</b>	<ul style="list-style-type: none"> <li>– Finalising of an Action Plan</li> <li>– Evaluation of the Workshop</li> <li>– Closing Ceremony</li> </ul>	60
	16.00	END OF DAY		



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## Annex II: Further information on: the UN Committee on the Rights of the Child

### The UN Convention on the Rights of the Child

Since its adoption in 1989 after more than 60 years of advocacy, the United Nations Convention on the Rights of the Child has been ratified more quickly and by more governments (all except Somalia and the US) than any other human rights instrument. This Convention is also the only international human rights treaty that expressly gives non-governmental organisations (NGOs) a role in monitoring its implementation (under Article 45a).

The basic premise of the Convention is that children (all human beings below the age of 18) are born with fundamental freedoms and inherent rights. Each government must regularly report back on children's rights in their country. Articles 37 and 40 refer specifically to children in detention although children in detention also have all the rights contained in the Convention.

### Committee on the Rights of the Child

The Committee on the Rights of the Child is a body of experts monitoring the implementation of the CRC by States Parties to the Convention. The Committee holds regular sessions each year to review States Parties reports on progress made in fulfilling their obligations under the Convention. The Committee can make suggestions and issue recommendations to governments on ways to meet the Convention's objectives, called "Concluding Observations"

NGOs are invited to submit "Alternative Reports" to States Parties reports to give a different perspective to the Committee. All Alternative Reports are made available through the NGO Group for the CRC and hosted on the [CRIN website](#) by session.

Information about past and forthcoming sessions, including State reports and Concluding Observations can be found on the [website of the High Commissioner for Human Rights](#). It is important to know when your country is next due to report to the Committee on the Rights of the Child so that you can prepare and submit (either by yourself or as a network of organisations) a shadow report.

### Submitting an Alternative Report to the Committee

NGO's and interested parties are welcomed by the UNCRC to submit statements or Alternative Reports for their consideration.

### Activity: How can your organisation contribute to a Shadow Report to the UNCRC?

- What are the main issues raised by the last UNCRC Concluding Observations for your country regarding children in conflict with the law? Use this as a starting point for what you choose to report: i.e. has your government implemented any of the previous recommendations? Has this implementation worked in practice?
- What issues would your organisation specifically wish to draw the UNCRC's attention to?
- How can your organisation engage with the existing networks that produce shadow reports and build alliances? See section 8 on this.



## Current UN CRC membership and contact details

Name	Nationality	Term expires
Ms. Agnes Akosua AIDOO	Ghana	February 2015
Ms. Hadeel AL-ASMAR	Syrian Arab Republic	February 2013
Ms. Aseil AL-SHEHAIL	Saudi Arabia	February 2015
Mr. Jorge CARDONA LLORENS E-F	Spain	February 2015
Mr. Bernard GASTAUD	Monaco	February 2015
Mr. Peter GURAN	Slovakia	February 2013
Ms. Maria HERCZOG	Hungary	February 2015
Mr. Sanphasit KOOMPAPHANT	Thailand	February 2013
Mr. Hatem KOTRANE	Tunisia	February 2015
Mr. Gehad MADI	Egypt	February 2015
Ms. Yanghee LEE	Republic of Korea	February 2013
Ms. Marta MAURAS PEREZ	Chile	February 2013
Ms. Kirsten SANDBERG	Norway	February 2015
Mr. Awich POLLAR	Uganda	February 2013
Ms. Hiranthi WIJEMANNE	Sri Lanka	February 2015
Ms Kamla Devi VARMAH	Mauritius	February 2013
Ms. Susana VILLARAN DE LA PUENTE	Peru	February 2013
Mr. Jean ZERMATTEN	Switzerland	February 2013

### **Contact details: CRC Secretariat**

Committee on the Rights of the Child (CRC)  
Human Rights Treaties Division (HRTD)  
Office of the United Nations High Commissioner for Human Rights (OHCHR)  
Palais Wilson - 52, rue des Pâquis  
CH-1201 Geneva (Switzerland)

### **Mailing address**

UNOG-OHCHR  
CH-1211 Geneva 10 (Switzerland)

Tel.: +41 22 917 93 58

Fax: +41 22 917 90 08

E-mail: [crc@ohchr.org](mailto:crc@ohchr.org)

Website: <http://www2.ohchr.org/english/bodies/crc/>



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## **Annex III: Further Information on: the Committee against Torture (CAT) and the Sub-committee on Prevention of Torture (SPT)**

### **The Committee against Torture**

The Convention against Torture requires states to take effective measures to prevent torture within their borders, and forbids states to return people to their home country if there is reason to believe they will be tortured. The Convention came into force on 26 June 1987. Under this Convention, the **Committee against Torture (CAT)**<sup>5</sup> was established. It is a body of 10 independent experts that monitors implementation of the Convention by its State Parties and normally holds two sessions per year.

All States Parties are obliged to submit regular reports to the Committee on how the Convention is being implemented. States must report initially one year after acceding to the Convention and then every four years. The Committee examines each report and addresses its concerns and recommendations to the State party in the form of "concluding observations". The Committee also often refers to information made available to them by NGOs and other UN bodies, such as the Special Rapporteur on Torture.

In addition to the reporting procedure, the Committee also has the power to consider individual complaints or communications from individuals claiming that their rights under the Convention have been violated, undertake inquiries, and consider inter-state complaints. The Committee also publishes its interpretation of the content of the provisions of the Convention, known as General Comments on thematic issues.

### **The Sub-committee on Prevention of Torture**

The Optional Protocol to the Convention on Torture (OPCAT) entered into force in 2006 and is the culmination of over two decades of joint efforts by civil society and friendly States. The OPCAT seeks to prevent torture and other forms of ill-treatment through the establishment of a system of regular visits to places of detention carried out by independent international and national bodies.

At the international level, the OPCAT creates a new international preventive body, called the UN Subcommittee for the Prevention of Torture<sup>6</sup>. The SPT has a mandate to visit places where persons are deprived of their liberty in the States parties. At the national level, States Parties have to create or designate independent National Preventive Mechanisms (NPMs) for the prevention of torture which also has a mandate to inspect places of detention. These bodies work together to conduct regular visits to all places of detention and make recommendations

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<sup>5</sup> For a factsheet on the committee see <http://www.ohchr.org/Documents/Publications/FactSheet17en.pdf>

<sup>6</sup> For further information see [http://apt.ch/index.php?option=com\\_k2&view=item&id=692:the-un-subcommittee-on-prevention-of-torture-spt&Itemid=251&lang=en](http://apt.ch/index.php?option=com_k2&view=item&id=692:the-un-subcommittee-on-prevention-of-torture-spt&Itemid=251&lang=en)



to the authorities to establish effective measures to prevent torture and ill-treatments and to improve the conditions of detention of all persons deprived of liberty.

**Has your country signed or ratified CAT and OPCAT?  
If not, the following section will focus on how a state ratifies a Treaty and how to encouraging your state to do so.**

## Differences between signing, ratifying and acceding to CAT and OPCAT

**Signing** CAT and/or OPCAT is a signal of interest by a state in ratifying it at some point in the future. Signatory countries commit themselves to avoiding actions that would directly violate the intent of the Convention.

**Ratification** means the act by which a state formally and publicly accepts that they are legally bound by CAT/OPCAT.

**Accession** means that a state ratifies the CAT/OPCAT without having signed it previously and it has the same legal and political ramifications as ratification.

## What can your organisation do to put pressure on the Government to sign, ratify or accede to CAT and OPCAT?

There are a number of ways you could advocate for your country's accession to CAT and OPCAT. One way is to write a letter recommending the treaty and its value in protecting the rights of children in conflict/contact with the law.

### Example: Sample Letter<sup>7</sup>

Name of minister  
Minister of Foreign Affairs  
Ministry of Foreign Affairs  
Address  
City  
Country

Date

Your Excellency

I would like to request your support in achieving the universal ratification of the United Nations Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment.

<sup>7</sup> <http://www.irct.org/about-us/our-strategic-objectives/sharing-knowledge-and-awareness-raising/ratification-campaign/letter-writing.aspx>



Torture destroys men, women and children, families and communities. It prevents societies from nurturing the human and economic development that is a right for all people. It is illegal according to international and customary law.

I am convinced that the successful eradication of torture requires positive efforts of actors at all levels and from all areas of society.

For this reason, I urge you to support the ratification of the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, which should include accepting the competence of the Committee against Torture to make enquiries (article 20) and to receive and examine individual communications (article 22).

Your support for this campaign would be greatly appreciated.

We thank you for your consideration of this important matter and welcome your response,

Yours sincerely,

[Your name]

[Your Organisation Name, Logo and Contact Details]

## Once your country has ratified or acceded to the Convention/OPCAT

After a successful campaign for accession to OPCAT and/or the Convention against Torture any allegations of torture, cruel, inhuman or degrading treatment can be addressed to the SPT and/or CAT (respectively) who are mandated to investigate complaints made against states parties or within their territory. Below is an example of a model communication to CAT or SPT.

**Date:**

**Communication to:**

**The Committee against Torture  
c/o Centre for Human Rights  
United Nations Office  
8-14 avenue de la Paix  
1211 Geneva 10  
Switzerland**

**Submitted for consideration under the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment**

**I. Information concerning the author of the communication**

**Name ..... First name(s)**



.....  
**Nationality** ..... **Profession** .....  
**Date and place of birth** .....

.....  
**Present address**  
.....  
**Address for exchange of confidential correspondence (if other than present address)**  
.....  
.....  
.....

**Submitting the communication as:**  
**(a) Victim of the violation or violations set forth below** ..... [ ]  
**(b) Appointed representative/legal counsel of the alleged victim(s)** ..... [ ]  
**(c) Other** ..... [ ]

**If box (c) is marked, the author should explain:**  
**(i) In what capacity he is acting on behalf of the victim(s) (e.g. family relationship or other personal links with the alleged victim(s)):**.....  
.....  
**(ii) Why the victim(s) is (are) unable to submit the communication himself (themselves):**  
.....  
.....

**An unrelated third party having no link to the victim(s) cannot submit a communication on his (their) behalf.**

**II. Information concerning the alleged victim(s) (if other than author)**  
**Name** ..... **First name(s)**.....  
**Nationality** ..... **Profession** .....  
**Date and place of birth** .....  
**Present address or whereabouts** .....  
.....

**III. State concerned/articles violated/domestic remedies**  
**Name of the State party (country) to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment against which the communication is directed:**  
.....  
.....

**Articles of the Convention against Torture allegedly violated:**  
.....  
.....



**Steps taken by or on behalf of the alleged victim(s) to exhaust domestic remedies- recourse to the courts or other public authorities, when and with what results (if possible, enclose copies of all relevant judicial or administrative decisions):**  
 .....  
 .....

**If domestic remedies have not been exhausted, explain why:**  
 .....  
 .....

**IV. Other international procedures**  
**Has the same matter been submitted for examination under another procedure of international investigation or settlement (e.g. the Inter-American Commission on Human Rights, the European Commission on Human Rights)? If so, when and with what results?**  
 .....  
 .....

**V. Facts of the claim**  
**Detailed description of the facts of the alleged violation or violations (including relevant dates)\***  
 .....  
 .....

**Author's signature:**  
 .....

<b>Address of SPT (to communicate on OPCAT)</b>	<b>Address of CAT (to communicate on the Convention)</b>
The Sub-committee on Prevention of Torture UNOG-OHCHR CH-1211 Geneva 10 Switzerland	The Committee against Torture c/o Centre for Human Rights United Nations Office 8-14 avenue de la Paix 1211 Geneva 10 Switzerland

## Current Membership of the Committee against Torture

Name	Nationality	Term expires
Ms Essadie Belmir (Vice-Chairperson)	Morocco	December 2013
Mr Alessio Bruni	Italy	December 2013
Ms Felice Gaer (Vice-Chairperson)	USA	December 2011
Mr Luis Gallegos Chiriboga	Ecuador	December 2011
Mr Abdoulaye Gaye	Senegal	December 2011
Mr Claudio Grossman	Chile	December 2011
Ms Myrna Y. Kleopas	Cyprus	December 2011
Mr Fernando Marino Menendez	Spain	December 2013
Ms Nora Sveaass (Rapporteur)	Norway	December 2013
Mr Xuexian Wang (Vice-Chairperson)	China	December 2013

The meeting of States parties will take place in October 2011 to elect members whose terms elapse in 2011.

## Current Membership of the Subcommittee on the Prevention of Torture

Name	Nationality	Term expires
Ms Mari Amos	Estonia	December 2014
Mr Mario Luis Coriolano (Vice-Chairperson)	Argentina	December 2012
Mr Arman Danielyan	Armenia	December 2014
Ms Marija Definis-Gojanovic	Croatia	December 2012
Mr Malcolm Evans (Chairperson)	UK	December 2012
Mr Emilio Ginés Santidrián	Spain	December 2014
Ms Lowell Patria Goddard	New Zealand	December 2012
Mr Zdenek Hajek (Vice-Chairperson)	Czech Republic	December 2012
Ms Suzanna Jabbour (Vice-Chairperson)	Lebanon	December 2012
Mr Goran Klemencic	Slovenia	December 2012
Mr Paul Lam Shang Leen	Mauritius	December 2012
Mr Zbigniew Lasocik	Poland	December 2012
Mr Petros Michaelides	Cyprus	December 2014
Ms Aisha Sujune Muhammad (Vice-Chairperson)	Maldives	December 2014
Mr Olivier Obrecht	France	December 2014
Mr Hans Draminsky Petersen	Denmark	December 2014
Ms Maria Margarida E.Pressburger	Brazil	December 2012
Mr Christian Pross	Germany	December 2012
Mr Victor Manuel Rodriguez-Rescia	Costa Rica	December 2012
Ms Judith Salgado	Ecuador	December 2014
Mr Miguel Sarre Iguiniz	Mexico	December 2014
Ms Aneta Stanchevska	FYROM	December 2014
Mr Wilder Tayler Souto	Uruguay	December 2014
Mr Felipe Villavicencio Terreros	Peru	December 2014
Mr Fortuné Gaétan Zongo	Burkina Faso	December 2014



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## Annex IV: Further Information on: European Committee for the Prevention of Torture (CPT)

The CPT was set up under the Council of Europe's Convention for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment, which came in to force in 1989. The CPT is a non-judicial mechanism to protect those deprived of their liberty against all forms of torture and ill-treatment. The Council of Europe already has a judicial process for victims of torture to get remedy through, the European Court of Human Rights.

### The CPT

The CPT organises inspection visits to places where individuals are deprived of their liberty. They have unlimited access to these premises and all facilities within them for within all the States that have signed the Convention. After each visit they provide a report to the State concerned detailing their findings, concerns, requests for information and recommendations. The State is then required to respond in detail to the issues raised in the report. Importantly, the CPT does not publish its findings or reports as it has the aim of working with States to protect those deprived of their liberty rather than to condemn States. However, States can ask for their report to be published and this is the norm. If a State refuses to improve the situation or fails to cooperate the CPT may make a 'public statement' regarding the country.

Visits are carried out every four years, although they can arrange ad hoc visits whenever necessary. The CPT notifies the State that it will make a visit, but once this notification has been made they can enter any place where a person is deprived of their liberty without notice. As of September 2011 the CPT had undertaken 185 regular visits and 121 ad hoc visits.

### Contact Details

CPT Secretariat  
Council of Europe  
F-67075 Strasbourg Cedex  
France

Tel: +33 3 88 41 39 39  
Email: [cptdoc@coe.int](mailto:cptdoc@coe.int)  
Website: [www.cpt.coe.int](http://www.cpt.coe.int)



## Current Membership of the CPT

Name	Nationality	Term expires
Mr Letif Hüseyinov (President)	Azerbaijan	December 2011
Mr Vladimir Ortakov (1st Vice-President)	FYROM	December 2011
Ms Haritini Dipla (2nd Vice-President)	Greece	December 2011
Mr Marc Nève	Belgium	December 2011
Mr Petros Michaelides	Cyprus	December 2011
Mr Mario Felice	Malta	December 2011
Mr Pétur Hauksson	Iceland	December 2011
Mr Mauro Palma	Italy	December 2011
Mr Eugenijus Gefenas	Lithuania	December 2011
Mr Jean-Pierre Restellini	Switzerland	December 2013
Mrs Marija Definis Gojanović	Croatia	December 2013
Ms Isolde Kieber	Liechtenstein	December 2013
Mr Joan-Miquel Rascagneres	Andorra	December 2011
Mr Celso José Das Neves Manata	Portugal	December 2011
Mr Jørgen Worsaae Rasmussen	Denmark	December 2013
Mr Antonius Maria Van Kalmthout	Netherlands	December 2013
Ms Elena Sereda	Russian Federation	December 2011
Mr George Tugushi	Georgia	December 2013
Mr Wolfgang Heinz	Germany	December 2013
Mr Tim Dalton	Ireland	December 2011
Mr Ivan Janković	Serbia	December 2013
Ms Olivera Vulić	Montenegro	December 2011
Mr Xavier Ronsin	France	December 2013
Ms Sonja Kurtén-Vartio	Finland	December 2011
Mr Dan Dermengiu	Romania	December 2011
Ms Anna Šabatová	Czech Republic	December 2011
Ms Maria Rita Morganti	San Marino	December 2011
Ms Ilviya Pūce	Latvia	December 2011
Mr Arman Vardanyan	Armenia	December 2011
Ms Dajena Kumbaro	Albania	December 2011
Ms Marzena Ksel	Poland	December 2011
Ms Anna Lamperová	Slovak Republic	December 2011
Mr Stefan Krakowski	Sweden	December 2013
Mr Vincent Theis	Luxembourg	December 2013
Ms Yakin Ertürk	Turkey	December 2013
Mr Georg Høyer	Norway	December 2013
Mr James McManus	UK	December 2013
Ms Nadia Polnareva	Bulgaria	December 2013
Ms Anna Molnár	Hungary	December 2013
Ms Marika Väli	Estonia	December 2013
Ms Branka Zobec Hrastar	Slovenia	December 2013
Ms Julia Kozma	Austria	December 2013
Mr Régis Bergonzi	Monaco	December 2013
Mr Mykola Gnatovskyy	Ukraine	December 2013
Ms Ana Racu	Moldova	December 2013



## **Annex V: Example of a Successful Advocacy Campaign**

### Case Study of a Successful Advocacy Campaign: Raising the Age of Criminal Responsibility in Georgia

#### **Background**

In 2007, Georgia passed a law that lowered the minimum age of criminal responsibility from 14 years to 12 years. This was due to an increase in juvenile delinquency in the country (although no evidenced increase in juvenile delinquency for children under 14) and the government adopting a 'zero tolerance' policy approach to juvenile crime.

#### **Who was involved?**

PRI took part in this advocacy work to get the Georgian government to raise the ACR back up to 14 years alongside local NGOs in Georgia, and Human Rights Watch.

Not part of the network, but also advocating for this on their own behalf, were other actors including UNICEF.

#### **Steps Taken**

- Circulated joint press releases that were widely circulated (see Annex I)
- Addressed the President of Georgia (see Annex II)
- Raised the issues at various events including roundtables and bilateral dialogues with relevant government authorities.

At each of these points reference was made to the recommendations from the UN CRC on Georgia's third periodic report (2008) on this issue.

#### **Outcome**

In February 2010, Georgia raised the minimum age of criminal responsibility back up to 14 years.



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## **PRI/HRW Press Release**

### **For Immediate Release**

#### **Georgia: Raise Age of Criminal Responsibility *UN Committee on the Rights of the Child Urges Reform***

(Tbilisi, June 10, 2008) – A new report by the United Nations children’s rights experts should prompt Georgia to set the minimum age of criminal responsibility at not less than 14 years, Human Rights Watch and Penal Reform International said today. Georgia should repeal legislation that lowers it to 12 years.

On June 6, the United Nations Committee on the Rights of the Child expressed “deep regret” about a law adopted last year lowering the minimum age of criminal responsibility from 14 years to 12 years (<http://www2.ohchr.org/english/bodies/crc/crcs48.htm>). In its Concluding Observations on Georgia, the committee urged the Georgian government to reinstate 14 years as the minimum age.

“This report is a crucial voice against lowering the age of criminal responsibility in Georgia,” said Giorgi Gogia, Caucasus researcher at Human Rights Watch. “The committee’s call for reform underlines the urgent need for a proper juvenile justice system for children in conflict with the law.”

The conclusions are the outcome of a May 2008 review by the committee – which monitors states’ compliance with the Convention on the Rights of the Child – of Georgia’s third periodic report on its compliance with the convention.

The conclusions welcomed some legislative and programmatic measures taken by Tbilisi, including adoption of new laws and the Action Plan for Child Care, but also expressed regret that “some of its concerns and recommendations have been insufficiently or only partly addressed.”

On May 23, 2007, a set of amendments were adopted to three laws in Georgia, lowering from 14 years to 12 years the minimum age of criminal responsibility for children for a number of crimes, including premeditated murder, intentional damage to health, rape, most types of robbery, and possession of knives.

The committee expressed its deep regret over these amendments. It strongly urged the Georgian government to “reinstate as a matter of urgency, the minimum age of criminal responsibility at 14 years,” to be in compliance with one of the committee’s general comments (guideline for interpreting the convention). The comment explicitly urges states “not to lower their minimum age of criminal responsibility to the age of 12,” and encourages states to progressively increase the age of criminal responsibility.

When the amendments lowering the minimum age of criminal responsibility were adopted, Georgia pledged to develop a proper juvenile justice system for children aged 12 and 13, and



indeed all children who are in conflict with the law. This transformation into a new justice system was to be completed by July 1, 2008, when the law reducing the age of criminal responsibility enters into force. Human Rights Watch and Penal Reform International note that some progress has been made in this regard, including training of a number of judges and legal aid lawyers and a commitment to a small number of pilot programs for juvenile probation. However, Georgia is far from having created a juvenile justice system capable of ensuring that children, including those with the maturity of a 12-year-old, receive a fair trial and are sentenced in accordance with the principles of juvenile justice.

The committee urged Georgia to establish juvenile courts and appoint juvenile judges, as well as to provide adequate training to all professionals involved in the juvenile justice system. It also expressed concern at the absence of efficient mechanisms to ensure that imprisonment of children is used as a last resort and for the shortest possible period of time.

“It is only when such services are available that a state can meet its obligations on the rights of the child,” said Mary Murphy, director of Penal Reform International’s South Caucasus office. “Rather than making plans to lock up 12-and 13-year-olds, the Georgian government should study best international practice on addressing and preventing crime by children. It should develop social support and other preventive services appropriate to Georgia’s culture and conditions and to its responsibilities.”

**To read a June 2008 joint letter to President Saakashvili on lowering the age of criminal responsibility, please visit:**

<http://hrw.org/english/docs/2008/06/01/georgi19065.htm>

**For more information, please contact:**

In Tbilisi, Giorgi Gogia (English, Georgian, Russian): +995-77-42-12-35 (mobile)

In Geneva, Mary Murphy (English, Russian): +995-77-44-88-41 (mobile)

**Some examples of where the press release was circulated:**

<http://www.crin.org/resources/infodetail.asp?ID=17617>

<http://www.hrw.org/en/news/2007/06/10/georgia-lowering-age-criminal-responsibility-flouts-international-standards>

[http://georgiandaily.com/index.php?option=com\\_content&task=view&id=3002&Itemid=134](http://georgiandaily.com/index.php?option=com_content&task=view&id=3002&Itemid=134)



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## Letter to the President of Georgia on the issue

1 June 2008

Dear President Saakashvili,

We are writing to express our profound concern about legislative amendments lowering the age of criminal responsibility and urge you to take immediate steps to repeal them. If the amendments go into force as planned on July 1, Georgia risks flouting its international legal obligations and causing irreparable damage to the lives of children.

On 23 May 2007 a set of amendments were adopted to three laws, lowering from 14 to 12 the minimum age of criminal responsibility for children for certain crimes (premeditated murder, including under aggravated circumstances; intentional damage to health; rape; most types of robbery; assault; and possession of a knife).

The amendments contravene a UN recommendation that states not lower the age of criminal responsibility for children. In its General Comment of 9 February 2007 on Children's Rights in Juvenile Justice the UN Committee on the Rights of the Child, which monitors states' compliance with the Convention on the Rights of the Child (CRC), explicitly stated that countries "should not lower their minimum age of criminal responsibility to 12," and has encouraged states to progressively increase the age of criminal responsibility.

When the amendments to Georgian legislation were proposed, we and others urged their withdrawal, citing in addition well known decisions in the European Court concerning fair trial issues. When they were nevertheless adopted, Georgia undertook to develop a proper juvenile justice system for children aged 12 and 13 who are in conflict with the law. Some progress has been made in this regard, with the assistance of international partners and Georgia's civil society, for example, training of a number of judges and legal aid lawyers, commitment to a small number of juvenile probation pilots. However, Georgia is far from having created a juvenile justice system capable of ensuring that children with the maturity of a 12-year-old receive a fair trial and are sentenced in accordance with the principles of youth justice and requirements of the ECHR. It is not yet able fully to meet its current obligations towards children aged 14 to 17 who come into conflict with the law.

Supporters of the amendments have often cited low ages of criminal responsibility in other European countries to justify lowering the age of criminal responsibility in Georgia. However those countries with a low age are both in a minority of European countries and under substantial pressure to raise the age of criminal responsibility. For example, in 2006 the UN Committee on the Rights of the Child reprimanded Ireland for lowering its age of responsibility. Moreover, while neither the United Nations Standard Minimum Rules for the Administration of Juvenile Justice (the Beijing Rules) nor the CRC are prescriptive about a particular age, the Beijing Rules provide that the age of criminal responsibility 'shall not be fixed at too low an age level, bearing in mind the facts of emotional, mental and intellectual maturity'. These principles clearly advocate an age of criminal responsibility at the higher end of the scale and it is inconsistent with them to provide different ages for different crimes.

The consequences for a child are also vastly different when a country does not have in place a large range of services to avert custody, such as social services, non-criminal institutions, and methodologies and resources for individual risk and needs assessment. It is only when such services are available that a state can meet the requirement of Article 37 (c) of



the UN Convention on the Rights of the Child that the arrest, detention or imprisonment of a child be used 'only as a measure of last resort and for the shortest appropriate period of time.' In addition to the inconsistency with the Convention on the Rights of the Child, there is a serious issue as to whether lowering the age of responsibility to 12 will be compliant with the European Convention on Human Rights (ECHR).

Despite Georgia's efforts to redress years of stagnation and neglect, for example in the field of child welfare, deinstitutionalization and development of the institution of the social worker, it will still take a long time before Georgia is able to guarantee that it can deliver the necessary preventive and protective steps with regard to 14 to 17-year olds. This places them, and even more so 12 and 13-year olds if the above mentioned legislative amendments become effective, at risk.

We urge that the May 2007 amendments be repealed, and that strategies and action plans that had envisaged the incarceration of 12 and 13-year olds be amended accordingly. We suggest that, instead, resources be devoted to further study of the extent of serious criminal risk currently posed by children in Georgia; international best practice on addressing crime by children; and further development of social support and other preventive services appropriate to Georgia's culture and conditions as well as to its responsibilities.

The undersigned are willing to do everything that we can to support the Government in such a mission.

*(Note: listed in alphabetical order by Georgian titles)*

Human Rights Centre (HRIDC)  
Mkurnali Association  
Women in Business Association  
Georgian Young Lawyers Association  
Global Initiative in Psychiatry – Georgia  
Institute of Democracy  
Democracy and Civil Development Association (DCDA)  
EveryChild – Georgia  
Zaliko Kikodze Fund  
Caucasus Women's Network (CWN)  
Union – "Safari – Family Free of Violence"  
Article 42 of Georgian Constitution  
Centre for the Protection of Constitutional Rights  
Organisation "Child and Environment"  
Organisation "Women and Health"  
Georgian Public Health and Medicine Development Fund  
Georgian Mental Health Association  
NDOBA Association of Georgian Psychosocial Assistance  
Georgian Society of Psycho-trauma  
Women Employment Aid Association Amagdari  
Tasso Fund (Women's Fund and Memory Research Centre)  
Women's Club PEONI  
Former Prisoners for Human Rights  
Antiviolence Network of Georgia (AVNG)  
Centre for the Rehabilitation of Torture Victims Empathy

# Penal Reform International



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Georgian Centre for Psycho-social and Medical Rehabilitation of Victims of Torture (GCRT)  
Penal Reform International  
Human Rights Watch

Signed on behalf of the listed organisations,

Mary Murphy  
Regional Director  
Penal Reform International



## Annex VI: Sample Internal Monitoring Report

<p><b>ADVOCACY STRATEGY REPORT: MONTHLY/QUARTERLY/BIYEARLY</b> <b>DATE:</b></p>
List the activities for the reporting period:
<p>Were these completed: On time? <i>YES/NO</i> To budget? <i>YES/NO</i> If not, please give the reasons for this and any rescheduled date for the activities.</p>
<p>What was achieved by these activities? What was the output? (Examples might be: any legislation drafted, raised in parliament or passed; numbers of people trained and in what subjects; agreement on an issue after an important meeting with a decision-maker etc)</p>
<p>What is the impact/outcome of the activities? How will the activities reduce the prison population or promote human rights?</p>
<p>How many people were affected by the activities? How is this measured? Who are they?</p>
<p>Were there any unexpected consequences of the activities? If so, please give details.</p>
<p>Were there any constraints that influenced the planned implementation of the activities? If so, what steps have you taken to resolve them?</p>
<p>What are the planned activities for the next month/quarter/6 months?</p>
<p>Were any briefings or press releases issued? Were press interviews given? If so, annex to this document or summarise the points made.</p>
<p>Were there positive comments or feedback made? If so, annex any important quotes, comments, reports etc</p>
<p>How did the activities or events contribute to the advocacy objectives?</p>
<p>Are there new prison statistics or legislative change to add to the evidence base for the organisations advocacy strategy</p>
<p>Are there any national or regional developments that will have an impact on the issues the organisation is advocating for?</p>
<p>Are you aware of any new funding or fundraising opportunities coming up?</p>
<p>Have you become aware of new experts, important contacts or new partnership possibilities?</p>
<p><b>Any other details:</b></p>