

**MARVOW 2.0**

Coordinated Multi-Agency Response  
to Violence against Older Women

# Advocacy- Guidelines and Tools for Advocacy Planning



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## Deliverable 5.2: MARVOW 2.0 Advocacy Strategy Template

Contributors: AGE Platform Europe, ANCI LAZIO, Association of Autonomous Austrian Women's Shelters, Associació CONEXUS Atenció, Formació i Investigació Psicosocials, Association NAIA, Psytel France, Mediterranean Institute of Gender Studies, Union of Women Associations of Heraklion, WAVE – Women Against Violence Europe, WWP EN – European Network for the Work with Perpetrators

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## Contents

1. Set the problem tree .....	3
2. Develop a solution Tree.....	4
3. Stakeholder List .....	5
3.1. Gather Information .....	5
3.2. YOUR COUNTRY.....	6
3.3. Categorize Stakeholders.....	7
4. Mapping the Stakeholders.....	7
4.1. Create the Stakeholder Map .....	7
4.2. Evaluate and Adjust.....	8
5. Tools.....	9
5.1. Problem Tree.....	9
5.2. Solution Tree.....	10
5.3. Stakeholder Mapping.....	11
6. References.....	12

# 1. Set the problem tree

The outcome of the problem tree analysis

## Identifying the underlying issue that underpins the challenge:

1. Start by brainstorming, engaging in a discussion and reaching a consensus on the matter or concern that necessitates analysis. This issue or concern is placed at the core of the flip chart and there is no need to be overly precise since it is an initial phase. However, it is necessary to encapsulate a genuine concern that resonates with all involved parties.
2. The **Problem Tree** (Figure 2) will facilitate a more comprehensive examination. In order to set the problem, each organization needs to answer the following questions. This will lead each organization to a big picture of the change you want to achieve. Then you need to write this down in a sentence and formulate **the PROBLEM in your country** as a change-oriented question. The PROBLEM will be the “trunk” of the tree.

The questions are:

- i. What is the problem you want to tackle?
  - ii. Why is it a problem?
  - iii. Is this problem the actual one or the symptoms of another underlying problem?
3. Next, the team uncovers the origins of the central problem, which are designated as the "roots", which represent the causes of the PROBLEM, and the "branches", which represent the effects of the PROBLEM.

Some helpful questions for setting the rest of the tree are:

- i. What is causing the problem? What are the underlying structures and belief systems that support this dysfunctional state?
  - ii. Who are the individuals or groups affected by the problem?
  - iii. What would the ideal situation look like for these individuals or groups?
4. Naturally, there will be an ongoing conversation as factors are sorted and rearranged, often giving rise to subdivided roots and branches.
  5. Upon finishing the first draft of the problem tree, it is necessary to pose the following questions:

- Does this represent the current situation?
  - Which causes and consequences are improving deteriorating, or staying constant?
  - What are the most severe repercussions? Which are the most disconcerting? What criteria are pivotal when contemplating a course of action?
  - Which causes can be treated more easily? Are there potential solutions or alternatives to explore? Could a policy modification mitigate a cause or effect, or foster a solution?
  - What decisions have we reached, and what actions have we concurred upon?
6. The problem tree can be transformed into a goal tree by rephrasing each problem as a positive, desired outcome. Consequently, root causes and consequences are reinterpreted as crucial solutions, effectively identifying significant project entry points. These objectives are often framed as transformational objectives. Subsequently, they can be incorporated into a force field analysis, serving as a valuable subsequent step.

## 2. Develop a solution tree

Create a visual representation **The Solution Tree** (Figure 3 Solution Tree) of the solutions and their relationships in a tree-like structure. The trunk of the tree represents your campaign objectives, and the branches represent the solutions or strategies.

After finalizing the Problem Tree, a solution (also called objectives) tree is developed. In this step:

- i. The causes of the Problem are reversed into a positive statement, and some goals are set in order to achieve them.
- ii. Each cause from the Problem Tree needs to lead to a goal and each goal will include specific measures/solutions. How each goal can be achieved through various strategies or solutions?
- iii. The Main Objective is the big picture, a combination of all the sub-goals set before. For example, in the limits of **MARVOW 2.0** the Main Objective could be “the Multi-agency Collaboration to deal with the Violence against older women”.

It is advisable to go through the solution tree and check to see if all the statements are clear, and if there are any missing steps between a means and an end. If so, you may need to revise both the problem and solution trees by adding more statements.

## 3. Stakeholder list

### 3.1. Gather Information

*Collect information about each stakeholder, including their name, organization, role, contact details, and position on your campaign issue. Research their history, interests, and past involvement in similar campaigns.*

Research is necessary. Each organization needs to collect data and facts in order to figure out what are the stakeholders of their advocacy plan. In order to map the ecosystem, some initial questions need to be answered:

- i. Who are the individuals and groups working on this issue?
- ii. How do they frame the problem? What sort of narrative is already being used?
- iii. What are the key striking statistics connected to this problem?
- iv. Which initiatives similar to what you are proposing have been tried or advocated for before?
- v. What are the arguments for the change you desire to see?
- vi. What are the arguments against such change? Or which has been delaying any change from happening?

The answers to these questions will help you prepare fact sheets with testimonies, stories, and arguments from both sides in order to make a list of the relevant stakeholders.

In order to start listing all of your stakeholders, you need to include their names, organizations, roles, and any relevant details.

## 3.2. Your Country

**Example: GREECE** (*this is an example of some of the stakeholders we have included*)

### OFFICIAL DECISION-MAKERS

#### A) Government services:

Ministry of Health

Ministry of Social Cohesion and Family

Ministry of Civil Protection

#### B) Community leaders:

Region of Crete

Mayors

### INFORMAL DECISION-MAKERS

Police departments

Departments of criminal mediation

Prosecutors, lawyers and judges

Social health agencies

Hospital and health centers

Social services of Hospitals

Social services

### PRESSURE GROUPS

Doctors

Psychologists

Health professionals

Elderly beneficiaries who have experienced abuse

Families of the beneficiaries

Other NGOs

Media

### 3.3. Categorize Stakeholders

*Categorize the stakeholders into different groups based on their level of influence and interest in your campaign.*

To categorize the stakeholders you need to further analyze them:

- i. Are they directly affected by the problem or not?
- ii. Do they care a lot about your problem or not? Why?
- iii. Do they have a lot of resources they can dedicate to help you solve the problem?
- iv. Who can influence them directly or indirectly and why? What sort of arguments are they likely to respond to?
- v. Do they have a high level of, or little power to influence change?
- vi. Are they supportive of your cause? Can you consider them as allies or opponents?

Common categories include:

- High Influence, High Interest: These are your primary targets for engagement.
- High Influence, Low Interest: Engage as needed, but don't overcommit resources.
- Low Influence, High Interest: Keep informed but may not require extensive engagement.
- Low Influence, Low Interest: Monitor but may not need active engagement.

## 4. Mapping the Stakeholders

### 4.1. Create the Stakeholder Map

*Create a visual representation of your stakeholders using a matrix or chart **Stakeholders Mapping** (Figure 3 Stakeholders Mapping (Matrix)). You can use software tools or simply draw it on paper. Place stakeholders in their respective categories (high influence/interest, low influence/interest).*

You need to categorize the stakeholders listed before based on their interests and influence/power. The table below helps you to put the stakeholders on the correct side of the map in order to figure out the next movements you need to follow.

<b>Meet their needs:</b>	Engage Increase/maintain a level of interest The aim is to move them to the right Could be a risk to your idea
<b>Key player:</b>	Manage closely Involve in projects and decisions Engage on a regular basis and work to maintain the relationship
<b>Low priority:</b>	Monitor Communicate generally to keep updated Aim to move to the right
<b>Keep informed:</b>	Make use of interest through involvement Consult on their area of interest Can be a supporter/ambassador

Table 1 Table of categorization (related to Figure 3 Stakeholders Mapping (Matrix))

## 4.2. Evaluate and Adjust

Continuously assess the effectiveness of your engagement efforts. Are you making progress toward your campaign goals? Adjust your strategies based on the feedback and results.

# 5. Tools

## 5.1. Problem Tree

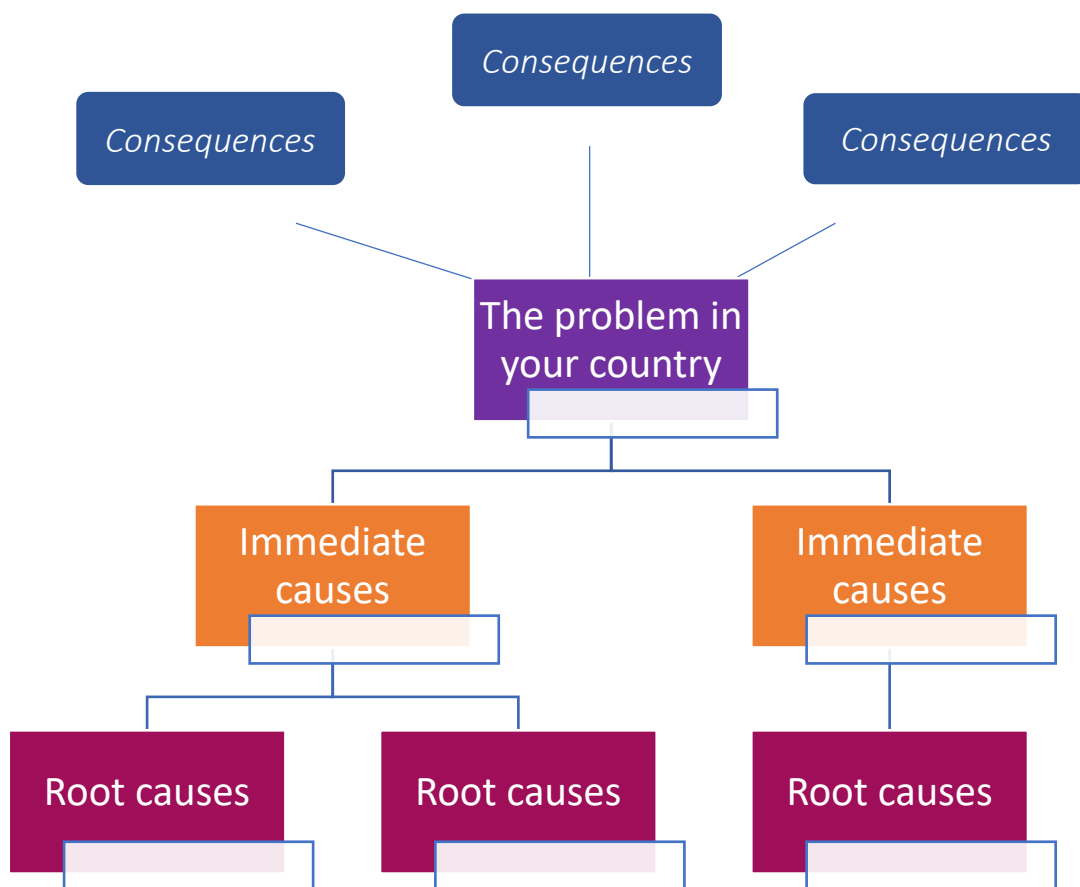


Figure 2 Problem Tree

## 5.2. Solution Tree

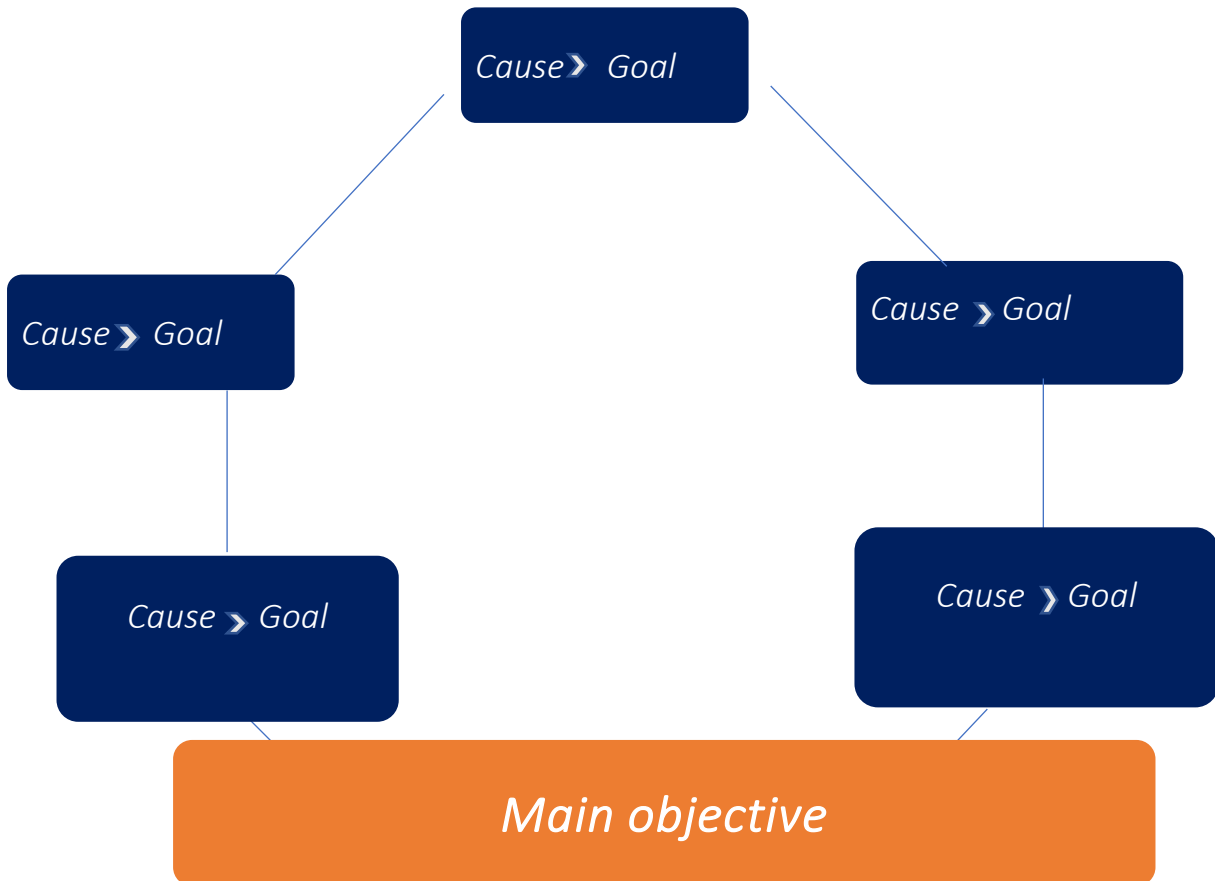


Figure 3 Solution Tree

### 5.3. Stakeholder Mapping



Figure 4 Stakeholders Mapping (Matrix)

## 6. References

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