



# ECF organisational development workshop

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# Introductions

# Draft Agenda

- Introductions
- About the process

# Process

- Workshop style
- Introduction
- Workshop activities – mostly in groups
- Feedback, outcomes, next steps

# Creating stronger advocacy organisations in Europe

## ECF Leadership Programme

# ECF's challenge

- Our work is most effective when:
  - International advocacy is picked up at a national level
  - National pressure influences international policy
  - Cities/regions see cycling enhancing international branding
  - Countries/regions use international funds, events, programmes, networks, research



# Our objective

- By 2020
  - A majority EU countries have an impactful national cycling advocacy programme
  - Complementary activity in non-EU Europe
- Result
  - More cycling, more often
    - More effective national advocacy
    - More government expenditure on cycling
    - Impactful multi-national base of cycling friendly supporters in EU, OECD, UN etc.

# Helping organisations through strategic change

- Learning and testing some tools for strategic decision-making
- Help members identify possible future roles and opportunities
- Evaluate how current strengths and weaknesses relate to future opportunities
- To get a shared understanding and commitment to future priorities



# Model for appraisal, comparison and investment in organisations (EFQM)

Where are your strengths and weaknesses?

**Leader-  
ship**

Mission  
Vision  
Purpose

**Inputs**

People  
Resources  
Policy  
Organisation

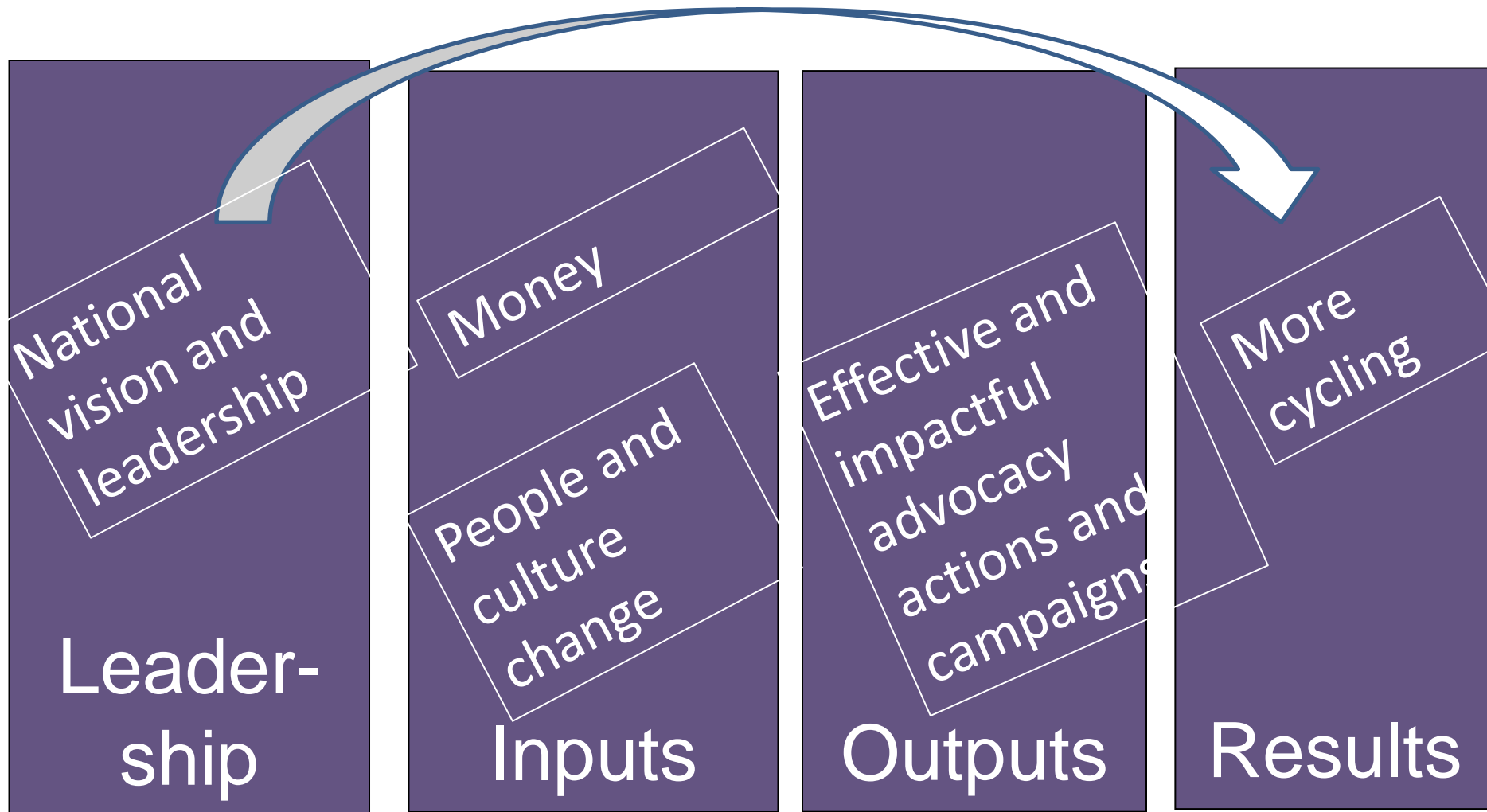
**Outputs**

Activities  
Products  
Services  
Campaigns

**Results**

More people  
cycling  
More often

# LP requests for help are structured around EFQM



# Subjects and tools so far

- Quality management for organisations
- Strategic planning
- Advocacy tools
  - National collaborations and structures
  - Selecting winning campaigns
  - Targeting
  - Stakeholder mapping
- Human resources tools
  - Culture change
  - Motivation
- Fundraising strategies

# Link to LP applications

- Strong preferences
  - SMART Proposals
    - Specific intervention – not general
    - Measurable change – before and after
    - Ambitious – makes a real difference to cycling
    - Realistic – you can and will deliver
    - Timed – time limited, clear milestones

# Subject for today

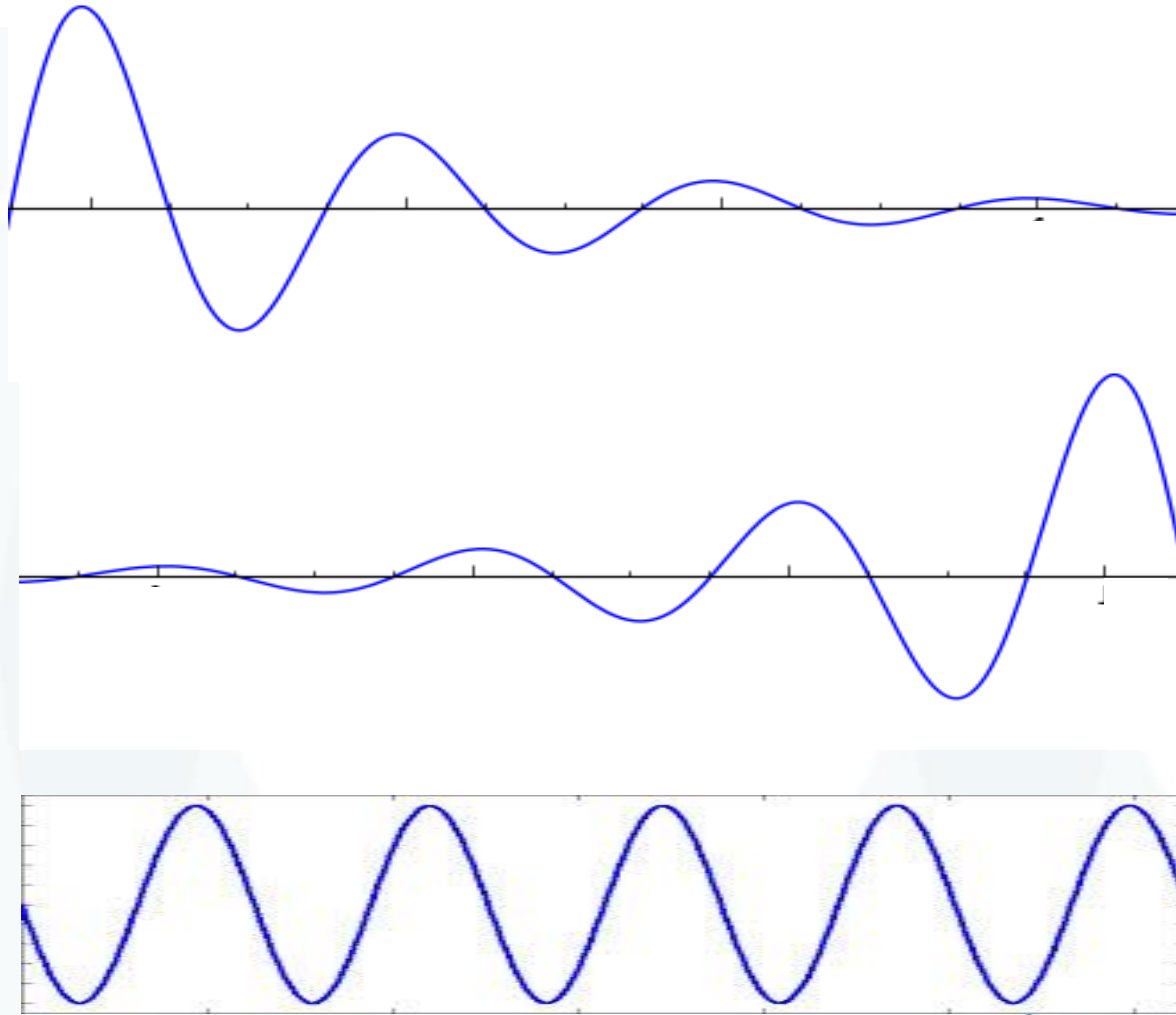
- Common frustrations/concerns from LP
  - Lack of progress
  - Overcoming obstacles
  - Learning not “what works” but “why it worked”
- A new learning dimension
  - Timing
  - “Political opportunity”
  - Leadership program “window of opportunity”

# Questions?

# Political opportunity

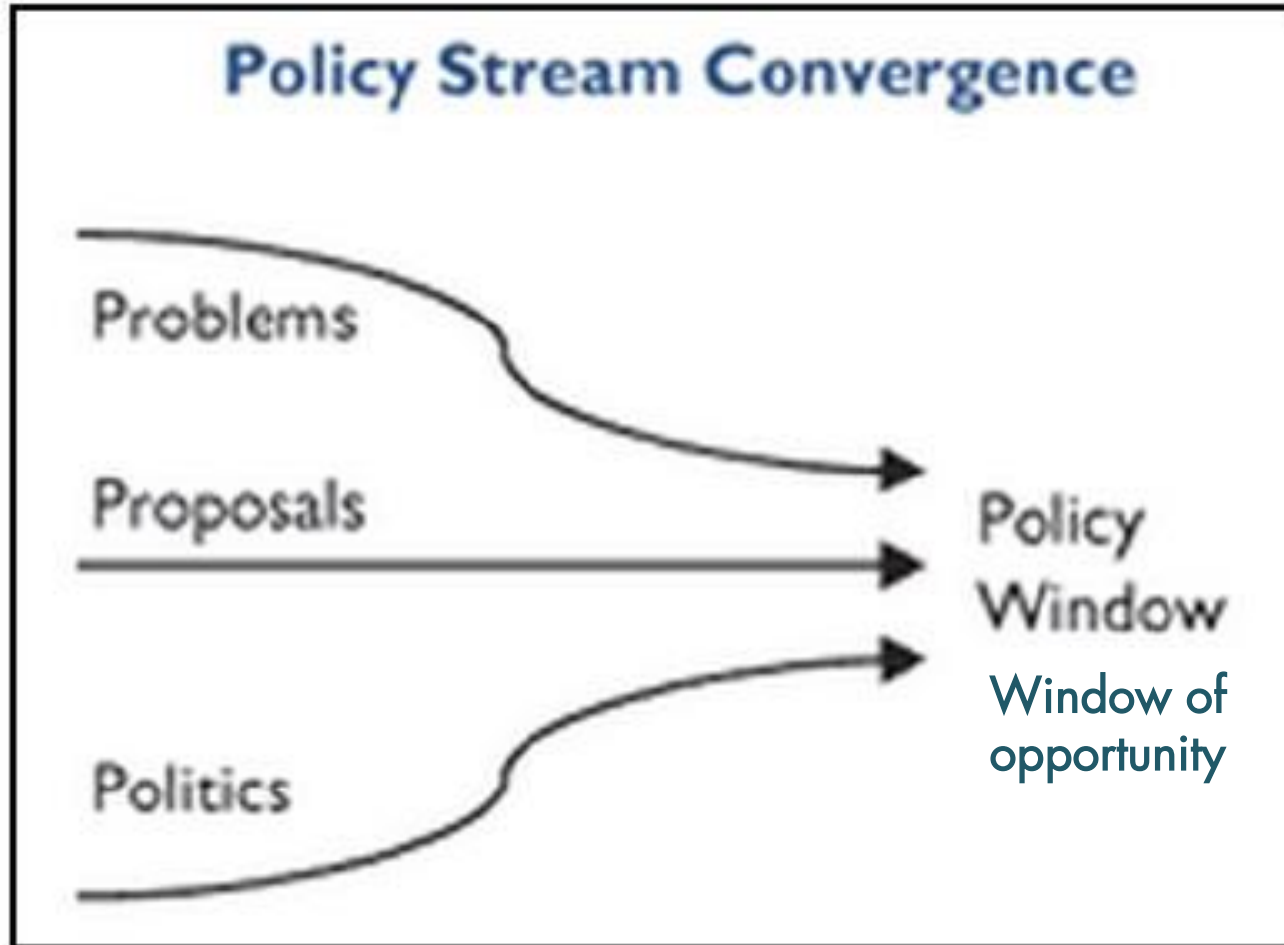
- Your experiences
- When it worked well?
- The timing was wrong?

# Kingdon's 'policy window' framework





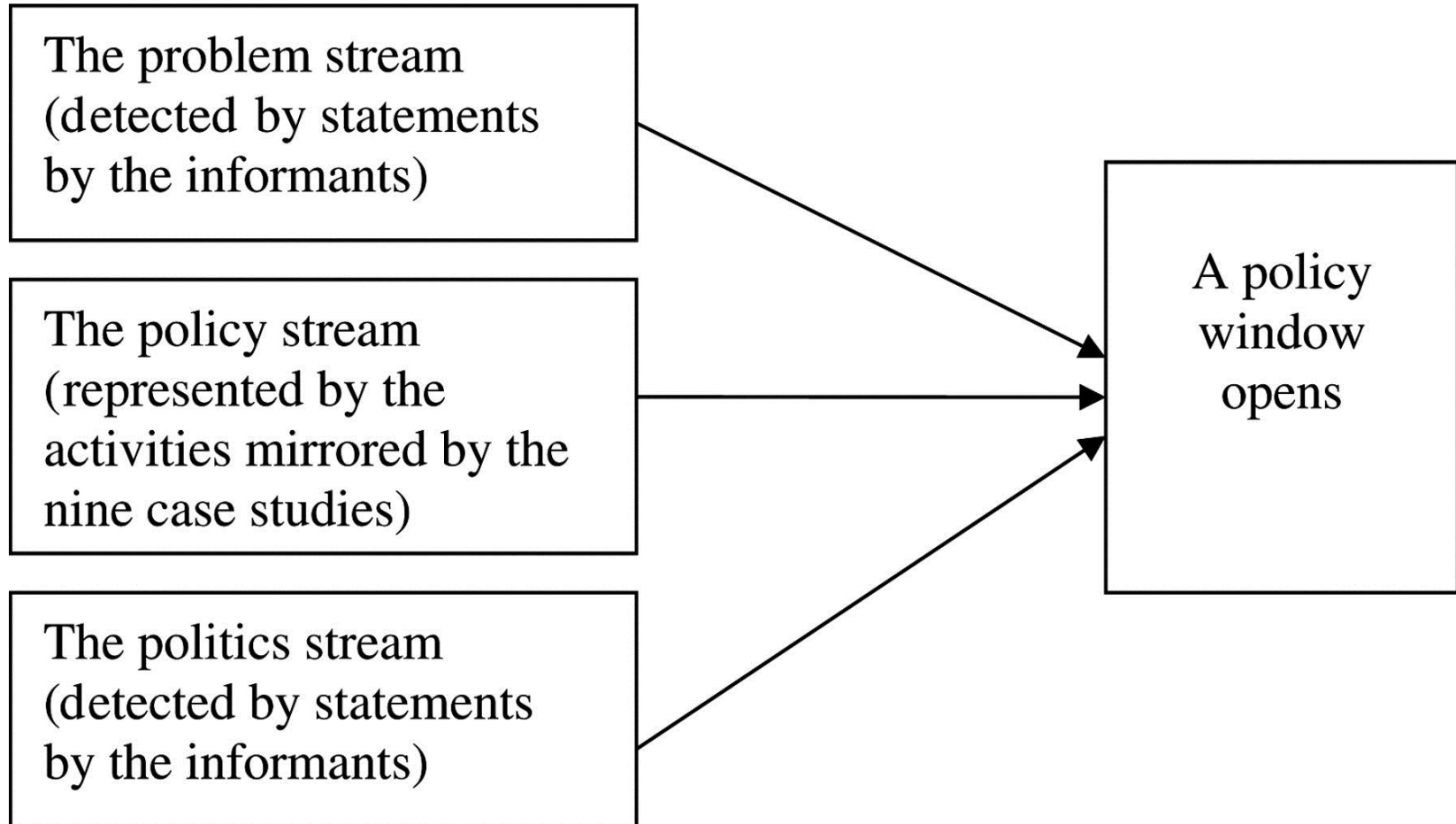
# Kingdon's 'policy window' framework



# Definitions

- Problems: public matters requiring attention
- Policies: proposals for change, specific actions that address the problem
- Political processes: policy-related local conditions, e.g. political intentions, implicit political desire

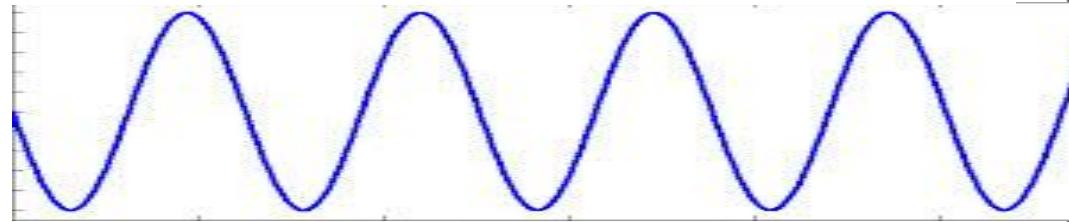
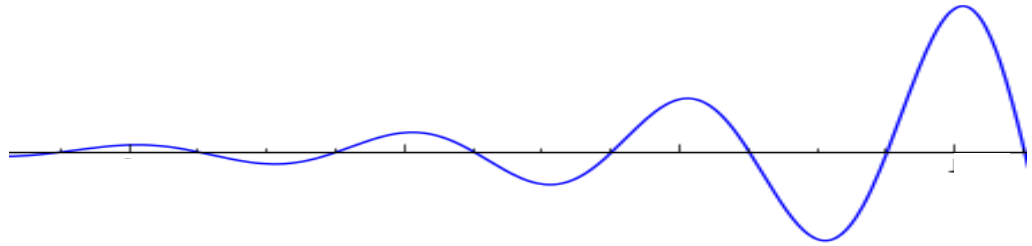
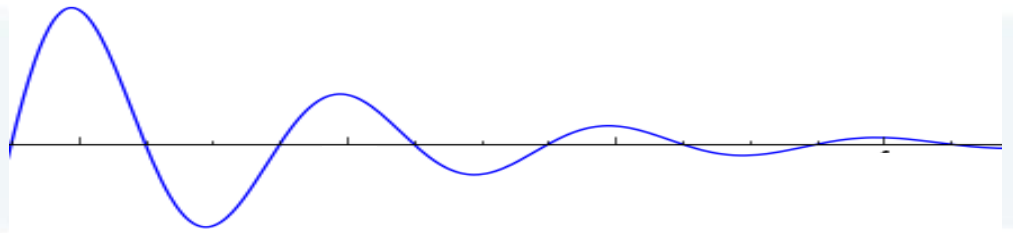
**When the problem stream, the policy stream and the politics stream couple a policy window opens (after Kingdon, 1995).**



**Karin Guldbrandsson, and Bjöörn Fossum Health Promot.  
Int. 2009;24:434-444**

# Advocacy and policy windows

- Proactive – create a policy window
- Reactive – identify and take advantage of policy window



# Checklists

- Winning campaigns training
  - Campaign selection
- Policy windows

Potential Campaigns >>>	A	B	C
1. Aligns with successful model campaigns			
2. Has reasonable prospects for victory			
3. Results in definite, quantifiable improvement in the community			
4. Sets longterm improvements to the walking and biking environment			
5. Engages important groups of people			
6. Fits your organization's mission, culture and resources			
7. Involves current members in a meaningful way			
8. Attracts new members			
9. Inspires passion among at least a portion of your constituency			
10. Builds your organization's political power			
11. Leverages positive media and promotion of your organization			
12. Has strong income potential			
<b>Totals:</b>			

*The bottom line shouldn't dictate your final choice. Some criteria may be more important*



# Policy Windows checklist

Problem	<b>Public sees an issue now</b>
Problem	<b>Public opinion is mobilised</b>
Problem	<b>Functioning institutions in this field</b>
Policy	<b>Feasible solution</b>
Policy	<b>Clear implementation path</b>
Politics	<b>Influential support coalition</b>
Politics	<b>Powerful inside champions</b>
Advocacy	<b>Dynamic master plan</b>
Advocacy	<b>Strong campaign leader(s)</b>

# Themed work sessions

- Policy Proposals
  - Evidence based proposal
- Political preparation
  - Coalitions, partnerships, alliances
- 10 work groups
  - 5 political, 5 policy
  - approx people 5 each group



# Activities

- Case studies 20 minutes
- In groups 40 minutes
  - Share problems to be addressed, chose 1
  - Consider a forthcoming Policy Window
  - Assess the conditions for success
    - Do we have
      - Potentially successful political collaboration?
      - Viable policy proposal?
    - Templates
      - Advocacy checklist
      - Draft proposals

# Feedback

# Joined work sessions

# Presentations

# Conclusions



Thank you for your attention !

For more

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