

CLASP PRINCIPLES

1. Why would people trust you?



CREDIBILITY

What is it?

Credibility is the extent to which people believe in your organisation as a source of information or the extent to which they believe in your message. This principle thus depends on the level of trust people have in you and your expertise.

Whether people perceive you as credible can be very subjective, but can also be influenced by your actions.

Credibility is an important principle for effective mobilising support interventions: you will only be able to convince decision-makers if they trust you and believe your information.

How to prove that you stick to this principle?

- **Personal behaviour:** An important component of your credibility is that you as a person must believe in your message while bringing it across.
- **Fact finding/ research:** The trust people have in your organisation relates to the information and data you use. You can increase your credibility by doing proper fact finding and research on your topic and on the effects of existing policies or practices on your beneficiaries or constituency. Involve your constituency (meaning your organisation and its members) in the fact-finding and provide evidence in a scientific and accessible way.
- **Budget:** Assure to budget for activities that help you to be credible. Think for example about the costs for conducting research, fact finding, communication, and for creating visibility.

2. Who or what gives you the right to interfere?



LEGITIMACY

What is it?

In mobilising support interventions, legitimacy refers to how accepted or how representative your organisation is in taking a certain position. It also looks at if and how you have involved the people on behalf of whom you speak.

How to prove that you stick to this principle?

- Make sure your intervention is done by/with/for beneficiaries: In order for your intervention to have legitimacy, you should set up the mobilising support initiative in such a way that it is done:

By the beneficiaries

With the beneficiaries

For the beneficiaries

This means involving beneficiaries as from the start of the process, since they are the reason of your messaging, and making them increasingly responsible for the mobilising support process.

- Make sure your constituency (your organisation and its members) approves of your intervention during the whole mobilising support process. It is important you stay open, accessible and in touch with your constituency, for example through organising meetings for preparation and feedback.
- Assure to budget for legitimacy, as it does not come for free. Think for example about the costs for organising meetings. Also keep in mind that inclusive processes tend to take longer.

3. How can you prove that you are transparent towards decision-makers, and your donors, constituency, and beneficiaries alike?



ACCOUNTABILITY

What is it?

Accountability stands for responsibility and transparency. It is the way you prove to all stakeholders that you are reliable as an organisation or as a person. This can be done, for example, by using reports, videos, public meetings, testimonials, website, (social) media, and so on. Make the information about your organisation, its projects, its results and its resources available and accessible to your stakeholders.

In general, people distinguish between two types of accountability.

(1) Backward accountability: reporting back to your constituency (your organisation and its members), beneficiaries, board or alliance.

(2) Forward accountability: being transparent towards those you want to influence

How to prove that you stick to this principle?

- **Use accessible facts/reports:** offer information about your organisation and what it does, using, for example, annual reports, project information meetings with your beneficiaries and partners, information posted on your website, and so on. Try to be as open and transparent as possible to all stakeholders including your beneficiaries, constituency, partners and donors, and your political target groups.
- **Organise events:** organise activities like information meetings for beneficiaries.
- **Use financial data and audit reports:** be as transparent as possible providing financial data and audit reports.
- **Budget:** assure to budget for accountability, as it does not come for free. Think, for example, about the costs for public events, research, the auditor, the website and graphic designers.

4. How are you being helpful, and do you focus on win-win solutions?

SERVICE-ORIENTEDNESS



What is it?

Service-orientedness is an attitude that focuses on building a good relationship and cooperation with the person you want to influence. You may see mobilising support as a negotiation process in which you try to create a situation that is helpful for you and thus for your beneficiaries, as well as for the decision-maker. So you wish to address your problem and the needs or concerns of the decision-maker at the same time.

When you apply the principle of service-orientedness, you show a willingness to help the decision-maker, without compromising on the changes that you wish to see.

More activist approaches (using confrontation with decision-makers) are not concerned with developing a good relation. For those approaches this principle does not apply.

How to prove that you stick to this principle?

- **Do as you promise:** Listen well and deliver promised facts, details, information, reports, and answers to questions that are relevant to your constituency (your organisation and its members) and political target groups. Your information and research should contain everything you promised to provide— not more, not less.
- **Deliver quality and deliver on time:** Be careful to provide deliverables of high quality and provide them on time. In this way your beneficiaries have time to respond, and your political target groups are able to reflect and use the information.

- **Take on a servant attitude:** serve your constituency, your beneficiaries or the citizens you represent. Likewise, do not treat your political target groups as your enemies, but approach them as persons that can help you in the same way as you try to help them.

5. What is your power base and how do you use it?

POWER BASE



What is it?

Power is an integral part of life , but a difficult topic to address and to work with. Power influences relations between people, between organisations, in friendships and relations, in marriage, in networks and alliances – and certainly it plays a crucial role in the dynamics of politics.

Power is dynamic and complex, and is changing according to context and interests

Analysing and identifying the many faces of power will give you the chance to deal with power in a conscious and responsible way.

It is helpful to analyse power by looking at four different types of power (based on Gandhi's teachings): 'power over'; 'power with'; 'power to'; and 'power within'.

Your mobilising support intervention must base itself on an awareness and understanding of power. It is important to assess your own power and compare it to the power of others. You want to find out who you would like to convince to use their power for promoting the change you wish for.

How to prove that you stick to this principle?

- **Power over:** strengthen the position of leadership you have in society, an organisation or in politics. Increase and maintain the image of your organisation and its relation with its members and beneficiaries / citizens.
- **Power with:** engage with your beneficiaries and allies, and collaborate or participate in networks and alliances to maximise your influence. Together you will be stronger than alone.
- **Power to:** prove your knowledge on the policy topic and develop evidence based research with beneficiary involvement.
- **Power within:** be aware of your attitude and show self-confidence. Be aware that you can hardly fool people – if you do not believe in what you do, they will feel it and will treat you accordingly.
- **Budget:** budget for preparing and strengthening your power base. Think of costs for networking and alliance building, communication and transparency on websites, research and so on. Also, having a big budget can be one aspect of "power" over in itself.