

EXPERIENCE
for influence



DOMINICAN REPUBLIC

CASE STUDY OF FISCAL JUSTICE IN LAC

This document was prepared by Juan Carlos Arita, based on reports, interviews and collective reflections between the Oxfam team in Dominican Republic, partner organizations, and specialists from the region and global level, based on the work carried out and experiences in tax justice in recent years.

This report has been produced with contributions from:
Jenny Nathaly Torres Gómez - Ciudad Alternativa
Rafael Francisco Jovine Zorrilla - Oxfam in Dominican Republic
Giancarlo Martinez Blandino - Oxfam in Dominican Republic
Rosa María Cañete (Ati) - Oxfam International, Regional Plataform
Cristina Sette - Oxfam International
Carolina Enríquez - Oxfam América
Ernesto Vinicio Ramírez Porras - Oxfam América

The overall report was coordinated by Paola Miranda Oliver (Oxfam in Bolivia)
Design: Martín Sánchez

Cover photo: Alejandra Aguilar/Oxfam

© Oxfam International October 2020

Oxfam is an international confederation of 20 organizations networked together in 67 countries, as part of a global movement for change, to build a future free from the injustice of poverty. Please write to any of the agencies for further information, or visit www.oxfam.org

CONTENTS

■ 1. INTRODUCTION	4
■ 2. THE CHALLENGE AND THE APPROACH OF OXFAM AND ITS PARTNER ORGANIZATIONS IN THE DOMINICAN REPUBLIC	6
“CAMBIEMOS LAS PRIORIDADES”: THE THEORY OF CHANGE AND STRATEGIES	7
■ 3. KEY ASSOCIATIONS AND ALLIANCES	10
■ 4. RESULTS ACHIEVED	12
KEY RESULTS	13
■ 5. THE POTENTIAL SUSTAINABILITY, SCALING UP AND REPLICABILITY OF THE RESULTS	14
■ 6. ENABLING FACTORS FOR INFLUENCING ACTIONS	15
■ 7. EXPERIENCE WITH STRATEGIES	16
THE ADDED VALUE AND DISTINCT SKILLS PROVIDED BY OXFAM	18
LESS ADVANCED DIMENSIONS AND BIGGER CHALLENGES	18
■ 8. LESSONS LEARNED	20

1. INTRODUCTION

Oxfam and its partner organizations in the Dominican Republic have been working for several years on issues related to risk management and public budgets, from a perspective of advocacy and monitoring led by civil society. In 2016, Oxfam worked with the social organization Ciudad Alternativa on an exercise to investigate public spending and political candidates' commitment to quality and transparency in municipal budgets. That same year, Oxfam included as a key area of its country strategy a commitment to supporting inequality reduction influencing processes, with an emphasis on reducing social vulnerabilities that deepen when combined with disaster risk and the poor quality of public investment in guaranteeing social rights.

In 2017, the Cambiemos las Prioridades (Let's Change the Priorities) campaign was launched with the objective of bringing into the public debate and political agenda the need to redirect and improve public spending to

FISCAL CONTEXT IN THE COUNTRY AT THE START OF THE INFLUENCING STRATEGY

Tax revenue as a percentage of GDP (2015) is 13.5%, the second lowest percentage in the region

The Dominican Republic is one of the countries that is struggling to strengthen its revenue from taxes such as value added tax (VAT) and income tax due to the persistence of a high level of tax evasion, a large informal sector of the economy and competition in terms of foreign investment incentives.

In 2015, the tax revenue structure contained a bias towards indirect taxation; general taxes on goods and services accounted for the largest portion (51.1%) followed by taxes related to income and assets (38.4%). Within income tax, 55% comes from companies and 30% from individuals, the lowest level in the region. In 2014, it was estimated that the effective collection rate for the wealthiest 10% was 2.5, placing the country in the fifth lowest position in Latin America.

In 2014, fiscal expenditure (loss due to incentives or tax reductions) in relation to GDP was 6.6%, the third highest in the region. VAT evasion is over 35%, the second highest in Latin America.

In 2016, total health spending as a percentage of GDP was 1.07%, below the regional average estimated at 2.2%; spending on education was 4.0 %, just above the regional average of 3.9%; and social welfare spending was 1.7%, below the regional average of 4.1%.

The Dominican Republic ranks fifteenth in the

guarantee the right to decent housing. Quality housing is central to reducing social inequalities in the country, yet an estimated 71% of Dominicans do not have access to decent and adequate housing¹. In 2017, Hurricanes Irma and Maria displaced more than 80,000 people and highlighted, once again, the housing problem and its effects on vulnerable families.

Oxfam in the Dominican Republic and its partner organizations found an opportunity to link the context of the recurrent risks that the island faces with gaps in state efforts in terms of quality of public investment, to reduce disaster risks and guarantee access to decent housing. Oxfam focused on generating evidence and narratives that helped redefine the housing problems and exposure to risks as issues of rights and inequality, raise awareness and mobilize society to influence decision-makers in public institutions.

This case study highlights Oxfam's experiences in the Dominican Republic, connecting the inequalities and vulnerabilities that are generated when conditions of poverty and exclusion intersect with exposure to disaster risk, and ways of improving the state's response in terms of public investment. Also of note are the innovations in research that link these themes together, and the generation of proposals and strategies to raise awareness and influence decision-makers and the public about the problem. This case offers learning opportunities to address resilience-building from the perspective of prioritizing resources and improving the quality of public spending.

1 According to the UN, the concept of decent and adequate housing includes availability and quality of services, materials, facilities and infrastructure. It also includes security of tenure, affordability and accessibility, habitability, location and cultural adequacy.



2. THE CHALLENGE AND THE APPROACH OF OXFAM AND ITS PARTNER ORGANIZATIONS IN THE DOMINICAN REPUBLIC

According to official data, in recent years the average annual economic growth of the Dominican Republic has been 5.3% and the poverty rate was down to 28.9% in 2016. However, the country's poor fiscal development, combined with growing public debt, lack of political will and low effectiveness of public spending limit the possibility for investing in a transformational way to reduce inequalities and risks related to disasters.

Progressive social investment in health, housing and welfare is still lacking in the Dominican Republic, particularly for the segments of the population living in poverty and regions that are recurrently affected by natural phenomena. For example, it has been calculated that tax exemptions for the housing sector are significantly higher than the 0.03% of GDP that is invested in social housing projects. According to official data, it is estimated that 71% of families do not have decent and adequate housing; people with the lowest incomes are most affected by poor quality housing. It is estimated that 2.1 million homes are substandard, 1.2 million of which do not have basic water, sanitation and electricity services. Furthermore, some 8,000 people displaced by disasters have been living in 'temporary' shelters for decades.

Projects like the Dominican state's housing policy are failing to prioritize low-income families. More than 60% of housing projects are channelled through trusts that are only accessible to 20% of the population with salaries in the formal sector. Public investment in social housing is 0.03% of GDP and the housing collective [Colectivo Casa Ya](#) projects that an investment of 1% of GDP, sustained over 10 years, is needed to overcome the housing deficit. To finance this initiative, Oxfam and its partner organizations propose reducing "public misspending" (defined as spending that results in economic losses due to corruption, cronyism in job creation, inefficiency of institutions, political propaganda paid for by the government, claiming travel expenses and entertainment expenses, and other discretionary budgets of the presidency), which is estimated at 2.5% of GDP, and redirecting those resources to investment in housing and narrowing other social gaps. Not only will this measure resolve the housing deficit, it will also contribute to reducing the vulnerability of the households most exposed to the impacts of disasters, including a significant percentage of female-headed households that could account for more than a third of all households representing the national average (data from the 2016 national household survey).

In short, Oxfam and its partner organizations in the Dominican Republic are working to promote fiscal justice through progressive public spending measures aimed at improving access to housing, investing in reducing disaster-related risks and improving the quality of responses to disasters for people in conditions of vulnerability. They are also promoting greater efficiency in the use of resources, and greater transparency and accountability in relation to public spending.

“CAMBIEMOS LAS PRIORIDADES”: THE THEORY OF CHANGE AND STRATEGIES

Cambiamos Las Prioridades (Let’s Change the Priorities) was the influencing strategy launched in 2017 with the general objective of placing the proposal of redirecting 1% of GDP for 10 years to secure funds to guarantee the right to decent and adequate housing on the political agenda. The aim was to highlight that the Dominican state is able to finance the housing deficit of 2 million homes, particularly for displaced people who have been living in shelters since the hurricanes, if measures are taken to redirect public funds used to cover unnecessary or wasteful expenses or lost through corruption.

More specifically, the strategy anticipated that, through influencing actions including the development of public campaigns, the following results could be achieved:

1. **Support and promote actions** to generate evidence, increase awareness, mobilize people and undertake advocacy **carried out by social movements** working on issues of access to housing and health, from a fiscal perspective.
2. **Develop a case according to the Worldwide Influencing Network (WIN) model** through an alliance between the **Ciudad Alternativa** organization, Oxfam in the Dominican Republic and Oxfam Intermón that contributes to raising the visibility of the problem and influences the government to redirect spending in favour of the right to housing.
3. **Generate public debates with different actors** on the results of studies related to fiscal issues prepared by Oxfam within the framework of the Even It Up campaign in the Dominican Republic and studies conducted in partnership with the Centre for Economic and Social Rights (CESR).

The central hypothesis of the campaign is that: in association with civil society organizations, evidence is generated in relation to the divide in terms of decent housing and its relationship with inequality and vulnerability to disasters, and how the Dominican state has failed to adequately address the problem. To that end, Oxfam and

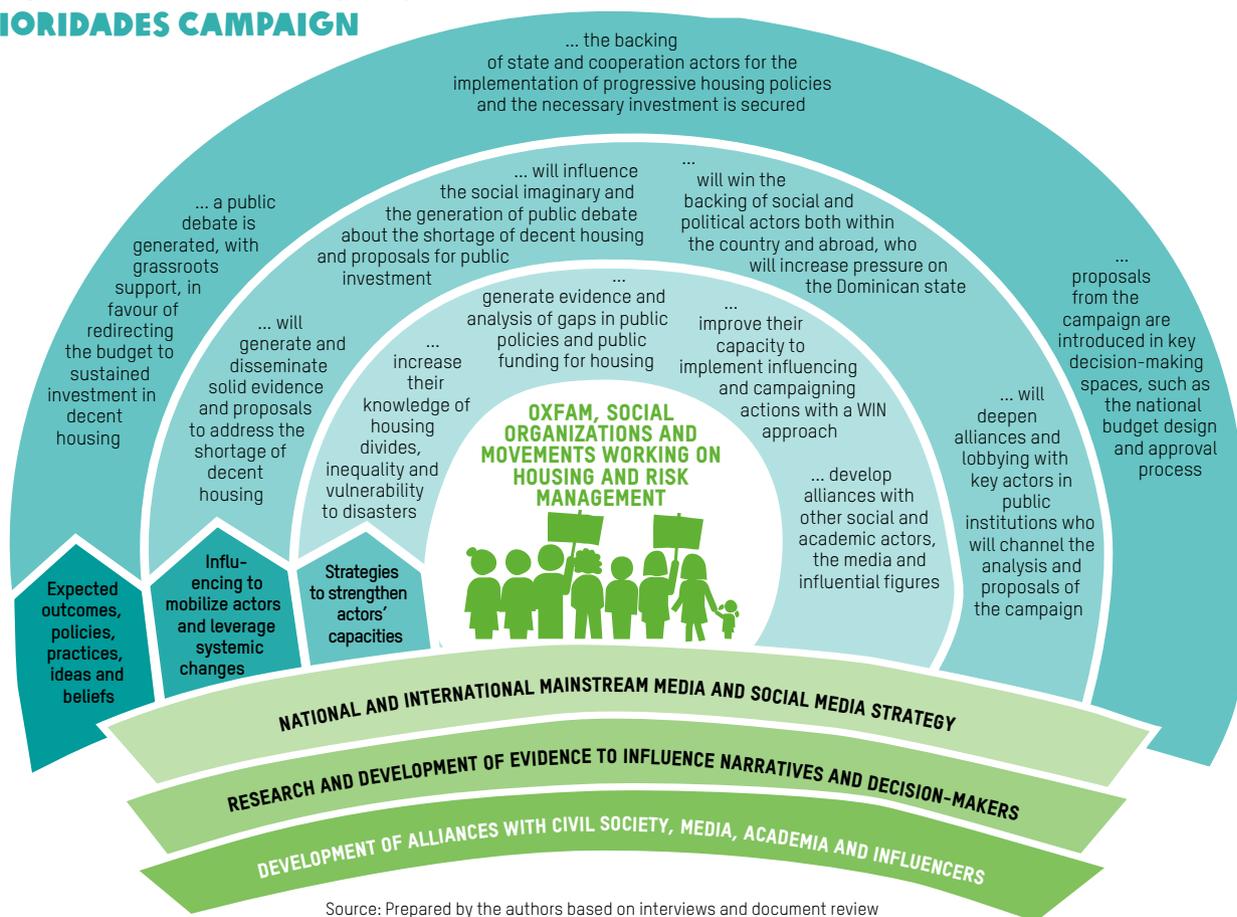
its partner organizations invested in research and the preparation of proposals to review public policies that guarantee sustained funding for social investment in decent housing.

Based on the evidence and proposals generated, different social and digital communication strategies are developed to promote dissemination, circulation and mobilization of actors both within the country and abroad who back the proposals of the campaign.

Applying the Worldwide Influencing Network model, the backing of the Dominican diaspora, influential figures, celebrities and an international audience will be sought to support the campaign proposals and urge the Dominican state to adopt measures that offer a lasting solution to the housing problem.

Together, these strategies will help generate social debate and favourable public opinion, supported by the media and opinion leaders. In parallel, Oxfam and its partner organizations will develop alliances and lobby decision makers in the legislature and other public institutions to include the issue in policy and technical debates during the national budget planning cycle. Pressure from national and international actors will generate an environment conducive to the institutions of the Dominican state to take actions in line with the campaign proposals.

THEORY OF CHANGE OF FISCAL JUSTICE IN THE DOMINICAN REPUBLIC - CAMBIEMOS LAS PRIORIDADES CAMPAIGN

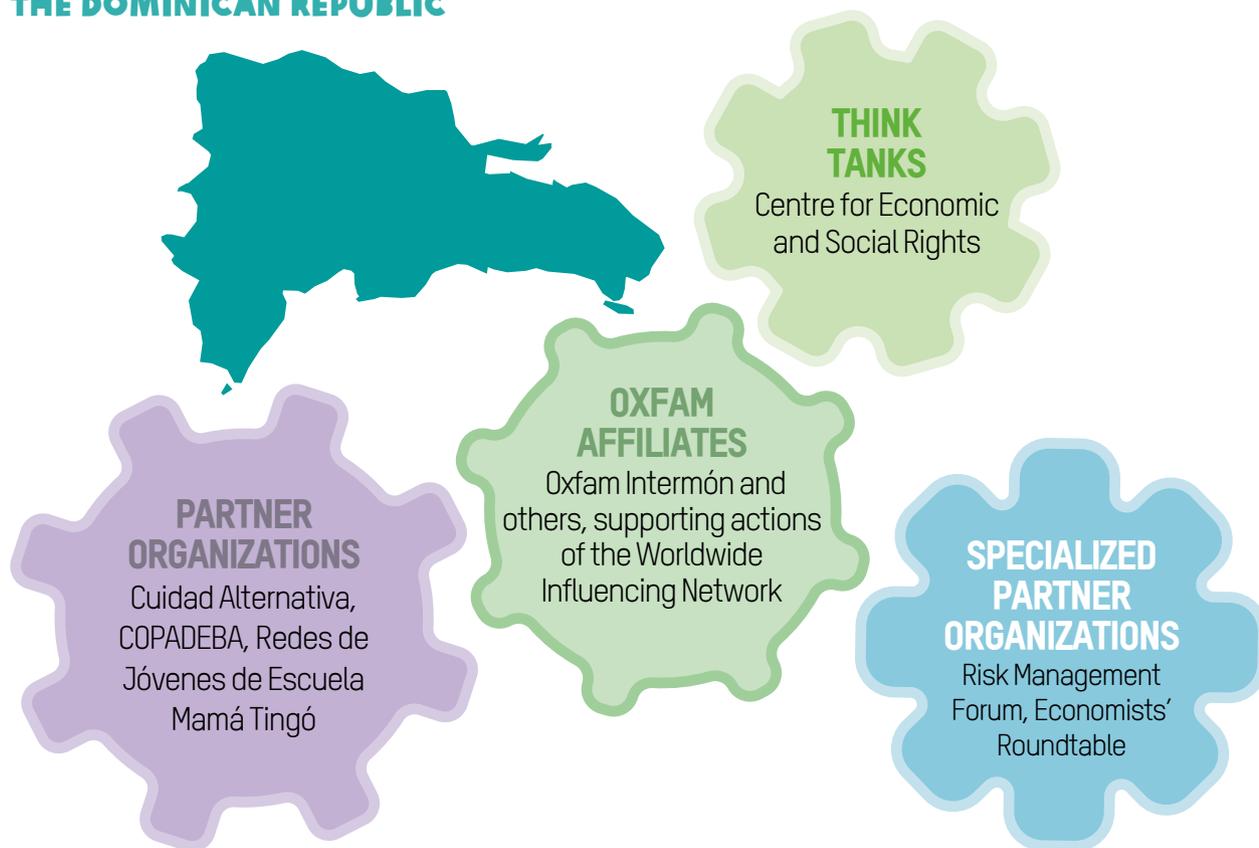


Source: Prepared by the authors based on interviews and document review

3. KEY ASSOCIATIONS AND ALLIANCES

Oxfam has mainly worked on this campaign through networks of civil society organizations and trade associations interested in the right to the city, the right to housing and the management of risks.

PARTNER ORGANIZATIONS AND ALLIES IN THE WORK ON FISCAL JUSTICE AND INEQUALITY IN THE DOMINICAN REPUBLIC



Source: Prepared by the authors based on interviews and document review

The Housing and Habitat Commission is a collective of organizations that make up the social policies roundtable of **Foro Ciudadano** (Citizens' Forum). The Commission is a benchmark for research and analysis about the housing problem and, since 2015, has been promoting the **#CasaYa** (#HomesNow) campaign.

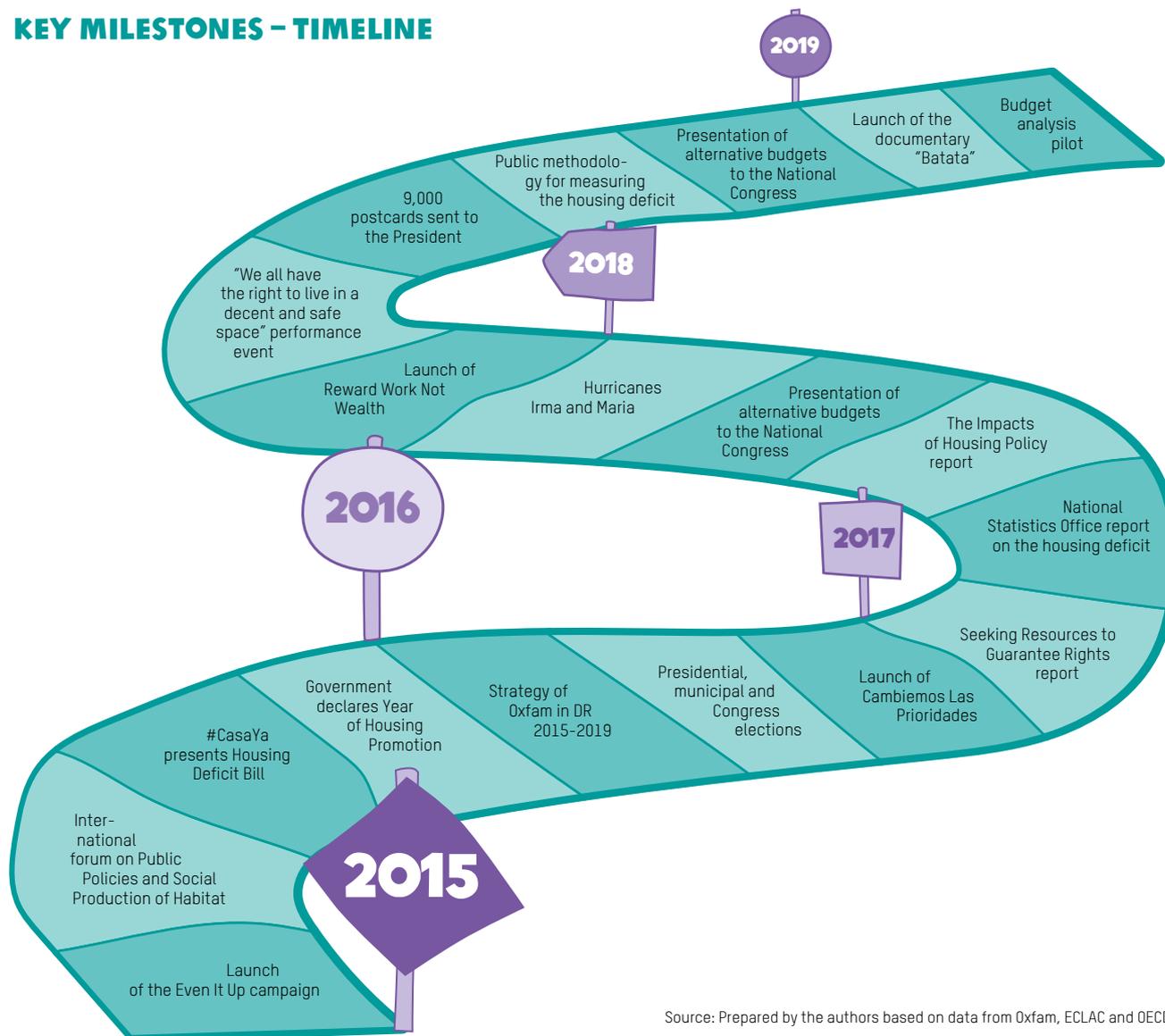
The Defence Committee for Local Rights (COPADEBA) and Ciudad Alternativa are popular movements that support the campaign; they are both widely recognized for their work at the community level to promote the development and defence of social rights. COPADEBA acted as the public mouthpiece for the campaign and played a key role in organizing public mobilization and articulation with young people. COPADEBA, Ciudad Alternativa and the youth networks led dynamic social and cultural activities to raise awareness and increase visibility of the problem, especially in public spaces frequented by middle- and high-income audiences.

The Risk Management Forum and the economists' roundtable gave technical input to the research and construction of proposals, supporting advocacy activities and publicly backing the proposals. Lastly, **Oxfam affiliates from different countries** joined in by supporting international milestones of the campaign in their respective offices. **Oxfam Intermón** played a substantial role implementing mobilization actions that formed the basis of the campaign's Worldwide Influencing Network (WIN) model.

One of the most noteworthy innovations in the area of alliances was the linking of actors specialized in research and the generation of public policy proposals with popular movements working on social rights, particularly the right to housing. For example, there was a partnership with the **Centre for Economic and Social Rights (CESR)** to implement the "OPERA" methodology that seeks to measure the degree of fulfilment by states of the population's economic and social rights. This alliance made it possible to strengthen methods of diagnosing and researching the context of inequalities and vulnerabilities related to housing, and policies regarding investment and the quality of public spending.

4. RESULTS ACHIEVED

KEY MILESTONES – TIMELINE



Source: Prepared by the authors based on data from Oxfam, ECLAC and OECD

KEY RESULTS

The most important progress in the campaign was made in the areas of knowledge generation, positioning in the public and political debate, and strengthening the capacities of social actors working on the right to housing to incorporate fiscal policy perspectives.

- **Oxfam and its partner organizations strengthened the analysis and knowledge of different actors** through research that established links between analyses of inequalities, vulnerabilities and the quality of fiscal policies with an emphasis on the importance of investing in aspects such as decent housing, habitat and the management of risks.
- **The development of agendas and proposals by civil society and Oxfam was strengthened**, to reform the budget planning process and invest public resources efficiently and transparently.
- **A contribution was made to increasing the visibility and public debate about the state's responsibility for implementing fiscal policies** that reduce inequalities and vulnerabilities, prioritizing decent housing as a central aspect of quality of life and resilience in the long term. This includes the scope and participation of an international audience that is receptive to tourism.
- **Various proposals were introduced in policy debates and in the national budget planning and approval cycle** to redirect public investment to programmes to improve access to housing and reduce the misuse and loss of state financial resources.
- **Alliances were established with members of the National Congress**, which facilitated the positioning of the analyses and proposals in Congress and in the debate on approval of the national budget for 2018. This led to the addition of an addendum to the debate of the National Congress.
- **The Ministry of Economy, Planning and Development set up a commission to standardize the methodology for measuring the housing deficit**. Ciudad Alternativa and Oxfam were invited to participate in this commission.



5. THE POTENTIAL SUSTAINABILITY, SCALING UP AND REPLICABILITY OF THE RESULTS

The greatest potential for the **sustainability** of the results lies in aligning the proposals presented for the reallocation of resources as part of the national budget design and approval cycle. Sustainability is also favoured by the strengthened and developed capacities of national actors to carry out research, mobilization and advocacy processes from the perspective of inequality and taxation, and develop public campaigns. The likelihood of achieving **large-scale impacts** is considered high as there is a drive to improve and adapt national public housing policies. Improved social programmes to increase access to decent housing would have the potential to reach and positively impact 70% of the population.

Replicability of the results is most likely through the transfer of knowledge, theoretical frameworks, and tools and methodologies related to research processes that establish links between inequalities and fiscal policies and indicate the reforms needed to ensure the fulfilment of social and economic rights and the reduction of risks.

6. ENABLING FACTORS FOR INFLUENCING ACTIONS

The external and internal enabling factors can be grouped into six dimensions:

1. **Prior processes promoted by state and social actors generated a more receptive political context**; for example, the declaration of 2016 as the Year of Housing Promotion and the start of the drafting of a Housing Bill.
2. **A careful reading of the context of opportunities** with public institutions linked to the national budget discussion and approval cycle, generating stronger evidence and analysis, which enabled allied actors and decision makers to have access to information in a timely manner.
3. **The impact of Hurricanes Irma and Maria in 2017** resulted in the displacement of more than 80,000 people and affected more than 9,500 homes. This **put the shortage of decent housing and precarious living conditions on the public agenda**, together with the importance of state investment in risk reduction.
4. **Ability to convey the problem and the proposals through simple yet strong communication messages**. For example, the message *“three times more is spent on advertising than on housing”* was quickly picked up by the media and social communicators at the national and local levels.
5. Building on the work and experience of Oxfam and its partner organizations in this area (housing, citizen oversight, risk management) and on the participatory planning and design of influencing and campaigning strategies, incorporating the WIN approach, such as using social media to mobilize citizens in 45 countries to support the campaign proposals.
6. **The formation and organization of designated work teams to implement and monitor the campaign strategies**, for instance the Lobbying Committee, and support with invigorating social media at the country level.

7. EXPERIENCE WITH STRATEGIES

ENABLING FACTORS FOR INFLUENCING ACTIONS

EXTERNAL FACTORS

- Research, articulation and proposal generation capacity of local actors with experience in housing and risk management
- Impact of Hurricanes Irma and Maria, which displaced populations and affected thousands of homes
- Opportunities in the national budget definition and approval cycle
- Prior processes led by social and state actors in relation to housing

INTERNAL FACTORS

- The creation and organization of specialized work teams to monitor different components of the campaign
- Capacities and experience in the participatory design and implementation of public campaigns, applying the WIN approach
- Capacity to articulate specific communication strategies with simple messages sent out at the right time
- Technical capacity to connect the issues of housing, risk management and taxation from a rights perspective

FIGHTING CORRUPTION, POLITICAL CAPTURE AND THE FAILURE OF PUBLIC INVESTMENT TO ERADICATE THE HOUSING DEFICIT THAT AFFECTS 71% OF FAMILIES

Source: Prepared by the authors based on interviews and document review

In the course of the campaign, it was necessary to adjust the planning and reinforcement of some strategies, mainly those related to media work. As the degree of public interest in the issue increased, the team did not have sufficient capacity to implement all the planned actions. Consequently, it was necessary to prioritize the public campaign actions that had the greatest impact. It was also decided to step up work on local social media to mitigate the fact that it was not possible to secure support for the campaign from the anticipated number of influential figures or to more strategically connect the launch of the global report “Reward Work, Not Wealth” with the national campaign “Cambiemos las Prioridades”.

Strategies are effective when they are relevant to the context, the actors’ needs and when the actions are mutually reinforcing. The strategies that generated the best results are:

- **Establishing links and alliances with national actors specializing** in the issues in question, and having common interests and agendas for the development of research, debate, dialogue and work with the public institutions identified as the most strategic according to the mapping of actors.
- Actions to **generate evidence and information** that increases the technical and thematic expertise of the Oxfam team, partner organizations and allies, and bolsters the messages and proposals for change with data and arguments. Good quality evidence is considered one of the most important factors for gaining access to decision-makers and generating media interest.
- The appropriate design of **proposals for adjusting public policies, including criteria for their implementation**. In this case, analysis of the problem was accompanied by specific proposals for prioritizing investment (1% of GDP for housing) and how to finance that investment (by reducing the misuse and loss of public resources).
- Communication activities and actions through the **media and social networks generated content and narratives that combined the analysis of the problem with proposals** to be disseminated and the use of simple messages that were accessible to the audiences: for example, “*Let’s Change the Priorities*” aimed at institutions and decision-makers, “*Three times more is spent on advertising than on housing*” for positioning in the public debate, and “*Let’s make the Dominican Republic a haven for all*”, referring to growth of the economy and the tourism sector, were messages tailored to different audiences.
- **Cultural and recreational actions to raise visibility and awareness**, aimed at increasing knowledge of the issue from a rights perspective and securing the support of the public, especially the middle classes.

- **Directly approaching local and national actors in state institutions and the legislative branch**, using solid evidence to improve the performance of public policies related to housing, habitat and the management of risks.

THE ADDED VALUE AND DISTINCT SKILLS PROVIDED BY OXFAM

- The organization's **experience** at the national, regional and global levels on subjects related to taxation, particularly tax policies for social and economic rights.
- **Quality research, generation of solid evidence and construction of narratives** to support the positioning of the issues and political advocacy.
- The capacity to **connect the issues** of risk management and lack of access to decent housing with vertical inequality that has different implications for women, people living in poverty and people exposed to the impact of natural phenomena. The debate was opened about the state's responsibility for investing in social welfare and implementing efficient and transparent progressive fiscal policies.
- **Raising international awareness of a structural problem** in one of the most buoyant economies in the region and connecting those audiences with the campaign proposals.
- The design of influencing strategies that built on the prior experience of Dominican organizations and connected them with Oxfam's affiliate network to engage in advocacy outside of the country, for example in Spain.

LESS ADVANCED DIMENSIONS AND BIGGER CHALLENGES

- **The work with young people** and their organizations and agendas has been more connected to visibility- and awareness-raising strategies through cultural/recreational activities rather than the development of specific agendas for young people. The relationship with youth organizations has been indirect, through Ciudad Alternativa and COPADEBA. Some measures have been taken to increase the visibility of young people and women in public activities of the campaign, such as by making them spokespersons.
- It is still a challenge to **secure sufficient human and financial resources** to adequately support all the planned and emerging activities of a campaign. In Oxfam's case, the team's human resources capacity was overwhelmed and ended up responding to external and internal events rather than carrying out planned actions. At times, it

was difficult to manage competing agendas and activities in the schedules resulting from plans and projects other than those of the campaign.

- The previous challenge also applies to the capacity of local organizations, the majority of which do not have sufficient human and financial resources to set up dedicated and/or specialized teams to carry forward advocacy processes that generate their own evidence and develop visibility and communication strategies.
- Even though the issue has been effectively positioned and viable proposals for implementation have been provided, **the adoption of recommendations and institutionalization of the proposals** are still pending.
- Another of the challenging dimensions was **finding influential figures to support the campaign**; to offset this, work on social media was stepped up. The influential figures plan was set aside.

8. LESSONS LEARNED

- **Invest in strengthening and organizing the capacities of Oxfam and its partner organizations:** Given the ambitious scale of the objectives and the various strategies in the campaigns, it is important to plan and organize the capacities and time of the teams responsible for implementation. It is necessary to analyse the workload of activities, the work schedules of the different actors and variable elements such as emerging risks and demands in order to adequately plan the necessary support resources.
- **Combine agendas that are relevant to the social context and the rights agenda with the question of taxation:** One of the most relevant added values is the analysis and conceptualization of how the challenges of inequality and vulnerability can be addressed through progressive fiscal policies. For example, linking the right to housing with risk reduction and public investment (prioritization and financing) offers actors a structural vision with actionable proposals (that are executable and viable in terms of capacities, resources, relevance and timeliness). Within Oxfam, this approach involves improving the articulation between the development issues it addresses through its development programmes and its various influencing strategies in the area of fiscal justice.
- **Strategically define the participation and visibility of the population affected by the problem:** In the planning phase, it is recommended to pay special attention to defining how the population most affected by the issue will participate and be given visibility during the campaign. One of Oxfam's core principles and objectives is active citizenship, and its campaigns contribute to that in different ways. Ideally, representatives of the most affected people and groups should actively participate - directly or through the organizations that represent them - in the analysis of the problem and the design of proposals. Making them spokespersons for the campaign, leading and coordinating key activities, is another way of supporting their empowerment. This may involve conducting more participatory design processes and investing in training and capacity-building actions for spokesperson, leadership and coordination positions among those groups.
- **Undertake thorough and timely research:** Backing up proposals with thorough research is essential for the political viability of advocacy. Research provides key data and can also help highlight information gaps and technical and methodological areas for improvement of instruments and methods used by state and private institutions. The design and conducting of research should be aligned with the campaign timeline, not only

at the start as the basis for the public launch, but also so that its content can be maximized at key moments throughout the campaign. For example, to generate items of information for decision-makers in the design and approval of the national budget or monitoring the generation of public statistics in future.

- **Design clear messages and devise differentiated strategies for the audiences:** Translating research findings and proposals into clear and simple messages can significantly boost the objectives of awareness-raising, ownership and backing by actors and society. The campaigns can generate different messages to reach different audiences, appealing to the common sense and imaginaries that are important for them. Communication strategies for international audiences can be prioritized or complementary to the national strategies depending on the windows of opportunity that present themselves. It is necessary to be flexible in order to make adjustments; for example, it was not possible to secure the support of influential figures to back the campaign messages as planned, so this strategy was set aside.
- **Prioritization of the communication strategy on social media:** Campaigns can require intensive, ongoing communication support on social media around planned 'peaks' and conjunctural situations. It can be a challenge to harmonize levels of prioritization between the visibility of the campaign in hand and the visibility of other campaigns and processes, especially bearing in mind that Oxfam simultaneously promotes multiple campaigns and issues on its social networks, at the country, regional and global levels. Work should be done to improve coordination between the country, regional and global levels, with mechanisms to manage the prioritization of support for campaigns on social media.
- **Have adequate human resources, with clearly defined roles and responsibilities:** As part of the design and implementation of the campaign, where resources permit, it is recommended to separate advocacy and lobbying functions from work on social and mainstream media. With the aim of maximizing opportunities in each of these areas, it is much better if specialist people can perform the respective tasks. When there is a clear division of roles, it is much easier to monitor the processes, manage the risks and have the capacity to respond to emerging situations. It also helps the technical teams focus on the operational implementation of the campaign activities.
- **Establish alliances with groups and actors that already use social media:** While social media offers huge potential that has not yet been fully harnessed, it is also a very competitive space. Establishing alliances with groups and actors that already have a captive audience in their social networks can be more effective than trying to start from scratch to position a problem or issue. In addition, it is necessary to hire or have advisers



specialized in the development of content and messages on social media to ensure that they are attractive and interesting for the audiences.

- **Maximize international exposure:** Alliances with international media platforms and celebrities are very effective since, as well as providing coverage and spokespersons at key moments of the campaign, they can contribute to expanding content through reports from the field, special programmes, etc. These types of alliances are important in contexts where there is a high concentration of control of the media, content and editorial lines by political and economic elites.
- **Undertake ongoing, participatory analysis of risks:** Analysing risks in a participatory manner with our partner organizations helps obtain a more comprehensive view of the risks and develop strategies to manage them. In the case of this campaign, risks were identified regarding links between the partner organizations and political groups that oppose the government and Oxfam's status as an international NGO, and potential claims of interference in domestic affairs. For these and other risks, management strategies were designed and the context was periodically monitored.



OXFAM