National Advocacy

TOOLKIT

A guide for civil society organisations
working together to advocate resilience
issues at the country level

🟠 FRONTLINE

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Contents

Acronyms

DRR	Disaster risk reduction
UNISDR	United Nations International Strategy for Disaster Reduction
SFDRR	Sendai Framework for Disaster Risk Reduction
VFL	*Views from the Frontline*

Introduction

What do we mean by Advocacy?

Advocacy is more than just raising awareness of an issue, problem or situation. It is about trying to seek a positive change – in attitudes, behaviour, policies, or systems - by influencing. In the resilience sector, it seeks to ensure that people, particularly those who are marginalised, vulnerable and excluded in society, are able to have their voices heard while defending their dignity and rights . It involves a range of approaches aimed at changing the things that function as obstacles to disaster resilience and poverty eradication.

While technical support and the provision of services focus primarily on the manifestations of poverty, advocacy focuses on the underlying socio-political causes of poverty and seeks change at this level. The advocacy process should engage those people who are affected by the problems identified, increase cooperation between NGOs and other civil groups, and expand the space for open discussion between citizens, governments and institutions.

> Advocacy is more than just raising awareness of an issue, problem or situation. It is about trying to seek a positive change.

GNDR members and advocacy

The Global Network of Civil Society Organisations for Disaster Reduction (GNDR) is a voluntary network of organisations, associations and individuals who are committed to working together, and engaging with partners and other stakeholders, to increase community resilience and reduce disaster risk around the world. Our 850 members across 137 countries believe that we can achieve more by working together towards shared objectives through undertaking joint actions, sharing knowledge and providing mutual support.

Many GNDR members undertake advocacy initiatives. Some member organisations have large departments dedicated to advocacy whereas others have just one person responsible for advocacy in their organisation. For the majority of member organisations, everybody does advocacy when needed but no one has it as their sole role. Some organisations' advocacy work focuses on issues of poverty, others on mitigating and adapting to the impacts of climate change. However, for all of them, it is about trying to make the lives and livelihoods of communities safer and more resilient.

By working together with other members in their countries, members are able to make use of the diverse knowledge, skills and reach of the GNDR membership, and implement successful advocacy initiatives.

About this toolkit

In 2015, major international agreements and frameworks were adopted that will guide how national governments address development and poverty, disasters, and climate change. These include the 2030 Agenda for Sustainable Development, the Sendai Framework for Disaster Risk Reduction, and the Paris Agreement on climate change. Countries now have a responsibility to create the policies and systems to implement these new frameworks.

However, previous studies have shown that nationally-formulated policies and programmes are not generating widespread systemic changes at the local level. It is therefore important that these new national commitments trickle down and make a difference in communities where disaster impacts are felt.

The perspectives of local communities on resilience, priorities and barriers are available and can be used to better understand where work still needs to be done. However, this local evidence is not currently being used sufficiently to demonstrate to governments and other actors the realities on the ground and support calls for change.

GNDR's members recognise that, as civil society organisations, they have a role to put pressure on decision-makers to make sure policies, plans and projects reflect and address risk realities on the ground. They also recognise that they are stronger together than apart, and that by connecting and collaborating with other GNDR members on joint advocacy initiatives they are more likely to achieve their goals. They have asked for support to help them work together to connect these local perspectives up to the national level through advocacy.

Towards this aim, this toolkit has been designed to help guide civil society organisations to work together to plan and undertake an advocacy initiative around resilience issues within their countries. It takes users through the process from beginning to end, providing simple tools, approaches and tips to help at each stage.

> This toolkit has been designed to help guide civil society organisations to work together to plan and undertake an advocacy initiative within their countries.

Cross-cutting principles of an advocacy initiative

All advocacy initiatives are different. However, there are some cross-cutting principles to bear in mind when you are planning and implementing an advocacy initiative. An advocacy process should be flexible, collaborative, focused, strategic, credible and context-specific. Keep coming back to this list to refresh your memory! The tools in this toolkit will help to ensure that these principles are met.

An advocacy initiative should be...

Flexible

Circumstances can change very quickly. Therefore, it is important that your advocacy initiative is able to change when necessary. Your plan needs to have flexibility built into it, rather than being rigid, so that it can adapt with changing scenarios.

Member story:

Reseau Jeunesse pour l'Environment (RJE) is a small organisation with national chapters in West Africa that works to protect the environment. They were in the process of carrying out a small study on the energy situation in Togo when they heard that the government wanted to introduce nuclear energy as part of the new National Energy Policy. They needed to react quickly if they wanted to persuade the government that investment in nuclear energy would damage the environment relied upon by communities. They decided to widen the scope of the study, which involved conducting new research and collecting new evidence. They also reached out to potential partners, including the Ministry of Environment, to help them to conduct a policy analysis and together presented policy recommendations to the government. They presented their paper proposing that other forms of renewable energy such as solar and wind energy represented the cheapest investment in the long term for the country. Their ability to adapt their original advocacy plan to focus on the newly proposed policy and quickly collect new evidence contributed to the removal of nuclear energy from the National Government's new policy.

Credible

Data, stories, photos and other forms of evidence are essential to giving credibility to the process and strengthening your advocacy initiative in two different ways:

- You can use local evidence to help you better understand the problem at hand and check that you are asking for the right change.

- Supporting your call for change (your 'ask') with appropriate evidence gives credibility to you and your proposals.

Member story:

Plan International in Paraguay wanted the Ministry of Education (MoE) to establish plans for primary and secondary education after emergencies, and to incorporate emergency response into the curriculum. They convinced the ministry of how critical this was by providing three compelling pieces of evidence. Firstly, they highlighted the ministry's own data on the impacts of previous flooding events on children and schooling. Secondly, they presented studies that showed that the El Niño phenomenon was predicted to increase flooding in Paraguay from 2015 onwards. Finally, they shared stories of what it is like to deliver a curriculum in emergency situations, including the physical, social and psychological needs of children and the logistics and practicalities of teaching children in emergency situations. By presenting different types of evidence targeted specifically to the MoE, they opened a dialogue that resulted in the inclusion of a special curriculum for emergency situations.

Collaborative

You are unlikely to be the only organisaton that wants to see change. There may be others within the development, humanitarian, disaster risk reduction, or climate change fields that want the same thing. By joining up and working together you can utilise each other's ideas and resources and have more of an impact. Your voices are louder together than apart.

Member story:

GNDR members in El Salvador, Guatemala, Honduras, and Nicaragua wanted to better understand how communities perceive risk and to ensure that national and regional policies reflected local priorities. They put together a coalition comprised of local organisations, international NGOs, and a regional network to be able to have the greatest advocacy impact. Each partner had a specific focus: the local organisations targeted community leaders, mayors and the local government; the international NGOs targeted DRR Platforms, national decision-makers, and global DRR framework negotiations; and the regional network targeted regional decision-making bodies including the regional disaster management centre (called CEPREDENAC). Only by understanding each other's strengths and unique leverage points was the coalition able to tackle resilience building at all levels and bridge discussions about risk from the local level to the national and regional scale.

Focused

Your advocacy will be much more efficient if it remains focused throughout the process. Whether it is your overarching goals, your theory of change, what you are asking of decision-makers, the messages you are saying, or the targets you want to influence, you need clarity and simplicity all the time.

Member story:

In Cameroon, disaster response from the central office in Yaoundé can be very slow. When disasters happen, the community has to inform the local authorities, who inform the governor, who in turn communicates with the central office in Yaoundé. To address this issue, the NGO called Geotechnology, Environmental Assessment and Disaster Risk Reduction (GEADIRR) advocated for the government to decentralise civil protection structures. To be more effective, GEADIRR was very specific in what they were asking and who they were asking it from. They targeted one person - the Director of the Department of Civil Protection (a directorate within the Ministry of Territorial Administration) - and asked him personally to adapt the current centralised structure that responds to emergencies across the country so that is divided into 3 regions to make emergency response faster. By maintaining one clear message and focusing on one approach to influence their target audience, GEADIRR was able to better reach the target audience.

Strategic

Advocacy should be seen as a process that requires a plan. Isolated or ad hoc advocacy initiatives are less likely to have an impact. Instead, with a plan based on a solid understanding of the issues, that takes into account the context and the capacities of your partnership, and that is built on a clear goal and theory of how things will change and goals, an advocacy initiative is more likely to succeed.

Member story:

Many members who have participated in *Frontline* use the results to advocate with local or national governments. However, It is often the case that their 'asks' are not based on a planned advocacy strategy. The steps needed for change to occur are rarely thought through, an analysis of the policy environment is rarely completed, and little research is done on who needs to be targeted and what evidence they would find useful. More often than not, the report of the *Frontline* results is simply presented to a wide range of authorities in a multistakeholder event. This can result in the advocacy initiative failing to get off the ground.

Context-specific

It is not possible to produce standardised recipes for success in advocacy. The process is extremely context-specific. The enabling environment, the decision-makers and the influencers, your partners, your own individual and organisational capacities, the timing, and your supporters are just some of the variables that will make each advocacy initiative unique. The key is to adapt tools to your context, taking into account these variables.

Member story:

In Cambodia, local NGO Save the Earth has recognised that they must get the national government on board before they begin an advocacy initiative, even if the goal is not for the government to take any action. The process starts by sending a technical proposal with a cover letter to a Ministry, which explains what you are asking and your approach. Your goals sometimes need to be discussed informally beforehand, to see how to create synergy with what you are proposing and government priorities. If the Ministry supports your initiative they will issue a letter endorsing the advocacy proposal. This acts as a 'passport' that opens many doors and gives you convening power with other stakeholders. By being aware of this specific method to gain support in their country, and building it into all their advocacy initiatives, Save the Earth has been able to achieve their advocacy goals more effectively.

How to use this toolkit

Planning and implementing an advocacy initiative is a process that will differ from context to context. However, in general there are a set of stages that most will follow. The toolkit will take you and your partners through these stages and we suggest you follow through all the chapters in order. You may need to go back to sections again at different points, or it may be that some stages are not as relevant to you and your organisation. Tools are provided in each section to help you with that stage of the advocacy process. Sometimes you may not need to do all the tools, but pick the ones that you feel would help you most. It may be that your country context means you have to adapt the tools slightly. This is okay; the toolkit should be viewed as something that can be adapted and contextualised as appropriate. The tools have been designed for you to do as a group with the other civil society organisations working on the advocacy initiative. You may wish to gather together in one room to run through the toolkit together.

You will find some icons throughout the document:

TIP
An idea for you to think about

TOOL
A method for you to try as a group to help you think about your advocacy

THINK TWICE
A reminder that assumptions can easily be made

CHALLENGE AHEAD!
A warning of some of the most common challenges that may occur at this stage

LESSONS LEARNED
Some lessons learnt that may help you overcome a challenge

MEMBER STORY
A short story to help you understand what processes could look like in reality

What is in the toolkit?

Here is a stage-by-stage guide showing each chapter and the tools that will be introduced.

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T20 **Wrap Up Checklist**

1 Identify the problem and your objective

In your country there are likely to be many issues that are impacting local communities. You may also be able to think of lots of changes that could help build the resilience of communities, such as increased investment in early warning systems, the enforcement of building codes, the inclusion of community members in local government decisions around DRR, or the reduction in deforestation. It is important that when planning an advocacy initiative you begin with a very clear understanding of what the problem is and what a real solution to that problem could be.

Do you understand the reality on the ground?

Local people see and feel the impacts of disasters and have valuable knowledge of the different barriers to resilience. Talking to communities to get their local perspective will be extremely useful when you come to prioritise the problems and the potential solutions. Information and knowledge at national capitals may differ from local realities. It is critical that advocacy understands local issues and represents the communities they are working with.

Have you got diverse perspectives?

The same problem can impact people differently and it is unlikely a single person will know the needs and problems of an entire community, group or organisation. Asking the views of a wide range of people, including marginalised and at-risk groups will help you get a fuller picture of the issue at hand.

Do you know the scale and spread of the problem?

Does the problem impact everyone, or just some people? Does it have regular or infrequent consequences? Does it extend to other parts of the country or even other countries? Getting some perspective of the scale and spread of the problem will help you when it comes to collecting evidence and working out who you need to target in your advocacy.

Have you got an understanding of the root causes of the problem?

It is rarely the case that a problem is simple. For example, the damage caused by floods is not simply due to heavy rain. Other factors are almost always at play. This could include construction on flood plains restricting drainage, uncontrolled deforestation upstream, or a lack of enforcement of policies and standards. Consulting people about the root cause of the problem will help you identify what really needs to be done to build resilience.

Think Twice:

Is the problem really 'The Problem'? There are often lots of factors at play when considering an important issue, and sometimes behaviour doesn't change because there are a number of underlying issues.

A few tools can help you and the organisations you are working with think through these questions.

The ***Frontline* Dashboard** is an open source collection of local people's perspectives on risk and resilience. By exploring the data you can better understand and analyse the resilience problems and priorities for different people. *Frontline* data has been collected in 33 countries and the findings can be disaggregated by country, district, gender, age, income, and disability. For those familiar with data analysis tools, the *Frontline* Dashboard uses Tableau® software to offer simple ways to sort, filter, aggregate and compare *Frontline* data from all over the world. If you're completely new to data analysis, Tableau® software is a gentle starting point into the field with a wealth of support and helpful resources available to you.

The **Problem and Objective Tree Analysis** tool helps you to explore the root causes and consequences so that you may better identify what you want to see resolved, and what needs to be addressed to get there.

The **Policy Analysis** tool guides you through the process of exploring national policies in order to understand how the policy environment is contributing to the problem you have identified. This will help you understand how policies might need to change to achieve your objective.

Member story:

Uncovering local priorities using *Frontline*

In the Dominican Republic, *Frontline* has revealed both expected and unexpected results for Oxfam International. For example, in the region of Valdesia, it was not surprising to see flooding emerge as a major threat. The combination of poverty and lack of land use planning has resulted in thousands of people living in overcrowded slums built within the flood plains of major rivers. Regular localised floods cause severe damage and significant loss of lives. However, it was interesting for NGOs to see how insecurity was consistently prioritised as a major threat throughout communities in different regions of the country, evidencing the enormous impact that high levels of crime and violence are having in people's daily lives. It became evident through the survey that violence and insecurity were not issues affecting specific communities, but rather that it was a widespread and serious issue at the national level that cannot be ignored. Through the coalition of organisations implementing *Frontline*, Oxfam International is now seeking to emphasise that the State's disaster risk management efforts must not only address threats of natural character, but also address violence as a social and human threat.

Tool T1:
Frontline Dashboard

This tool will help you to...
Understand and analyse risk and resilience problems from the perspectives of local communities.

What to do:
Dedicate an hour to explore the findings from your country and communities on the *Frontline* Dashboard. Below are some questions you may want to explore on the *Frontline* Dashboard:

1. What is the priority threat in my country/community? Does this differ when I look at what just women/children/persons with disabilities prioritise?

2. What are the consequences of these threats? Does everyone experience the same consequences?

3. What actions do local people think could help reduce these risks?

4. What barriers are preventing change from happening?

See *Module 2 Understanding the Problem* in the e-learning tool Using Evidence in Your Advocacy to learn how you can explore *Frontline* data to better understand the problem at hand in your community.

After using this tool...
I understand the priority resilience problems and potential solutions in my area that I could advocate for.

Threat, Consequences, Actions, Barriers

Introduction | Responses Overview | Break down of top threats by country | Community Information | Disaster Impact | Respondent Information | Impacts and Perceptions | Threat analysis by response

Country All
Priority All
Region/Province All
Gender All
Risk Zone All

Type of Community All
Gender Filter All

Top Threats

- Flooding
- Disease
- Poverty
- Drought
- Alcoholism
- Climate chan..
- Insecurity
- Deforestation
- Landslides
- Typhoons
- Earthquakes
- Changing rai..
- Unemployme..
- Water Polluti..
- Fire
- Erosion
- Drug abuse
- Sea Level Ri..
- Traffic accid..
- Waste/ Pollut..
- Bad influenc..
- Heavy Rainfall
- Environment..
- Air Pollution
- Theft and se..
- Domestic vio..

Scale: 0K, 1K, 2K

Consequences

- Crop damage
- Disease/ health e..
- Loss of life
- Building destruct..
- Economic loss
- Food Insecurity
- Impact On Biodiv..
- Loss of assets
- Livelihood Loss
- Infrastructure/ro..
- Child Labour
- Domestic violence
- Injury
- Livestock loss
- Displacement
- Psychological eff..
- Loss of clean wa..
- Natural resource..
- Child And Youth ..
- Famine
- Rising Crime
- Conflict
- Environmental d..
- School/ Educatio..
- Poverty
- Reduced yields
- Insecurity
- Commercial loss

Scale: 0K, 1K, 2K, 3K

Actions

- Advocacy
- Community Awar..
- Awareness Raisi..
- None
- Community agric..
- Health promotion
- Community resili..
- Community self-..
- Actions For Pove..
- Child Protection
- Climate change a..
- Disaster Prepare..
- Education
- Ecosystem mana..
- Reforestation
- Reconstruction
- Evacuation/drills/..
- Food security
- Community/ soci..
- Strengthening and..
- Livelihood Diver..
- Community early..
- Dam/ Dyke Buildi..
- Public awarenes..
- Law enforcement
- Do Not Live In Ri..
- Investment in Inf..

Scale: 0K, 1K, 2K, 3K

Barriers

- Lack Of Education
- Lack of communi..
- Lack of resources
- Lack Of Environ..
- Lack of Risk Awa..
- None
- Poverty
- Absence of DRM
- Lack of Commun..
- Absence of legisl..
- Lack Of Access
- Corruption
- Lack of governm..
- Lack Of Producti..
- Lack Of Coordin..
- Lack of governan..
- Lack Of Facilities..
- Climate change
- Weak law enforc..
- Lack of local res..
- Weak Communit..
- Weak governance
- Deforestation
- Lack Of Risk Pro..
- Low awareness
- Debt
- Weak Local Gove..
- Dependency

Scale: 0K, 1K, 2K, 3K

Tool T2:
Problem and Objective Tree

This tool will help you to...

Think through the root causes of problems and what solutions you could advocate.
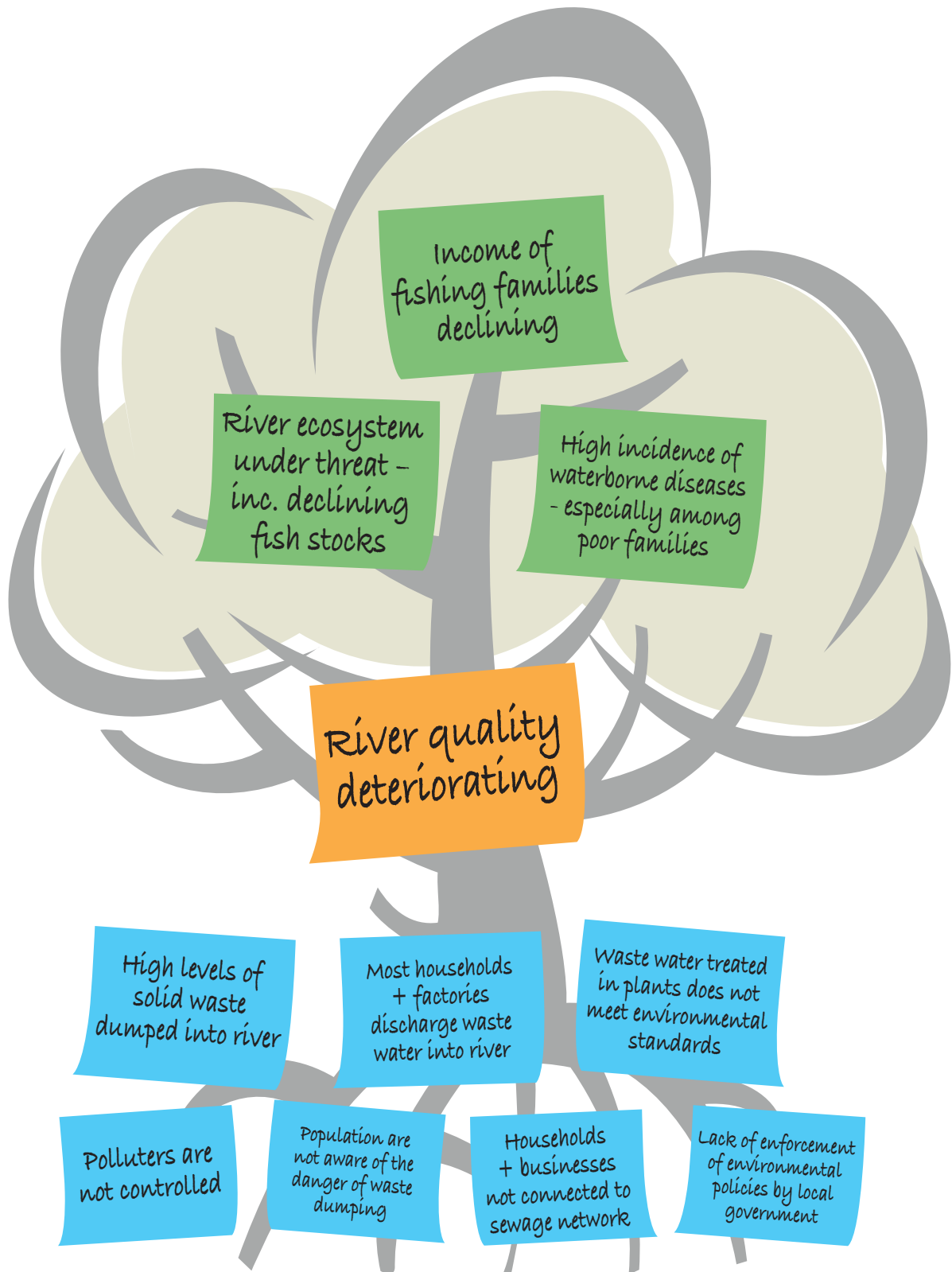
What to do:

Gather with other GNDR members in your country wanting to work on joint advocacy and work through the following steps.

1. Draw a tree on a large piece of paper. It should have multiple roots and branches. This will be your Problem Tree.

2. Agree between you on what is the 'main problem'. Write it on the trunk of the tree.

3. Decide between you what the consequences of the problem are. Write them on post-it notes and stick them onto the branches.

4. Then think about what are the causes of the main problem. Write them on post-it notes and stick them onto the roots. Don't be scared to ask 'but why?' or 'what causes that?' at each stage when seeking root cause.

5. Discuss the relationships between the post-its and how they should be placed. For example, deeper root causes could be moved to below other ones. The tree can be re-framed by making one of the causes or effects the core problem, and re-adjusting the other cards around it. You may want to do this to refocus your issue to one that you can better influence.

6. Once the group is happy with the placement of all the post-its, draw another tree on a big piece of paper. This is your Objective Tree.

7. Based on your Problem Tree, fill in this Objective Tree by reversing the negative statements into positive ones. Your main problem on the trunk will become your overall objective. A root cause such as 'lack of knowledge' would become a means such as 'increased knowledge'. And the consequences in the branches will become positive impacts.

After using this tool...

We are able to identify an objective of our advocacy initiative.

Income of
fishing families
declining

River ecosystem
under threat –
inc. declining
fish stocks

High incidence of
waterborne diseases
- especially among
poor families

River quality
deteriorating

High levels of
solid waste
dumped into river

Most households
+ factories
discharge waste
water into river

Waste water treated
in plants does not
meet environmental
standards

Polluters are
not controlled

Population are
not aware of the
danger of waste
dumping

Households
+ businesses
not connected to
sewage network

Lack of enforcement
of environmental
policies by local
government

Tool T3:
Policy Analysis

This tool will help you to...

Identify any change(s) in policy you want to see.

What to do:

Work through the questions below as a group. If possible, have in front of you available lists of national policies. These may be available on Government websites or on www.preventionweb.net

1. What are the key policies that need analysing for the advocacy initiative?

Does the overall problem you have identified have a policy related to it? You may find there is a policy specifically for the process you are advocating around, for example, adapting to climate change, constructing schools, or consulting with communities. Or it may be that there are generic policies related to your advocacy issue, such as policies on the Environment or Education.

2. What is the problem with the policy?

Read through the relevant policy(s) and think about how it is helping or hindering the problem you have identified for your advocacy. Other organisations may have done similar assessments of the policies that you can read (including policy briefs and position papers that may be on their website). Decide which of these statements best describes the situation:

✓ **There is no specific policy in place that addresses our advocacy issue.**

✓ **There is a policy but it is not good enough.**

Ask yourself: Does it address the root cause of the problem? Does it take into account local realities? Does it factor in realities experienced by women and men, young and old, the poor and persons with disabilities?

✓ **There is a policy but it is not implemented effectively.**

Ask yourself: Is it enforced in all areas? Does it reach the most vulnerable? Does it conflict with another policy?

✓ **A specific policy is in place but the issue still needs to be embedded within other relevant policies.**

Tool T3: Policy Analysis (cont)

3. What needs to change?

It is not enough to simply complain about a policy or lack of a policy. You will also have to make suggestions for what would improve it. Below is a checklist to help you when you are developing suggestions.

- **Be realistic.** There are a lot of different issues presented to policy makers and they will likely have other priorities. It is unlikely you will be able to get your dream policy, and to suggest it may make you seem less credible. If possible, suggest small changes in existing policies.

- **Draw from other examples.** Identify good practices, either in another part of the country or internationally, that can be used to illustrate what a good policy or policy implementation looks like.

After using this tool...
We feel confident in being able to argue for a change in policy.

Tip
Legally binding policies

Try to link your issue to policies that are legally binding, as you will have more leverage when demanding enforcement.

Think Twice:
Could the changes in policy you propose create conflict with another policy?

For example, asking for your Government to allocate 5% of GDP on resilience building may conflict with existing strategies to mainstream DRR into all development investments.

2 Map the path to your objective

You have identified the problem you want to address and an objective for your advocacy. But how do you get there? There will be different ways of getting to the same point.

Now is the time to decide the best path for you to achieve your objective, based on your capacities, opportunities and challenges.

First of all, it is important that you are clear collectively on what success will look like so you can begin to map out a path to get there. You may want to use the **Scenario Imagining** tool to help you agree on a shared vision of what you want to be working towards together.

You may also need to think about what might help and hinder you along the way. This will include positive and negative factors. You will need to plan to make use of the positive factors and prepare to take into account the negative factors. The **Forcefield Analysis** tool will help you to do this.

It is important as well to think through the steps needed to get to your desired outcome. By thinking backwards from your desired end goal you can work out realistic steps to get there, and the actions you will need to start with. The **Theory of Change** tool can help you outline this path. This can also act as a monitoring framework once you have started your initiative.

Tool T4:
Scenario Imagining

This tool will help you to...

Clarify what success would look like.

What to do:

Each individual should take a piece of paper. On the top of that piece of paper write the following:

Success for me would be.....

Spend 10 minutes thinking about what life would look like if you achieved your advocacy objective. Try to put down as much detail as possible.

It may help you to think about success in terms of things you can see, think, or feel. Or in terms of social, economic, or political characteristics. Here are some questions to help prompt your imagining:

- Will the success be a short or long term change?
- What will success mean to at-risk communities?
- What will happen to the people you are working with?
- What will happen to the local government?
- Does your success mean failure for someone else?

After everyone has written their thoughts, take it in turn to read out what you wrote and then discuss the following questions as a group:

- Are there similarities between what we are saying?
- Are there any different ideas being shared by a small number of people?
- Does everyone agree with each other? Are there some aspects you need to discuss further to come to a consensus?

After using this tool...

We have a shared vision of what success would look like.

SUCCESS FOR ME WOULD BE....

Officials from the Ministry of Disaster Management and the Ministry of Public Works would be having conversations with communities about their resilience priorities. This would be one-off meetings to start with, but would become regular quarterly events by the end of the year.

As a result, the communities would be discussing more as a group and a sense of collective responsibility and enthusiasm would be growing. Leaders would be emerging within communities who would be trusted by others to facilitate community discussions about building resilience, pass on key messages when needed to local government, and continue to push the government for more space to share their views. Women and persons with disabilities in particular would feel a sense of inclusion and would be actively leading community discussions about building resilience.

Representatives from the Ministry of Disaster Management and Ministry of Public Works would feel the value in having meetings with the communities and would begin to initiate the conversations without being prompted.

After 6 months, neighbouring districts would be starting to follow the same approach. They will have lobbied with their governments after seeing the success of it in our districts.

Our partnership that worked together on this advocacy initiative will be working on a new initiative together. We will feel proud of the ongoing changes in the communities and be working to analyse other problems for communities that we need to advocate about. We will be presenting the story of our partnership to other civil society groups at an event we have organised.

A dialogue will have been started between the Ministry of Disaster Management and the Ministry of Public Works about amending their Environmental Impact Assessment procedures to ensure resilience is incorporated in the assessment form.

Tool T5:
Forcefield Analysis

This tool will help you to...
Understand what may help or hinder your advocacy along the way.

What to do:
Get a big piece of paper and draw a line along the middle. On the line write your chosen objective. As a group work to populate the piece of paper with the 'forces' that could have an impact on achieving your objective.

Above the line write opportunities that could have a **positive** impact on you achieving your objective.

Below the line write threats that could have a **negative** impact on you achieving your objective.

Think about key events, people, and processes.

As a group assign a score to each force (1 = weak; 5 = strong). Discuss how you could make use of and strengthen opportunities and weaken the threats.
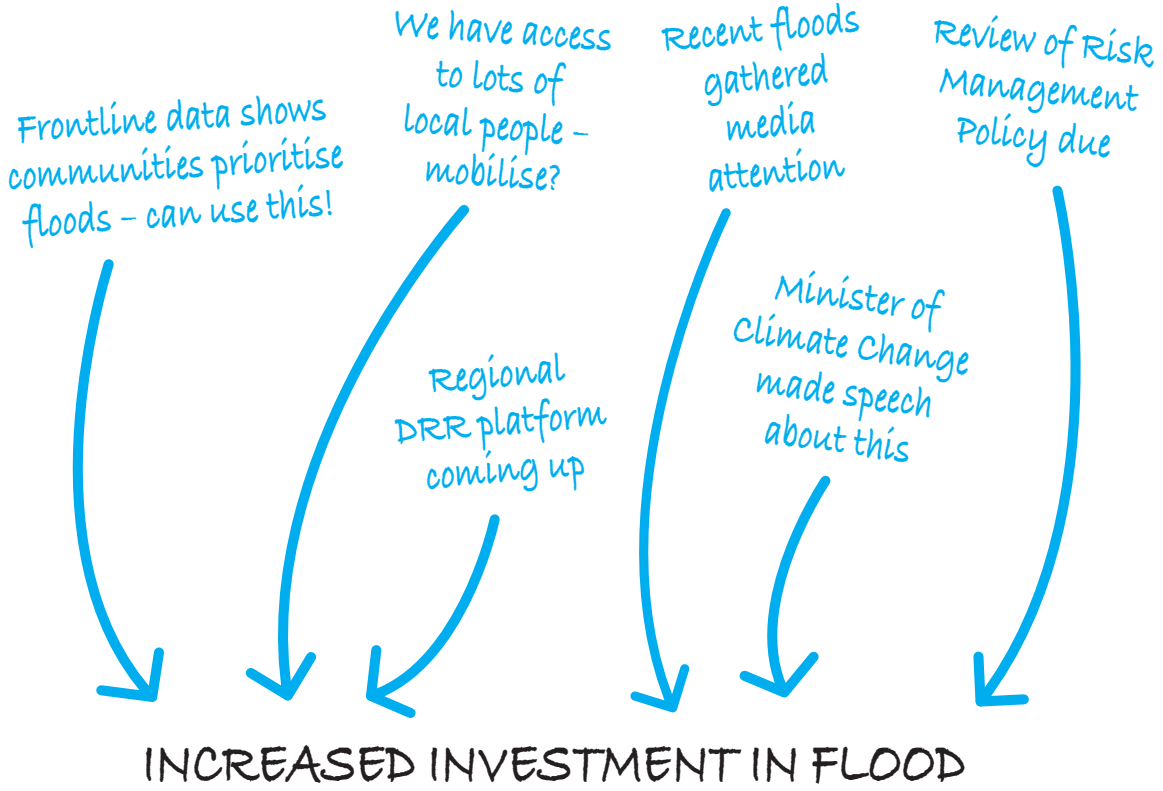
After using this tool...
We can plan for the negative factors and maximise the positive factors.

Member story:

Taking advantage of connected campaigns in Malawi

The Sustainable Rural Growth & Development Initiative (SRGDI), a civil society group in Malawi, has been advocating for the improvement of waste management services in communities. They struggled to get their voices heard at first, as there are many other issues that need solving in the country. However, they made an unexpected ally when the country's First Lady started a parallel campaign to beautify Malawi, which included a message about addressing waste management. Suddenly their issue was of higher importance to the government and private companies and they were able to take advantage of this external factor.

Frontline data shows communities prioritise floods – can use this!

We have access to lots of local people – mobilise?

Recent floods gathered media attention

Review of Risk Management Policy due

Regional DRR platform coming up

Minister of Climate Change made speech about this

INCREASED INVESTMENT IN FLOOD PREPAREDNESS

Government making budget cuts

Megadisasters, rather than localised events, focus of DRR platform agenda

New Minister of Disaster Management – don't know her!

Lots of other CSOs advocating for other change – crowded space?

Tool T6:
Theory of Change

This tool will help you to...

Map out how you will get to the change you want to see over time.

What to do:

1. At the top of a big piece of paper write your group's objective. **What is the overall change you want to see?**

2. Then write down the steps immediately before that. **What are the smaller changes that allow you to make that overall change?**

3. Next, think about how you would know if you were making progress and write this down. **What would be indicators of progress in the short, medium and long term?**

4. Finally, at the bottom write down the activities that you can do to contribute to that progress. **What actions could your group do to lead to these changes? What will you struggle to contribute to, therefore needing support from others? Be realistic about your capacities.**

5. Now check that the logic works the other way! Discuss as a group the flow from bottom to top, and add any steps you think are missing. **Will your activities lead to the short, medium and long term goals? Are there any activities missing? Would your long term goals sufficiently lead to the overall change you want to see?**

After using this tool...
We know the path ahead of us, including what we can achieve and where others may need to support us.

Tip

Multiple activities along your path

You may want to list out the set of activities that will lead to your short term goals, and another set for your medium and long term goals.

OVERALL CHANGE:

INCREASED PREPAREDNESS FOR REGULAR FLOODS IN NIGERIA

Pre conditions

- Diversification of livelihoods
- Budget allocated in districts
- Reforestation

Long term goals

- New policy in district level flood preparedness budget developed
- Coal mining company agrees to reforest

Medium term goals

- Flood resistant crops planted in communities
- Petition signed by 5000 people

Short term goals

- Communities recognise benefit of diversifying livelihoods
- Meeting organised with Ministry of Disaster Management

Activities

- Produce good practice case studies from other countries
- Hold workshops in communities about alternative livelihoods
- Develop policy paper on flood preparedness and district level funding
- Meet with national government to present policy paper
- Develop petition aimed at coal mining company
- Rapid interviews about coal mining company's deforestation

3 Assess who to target

Once you have identified the changes you want to see at different stages, you can identify who you need to influence to make those changes happen.

As resilience is a cross-cutting issue related to many people's work and lives, you may have to influence multiple individuals or groups to get the change you want. This may include the general public, private companies, other NGOs, or government departments working in education, public works, the environment, or disaster management…to name just a few!

Sometimes you will target those with power to make changes directly. At other times, those in power may not be accessible to you, so you may need to target other people who can influence those with the power. You will need to be clear which decision-makers need to be persuaded and who has influence over them. The **Power Mapping** tool will help you identify decision-makers, influencers, those in the opposition and allies, and think through the ways in which the interests of these stakeholders could affect your advocacy and its viability.

It can be hard to work out how to make use of your potential allies. It can be even more difficult to decide how to deal with people who oppose your agenda. The **Dealing with Allies and Opponents** tool provides some questions and suggestions to help you.

> There is a big difference between local councillors that are interested and care about their community, and those members of local government such as the district council in our case, whose interests are elsewhere because they do not depend on the votes of those communities.
>
> Maynard Nyirenda, Sustainable Rural Growth & Development Initiative, Malawi

Challenge Ahead!

You may identify that key government officials or departments need to be influenced, but that corruption is an issue. This could hold back the success of your advocacy.

Lessons learned

You could present your evidence to other groups to build public pressure, especially high-profile individuals and the media. If you do this you may need to present your evidence in a different format that it suitable and effective for these new audiences.

Member story:

CARITAS worked within an alliance of NGOs called the Partners for Resilience to put pressure on the Guatemalan Government to increase the protection of soils, forests and bodies of water. They advocated for changes in natural resource management policies and increased investment in restoration projects in communities. Their message reached the decision-makers with the help of some allies they had in parliament. The members of parliament were well known and accessible to the Partners for Resilience, having previously been on the same University courses or worked at the same organisations as some of the partners. They knew their past relationships would mean these members of parliament could more easily sympathise with the alliance's goals.

Member story:

Severin Apedjagbo from Reseau Jeunesse pour l'Environment (RJE), Togo, told us a story about how a government ministry became an ally in lobbying a different ministry in the same government: "We were lobbying the Ministry of Energy in Togo to not include investments in nuclear energy in the new National Energy Policy. Instead, we wanted them to focus on greener energy options. Early on we sent a letter to the Ministry of Energy with our 'asks' and decided to also send one to the Ministry of Environment as we thought they might be interested to hear about our 'asks'. They ended up contacting us to express their support for our cause and actually provided us with three technical experts who could help our organisation source relevant policies and present further recommendations to the Ministry of Energy."

Tip

Make sure you keep the record of your power mapping results safe; the information can be very sensitive. If someone found out they had been identified as someone blocking your cause they may be unhappy and make your advocacy even more difficult.

Tool T7:
Power Mapping

This tool will help you to...

Identify who is your advocacy's target audience, allies to work with, and other people who can influence. It can also help to understand the role of and relationship in between the actors.

What to do:

Work as a group to draw out the diagram opposite. Write your objective at the top of the page as 'Our Agenda'.

List out the different organisations and people who are related to your agenda. These should include anyone who may impact your objective, be affected by it or play a part in achieving or holding it back. Don't forget communities, other civil society groups, the media, the private sector and different departments of the government!

Decide where they should go in the diagram. Be realistic about how much decision-making power and influence you assign to people and groups, and how supportive or opposed they are likely to be to your cause.

Once you have filled in the boxes, think through who you think are the most critical people to influence, who you need to get on board, and who you need to be wary of.

You will need to come back to this power mapping after you have started your advocacy initiative to check if anything has changed. Are there new people or groups that need to be added? Have opponents become allies?

After using this tool...

**We know we need to target.................
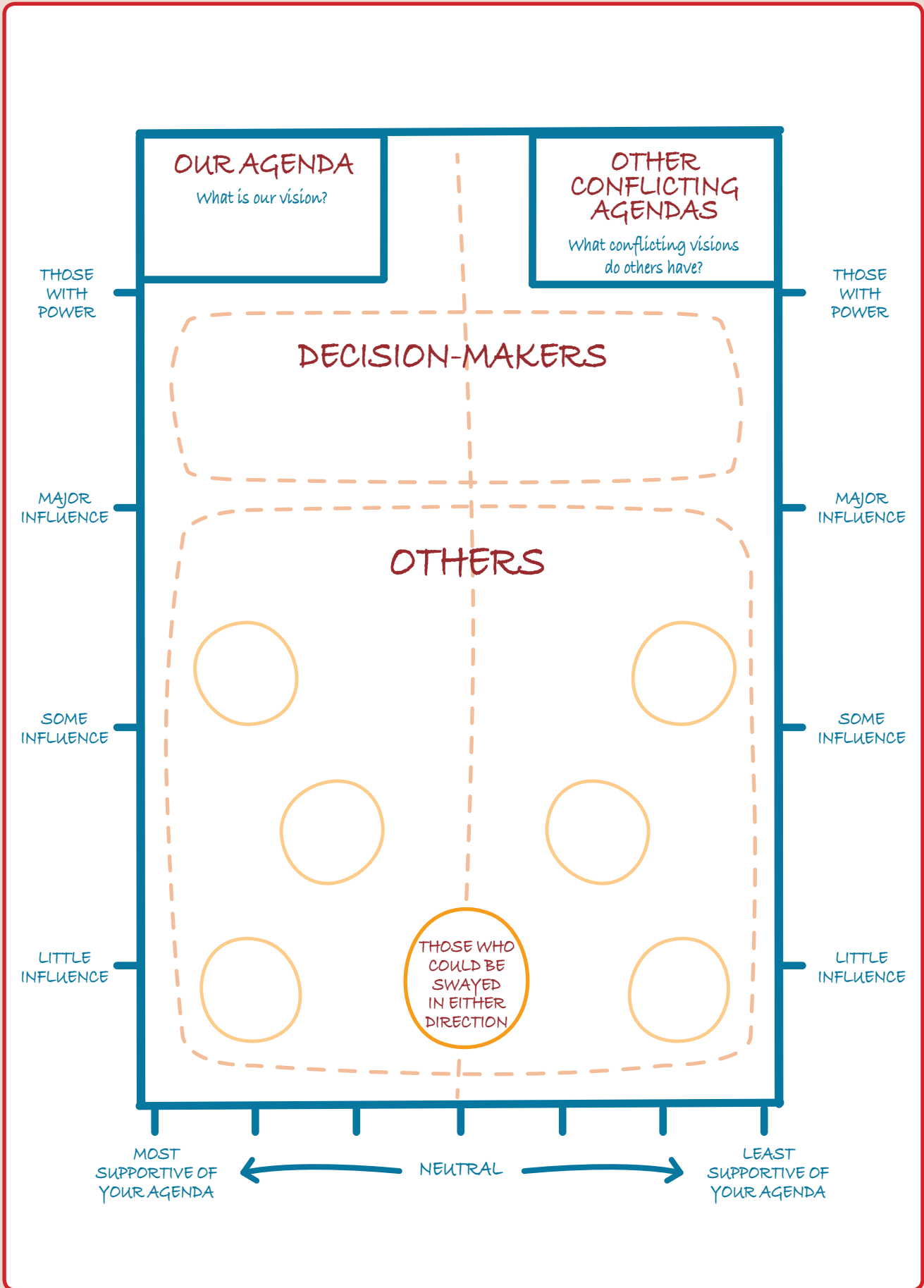We know our opposition will be..........
We know we can work with.................**

Think Twice:

How to identify supporters and opponents

Ask your partners to share their experiences and stories of the different people and organisations you have listed. You may begin to get a clearer picture of their level of support. You could also look on their organisational websites or read any recent articles they have written to better understand what their agendas might be.

OUR AGENDA

What is our vision?

OTHER CONFLICTING AGENDAS

What conflicting visions do others have?

THOSE WITH POWER

THOSE WITH POWER

DECISION-MAKERS

MAJOR INFLUENCE

MAJOR INFLUENCE

OTHERS

SOME INFLUENCE

SOME INFLUENCE

LITTLE INFLUENCE

THOSE WHO COULD BE SWAYED IN EITHER DIRECTION

LITTLE INFLUENCE

MOST SUPPORTIVE OF YOUR AGENDA

NEUTRAL

LEAST SUPPORTIVE OF YOUR AGENDA

Tool T8:
Dealing with Allies and Opponents

This tool will help you to...

Think through ways to take advantage and take into account those you have identified as potential allies and opponents.

What to do:

As a group discuss the questions and options below. For each ally and opponent, decide the best approach to deal with them so as to maximise your chances of achieving your goal.

Things to find out about your allies	Things to find out about your opponents
How well do they support your advocacy issue?	Why do they oppose you?
Do they have any doubts about your advocacy campaign? If so, what are they?	How actively will they oppose you?
What do they hope to gain from the advocacy?	Will they be reactive (just counteracting your moves) or proactive?
How well resourced are they in terms of the campaign?	What might they do to challenge you?
What are they willing to do to support the campaign?	How much power do they have (money, influence, numbers)?
How involved and informed do they expect to be?	What are their strategies and tactics?
Do they have issues with any other prospective allies?	Are there areas where you might agree?
	Who is influenced by them?
How to deal with your allies?	**How to deal with your opponents?**
Persuade them that your position is right	Persuade them that your position is right and turn them into allies
Persuade them that the issue is important enough to warrant action	Weaken their opposition to your position
Build alliances with them	Find some common ground on some issues and agree to disagree on others
	Reduce their influence by affecting their credibility and successfully countering their arguments

After using this tool...

We know how to deal with allies and opponents as part of our advocacy strategy.

4 Gather evidence to support your message

If advocacy activities are to be effective, they need to be supported by the relevant experience and knowledge. Evidence provides legitimacy to the advocates and can support different stages of advocacy planning.

Resilience is a hard thing to collect evidence on. It is hard to calculate how many lives can be saved if preparedness is taught in schools. Or how much money is saved if homes are built differently. But you can look back at past events and talk to communities about their needs and priorities.

But what evidence should you use? Aim for to-the-point, easily digestible and shareable evidence to get your story across. Specific statements that address local or national concerns and are robustly substantiated tend to be the most effective. Human stories often make a big impact, but they will still require statistical evidence that is robust and credible. Often the best approach is to 'make the case' using evidence that combines a personal story, backed up with quantitative and qualitative data, giving a rounded and compelling narrative.

Different audiences may find different insights useful. By tailoring your evidence to match different audiences you are more likely to get a positive response. For example:

- If you are trying to persuade the Ministry of Education to integrate flood awareness in curriculums, then insights about how children and schools are affected will be very relevant.

- If the government has stated they need to make financial savings, your evidence will be more effective if it demonstrates how investing in flood prevention can save money in the long run.

It is worth spending time and effort to better understand the priorities of the target audiences you identified in the Power Mapping. You can then tailor your message and supporting evidence for the biggest impact. An e-learning course on **Using Evidence in Your Advocacy** has been developed to help you think through how you can tailor your evidence and how *Frontline* can help you.

> When we started gathering data on disaster risk and resilience, we were not thinking of using it for advocacy. But whenever we presented this information, accompanied with pictures and testimonials, people became interested in what we were doing and eager to support us, even at the national government level. So we decided to collect evidence systematically across different districts for our campaigns.
>
> Amusat Kolawole, Centre for Disaster Risk and Crisis Reduction (CDRCR), Nigeria

Tip

It is good to engage your intended audience as soon as you start developing your advocacy plan. They may be able to tell you why they are not prioritising an issue, or if there are gaps in the information they have. You could ask what information they do have, and if any is missing, work to fill those gaps. If access to them is difficult, you could find out their priorities in their institutional strategy documents. If they are in publicly elected positions, they may have pre-election manifestos indicating their positions and priorities.

However, having the 'right' kind of evidence, for the right audience, is not enough for successful advocacy. Your message and evidence need to be presented in the most persuasive way for maximum impact. How you present your message will depend on the person or group you want to persuade. The table below lists some different ways of presenting your evidence.

Tip
Facts *tell*, but stories *show*!

Way of presenting evidence	What is it good for?
Letter	Can be a good way to get the attention of a decision-maker in a formal manner and to force an official position or response.
Poster or Flyer	Can influence a lot of different people at events. Make sure the key message is evident and reads clearly.
Blog or Podcast	Useful for when you want to build up public or CSO interest and increase the demand for change.
Report	As you can put more information in a report, it can be used when your target audiences do not know much about the topic.
Tweet	Can be a good way to reach journalists and the general public; and Members of Parliament are increasingly on Twitter. The challenge, however, is to keep your message succinct.
Presentation/ Speech	An opportunity to speak at an event is a good way to influence interested individuals. Make sure you speak to the point and clearly.
Policy brief	Best approach when trying to target policy makers about a specific policy. See page 51 for Tips on what to include in a policy brief.
Case study	Useful to ground your message in reality and illustrate how the problem showed by data and statistics is impacting people and communities.

Human stories often make a big impact, but they will still require statistical evidence that is robust and credible. When presenting your evidence, giving a rounded and compelling narrative requires the use of human stories from individuals or a community (backed up with quantitative and qualitative data for credibility) to make the biggest impact.

The **Storytelling Ingredients** tool will help you understand the types of stories you may need to illustrate your problem or present solutions, as well as five fundamental ingredients these stories should have to have a bigger impact on your audience.
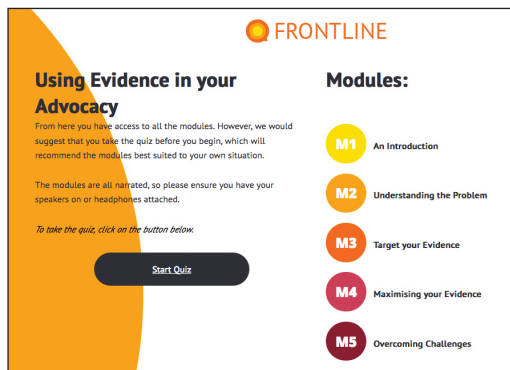
Case studies go beyond the theory and play an important role in raising empathy and increasing understanding. The **Case Studies** tool will help you grasp the fundamentals about selecting and building a good case study that is representative of the issue.

Tool T9:

E-learning Platform 'Using Evidence in Your Advocacy'

This tool will help you to...

Select and present the most appropriate and impacting evidence for your advocacy.

What to do:

The e-learning platform has 5 modules covering:

1. Introduction to Evidence in Advocacy
2. Understanding the Problem
3. Targeting your Evidence
4. Maximising your Evidence
5. Overcoming Challenges

Run through the course by yourself. Each module is about 45 minutes long and will take you through theory, ideas and stories on the best ways to utilise evidence in your advocacy. It specifically guides you through how you can use *Frontline* data on local perspectives of risk and resilience at different stages of your advocacy initiative. At this stage, when you are gathering evidence for a problem you have already identified, it is recommended you focus on modules 3, 4 and 5.

After using this tool...

I can share my ideas on what evidence we should use in our advocacy with the other partners working on my advocacy initiative.

Tool T10:
Storytelling Ingredients

This tool will help you to...

Write impactful stories to use in your advocacy.

What to do:

Impactful stories that get to the hearts of people are usually based on five fundamental ingredients. When wanting to use stories as part of your evidence, make sure you add all these ingredients for maximum effect:

1. **Characters:** Good stories do not describe its characters. They present them by showing their reaction to conflicts and dilemmas; and conflicts appear when individual desires/needs meet an obstacle.

2. **Plot:** The plot is your beginning, middle and end. People like to know how things started and how it all ended. They also like to know why some things happen and others don't, and the implications of this - 'cause and effect'. Focus on this in the middle of the story. Describe people and context with words that appeal to all senses, i.e. how does it look, sound, smell, taste or feel.

3. **Audience:** Who is likely to read your story? What do they want? Why would they have an interest in reading it? Think through these questions and make sure you are meeting your specific audience's needs.

4. **Human condition:** For a story to get people thinking it often needs to connect with people's emotions. For instance, it could be joy, ingenuity, fear of death, desire for power, or love of your close ones. You can build these emotions into the characters in your story.

5. **Message:** The message of your story is the point you are trying to make. It is what you want others to learn, to believe, to understand, and to reflect upon. Do not overload your story with many messages. Make it simple (but not simplistic!).

After using this tool...

We know what we need to include our stories to make them more appealing and engaging so our messages are understood and reach people profoundly.

Tool T11:
Case Studies Tool

This tool will help you to...

Select and develop appropriate case studies.

What to do:

When selecting a case study, consider the three factors below. Your case study should be:

- **Representative.** Usually, the best case studies are representative of the situation at large. You should select your case study only after you have analysed the data and really understand the complexity of the situation, not before.

- **Informative.** Choose an example with a clear lesson, whether that is that local consultation leads to more effective DRR projects or that enforcement of building codes ensures a reduction in losses. You want your reader to be able to tell what the lesson is from simply reading the story.

- **Compelling.** We want the audience to be moved to take on board the lessons from the case study and make changes. An example with a positive outcome will help the reader see what could happen if the lessons were uptaken. Preferably, the example will show improvement in the lives and livelihoods of the most vulnerable as well as benefits for your target audience; for example, savings of money for the national government.

Tool T11: Case Studies Tool (cont)

When developing your case study, consider following the structure below:

- **Title.** Keep it short. Focus on highlighting the most compelling accomplishment.

- **Problem.** Outline the particular challenge the community faced. Be sure to include the root causes of the problem.

- **Solution.** Outline the approach taken to tackle the situation. Make sure you mention who was involved, how the community was engaged, key steps along the way, and any challenges that were encountered.

- **Outcome.** Summarise what happened as a result. Be sure to include short and long term consequences and how different types of people were affected.

- **Reflection.** What worked? What didn't? Was there anything surprising? You may want to use a quotation from someone involved in the process that highlights how important this work was.

- **Conclusion:** Summarise in one or two sentences how this example provides lessons for others.

After using this tool...

We know what to think about when developing case studies.

5 Plan how to influence

You now know your objective, who you are targeting and what evidence you can use to persuade them! It is now is time to plan your actions.

Every advocacy initiative will be different, but most contain a combination of:

- **Lobbying:** directly influencing decision-makers
- **Campaigning:** activism by supporters, CSOs and the public that demonstrates that a large number of the public, voters and civil society are concerned about an issue

You do not have to include both of these elements - it is up to you and the situation in your country. In some countries civil society organisations need to be very cautious, so your advocacy will be more likely high-level lobbying and discreet influencing. In others, civil society is very active and publicity conscious, so your advocacy will more likely include public campaigning as well.

For each we look at different approaches, tips and challenges, and share some examples.

Lobbying

There are different ways to lobby decision-makers. How you lobby a city Mayor may be different from how you lobby the head of a company.

Whoever you are lobbying, make sure you know their role and motivations, and that your message and evidence is tailored to them. The **Message Mapping** tool will help you to ensure your message informs, persuades and moves people to action in a way that is clear, simple and concise. This can be achieved by developing one clear core message that summarises your position and the changes you want to bring about in simple terms. Your core message will then guide the development of tailored messages that are more specific and directed to particular audiences.

The table below lists some of the ways you may wish to lobby. Think through what approaches might be best for you. In some of these situations you may find it useful to develop a policy paper, if you are recommending a change in policy. The aim of a policy paper is to provide a comprehensive and persuasive argument justifying your policy recommendations, and therefore to act as a decision-making tool and a call to action for the target audience. The **Policy Paper Template** will help you to develop a concise and effective paper.

> I know where a key Vice-Minister goes for lunch, so one of our approaches to lobbying is to hang around the restaurant at lunch time…I know that one day or the other he'll be there!
>
> Monica Cuba, Soluciones Prácticas, Bolivia

If you're struggling to successfully lobby your target audiences, there are some things you can try to build up supporters:

• obtain messages of support from influential or high profile individuals

• ask other networks & alliances to come on board

• persuade other organisations to take your issue on board (even if this is not their primary issue)

• persuade donors to raise your issue in negotiations with the decision-makers

Ways to lobby	When is it good for?
Work with policy makers	Working 'on the inside' enables you to get to know policy makers, and thus influence them more effectively. You can develop this relationship through service delivery work on the issue, or through involvement in advisory forums or working groups. As your organisation develops the expertise you will begin to be recognised and accepted as experts, and as a resource by policy makers.
Feed into consultations	Governments, companies, or INGOs may launch a consultation to gather opinions and views on a topic. Try to be present at these consultations or feed in your views by sending a short, well-written document. You may need to include an analysis of the policies and your recommendations. Working in networks or coalitions may increase your chance of being invited to consultations.
Face-to-face meetings	If members of your partnership are close to your target audiences, you might be able to arrange meetings or telephone calls with them. This will mean the person you are trying to influence is focused entirely on your issue. See the Tip on making the most out of meetings.
Written interventions	If you do not know your target audience well, you may choose to write letters or send petitions. This is one of the most common ways of lobbying decision-makers with power that are often out of reach. There is a risk that your letter or petition will be put on a shelf and forgotten about, so you may need to accompany it with other approaches.
Hold an event	Inviting key audiences to an event you have organised creates opportunities for setting the agenda and spreading your message. Decision-makers may feel inclined to acknowledge and support your cause in the presence of others.
Corridor conversations	You may be aware that people you need to influence are attending a national conference or workshop. By also attending, you may be able to have informal conversations with them to present your 'asks'.

Tip
Making the most of a meeting

• Send any reports or presentations beforehand

• Set out a clear agenda and send it to all participants the day before

• Present impacting evidence and a clear 'ask' right at the start

• Afterwards, put in writing what was agreed and circulate to all present

• Agree a follow-up meeting or call

You will face challenges when lobbying, but there are ways to adapt your lobbying to tackle these. See the table below for some suggestions.

Challenge	Potential approaches
Your issue is perceived as a marginal issue	Use opinion surveys or petitions to demonstrate popular support. *Frontline* data can be used to demonstrate how many people are prioritising an issue.
Your issue is low priority (to be tackled 'later')	Highlight the potential costs of inactivity. You may be able to share details of the costs of previous disasters. Show that the situation can improve without substantial cost.
Your issue is seen as a luxury consideration	Refer to neighbouring countries where the issue has been addressed ('our country is lagging behind')
See Module 5 of the **Using Evidence in Your Advocacy** e-learning tool to learn more about how you can use evidence to overcome common challenges.	

Member story:

Using examples of where change has been achieved elsewhere

The Partners for Resilience is a coalition of five organisations in Guatemala, including the Red Cross, CARE, Centro Clan, Caritas and Wetlands International. Together they wanted local governments to agree to spend 5% of their total budget on disaster mitigation micro projects in collaboration with communities. To persuade local governments, they presented evidence from where this had been done in other areas, including Zacapa, where the 5% figure had just been negotiated. By using the example of where it had been achieved in other areas, it was much easier for the Alliance to push for the 5% figure in Chiquimula and other districts, as it could be portrayed as realistic and needed to catch up.

Member story:

Lobbying on behalf of communities for better industrial waste management

Industrial waste is a major problem in Bangor community in Malawi. Since 2014, a national NGO called Sustainable Rural Growth & Development Initiative (SRGDI) has been working with the community, government and private sector to improve the waste management. Private companies dump industrial waste in unsafe and hazardous locations around the community; the city government does not enforce regulations against these dumping practices; and the local population themselves contribute their own waste to the dumping areas. SRGDI wanted to:

- Increase awareness of the problem
- Increase accountability for the problem
- Get the government or private sector to provide improved waste management services

SRGDI acted as a bridge between the community members and the government and the private companies. They organised meetings and spoke on the communities' behalf, made phone calls, and coordinated letter writing. During these correspondences and meetings they showed the representatives from the government and private sector companies the results of a local risk assessment they had conducted with communities that highlighted pollution and its consequences as a priority risk. They also displayed photos of the waste and its impacts. Many of the representatives from government and companies would not consider meeting the community members but were happy to meet an organised group.

The advocacy is still ongoing, but awareness has been raised and dumping by private companies has reduced significantly.

Member story:

Building trust with the Government in Zimbabwe

Action 24, a national NGO in Zimbabwe, wanted to see the new National Policy for DRR incorporate critical elements that local communities prioritised. This included the allocation of budgets for local actors, and the strengthening of communication channels with communities. They realised that they would have to build relationships with the Ministry of Environment, Water and Climate (MEWC) and the Ministry of Local Governance and Urban Planning (MLGUP) if they were to be viewed as a partner and therefore have an influence on their decisions.

The process to build trust with the Directors of these two Ministries was lengthy. Action 24 helped the Director of the Climate Change Response Unit of the MLGUP to participate in a constructive manner in international policy negotiations; supported coordination of the National Platform for Climate Change; and partnered with them in numerous projects. This collaborative partnership and support built trust between Action 24 and the Ministry of Environment, Water and Climate which allowed more opportunities to meet to discuss policy issues. They presented *Frontline* data that indicated that communities had identified drought as a major issue, together with innovative solutions to persistent drought that could be scaled up. After these conversations the government incorporated elements conducive to a greater involvement of communities in the implementation of the identified solutions, with a focus on building resilience.

Member story:

Collaborating to lobby for safe housing policies across districts

Habitat for Humanity (HFH) is an INGO that advocates for access to safe and affordable housing around the world. In Honduras they have been developing alliances and coalitions with other civil society organisations at the local and national level to work together to advocate for the government to uphold the rights to safe housing. In 2005, they created a partnership called the Consejos Hondureños de Vivienda Solidaria (Honduran Councils for Housing Solidarity). Honduran municipalities are autonomous in regard to housing; they have the authority to channel their own resources for housing and land use planning, and to develop codes and standards. As such, each municipality had to be targeted individually.

However, the group decided to make use of their shared capacities to develop a standardised approach to build relationships with the decision-makers at each of the municipalities across the country. The strategy consisted of 4 steps:

1. Develop and share a municipal policy proposal

2. Lobby for the new policy, including with sympathetic councillors on an individual and informal basis

3. Presenting the proposal policy to the municipality

4. Acting as a watchdog on the enforcement of the approved policy

By seeking allies within the government to help them present the policy to the relevant municipal authorities, the group had much more legitimacy. Once the collaboration of the councillors was secured, it was much easier to organise events to formally present the housing policy to the municipal governments. The standardised approach allowed for replication and learning from each attempt, and for lobbyers to be able to claim that other municipalities were working on this when trying to convince individual decision-makers.

Campaigning

Campaigning can be particularly impactful if you are able to mobilise a large group of people. Public opposition could be seen to damage the government's reputation (and thus chances of re-election) or the company's market share (and thus share prices). Once you achieve critical mass in support of your issue, then you will have the chance of achieving lasting change.

Some people will already know about the issue but not think it is important enough to act on it. Others may not be aware of the issue at all. For this second group, you will have to raise their awareness first. Once you have a level of awareness you need to motivate people to act on your issue.

You can mobilise public concern in different ways depending on your aim. The table below discusses some ways.

Ways of campaigning	What is it?
Petitions	Ask people to write letters, or sign a letter you have written, to someone with influence (decision-maker, member of parliament, minister etc.).
Raise mass awareness	Raise the profile of your issue by organising media coverage or rally grassroots or high profile support.
Marches	Organise people to demonstrate by marching on the streets or gathering somewhere in support of a cause.
Stimulate debate	Do a stunt, make a shocking statement, place a TV/Radio advert or attract the attention of journalists, simply to get people talking and discussing around your issue.
Brand damage	Ask people to pass on negative messages through word of mouth or social media about a commercial brand, or ask people not to buy their products. Can be used also with government branches or institutions, by tarnishing their reputation.
Citizen journalism	Ask people to share instances of the problem you have identified by posting on social media or websites, using photos, video, reports, SMS, tweets, etc.
Disrupt normal activity	Ask people to be disruptive to raise awareness of an issue. This might include asking them to not to pay unfair taxes or fines, create traffic jams, or not to comply with unfair by-laws.

Tip

How to motivate people to act

- Make them feel that your issue is both important to them and urgent by showing them how it impacts them personally.

- Clearly outline the tangible and simple actions you want people to undertake. Remember your Theory of Change? The public may want to understand that pathway before they decide to act.

- Provide skills and resources that people will need in order to act on your issue. For example, you could provide training for activists, effective background notes, briefing before any meeting, specimen letters that they can adapt, a petition that they need to sign, or a list of activities that they can carry out.

- Build their confidence by sharing and celebrating successes, showing progress, saying 'thank you' and explaining the value of their contribution. Supporters need to know that it is possible to succeed.

Member story:

Marching for climate resilient embankments in Bangladesh

Patuakhali and Barguan are among the most exposed districts in Bangladesh to cyclones, tidal surges and erratic rainfall. These extremes have led to the collapse of river embankments, destroying many houses, displacing families, and damaging crops. Raised earth to protect homes and crops from rising water, called polders, are often created and relied upon by communities. Many river embankments and polders are not sufficiently maintained and so become damaged.

For 2 years ActionAid Bangladesh and their local partner the Association of Voluntary Action for Society (AVAS) held dialogues with the Water Development Board, who is in charge of polder and embankment maintenance. They tried to persuade them that an investment of USD140,000 in stronger climate resilient embankments and community management of the embankment could lead to a return of USD17.6 million. Despite their 2 year-long lobbying with local government bodies, there was no response to the community demands.

In 2014, one year after Cyclone Mahasen, community women leaders mobilised thousands of farmers and day labourers to march towards the local Water Development Board office. They were joined by the local elected officials of the sub districts and unions. The women leaders contacted the media to spread the news of their sufferings and demands for better management of the embankments. At the end of the march they delivered a letter to the Prime Minister.

At the end of 2014, the Prime Minister of Bangladesh, in response to the march and letter from the community, organised a Skype conversation with the community representatives. Following this discussion, in early 2015, the Government of Bangladesh allocated USD17,663,930 for the reconstruction of broken parts of the embankments. It took time, but the persistence and visibility of the campaign led to direct communication with the decision-makers and resulted in the change in practice they wanted to see.

Tool T12:
Message Mapping

This tool will help you to...

Develop messages that inform, persuade and move people to action in a way that is clear, simple and concise.

What to do:

- Write down concisely what you want to achieve. This should be your ultimate goal, based on your *Problem and Objective Tree Analysis*. This will be your top, overarching message.

Under it, write 3 brief statements:

- **Why you want to achieve it.** What will be the positive or negative consequences of taking no action? (based on your *Problem and Objective Tree*)

- **How you propose to achieve it** (based on your *Theory of Change*)

- **What action you want your audience to do about it** (drawing on your *Power Mapping*)

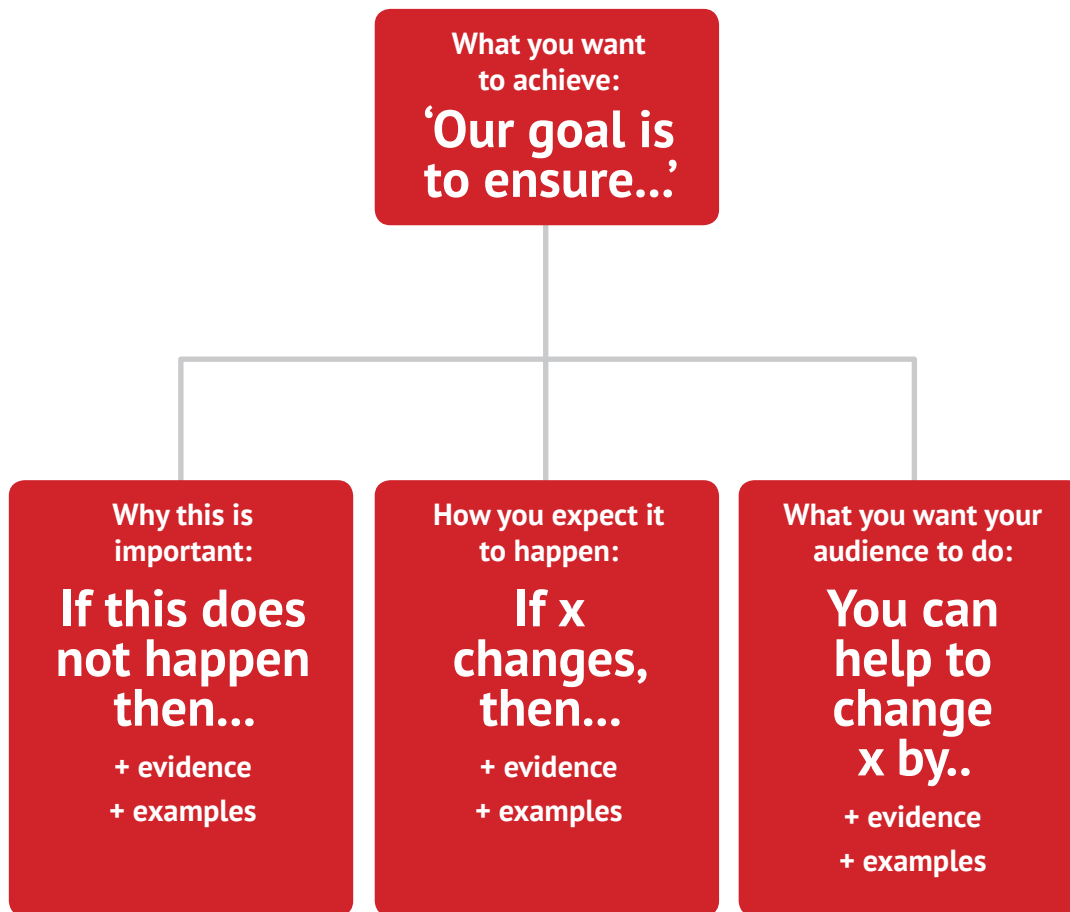Under each of those, add the evidence and examples that supports each of the statements.

A basic message map should encapsulate what you need to say, but messages are not the same as slogans or soundbites. Messages should be tailored to specific audiences. Working in small groups, repeat the message mapping for each audience you have decided to target. After you have filled it in, practice saying it in less than 2 minutes! Get others to listen and provide comments on what was persuasive and what could be phrased better. You may want to do this on post-its if peope are shy to give feedback.

After using this tool...

We are able to summarise our 'ask' concisely for different audiences.

Tool T12: Message Mapping (cont)

What you want to achieve:
'Our goal is to ensure...'

Why this is important:
If this does not happen then...
+ evidence
+ examples

How you expect it to happen:
If x changes, then...
+ evidence
+ examples

What you want your audience to do:
You can help to change x by..
+ evidence
+ examples

Tool T13:
Policy Paper Template

This tool will help you to...

Provide a comprehensive and persuasive argument justifying your policy recommendations.

What to do:

- **Title.** Keep it short and snappy.

- **Summary.** Two to three sentences summing up the entire brief. Use recognisable buzzwords that will hook them like SFDRR, climate change and SDGs.

- **The problem.** Explain the policy issue and why it is particularly important or current. Include sufficient evidence of why it is a problem.

- **Your recommendation.** Try to make only one feasible policy recommendation. If you are making more than one recommendation, differentiate them clearly. Make sure you can clearly argue why you have chosen your policy alternative over the others and why it would it be beneficial for the government to adopt your changes to the policy.

- **References and suggested sources.** To be seen as credible, it is vital to back up your statements, data, statistics and quotations with references to their sources.

After using this tool...

I know how to make a concise argument for policy change.

6 Define roles of partners

Once you have worked out what you are going to be doing, you need to work out who will be doing what. With multiple partners it can be a bit complicated, as different organisations may have different capacities. Use the **Partnership SWOT Analysis** tool to help you understand the strengths, weaknesses, threats and opportunities inside the partnership, what you can each contribute, and where you may need to get help from elsewhere.

In our advocacy we recognise we can't do everything, and neither can you. But together we can each fill a role and get to our shared goal. Coalitions are the way to go!

Anne Akwango, DENIVA, Uganda

Member story:

Coalitions are the way to go!

DENIVA, a GNDR member from Uganda, was part of a coalition of civil society groups wanting to persuade the country's President not to endorse a bill. The bill would make Members of Parliament exempt from paying tax. The coalition analysed how much each Member of Parliament contributes in tax per year and calculated that this would mean a loss in 9 trillion Ugandan shillings (USD2.7billion) that could be going to investments in health, education and disaster preparedness. The presentation of this impacting figure made it easier to collect 4 million signatures from the public in just 2 months. Each member of the coalition had a different role to play based on their added value. DENIVA's role in the coalition was to mobilise their wide network and get as many signatures as possible. They gathered the support of their 200 members, who in turn collected signatures from their constituencies. This included reaching out to the National Teachers' Association to make a statement against the exemption on the grounds of the impact it would have on the education sector. ActionAid Uganda, another member of the coalition, played a different role. They used their media contacts to organise press conferences and get as much airtime on television and radio as possible. Without collaboration it would have been difficult for the campaign to be effective. On their own, DENIVA lacked the resources and media contacts, while ActionAid lacked the access to grassroots organisations.

Challenge Ahead!

Reaching a consensus when working with partners can be difficult. You will likely be focusing on different aspects of development, disaster risk reduction, or climate change, and may need to negotiate priorities.

Lessons learned

- Give enough time for a discussion about your shared objective.
- Use simple language that all partners can understand.
- Encourage all partners to see the issue from the perspective of the wider group, not just from their own angle.

- Recognise that many climate, development and DRR actors are saying the same thing from different sides. We need to understand the underlying issues and how the root causes overlap.
- A number of games have been designed to help different people come together and recognise they are stronger together than apart. Find some in the Resources section of this toolkit.

Tool T14:
Partnership SWOT Analysis

This tool will help you to...

Identify what each partner can bring to the group and where gaps are.

Think through what external factors could strengthen your partnership and what could threaten it.

What to do:

List out the different capacities required for your advocacy initiative. This could include access to community leaders, contacts in the media, writing abilities, social media skills, relationships with the government, or public speaking.

Think about the members in your partnership and the partnership as a whole. As a group discuss the four questions about the partnership and fill in the boxes. Some examples have been given.

Strengths	Weakness
What can we each contribute? Organisation X has experience in community mobilisation Organisation Y has contacts in the local government Organisation Z has social media experience	**What skills, resources or knowledge are we lacking as a group?** No organisations in our partnership have evaluation experience
Opportunities	**Threats**
What external factors could help to strengthen our partnership? Trainings are available on M&E The local government offers resources for partnerships	**What external factors could put our partnership at risk?** The national government creates competition between our organisations Other big projects on the horizon so our time may be stretched

After using this tool...

I know my organisation's role will be ......

We know we must .... to strengthen our partnership

Think Twice:
Maybe you could try to get the media be your partner in the initiative?

7 Implement your initiative

Before your group starts implementing your advocacy initiative, make sure you all know what the plan is. **The Workplan Template** can help you detail your group's plan and make sure you all know what to do. Once you are all sure of what you are doing, you can start!

There are a few things you may want to do during your initiative.

Launch your campaign

You may want to invite the media to a launch of your campaign, or use social media to spread the word. This may be particularly relevant if you are aiming to collect a certain number of signatures in a petition and want to announce your plans to get to a high number. After this launch, you could send emails or make phone calls to say thank you to those present at the launch to help kick off next steps.

Capture and share your 'small' wins

Advocacy can sometimes feel like a tiring battle! You will need to keep motivation high amongst your partners by sharing intermediate achievements. They may seem small or insignificant, but they are critical steps towards your shared goal and need celebrating! This will also profile your work outside your organisations.

Keep records of what you are each doing

Different people will be doing different things as part of your advocacy initiative and it is important that you write down the processes you are involved in. Otherwise you may lose track of what people have done or you may approach the same people multiple times. This is particularly the case if people leave the advocacy group.

Follow up with commitments

Just communicating the message to your target audiences once is often not enough. Your audience may be busy and may not have prioritised your 'asks'. You may need to remind them of what you want them to do or what they have committed. If an informal follow up is appropriate, give them a call or send an email to arrange a face-to-face meeting. If a more formal follow up is required, perhaps organise an ongoing dialogue such as monthly meetings.

Challenge Ahead!

Disaster hits
We live in a very risk-prone world. You may be lobbying your local government to invest more in flood preparedness when a big earthquake happens. Attention and resources may be diverted to the earthquake response leaving your advocacy to seem misplaced.

Lessons learned
If a large scale disaster happens in the middle of your advocacy initiative you may need to stop and wait a short amount of time before you start lobbying decision-makers again. How long you wait depends on the situation, but in general you want decision-makers to be able to see past the immediate response to the current crisis. After this pause, adapt your message where possible to highlight how your 'ask' will also help prevent similar crises to the one the country has just experienced. National governments tend to be reactive not proactive and it may be that a disaster event helps speed up the change you want to see.

Tool T15:
Workplan Template

This tool will help you to...
Ensure your advocacy initiative is carefully planned and ready to go.

What do we want?

Why do we want it?

Who do we need to target?

Who do we need to get support from?

What are we going to do?

What	Who will do it	When

After using this tool...
We are confident to get started on our advocacy initiative.

8 Monitoring and Learning

Monitoring your progress

It is important to measure the impact of your advocacy initiative as you go along, so you can assess whether you are on track or need to change your approach. Unless you regularly check that what you are doing is leading to change, you could waste a lot of time and resources going down a wrong path.

There are different ways to monitor your advocacy initiative. One of the common methods is to develop a monitoring framework with short and long term milestones, and to check how you are doing at hitting these milestones during your advocacy. We created a monitoring framework like this in chapter 2. Go back to the **Theory of Change** you developed earlier (page 28) and see how you are doing. Use the questions in the **Indicator Progress Tree** tool below to help you.

An alternative way to measure your progress is to decide on the changes in the behaviour of the people, groups and organisations that you want to see and assess these over time. The **Outcome Mapping** tool can help you identify which specific groups of people are get to be successfully influenced.

Monitoring changes in attitudes to resilience and behaviour can be difficult. The **Potential Indicators** table provides some suggestions for some indicators you could use to monitor your progress.

Learning from the initiative

After you complete your advocacy initiative, you should take some time to reflect on how it went. This will help you learn lessons to apply next time. Organise a partners' meeting to share your lessons. You may wish to use the **Reflection Checklist** to help you.

> **Tip**
>
> **It is rare to get all your demands met!**
> You may not have achieved what you set out to do, but that does not make your advocacy unsuccessful. You may have had unexpected outcomes that you did not plan for, and starting the dialogue around your issue should be viewed as a positive result! Make sure you celebrate the small wins with your group. This will keep morale and momentum high.

Tool T16:
Potential Indicators

This tool will help you to...

Select relevant indicators to help you measure progress in your advocacy.

What you need to know about	Ways to measure	Sample indicators (remember to contextualise)
Have there been changes in institutional behaviour (e.g. access, respect)?	Improved civil society/community access to decision-makers Acceptance of civil society's role in debate and decision-making Civil society participation in decision-making Institutional transparency Increased accountability for actions	The first meeting between civil society groups and government department takes place Government holds X number of meetings with your coalition Government initiates a consultation with civil society groups Government establishes formal mechanisms for citizens' participation
Have there been changes in the way the public act or show support?	Profile of the issue and the extent to which it is on public/political agenda Number of citations/uses of evidence Private and public statements of support Strengthened relationships with key individuals	The issue has been raised and discussed X times at key events Political statements of support have been made by opinion leaders and decision-makers X times

Tool T16: Potential Indicators (cont)

What you need to know about	Ways to measure	Sample indicators (remember to contextualise)
Are policy makers responding to you action?	Changes to budget allocations Changes to policies Changes in policy practice	X amount of money allocated to Y Government changes its policy in the way you want it to Policy rolled out for implementation by relevant institutions
Have these changes led to improvements for the communities expected to benefit?	Reduced number of people living in poverty Freedom from human rights violations Access to services Greater equality	Reduction in the proportion of people earning less than 50% the average income Increase in the proportion of people with access to healthcare X% of child population in reach of a school

After using this tool...
We have a better idea of indicators that could fit our context.

Member story:

Community monitoring of changes in waste disposal practices in Senegal

In 2014, local NGO Shalom International held conversations with community members about the threats they face in Senegal, as part of the *Action at the Frontline* programme. After talking to different people, it became clear that individuals in one community were most concerned about the sewage system. There were regular blockages due to large amounts of solid waste being dumped directly into the system by market sellers upstream, rather than in the refuse bins provided. Local environmental laws outline that market owners must dispose of waste into refuse bins. However, these aren't very big and were not collected frequently enough, so often market traders didn't have anywhere to put their rubbish. They decided that the Mayor was the person who could do something about this problem and so arranged a time to meet him. They showed him the findings from the *Action at the Frontline* conversations, indicating that the community had identified poor sewage management as their priority threat. They accompanied this with photos and videos taken on mobile phones of the blocked sewage system so that he could see for himself what was happening. They proposed that bigger refuse bins be put in place, and that the bins be collected more frequently, as outlined in the environmental regulations. The Mayor agreed to make the changes and cleared up the existing blockage.

In order to ensure that the changes remained in the long term, Shalom International set up a committee within the community to monitor the situation and produce situation reports from time to time. An informal group of women who run market stands lead this monitoring, and regularly consult the entire population living around the market area to ensure that behavioural changes and successes obtained are not reversed. They also visit the local government office periodically to ensure that the material items promised to the community are provided, including replacement bins.
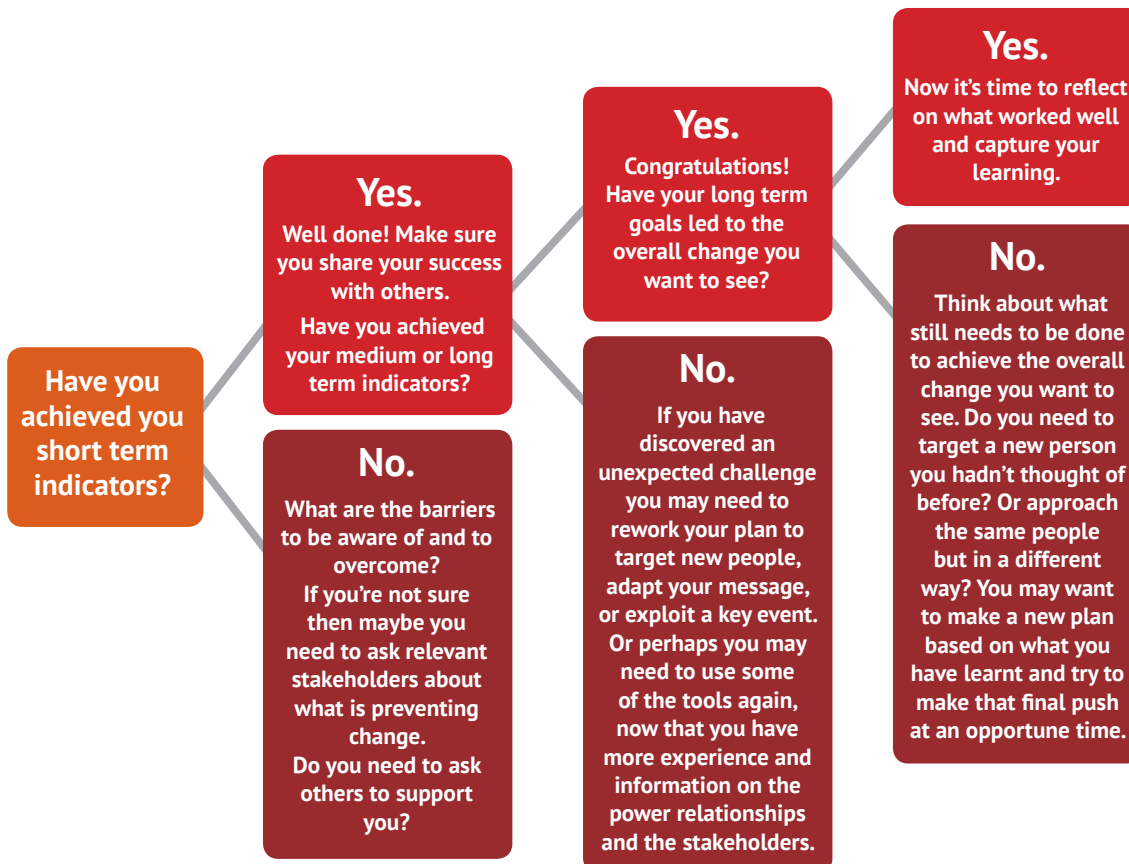
Tool T17:
Indicator Progress Tree

This tool will help you to...

Assess your progress based on your Theory of Change indicators.

What to do:

As a group gather in person or online/on the phone and go through the decision tree below.

Have you achieved you short term indicators?

Yes.
Well done! Make sure you share your success with others.
Have you achieved your medium or long term indicators?

No.
What are the barriers to be aware of and to overcome?
If you're not sure then maybe you need to ask relevant stakeholders about what is preventing change.
Do you need to ask others to support you?

Yes.
Congratulations! Have your long term goals led to the overall change you want to see?

No.
If you have discovered an unexpected challenge you may need to rework your plan to target new people, adapt your message, or exploit a key event. Or perhaps you may need to use some of the tools again, now that you have more experience and information on the power relationships and the stakeholders.

Yes.
Now it's time to reflect on what worked well and capture your learning.

No.
Think about what still needs to be done to achieve the overall change you want to see. Do you need to target a new person you hadn't thought of before? Or approach the same people but in a different way? You may want to make a new plan based on what you have learnt and try to make that final push at an opportune time.

After using this tool...

We know what we have to do to get closer to our goals.

Tool T18:
Outcome Mapping

This tool will help you to...

Identify and monitor changes you want to see by different groups of people.

What to do:

1. As a group, list out the different groups of people whose behaviour would need to change if you were to achieve your overall goal. These are the individuals, groups, or organisations with whom the advocacy initiative interacts and where you have identified opportunities for influence.

2. For each one, develop a set of progress markers. These are visible changes in behaviour ranging from the minimum you would expect to see them doing as an early response to the advocacy, to what you would like to see, and finally, to what you would love to see them doing if the advocacy initiative was having a profound influence. See the example on the next page. You may want to look back at your group's Scenario Imagining (page 24) to help you.

Once you have started your influencing, you should start regularly assessing which of these progress markers are happening. Are you seeing what you would expect to see yet? What is preventing you seeing what you would love to see? You will likely need to talk to community members, NGOs, or local government members in order to assess this progress. You may wish to design a survey based on these markers.

After using this tool...

We agree on what changes of behaviour we will be monitoring across different stakeholders.

Tool T18: Outcome Mapping (cont)

Overall change we want to see: Policies more effectively meet local resilience needs	
Expect to see local government...	Undertaking training to interact with communities better Inviting communities to contribute opinions Visiting communities in the field on a regular basis
Like to see local government...	Developing policies and protocols for engaging with communities Receiving and discussing comments from community groups Regularly meeting to consider communities' opinions and comments Making amendments to projects based on community feedback
Love to see local government ...	Developing projects and programmes alongside communities Inviting community representatives to decision-making forums Being accountable to communities through regularly reporting on progress and lessons learned

Tool T19:
Reflection Checklist

This tool will help you to...

Think through what worked well and what worked less well during the advocacy initiative so you can learn lessons for future initiatives.

What to do:

As an individual think about the following five questions for 10 minutes. Then share your thoughts with the rest of your partners and discuss similarities and differences with what they thought.

1. What worked well?

List out some highlights of the initiative and how it was run.

2. What worked less well?

List out some of the processes that did not go as well as you hoped.

3. What was key to our success?

Think about internal decisions and actions by your partnership, as well as external events and support.

4. What were barriers to our further success?

Think about internal issues around your message and approach, as well as external challenges.

5. What would we do differently next time?

Based on your thoughts above, think about your top 3 lessons that you would take forward to your next advocacy initiative.

9 Wrap Up

Whether you achieved what you set out to or not, an important stage of your advocacy is wrapping up at the end.

Stories of changes should be developed and shared widely to ensure that people are aware of the changes, learning from them, and inspired to take actions to continue.

> **Tip**
>
> **What should be in a story of change?**
> In under one page, summarise:
>
> - what your advocacy aim was and why the issue is important.
> - how you persuaded different people to make the change.
> - what the change is and what it will mean for people.
> - what people could do now to help enforce the change.
> - gratitude for those who contributed.

After the success of our advocacy initiative, we decided to share our experiences with other communities that participated in the *Frontline* programme. We thought the advocacy process could be replicated in their own communities, and so provided them with a case study of our best practice for them to draw on

Andy Kings, Shalom International, Senegal

If you are advocating on behalf of specific communities it is important that you feedback how your work went. This will maintain levels of trust and respect.

It is also a good idea to organise a follow up with your target audience. This will provide an opportunity for you to thank them (if they were helpful!), discuss further changes needed, and help maintain a relationship for future initiatives. This can be in person, on the phone or via email.

You may wish to organise a learning event to showcase what you achieved and the impact of it. You could invite different stakeholders including the decision-makers you were targeting. The event could keep momentum going for sustained change and for the next advocacy initiative.

See the **End of Initiative Checklist** to help you think through whether you have completed everything.

Tool T20:
End of Initiative Checklist

This tool will help you to...

Make sure you wrap up your advocacy initiative and don't forget anything.

What to do:

As a group see if you can tick off everything in the checklist below. If not, then have a discussion about what still needs to be done.

Have you...

✓ **Captured stories of the change you have seen?**

✓ **Shared these stories with partners, allies, and influencers?**

✓ **Fed back the outcomes of the advocacy initiative to the communities you are advocating on behalf?**

✓ **Planned a follow up with your target audience?**

After using this tool...

We know what we've still got left to do to finish our advocacy initiative.

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