



# GNDR

Global Network of Civil Society  
Organisations for Disaster Reduction

# Starting the advocacy journey on the right track

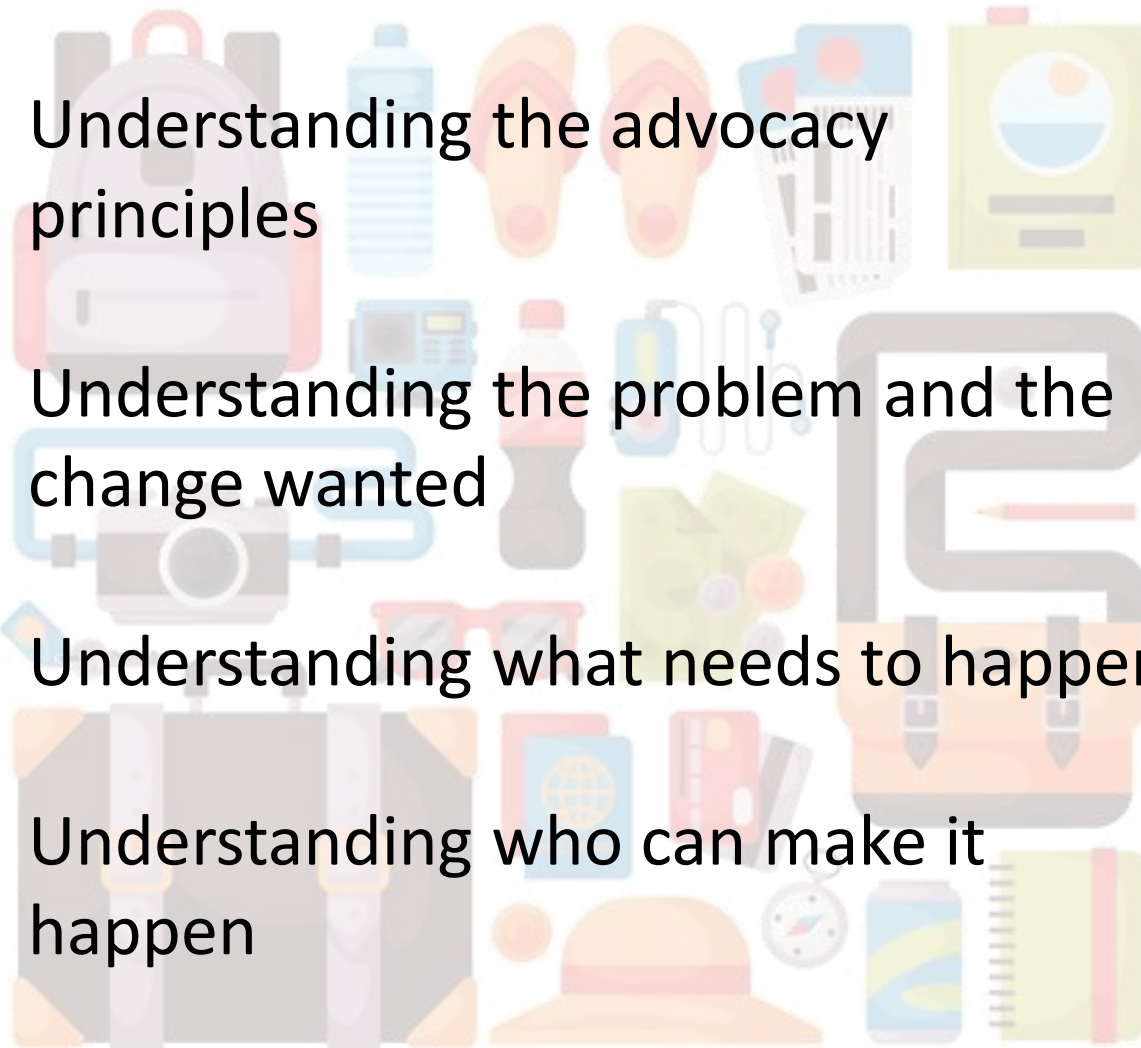
Advocacy principles, objectives and targets

Valeria Drigo  
Advocacy and Learning Coordinator  
26 November 2018

# Overview



1. Understanding the advocacy principles
2. Understanding the problem and the change wanted
3. Understanding what needs to happen
4. Understanding who can make it happen



*But first of all...*

# Why do we do advocacy?



*But first of all...*

# Why do we do advocacy?

- To bring about **change** by combining approaches (raising awareness, building support, legislative change)
- To **scale** change
- To make change **sustainable**
- To transform **power structures**

# The principles

Strategic

Credible

Collaborative

Focused

Flexible

Context-specific

- 1. Flexible.** *Change when necessary!*
- 2. Credible.** *Use evidence to identify your ask and support it.*
- 3. Collaborative.** *Join hands with others wanting the same change.*
- 4. Focused.** *Be clear and simple all the time!*
- 5. Strategic.** *Have a plan!*
- 6. Context-specific.** *Adapt tools to your context.*

## Thinking time!

*Based on your experience, can you think of specific examples where you put some of these principles in practice?*



# Where are we going: understanding the problem





The first step of the journey is a clear understanding of the problem, its causes and its potential solution.

*Do you know what the reality on the ground is?*

*Have you got everyone's perspectives?*

*Do you know the scale of the problem?*

*Do you understand what the root causes of it are?*





Be alert! Sometimes the problem is not really THE problem.

People in Lower Motowoh, Cameroon, were not expecting to find out that the best way to address the impact of sea level rise was to fight against corruption and bribery in the community.

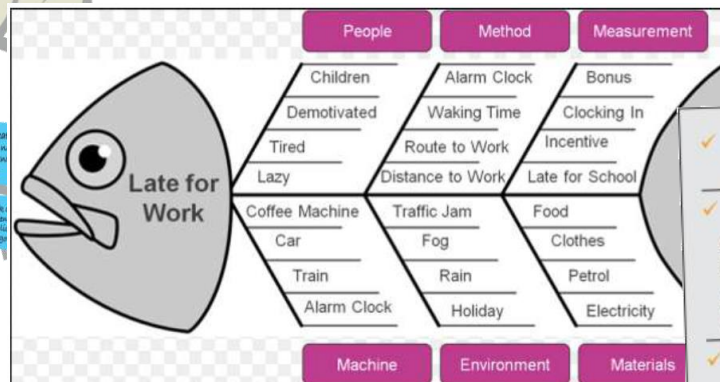
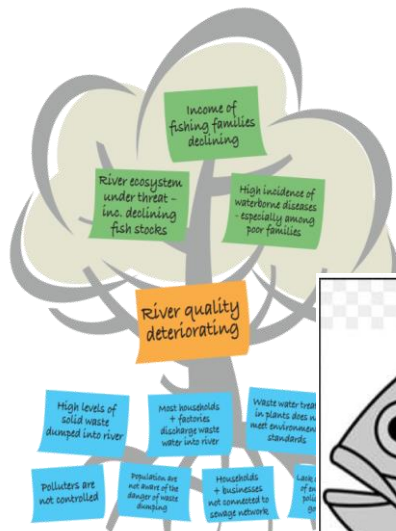
- *Main threat:* road accidents
- *Primary cause:* damaged roads in coastal areas, being affected by sea level rise and other natural hazards
- *Further underlying cause:* wealthier households would bribe officials to commission road fixing works in their areas

Addressing sea level rise in a “traditional” fashion would not bring about the necessary change.



## What tools to use?

Problem-objective tree, Fishbone analysis, Policy analysis



- ✓ **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.**



# Problem-Objective Tree Example





Impact of small-scale disasters is on the rise



DRR policies do not have the effect wanted at local level

Threats are not dealt with in an effective manner

Local risk realities are not understood by policy-makers





Impact of small-scale disasters is on the rise



DRR policies do not have the effect wanted at local level

Threats are not dealt with in an effective manner

Local risk realities are not understood by policy-makers

Weak understanding of local-level threats

Scarcity of data and information on local realities

Low involvement of communities in DRR policy-making

No understanding of root causes of local-level disasters



# Thinking time!



GND R

Picture a reality that you are very familiar with, where something is not quite right yet.

**[TRUNK]** What is the main problem you see?

**[BRANCHES]** What are the consequences of this situation?

**[ROOTS]** What are the causes?



How are we getting there:  
what is the best course of  
actions?





GNDR

Once we have a clear understanding of where we want to go, we need to identify the best way to get there. There can be various paths we can undertake, but what is the most effective one?

*What are your capacities, opportunities and challenges?*

*What will success look like?*

*What could help or hinder progress?*

*What are the steps needed to achieve your goal?*





## What tools to use?

Scenario imagining, Forcefield analysis, Theory of Change

### 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.

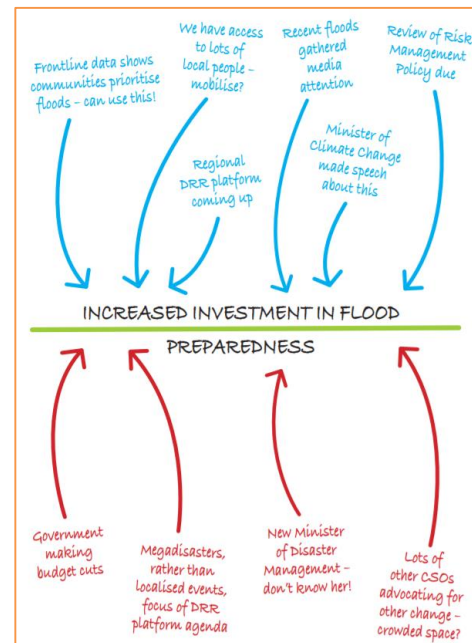
As a result, the communities would be discussing more as a group and a sense of collective responsibility and enthusiasm would be growing. Leaders would be emerging within communities who would be trusted by others to facilitate community discussions about building resilience, pass on key messages when 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.

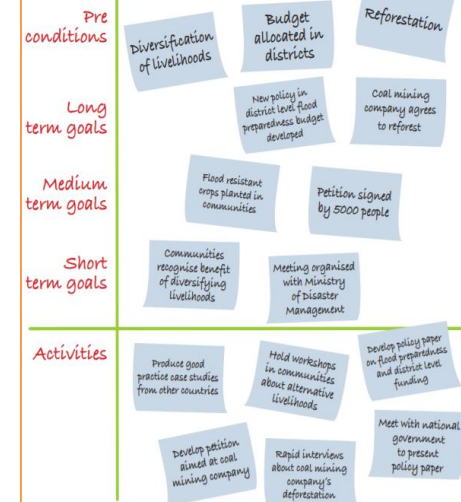
Our partnership that worked together on this advocacy initiative will be working on a new initiative together. We will feel proud of the ongoing changes in the communities and be working to analyse other problems for communities that we need to advocate about. We will be presenting the story of our partnership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



### OVERALL CHANGE:

INCREASED PREPAREDNESS FOR  
REGULAR FLOODS IN NIGERIA





Pre  
conditions

Long  
term goals

Medium  
term goals

Short  
term goals

Activities

# Theory of Change example



## OVERALL CHANGE.

Disaster trends decrease at local level: local actors jointly build community resilience



Pre  
conditions

Long  
term goals

Medium  
term goals

Short  
term goals

Activities



## OVERALL CHANGE.

Disaster trends decrease at local level: local actors jointly build community resilience



Pre  
conditions

Local level threats and consequences are known to the community

Data collection and analysis systems are in place at local level

Community is able to input its knowledge of threats into government work

There are adequate resources to address the identified threats

Long  
term goals

Medium  
term goals

Short  
term goals

Activities



## OVERALL CHANGE.

Disaster trends decrease at local level: local actors jointly build community resilience



Pre  
conditions

Local level threats and consequences are known to the community

Data collection and analysis systems are in place at local level

Community is able to input its knowledge of threats into government work

There are adequate resources to address the identified threats

Long  
term goals

New DRR policies developed with a participatory approach

Aid structure allows local level organisations to benefit from it

Community is involved in M&E of government plans

Medium  
term goals

Short  
term goals

Activities



## OVERALL CHANGE.

Disaster trends decrease at local level: local actors jointly build community resilience



Pre  
conditions

Local level threats and consequences are known to the community

Data collection and analysis systems are in place at local level

Community is able to input its knowledge of threats into government work

There are adequate resources to address the identified threats

Long  
term goals

New DRR policies developed with a participatory approach

Aid structure allows local level organisations to benefit from it

Community is involved in M&E of government plans

Medium  
term goals

Government and community develop action plans jointly

Community organise regular data collection and analysis exercises

International aid mechanisms consider reforming to encourage channelling of funds towards local level

Short  
term goals

Activities



## OVERALL CHANGE.

Disaster trends decrease at local level: local actors jointly build community resilience



Pre  
conditions

Local level threats and consequences are known to the community

Data collection and analysis systems are in place at local level

Community is able to input its knowledge of threats into government work

There are adequate resources to address the identified threats

Long  
term goals

New DRR policies developed with a participatory approach

Aid structure allows local level organisations to benefit from it

Community is involved in M&E of government plans

Medium  
term goals

Government and community develop action plans jointly

Community organise regular data collection and analysis exercises

International aid mechanisms consider reforming to encourage channelling of funds towards local level

Short  
term goals

Local financing is included in international discussions around aid and development

Initial round of data is collected to enhance knowledge of threats

Community is organised in a structured mechanism to liaise with government

Activities



# OVERALL CHANGE.

Disaster trends decrease at local level: local actors jointly build community resilience



Pre  
conditions

Local level threats and consequences are known to the community

Data collection and analysis systems are in place at local level

Community is able to input its knowledge of threats into government work

There are adequate resources to address the identified threats

Long  
term goals

New DRR policies developed with a participatory approach

Aid structure allows local level organisations to benefit from it

Community is involved in M&E of government plans

Medium  
term goals

Government and community develop action plans jointly

Community organise regular data collection and analysis exercises

International aid mechanisms consider reforming to encourage channelling of funds towards local level

Short  
term goals

Local financing is included in international discussions around aid and development

Initial round of data is collected to enhance knowledge of threats

Community is organised in a structured mechanism to liaise with government

Activities

Train communities on project management cycle and M&E skills

Train communities on data collection and analysis

Prepare research papers on how to build coalitions and work collaboratively

Prepare evidence papers on the need for local level financing

Push for recognition of DRR as an aspect of sustainable development and its integration into development plans





# Thinking time!

Go back to the problem identified before and try to reflect on what would change look like in long, medium and short term.

Pre  
conditions

Long  
term goals

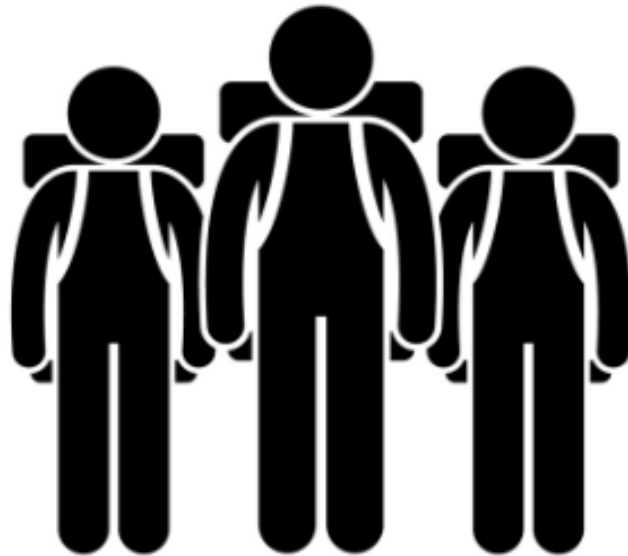
Medium  
term goals

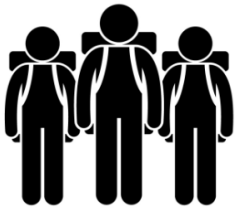
Short  
term goals

Activities



Who do we travel with:  
who can make change happen?





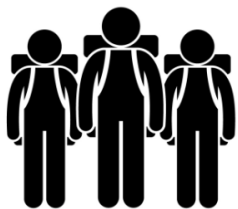
GNDR

Once we know which route to take, who do we travel with?  
The next step is to identify who you need to influence to  
make the changes you want happen.

*Who has the power of making change directly?*

*Who can influence decision making indirectly?*

*Who could be your allies? And your opponents?*

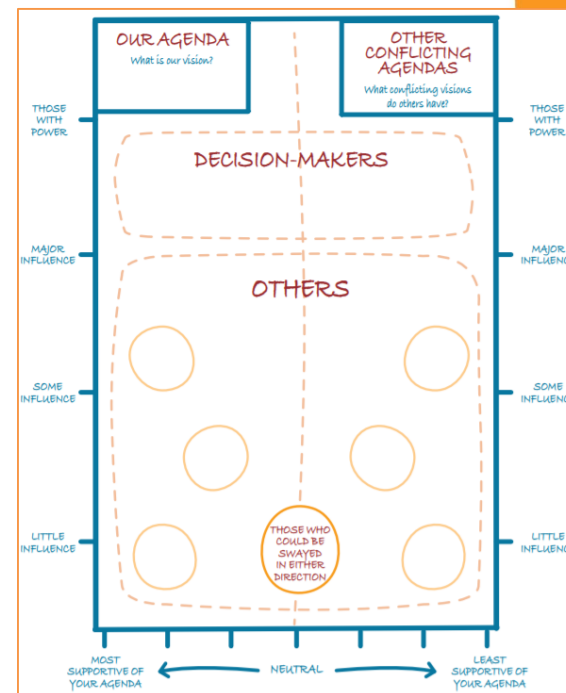


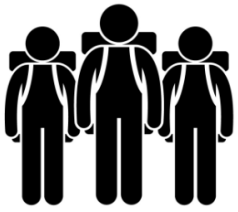
GNDR

## What tools to use?

### Power mapping, Allies and opponents analysis

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





GNDP

# Thinking time!

Considering the issue identified during this session, who could be potential allies and opponents?

*Tip: turn to a fellow participant to ask for their opinion!*





# GNDR

Global Network of Civil Society  
Organisations for Disaster Reduction

Thank you!

[www.gndr.org](http://www.gndr.org)



@globalnetworkdr



[www.facebook.com/GNDR.org](http://www.facebook.com/GNDR.org)



[www.youtube.com/user/GNDRorg](http://www.youtube.com/user/GNDRorg)