

Planning Advocacy



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The purpose of this toolkit is to help readers develop their advocacy objectives and identify the most appropriate approach for their advocacy.

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The Climate Change Advocacy Toolkits

These toolkits aim to guide and support civil society actors in the South in their efforts to advocate for pro-poor climate policies. They include a mix of:

-  instructions on how to plan and conduct advocacy interventions,
-  a range of case stories on how civil society works to influence climate change policy-making, and
-  references for further reading.

The toolkits are developed and published by *Southern Voices on Climate Change*. Since 2011, this Programme has supported around 20 civil society networks in the global South to advocate for climate policies that benefit poor and vulnerable people. The Programme is implemented by the Climate Capacity Consortium, comprised of four Danish and two international NGOs, with CARE Denmark as lead agency, and IIED as co-publisher of the toolkits. Funding is from DANIDA from the Danish climate finance envelope.

Further information on the Southern Voices networks and the Programme is available at www.southernvoices.net



Introduction to advocacy planning

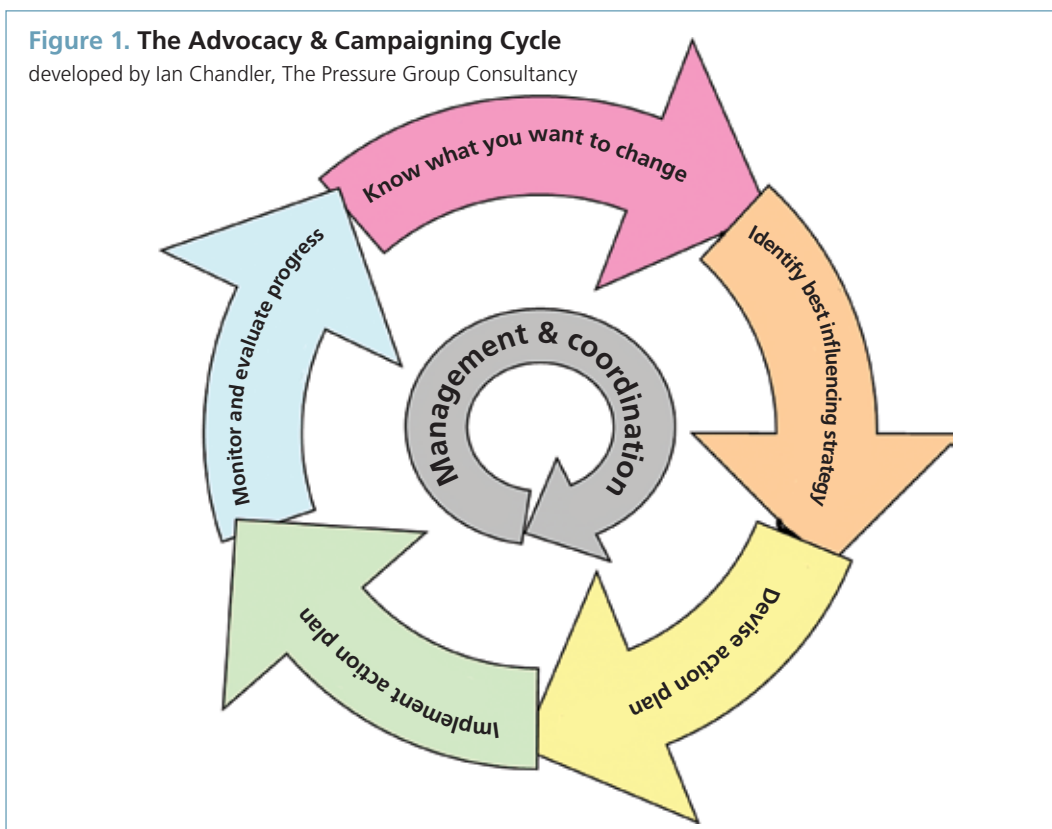
Imagine you want to visit a relative. First you need to find out where they live and then investigate the different ways of getting there – walking, cycling, bus, train or taxi. Do you want to go direct, or do you want to visit other places on your journey? Some ways may be quicker, others may be cheaper – you will want to match your choice of travel with the time and money you have available. If you went with someone else, could you share the cost (although you would be limited to when they wanted to go)? It is only when you have chosen your preferred route and method of transport, that you can start to make detailed plans and think about what you are going to pack and what else you need for the journey.

The first thing we need to do is to know what we want to change and agree a clear aim and objectives

'To fail to plan is to plan to fail'

This well-known saying could have been written for advocacy. There are so many things that we want to change and so many ways to do advocacy, that if we don't have a plan we will be running around in circles, achieving nothing. We don't need to set out in advance every activity that we will undertake, but we do need to agree on our destination (our advocacy objectives) and the route we will take to get there (our influencing strategy).

To help us develop a good advocacy strategy, there are different planning frameworks that we can follow. We shall use the Advocacy & Campaigning Cycle.



This model proposes that the first thing we need to do is to know what we want to change – in other words, to agree a clear aim and objectives. When that has been agreed (and not before) we can move on to identify the best and most appropriate influencing strategy that we can adopt to achieve those objectives. This might set out our target audiences and key messages. Only then can we start to develop our action plans.

'Give me 6 hours to chop down a tree and I will spend the first four sharpening my axe' Abraham Lincoln

Being systematic in our approach does not mean that we have to spend endless hours in planning meetings – in fact it can save us time. If we don't follow this sequence, we risk wasting our time discussing options that we are not ready to decide on and making ad hoc choices that reduce the chance of our success.



Know what you want to change

If we are to have a chance of being successful, we need to be very clear and focused about what we are trying to change. Not only does this help us to construct effective messages, but our objectives also drive our choice of influencing strategy.

'If you don't know where you want to go, any road can take you there'

There are a number of steps that you can follow to help you in this aspect of your planning:



Your starting point is to decide on the 'problem' – the aspect of climate change that you want to address. Ideally this should be as specific as possible and described in terms of a human or environmental problem. For example, the problem could be 'small scale farmers are vulnerable to reduced crop yields as a result of climate change effects'. Try to avoid defining problems as policy weaknesses such as 'insufficient funding available for adaptation programmes' – this could be a cause or effect of the real problem.

The definition of the problem then guides your research and analysis so that you understand the extent of the problem, its causes and effects, and what needs to change for the problem to be resolved.

You can then set out your analysis and your change recommendations into an internal position paper, which you can agree as an official policy position of your organisation or network.

From the change recommendations, you can select one or more advocacy objectives to focus your time and energy on.

Aims, recommendations and objectives

There are three terms that we need to be clear about – aims, recommendations and objectives:

The **aim** of your advocacy should set out the impact you hope to make or contribute to – the reason for doing the advocacy. This will probably refer to impacts on people affected by climate change or to the state of climate change itself, rather than to any particular changes in policy or awareness.

In order for this aim to be fulfilled, it is likely that many different actors need to take a number of different actions. In our analysis, we shall try to identify these changes – they are the **recommendations** that we can set out in a position paper (see below).

However, it is also likely that the range of recommendations is too broad for us to do effective advocacy on all of them. Therefore we need to select a small number of recommendations (possibly just one) on which we shall focus our advocacy efforts to make it happen. These will be our advocacy **objectives**.

Examples of aims

For example, your aim might be:

'Small-scale farmers in arid regions of [our country] are better able to adapt their agricultural practices to respond to climate change and so protect their livelihoods and family nutrition.'

or

'Global warming is slowed through a reduction in carbon emissions from [our country].'

If we are influencing institutions (such as governments, international organisations or companies), we can only express our objectives as changes in their **policy** or their **practice** (government legislation being a particular form of policy).

If we are influencing people (whether named individuals or types of people), we can only express our advocacy objectives as changes in their **knowledge, skills, attitudes** or **behaviours**.

Select one or a small number of recommendations on which to focus your advocacy. Consider these to be outcomes rather than activities

All objectives should be expressed as an outcome not an activity¹, and written so that they are SMART:

- **Specific** – Setting out the actual change that you want to see and who needs to make that change.
- **Measurable** – The change has to be one that you can tell whether it has been achieved or not. It does not have to include a number.
- **Achievable** – It can be ambitious but there has to be some prospect of success to justify you selecting it as an objective and devoting time and energy to making it happen. If you don't think it can ever be achieved, then leave it as a recommendation and select a different objective.
- **Relevant** – It has to make a significant contribution to your overall aim.
- **Time-bound** – Stating how long you are willing to work on this to achieve it. This may be linked to an already established decision point (e.g. an international summit) or it may be linked to your planning and funding cycle.

Different criteria can be used to help you select your advocacy objective from your list of policy recommendations, including:

- The easiest one to achieve (the **low-hanging fruit**). Achieving this can help you to build your confidence, support and momentum before focussing on one of the harder recommendations.
- The one that is being decided upon soon (the **ripe fruit**). This may be too good an opportunity to miss so you focus on this now and worry about the others later. However, you should be careful that you don't get sucked into focussing on what is soon rather than what is important. Sometimes we have to take the long view.
- The one that has to happen before the others can happen (the **key**). In your analysis, it may become clear that there is a natural sequence of changes that need to happen, in which case you need to address the first one before moving onto the next.
- The most important one (the **big hitter**). If there is one that is so important compared to the others, it may be necessary to select it and put all your energies into achieving it.

It is possible to select more than one objective (for example, the low-hanging fruit and the big hitter) but your advocacy efforts will be spread more thinly and may reduce your impact. It is usually more effective to be as focused as possible.

An example of a **policy change objective** is given in Case Study 1 from Bangladesh (below). Their objective is that the Bangladesh Government establishes a National Designated Authority (NDA) for climate planning and finance.

In Case Study 2 from Bolivia, a short-term **knowledge change objective** (key stakeholders have increased awareness and understanding of the proposal) supported a longer-term **policy change objective** – the adoption of the *Mecanismo Conjunto de Mitigación y Adaptación para el manejo y conservación de bosques* (Joint Mitigation and Adaptation Mechanism for the Management and Conservation of Forests).

An example of a **behaviour change objective** is in Case Study 3 from Mali. Their campaign had the objective: 'candidates in the presidential election to demonstrate their commitment to environmental issues by signing the Environment Pact'.

1. For example, 'To lobby for an increase in adaptation funding' is an activity, whereas 'The government increases the budget for adaptation funding' is an outcome.



Case Study 1. Advocating for appropriate national funding institutions in Bangladesh

With increasing attention being paid to raising funds to address climate change in poor countries, these nations need to ensure they have the 'absorptive capacity' to receive and spend this money in a transparent and cost effective manner to really help vulnerable communities. Bangladesh has worked to ensure the necessary financial institutions are in place to do this.

In 2008-09, the country's active NGO community lobbied hard to influence the establishment and management of institutions to receive and disperse funding from both bilateral donors and the national budget for adaptation. NGOs were particularly concerned about World Bank governance of the Multi-Donor Trust Fund proposed. Following long and complicated negotiations and advocacy activities, two funds were established: the Bangladesh Climate Change Trust Fund established under the Climate Change Trust Act of 2012, which was entirely resourced from the government's own budget, and the Bangladesh Climate Change Resilience Fund which was to receive funding from external sources. Establishment of these funds is a considerable departure from previous models of piecemeal contributions by developed countries to support separate, stand-alone projects in poorer nations. The World Bank will manage the latter fund, but for an interim period of five years and with the service charges it can levy limited to 4.5 per cent of Fund proceeds.

More recently, a number of national NGO coalitions have been urging the government and policy makers to establish a transparent and comprehensive National Designated Authority (NDA) to facilitate easy access to international climate finance from the Green Climate Fund. They are pressing for a nationally and constitutionally powerful institution with the capacity to coordinate the climate planning and finance process effectively at the inter-ministerial level. Part of this advocacy work included running a seminar to raise awareness about access to international climate finance.

Further information: www.theguardian.com/environment/2010/feb/15/bangladesh-world-bank-climate-finance and <http://banglapraxis.wordpress.com/2009/03/13/world-banks-fingers-in-bangladesh%E2%80%99s-climate-fund-pie/>

Source: Golam Rabbani, Climate Change and Development Forum, Bangladesh



Case Study 2. Bolivia proposes an alternative approach to REDD

For several years, Bolivia has opposed the marketing of nature and thus the manner in which emerging REDD mechanisms have such a strong focus on carbon markets. As an alternative, Bolivia has proposed the *mecanismo conjunto de mitigación y adaptación para el manejo y conservación de bosques* (joint mitigation and adaptation mechanism for the management and conservation of forests). The proposal is still in its early stages and little known nationally or internationally, so *Liga de Defensa del Medio Ambiente* (LIDEMA) has been tasked with contributing to its development by sourcing technical inputs from those with knowledge of forest management, and raising awareness about the proposal amongst the team of Bolivian negotiators to the UNFCCC and more widely.

The process was planned well and included the following steps: coordination with decision makers, mapping important actors, developing strategies to influence the process, elaborating a plan of activities, and continuing assessment. Workshops in 2012 secured contributions from a wide variety of people and departments. It proved important to engage in dialogue, promote adequate and timely access to information, remain up to date on what is happening and who is who, and ensure the team conducting the work had been trained and included a qualified spokesperson. Confronting decision makers, making assumptions without a factual basis and neglecting one's allies were to be avoided.

Source: María René, LIDEMA and SUSWATCH; Mónica López Baltodano, Centro Humboldt and SUSWATCH/CANLA



Case Study 3. Mobilising support for an environmental pact in Mali

Already severely affected by climate change, the war has increased the vulnerability of Malian communities by destabilising institutions, and reducing coherent policy development and implementation. The poorest have paid most dearly with their lives and through suffering from hunger, thirst, disease and forced migration.

Aware that a healthy environment is the cornerstone of sustainable development, Reso-climat Mali, with its 103 members, proposed an Environmental Pact. This was designed to be a moral contract between future decision makers and the citizens of Mali to make environmental management a national priority. Reso-climat Mali aimed to mobilise popular support for the Pact, and encourage candidates in the presidential election to demonstrate their commitment to environmental issues by signing the pact.

Reso-climat Mali worked with civil society actors, traditional leaders, professionals, hunting associations, traditional communicators, media actors, the Ministry of Environment and Sanitation, Muslim Associations, Catholic churches and Evangelists to convince political leaders, through their structures, MPs and local councillors, to sign the Pact. Activities included a press conference, sending letters and approaching leaders directly, an official launch event, 23 interviews with dignitaries upon signing (with photos and audio-visual coverage), and online and paper petitions (which collected 1000 signatures). Some 30 newspaper articles, dozens of radio programmes and two television news broadcasts raised awareness about the pact. Reso-climat also sought cooperation with international organisations such as IUCN and IFAD.

Key recommendations for those wishing to replicate this initiative include: developing the project idea through a project document detailing plans, securing funding, establishing a project coordination committee, finding personalities or noteworthy individuals (by sending letters or securing interviews) who can convince allies to join the initiative, launching the initiative at an event chaired by a strong or notable personality, and lastly, project monitoring to assess its impact.

For more information: www.reso-climatmali.org

Source: Mahamadoufarka Maiga, AMADE-PELCODE

Both qualitative and quantitative types of information can help you to understand the situation and both can be used as evidence

In all the above cases, having clear objectives enabled them to focus their efforts and devise effective influencing strategies.

Research and analysis

You should do research to support your advocacy in order to:

1. better understand the situation, and so develop a more comprehensive analysis to inform your influencing strategy.
2. provide evidence in support of your policy recommendations and advocacy objectives.

The information gathered through research can be either **quantitative** (involving numerical data, often comparing different groups or trends over time, documenting how funding is spent, etc.) or **qualitative** (descriptive, usually through written and spoken words and photographs). Both types of information can help us to understand the situation and both can be used as evidence (some of your target audiences will be influenced by striking statistics while others will be more engaged by compelling case studies).

Research methodologies are often grouped into two categories – primary or secondary research (alternative categories are desk research and field research). Secondary research involves gathering and analysing previously published information related to the topic. Primary research involves gathering and analysing new data. This can include:

- Surveys and questionnaires (conducted face-to-face, by phone or on the internet)
- One-to-one interviews (conducted face-to-face or by phone)

- Group interviews (including focus groups)
- Participatory research and analysis (PRA)
- Operational data (for example, counting users of a particular service)
- Case studies – based on interviews, photographs and videos.

Position papers

It is good practice to set out your analysis in the form of a position paper. This is a short internal document that sets out your understanding of the problem, its causes and effects, and your recommendations for what needs to be done about it.

Ideally, this should be one or two pages long, certainly no longer than four. A longer document could just waffle along without really saying anything, or it could contradict itself. Writing a short document forces you to be clear. This helps your organisation or network to agree that position, as well as helping to ensure that everyone involved knows what the position is and can talk about it to their respective audiences.

While civil society organisations may have experience collecting information, it can be a challenge to present that information in a succinct, non-technical and user-friendly way. The process of researching and writing a position paper or policy brief (see Toolkit 5) can help advocates familiarise themselves with multiple viewpoints, hone their message and better articulate their views on the best policy responses.

Developing a position paper was a key part of the advocacy strategy adopted in Uganda in Case Study 4 below.



Case Study 4. Influencing the preparation of key climate change policy in Uganda

The Government of Uganda, through the Ministry of Water and Environment, invited civil society organisations (CSOs) to contribute to the national climate change policy-making process from its inception. The goal was to ensure the voice of civil society was reflected in the policy. The Development Network of Indigenous Voluntary Associations (DENIVA) was asked to mobilise CSOs to provide inputs. This mobilisation occurred both inside and outside Climate Action Network – Uganda, of which DENIVA is a member.

A meeting was organised at which the consultants presented their inception report detailing the policy development process between January and December 2012. Citizen consultation was not explicitly part of this process and DENIVA realised it had little time to mobilise citizen inputs. It therefore formed a Working Group (of 18 volunteers) to meet regularly, secure and analyse CSO inputs and develop a position paper. Most CSOs had not documented their work so DENIVA developed a questionnaire that was sent to more than 200 CSOs. About 30 responded. The position paper then generated by the Working Group was presented to government during a stakeholder meeting at which the first draft policy was also shared. The Working Group subsequently met and analysed this draft policy, and shared emerging issues with the consultants. It participated in all fora created by the government for the process, including costing the implementation strategy. Some of the issues highlighted by CSOs through this process were integrated into the emerging policy and its implementation strategy, and the process itself enriched relations amongst CSOs and between CSOs and government in Uganda. The policy remains in draft form pending Cabinet approval.

Key steps for others wishing to replicate this advocacy initiative elsewhere include:

1. Prepare very well before, during and after the policy-making process. Be very clear about the issues you would like addressed in the policy. These should represent the views of civil society participating in the process. Share positions before the first draft policy is released.

To develop an influencing strategy, you need to understand the change process you want to influence

2. Ensure the network is strong and recognised by CSOs, government and all donors. All network members should be involved.
3. Ensure you know all CSO representatives in the policy-making process and involve them in defining the CSO position. This includes CSOs which may not be part of the network.
4. Document all your work and share it with policy makers to ensure that issues can be captured, even without your physical presence.
5. Cultivate a good working relationship with the institution responsible for developing the policy, and where possible with those actually drafting it.

Potential pitfalls to avoid include:

1. Disagreements amongst participating CSOs – you lose credibility. It is important to speak with one voice.
2. Reticence about associating oneself with a policy that does not focus on the vulnerable.
3. Relying heavily on network members. They may have organisational obligations that make them less available. Where possible ask an independent person to help.
4. Leaving out some organisations when communicating. Create a Google group and include as many contacts in it as possible.
5. Failing because of limited finances. Explore all possible ways to raise funds to ensure the network is strong and all of its members are involved in the process.

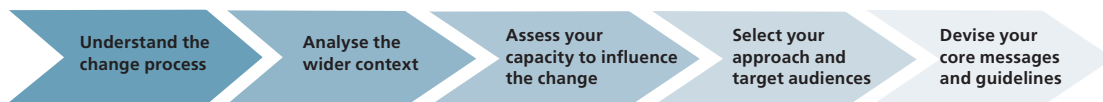
Source: Susan Nanduddu, DENIVA



Identify the best influencing strategy

Having selected your advocacy objective, you then need to identify what your best approach is to making it happen.

The steps that you can follow to help you develop your influencing strategy are:



Understand the change process that you want to influence

If your objective is a particular policy change, then you need to have a reasonable understanding of:

1. **Where** is the decision made? Which ministry or department is responsible for that policy?
2. **Who** makes the decision? Who else needs to approve that decision?
3. **How** do they make the decision? What process might they follow and who will they involve or consult with?
4. **When** will they make the decision?
5. **What** arguments and other factors will influence their decision?

If your objective is for a change in behaviour of a certain group of people, then you need to understand:

1. **Why** do they practice the behaviour that you want to change? What needs do they have that this behaviour meets?
2. **What** are the incentives and barriers to adopting the change that you are promoting?

This information can be gathered through consultation and research.

Analyse the wider context

To inform your choices of influencing approach, and to reduce the risks that you and others may face from conducting the advocacy, it is valuable to explore the wider context – in particular, the six aspects given in the acronym PESTLE:

- **P**olitical
- **E**conomic
- **S**ociological
- **T**echnological
- **L**egal
- **E**nvironmental

For each of these, you should list the factors that impact on the issue you are advocating on, or that will affect the advocacy process itself. You can then rank the factors according to how significant they are and identify how they affect your choice of plans.

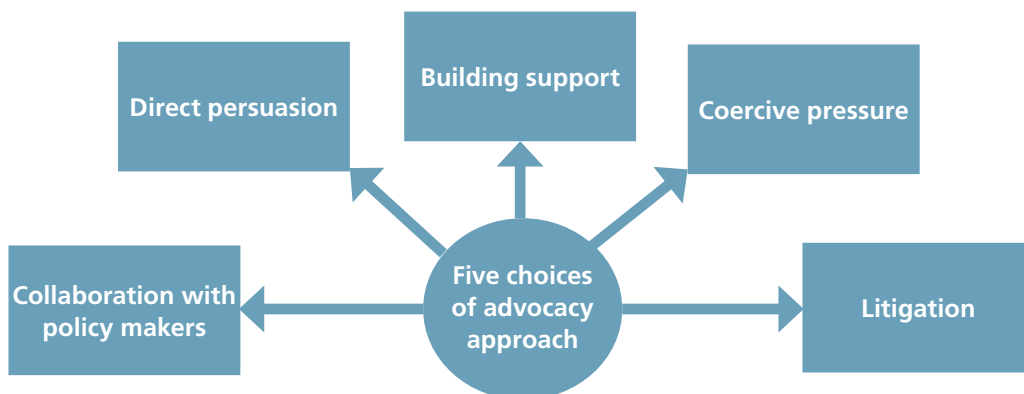
Assess your capacity to influence the change

Why should people listen to what you have to say? What people do you have and what skills do they have? What financial resources do you have?

This may be a good time to do a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats), ranking the factors in each category and discussing how the analysis informs your planning.

Select your approach and target audiences

The previous steps will help you to make an informed choice about which of the five main approaches to influencing you should adopt.



Collaboration with policy makers is more than just friendly relations – it is a formal commitment to working together to investigate and resolve a problem or issue. It requires a shared commitment to solving the problem as well as mutual trust and respect between the policy makers and the advocacy organisations.

In climate change advocacy this is usually only possible for uncontroversial issues of a technical nature, and becomes more difficult when dealing with more contested issues such as governance and finance. Even if you are collaborating with one part of government, you may need to adopt a different approach to influence the real decision makers in another part of government.

Direct persuasion involves presenting clear and appropriate arguments to the policy makers and decision makers. It requires some form of direct access to those policy makers as well as a clear argument supported by credible evidence.

Gaining that access might happen as a result of building your credibility through continued engagement with lower levels of the government administration, or it might be from building your power through public campaigning and gaining support from other influential actors.

Building support with influential stakeholders or segments of the general public is required for more controversial issues. Governments are unlikely to take the action we want unless there is a lot of support (or pressure) for them to do so.

Identify who the most important actors are, who you need to target and how to approach them

While public campaigning to build support from the public may involve being critical of the government (or sharing information from others that is critical of the government’s stance), it is possible to build support from influential stakeholders while still maintaining friendly relations with the government.

Coercive pressure involves raising the political, economic or social cost on the policy makers if they don’t do as we want. Tactics include strikes, boycotts or other forms of direct action. It is a risky activity and is often only used when other methods of influence have failed or are not available.

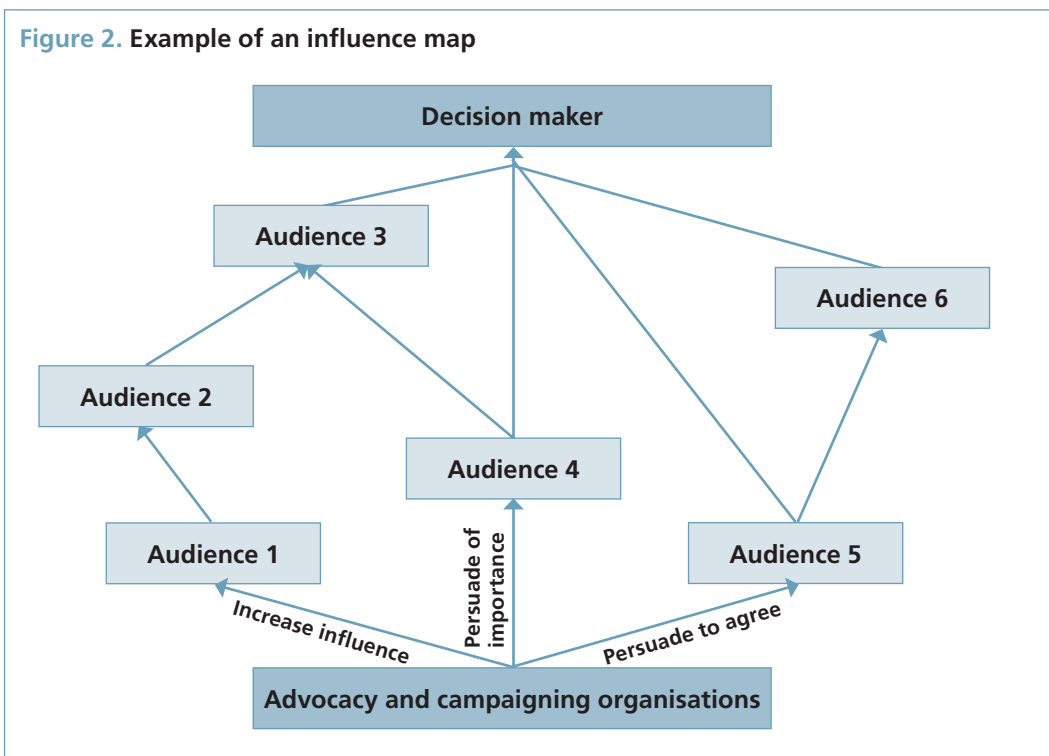
Litigation – suing the policy makers in the national courts – can be appropriate when the policy makers are clearly breaking the law and the courts are sufficiently strong and independent to enforce the law. This is confrontational and you need to be confident of success to adopt this approach (although you can sometimes start a court case just to gain publicity as part of a ‘building support’ strategy).

In most cases, you will probably be adopting a multi-track strategy of collaboration, direct persuasion and building support. If this is the case, you will need to go through a further process to identify your main target audiences so that you can focus your efforts where they will have most effect.

Stakeholder analysis² and **power analysis** are useful tools to help identify who the most important actors are, who you should target and whether you need to:

- Persuade them to agree with your position (if they are influential but don’t currently agree with you).
- Persuade them that the issue is important (if they already agree with you in principle but are not using their influence).
- Build alliances with them so that together you have a stronger voice.
- Increase their influence (often for affected communities) through capacity building or facilitating their access to policy makers.
- Decrease their influence (for influential opponents who cannot be persuaded to change their views) through exposing any vested interests they have or by portraying them in such a way that it is difficult for the policy makers to be associated with them.

Your choice can then be set out in the form of an **influence map**, showing whom you intend to target and your influencing objectives for them:



2. Detailed guidance is outlined in the Stakeholder Analysis Guidelines (see Resources section). Other guidance on stakeholder analysis and power analysis can also be found in *Participatory Advocacy and Practical Action in Advocacy*.

The influence map sets out your plan for how your influence will be felt by the decision maker. Setting your plan in the form of a diagram forces you to make some clear choices and enables you to communicate that plan clearly to your colleagues and network partners.

Develop your core message and guidelines

Defining in your influencing strategy what your core message is and how you will communicate it will improve the effectiveness of your advocacy and ensure that the different activities are pushing in the same direction.

This is addressed in more detail in **Toolkit 3: Framing the Debate – Messages & Communications**.

Case Study 5. Building support for advocacy in Cambodia



Climate change is poorly integrated into government policies in Cambodia. For example environmental impact legislation does not consider climate change issues, so large infrastructure projects are built without considering either the risks from climate change related disasters, or the global risks of greater greenhouse gas emissions resulting. The financial and human resources available to tackle climate change are also limited. There is a shortage of decentralised funds available at sub-national levels for adaptation, so even when communities are recognised as vulnerable to climate change, and possible coping and adaptation mechanisms are known, these cannot be implemented due to a lack of financial resources. Similarly, some NGOs and CSOs have not yet mainstreamed adaptation into their programmes or projects.

NGO and CSO engagement in monitoring national climate change policy and international campaign efforts has also been weak. Climate change policy is drafted in Cambodia with little consultation with civil society organisations and communities due to limited capacity within NGOs, CSOs and also government bodies. The NGO Forum on Cambodia has thus organised a number of activities to influence national and international climate change policies and practices of particular relevance to the most vulnerable Cambodian communities:

- A consultation meeting with CSOs to provide comments/inputs on draft laws, regulations and policy papers on climate change.
- A green growth strategy and policy dialogues.
- Research on climate change finance in Cambodia.

Source: Ung Soeun, NGO Forum on Cambodia & Nop Polin, DanChurchAid/Christian Aid



Devise your action plan

Action plans set out in more detail how you will engage with the target audiences you have selected. It is best to start by looking at each audience individually to work out what is the best method of achieving your influencing objective with them. A template is shown for this is shown below.

Action-planning template for a specific audience	
Audience:	
Influencing objective for this audience:	
Activity to be taken to engage and influence this audience	Purpose of the activity (including monitoring indicator if appropriate)

You then combine these individual action plans onto an integrated action plan and timeline. Some campaigners like to put their action plans on a spreadsheet that they constantly update, as in the example template:

Integrated action plan and timeline				
	Month 1	Month 2	Month 3	Etc.
General				
Audience A				
Audience B				
Audience C				
Etc.				

Forming and strengthening networks to be more effective in their advocacy is covered in **Toolkit 4: Strengthening Advocacy Networks**.

Direct persuasion through the lobbying of policy makers, their advisors and other influential individuals is covered in **Toolkit 5: Influencing Decision Makers**.

Building support from the public is covered in **Toolkit 6: Engaging the Public**.

Working with the media to influence policy makers and the wider public is covered in **Toolkit 7: Engaging the Media**.

Supporting poor and vulnerable people to have their voices heard directly by policy makers is covered in **Toolkit 8: Supporting Local Voices**.



Further information and resources

- 9 Ways to Change the World: Theories of Change for Engaging People on Global Issues*, by May Miller Dawkins (2014). Corelab for Oxfam Australia. http://corelab.co/theories_of_change/
- Advocacy Toolkit*, by Joanna Watson, published by TearFund (2014) 2nd edition of *Practical Action in Advocacy*. <http://tilz.tearfund.org/~media/files/tilz/publications/roots/english/advocacy%20toolkit/second%20edition/tearfundadvocacytoolkit.pdf>
- Monitoring Government Policies: A Toolkit for Civil Society Organisations in Africa*, by Anna Schnell & Erika Coetzee (undated). Published by Christian Aid, Cafod & Trocaire: www.trocaire.org/resources/policyandadvocacy/monitoring-government-policies-toolkit-civil-society-organisations
- Practical Action in Advocacy* by Graham Gordon, published by TearFund (2002) has general (non-climate change specific) guidance and tools for stakeholder mapping and analysis (tools 17-19), mapping power relations (exercise 19), research and analysis (tools 6-12) and writing policies (tool 26). www.tearfund.org or www.sasanet.org/curriculum_final/downloads/CA/Books%20&%20Articles/B4%20-%20Practical%20Action%20in%20Advocacy.pdf
- Participatory Advocacy: A toolkit for VSO staff, volunteers and partners* published by VSO can be downloaded for free here: www.vsointernational.org/Images/advocacy-toolkit_tcm76-25498.pdf
- Pathways for Change: 10 Theories to inform Advocacy and Policy Change Efforts*, by Sarah Stachowiak (2013). Centre for Evaluation Innovation. www.evaluationinnovation.org/publications/pathways-change-10-theories-inform-advocacy-and-policy-change-efforts
- Powercube: Understanding Power for Social Change*. Brighton: IDS, University of Sussex: www.powercube.net
- Stakeholder Analysis Guidelines* can be downloaded here www.southernvoices.net/images/docs/Stakeholder%20Analysis.pdf

The following books are highly recommended:

- A New Weave of Power, People and Politics: The Action Guide for Advocacy and Citizen Participation*, by Lisa VeneKlasen with Valerie Miller (2007). Practical Action Publishing (2nd edition). ISBN 978-185339-644-1.
- Advocacy for Social Justice: A Global Action and Reflection Guide*, by David Cohen, Rosa de la Vega and Gabrielle Watson (2001). Bloomfield: Kumarian Press for Oxfam and the Advocacy Institute.
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Toolkits in this series

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Toolkit 2: Planning Advocacy

Toolkit 3: Framing the Debate: Messages and Communication

Toolkit 4: Strengthening Advocacy Networks

Toolkit 5: Influencing Decision Makers

Toolkit 6: Engaging the Public

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Toolkit 8: Supporting Local Voices

Toolkit 9: Policy Implementation & Finance

Have your say

Readers are invited to provide feedback on the Advocacy Toolkits and experiences of their use at the Southern Voices discussion forum: <http://forum.southernvoices.net/categories/toolkit>



**Strengthening southern voices in
advocating climate policies that
benefit poor and vulnerable people**



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